



Working together with our community
to provide quality services.

PROPOSED
2013

Levy Supported
Operating Budget




DEPARTMENT: Corporate Services		PAGE 1 OF 12
DATE PREPARED:	January 8, 2013	REPORT NO. FS 13-01
COUNCIL MEETING DATE:	January 15, 2013	
SUBJECT: Proposed 2013 Levy Supported Operating Budget		

INTRODUCTION/BACKGROUND:

The *Municipal Act, 2001* provides that local municipalities prepare and adopt each year, estimates required during the year for the purposes of the municipality, including amounts sufficient to pay all debts of the municipality falling due within the year and amounts required for any board, commission or other body.

Council's review of the Proposed 2013 Levy Supported Operating Budget constitutes compliance with the legislative requirements.

Respectfully submitted by:

John Ford, General Manager Financial Services and Treasurer For more information call: 426-5870 ext 1230
COUNCIL: _____ RES. NO. _____
<input type="checkbox"/> Approved <input type="checkbox"/> Approved with Amendments <input type="checkbox"/> Other

DISCUSSION/ANALYSIS

Council completed review and approved the 2013 Capital Plan, including the 2013 Capital Budget and 2014 – 2022 Capital Forecast on October 19, 2012. The 2013 Rate Supported Operating Budget was approved by Council on November 20, 2012. Review and approval of the Proposed 2013 Levy Supported Operating Budget is the final component of the 2013 budget process. The Levy Supported Operating Budget outlines the business priorities and service levels for levy supported operations in Norfolk County and sets the level of taxation required to support those activities.

Developing the Proposed Levy Supported Operating Budget

Developing the Proposed 2013 Levy Supported Operating Budget (Proposed 2013 Budget) has been a collaborative process involving staff input from every Department and Division within the County. Staff across all Departments and Divisions are commended for the tremendous effort put into developing the Proposed 2013 Budget.

The starting point for developing the Proposed 2013 Budget is the underlying principle that levels of service, approved in the approved 2012 Levy Supported Operating Budget, will remain. Changes in levels of service come from two sources: firstly, from reports approved by Council throughout the year, referred to as Council Approved Initiatives, secondly, from proposed changes presented as New Budget Initiatives in the Proposed Budget.

The Proposed 2013 Budget is prepared in a number of easily identifiable components or segments that are each reviewed independently by the Senior Leadership Team (SLT) during the initial budget review. Upon completion of the initial review of all the budget segments, Finance staff consolidates all of the components and provides SLT with the Preliminary Budget for review. It is at this point that the overall impact of the budget is seen, including the potential impact on the Net Levy Requirement and an estimate of the tax rates required. SLT then reviews the Preliminary Budget to make additional adjustments which result in the Proposed 2013 Budget that is presented to Council for consideration. Details of the adjustments made to the Preliminary Budget by SLT are provided later in this report.

Proposed 2013 Levy Supported Operating Budget Format

The following provides a description of the information provided on the Proposed 2013 Budget pages:

2012 Forecasted Actuals	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. Finance staff have reviewed these forecasted amounts with the operating departments and adjustments have been made where appropriate. 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.
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2012 Approved Budget	This is the 2012 Levy Supported Operating Budget as approved by Council. Any changes to the 2012 Budget, approved by Council as a Budget Amendment throughout the year, are included in the Council Approved Initiatives column.
2013 Adjusted Budget	This presents the cost, net of revenues, of providing the levels of service approved by Council in the 2012 Operating Budget, with adjustments for inflation and other known economic impacts. This is, essentially, a “business as usual” budget with no provision for new services for growth in levels of service and is generally referred to as the Base Budget.
2013 ADJ BUD % Incr/(Decr)	This column presents the percentage change in the 2013 Adjusted Budget over the approved 2012 Budget. This is the change in the base budget and does not include any changes approved by Council during the year. Values that are presented in (brackets) indicate the decrease in the 2013 Adjusted Budget over the approved 2012 Budget for that category.
Council Approved Initiatives	Council Approved Initiatives are adjustments to the Base Budget approved by Council (through Budget Amendment reports) during the year, after the 2012 Operating Budget was approved and in advance of preparation of the Proposed 2013 Operating Budget. These changes to the Budget are presented separately from New Budget Initiatives as they have already been approved by Council whereas the New Budget Initiatives are for <i>proposed</i> changes.
New Budget Initiatives	New Budget Initiatives are proposals for enhancement or reduction of existing services or for new services recommended by SLT for consideration by Council during the Budget Review process. Details of all Council Approved Initiatives and New Budget Initiatives are provided in a separate document entitled New Budget Initiatives Details and Council Approved Initiative Details.
2013 Proposed Budget	This column presents the 2013 Proposed Budget as recommended by SLT, including the 2013 Adjusted or Base Budget, Council Approved Initiatives and the New Budget Initiatives recommended by SLT.
2013 Budget \$ Incr/(Decr) 2013 Budget % Incr/(Decr)	This is the change – increase or (decrease) in dollars (\$) for each type of expenditure and revenue and percentage change (%) at the total levels – of the Proposed 2013 Levy Supported Operating Budget over the approved 2012 Operating Budget.

EXPENDITURES

Salaries & Benefits	Salaries and benefits are based on a consistent full-time equivalent (FTE) of staff that provided a similar level of service in the prior year. The estimated cost is based upon negotiated contracts for salaries and wages, adjusted for anticipated annual increments, and the cost of employee benefits based upon statutory requirements and contracts with benefits providers.
Materials & Supplies, Services, Transfer Payments/Grants	These projected costs, which are most readily controlled by Divisional Managers, are based on the prior year’s requirements adjusted for annualization of Council Approved Initiatives and New Budget Initiatives in the approved 2012 Operating Budget, negotiated increases in contracts for services, economic adjustments for inflation and other economic adjustments based on known/established impacts on existing costs to provide a similar level of service.

Interdepartmental Charges	Interdepartmental Charges are for the allocation of support or administrative costs from one Department/Division to another. The allocation of Interdepartmental Charges is done to reflect the true operating cost, including support and administrative costs provided by another department, say Financial Services. Also see Interdepartmental Recoveries in the Revenue Section. As this is an allocation of costs from one Department/Division 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 and Wastewater Operations.
Transfer to Reserves and Reserve Funds	This is for funds included in the Proposed 2013 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.
Financial	These are costs associated with insurance premiums – buildings, vehicles, liability, write-offs of uncollectible accounts, bank service charges.
Long Term Debt Charges	This is for the repayment of principal and interest on long term debt issued by the County. The Proposed 2013 Budget includes an estimate of debt repayments on new debt to be issued in 2013.
Capital	This provides funding for Operating Capital and Levy Funded Capital projects. 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. 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.

REVENUES

PIL's – Supplementaries – Local Improvements	This is the revenue from Payments-in-Lieu of Taxes, supplementary taxes for new properties coming into the tax roll for the first time during 2013 and recovery of Local Improvement Charges.
Federal/Provincial Grants	This is for operating grants or subsidies received from Federal and Provincial Governments, based upon funding criteria and recovery rates applicable to the specific programs. Examples include the Ontario Municipal Partnership Fund (OMPF) Grant, funding of Health and Social Services Costs, Ambulance operating subsidies, Norview Lodge operating subsidies.
Municipal Recoveries	This is for funds received from other municipalities. Primarily this includes recoveries from Haldimand County for their share of Ontario Works, Social Housing and Health programs. Included as well are recoveries for Cross Border Ambulance service.
Financial Charges/ Investment Income	This category includes Penalty and Interest on Taxes, POA Fines, donations and income on investments.
Fees & Service Charges	This is for user fees and service charges for use of County owned facilities and services. The budgets for Fees and Service Charges are based on the 2013 User Fees and Service Charges approved by Council.
Other Revenues	This includes a variety of revenues that do not fit in any other category, including recovery of Municipal Drains costs, sale of assets, sale of fuel and other products at the marinas, and general recoveries from Ontario Works.

Transfers from Reserves and Reserve Funds	This is for funds drawn from Reserves and Reserve Funds to provide funding for capital and operating expenditures, as appropriate, and in accordance with the provisions of the Reserve or Reserve Fund.
Interdepartmental Recoveries	Interdepartmental Recoveries is the 'opposite side' of the Interdepartmental Charges, representing the amount recovered by the charging Department/Division, for example the recovery in Financial Services for the charges allocated to other Departments/Divisions. Also see Interdepartmental Charges in the Expenditures Section. As this is an allocation of costs from one Department/Division 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 and Wastewater Operations.
NET LEVY REQUIREMENT	This is the amount that is required to come from property taxation to fund the net cost – Expenditures less Revenues – of providing the levels of service provided in the Proposed 2013 Budget. The Net Levy Requirement is applied across all of the taxable assessment to arrive at the annual Tax Rate.
STAFFING COMPLEMENT	The Staffing Complement line at the bottom of each Department/Division budget is the total Full Time Equivalent (FTE) staff complement for the Department/Division/Cost Centre. A summary of the FTE's for the County, excluding Water and Wastewater Operations, Library Services, Volunteer Fire Fighters and Police Services, is provided in Tab 3 of the Budget Book.

Budget Presentation to Council

Requisitions from Boards and Agencies

Commencing with the 2013 Budget Review, Proposed 2013 Requisitions from Boards and Agencies are being presented separately from Norfolk County Departmental Budgets. As the budgets for these Boards and Agencies are the responsibility of a separately appointed Board and not within the purview of County staff, staff thought it would be appropriate to present them separately to allow representatives of the Boards, if they so wished, to attend at the Budget Review to present their budget and be available to respond to questions from Council in a timely manner. Proposed 2013 Budgets for the following Boards are included in this separate presentation:

- Haldimand-Norfolk Health Unit – presented to Board of Health on January 8, 2013
- Norfolk County Police Services – Norfolk County Police Services Board
- Library Services – Norfolk County Public Library Board

The 2013 Requisitions from the Grand River Conservation Authority and the Long Point Region Conservation Authority are included in this separate presentation. Their Requisitions 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 2013 Budget

Presentation of Employee and Business Services and Financial Services Departments Budgets

During 2012, the Corporate Services Department and Human Resources and Staff Development Departments were restructured to form the new Employee and Business Services Department and the Financial Services Department. As a result, it is difficult to compare Approved 2012 Budgets and Proposed 2013 Budgets for these new Departments.

Accordingly, for purposes of the Proposed 2013 Budget presentation and review process, budgets for the two new departments will be presented together at summary level. Combining the two departmental budgets in this manner will provide a transition from the old to new structures and will facilitate year-over-year comparison of budgets at the summary level. Additional details regarding the Proposed 2013 Budget for these two departments is provided on page 4-16 in the budget book. On a go-forward basis, budgets for the Employee and Business Services Department and Financial Services Department will be presented separately.

Revised Financial Reporting Requirements

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

To illustrate the differences in the reporting requirements, the Proposed 2013 Budget summary is presented using the “old” format and the “new” format required as the result of the revised PSAB reporting requirements. The Proposed 2013 Budget “old” format is presented on page 4-3 in the budget book, with the “new” format in compliance with the new PSAB guidelines, presented page 4-2.

Summary of the Proposed 2012 Levy Supported Operating Budget

Net Levy Requirement

Table 1 provides a comparison of the Net Levy Requirement for the Proposed 2013 Operating Budget compared to the proposed and actual Net Levy Requirement for 2011 and 2012. The Net Levy Requirement is the amount that is required to come from property taxation to fund the net cost of the Proposed Operating Budget. The Preliminary Budget is the first time that SLT sees the total consolidation of all the budget components and sees the Net Levy Requirement. Following review and revision of the Preliminary Budget, SLT provides the Proposed Budget for consideration by Council.

Table 1: Comparison of Net Levy Requirement for 2011 to 2013

Details	2011 Council Approved Budget	2012			2013	
		Preliminary Budget	SLT Proposed Budget	Council Approved Budget	Preliminary Budget	SLT Proposed Budget
Net Levy Requirement	64,408,300	70,263,975	68,029,100	65,727,000	71,844,751	68,813,700
% Increase Over 2011 Approved		9.1 %	5.6 %	2.0 %		
% Increase Over 2011 Approved					9.3 %	4.7 %

Major Base Budget Drivers

Table 2 presents a Summary of Major Base Budget Drivers impacting the Proposed 2013 Adjusted Budget. The Proposed 2013 Adjusted Budget, or Base Budget, is the cost, net of revenues, of providing the levels of service approved by Council in the approved 2012 Budget. This is, essentially, a “business as usual” budget with no provision for new services or for growth in levels of service beyond what was approved by Council in the 2012 Budget. The impact on the Proposed 2013 Adjusted Budget, or Base Budget, on the Net Levy Requirement is \$2,284,200 and represents a 3.5% increase in the Net Levy Requirement.

Table 2: Summary of Major Base Budget Drivers

2012 Council Approved Net Levy		65,727,000	
Uncontrollable Adjustments			
Decrease in Projected Long-Term Debt Payments	(280,000)		
Decrease in OMPF Funding	100,000		
Net Decrease for Police Services	(234,200)		
Increase in Winter Control Costs	235,000		
Increase in Salaries & Wages	175,800		
Increase in Benefits	553,000		
Decrease in Material Recycling Process Contract for Processing	<u>(188,500)</u>	361,100	0.6 %
Council Controllable Adjustments			
Net Increase for Library Board	182,000		
Increase in Tom Howe Operating Costs	316,000		

Increase in Dividend Income	(500,000)		
Increase in Contributions to Reserves to Fund Capital Replacements	<u>652,000</u>	650,000	1.0 %
Departmental Controllable Adjustments			
Overall Decrease in User Fee Charges & Other Revenues	217,700		
Increase Levy Requirements to Fund Operating Capital and Capital	753,000		
Decrease Overall for Maintenance and Repairs Services	(209,500)		
Net Increase in Social Services and Social Housing Costs	155,600		
Increase in EMS Funding	(108,200)		
Increase in WDO Funding	(168,900)		
Decrease in Investment Income	200,000		
Miscellaneous Changes	<u>433,500</u>	<u>1,273,200</u>	<u>1.9 %</u>
2013 Adjusted Budget – Net Tax Levy Requirement		68,011,200	3.5 %

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

Table 3: Budget Impact of Council Approved Initiatives and Proposed New Budget Initiatives

2013 Adjusted Budget – Net Levy Requirement, from Table 2		68,011,200	3.5 %
Council Approved Initiatives		139,400	0.2 %
Proposed New Budget Initiatives			
• Rank 1	(204,100)		
• Rank 2	(500)		
• Rank 3	<u>867,700</u>	<u>663,100</u>	<u>1.0 %</u>
Proposed 2013 Budget – Net Levy Requirement		68,813,700	4.7 %

Council Approved Initiatives for adjustments to the Base Budget approved by Council during the year represent an increase of \$139,400 or 0.2% in the Net Levy Requirement for the 2013 Proposed Budget. New Budget Initiatives for enhancement or for new services recommended by SLT for consideration by Council represent a proposed increase of \$663,100 or 1.0% to the Net Levy.

New Budget Initiatives

During the initial review process, SLT reviewed all proposed New Budget Initiatives (NBI's), evaluating them utilizing the Budget Ranking Criteria approved by Council. At that time, direction was given by SLT to either rework the proposed NBI or to consider alternative ways to meet the program goals through existing resources or through alternative resources. A copy of the Budget Ranking Criteria is included with the New Budget Initiatives Details. All NBI's, including those that were amended as the result of SLT's direction, were included in the Preliminary 2012 Budget for SLT review. Following review and revision of the Preliminary 2012 Budget, SLT approved NBI's to be included in the Proposed 2012 Operating Budget for consideration by Council as summarized in Table 4 as follows:

Table 4: Summary of Proposed New Budget Initiatives

NBI Ranking	Preliminary 2012 Budget	SLT Proposed 2013 Budget
Rank 1	\$ (204,500)	\$ (204,500)
Rank 2	(500)	(500)
Rank 3	1,004,100	867,700
Rank 4	344,000	0
Net Levy Requirement	\$ 1,143,100	\$ 663,100

Details of the New Budget Initiatives are in Tab 2 in the budget book – provided under separate cover to facilitate reference during budget review.

In reviewing the Preliminary Budget, SLT removed some of the NBI's. Consistent with prior practice, details of the deleted/deferred NBI's have been included with the Proposed 2013 Budget materials and General Managers have an opportunity to review them with Council during the Budget Review. The deleted/deferred NBI's are included in the Council Approved Initiatives and New Budget Initiatives in – starting on page 52.

Capital Expenditures

The Levy Supported Operating Budget includes an allocation of funds for Operating Capital and Levy Funded Capital projects. Proposed Capital Expenditures are presented in Tab 5 of the Budget Book.

Table 5 provides a summary of funding for capital purposes approved in the Levy Supported Operating Budget for 2008 to 2012 and the amount included in the Proposed 2013 Budget:

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

Purpose	2008 Approved	2009 Approved	2010 Approved	2011 Approved	2012 Approved	2013 Preliminary	2013 Proposed
Operating Capital	1,536,400	1,378,900	633,600	707,900	987,900	2,079,300	1,689,300
Levy Funded Capital	867,600	80,000	708,000	873,600	790,100	1,134,900	841,600
Total Capital Expenditures	2,404,000	1,458,900	1,341,600	1,581,500	1,777,900	3,214,200	2,530,900
Funded from Invest in Ontario Funds		1,082,400	1,299,000		0	0	0
Funded from Other Reserves	86,100	55,000	5,000		0	0	0
Funded from Tax Levy	2,317,900	321,500	37,600	1,581,500	1,777,900	3,214,200	2,530,900

The Capital Expenditures and amount Funded from the Tax Levy in 2008 was consistent with the amount provided in previous years. In 2009 and 2010 Council approved Capital Expenditures of approximately \$1 million less than 2008. In addition, Council approved funding the Capital Expenditures from the Investing in Ontario funds. The net result was that base budget funding from the Tax Levy for capital expenditures was reduced from approximately \$2.3 million in 2009 to a low of \$37,600 in 2010. Since 2010 staff have proposed increases in the Tax Levy for capital expenditures.

The Preliminary 2013 Budget, presented to SLT, included \$3,214,200 for capital expenditures. During review of the Preliminary 2013 Budget, SLT revised the allocation for capital purposes to \$2,530,900 to be funded from the Tax Levy. In the Proposed 2013 Budget, the proposed level of capital expenditures funded from the Tax Levy has returned to the 2008 funding level.

Assessment Changes

In 1997, the Province introduced Current Value Assessment (CVA) as the basis for property taxation by municipalities. In 2012 the province announced that CVA values would be updated to a January 1, 2012 base year value with increases in CVA values being phased in over four years - for 2013, 2014, 2015 and 2016 taxation years - and decreases in CVA values being implemented immediately and not phased in. The effect of the change in CVA values for properties in Norfolk County is that the total assessment for 2013 taxation has increased an average of 3.9% over the total assessment for 2012 taxation. This increase is strictly the result in the change in CVA or market value and does not include any increase due to growth.

Growth in assessment, for new properties coming into the assessment roll for taxation for the first time in 2013, is approximately \$90 million or 1.3% over the 2012 assessment. This growth in assessment will generate approximately \$880,000 in new tax revenue starting in 2013.

Impact on Property Taxes

There are a number of factors that have an impact on property taxes from 2011 to 2012, including:

- Updating of CVA values for 2013
- Growth in assessment for new properties added to the tax roll for taxation for the first time
- Reduction in the Education Tax Rate provided by the Province

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

The Proposed 2013 Operating Budget, as presented, requires a Net Levy of \$68,814,200, which represents an increase of 4.7% over the approved 2012 Net Tax Levy – see Tables 1 and 2 above. To determine the impact of the proposed 2013 Tax Rates on a residential property tax bill, both the Municipal Tax Rate and the Education Tax Rate have to be included.

When there is a change in CVA, the province resets residential Education Tax Rates to offset the average change in residential assessment values across the province. The Ministry of Finance has advised that the Residential Education Tax Rate that the 2013 Residential Education Rate has been set at 0.212 % compared with 0.221% for 2012. This represents a 4.0% reduction in the Residential Education Tax Rate.

Table 6 presents the Residential Tax Impact of the Proposed 2013 Levy Supported Operating Budget on the average residential property. For comparative purposes a residential property with an assessed value of \$189,400 in 2012 is used. Based upon the average increase in CVA values for residential properties, the assessed value for this property in 2013 would be approximately \$193,900.

Table 6: Residential Tax Impact of Proposed 2013 Budget – Including County and Education Tax Rates

	2012 Actual Tax Levy	Per 2013 Proposed Budget		
		Proposed Tax Levy	Change	% Change
Average Assessment Value	\$ 189,400	\$ 193,900	\$ 4,500	2.38 %
Tax Levy				
Municipal Tax Levy	\$ 1,939.27	\$ 2,004.46	\$ 65.19	3.4 %
Education Tax Levy	418.57	411.07	(7.50)	(1.8)
Total Tax Levy	\$ 2,357.84	\$ 2,415.53	\$ 55.69	2.4 %

The Residential Tax Impact presented above is based upon the average increase of 2.38% in the CVA value for residential properties across the County. The tax impact on an individual residential property will vary depending upon the actual increase in

CVA's for that property compared to the average – for properties with an increase in CVA below the average, the tax impact will be lower and for properties with assessment increases in excess of the average, the tax impact will be greater.

RECOMMENDATIONS

THAT Report FS 13-01 RE: Proposed 2013 Levy Supported Operating Budget be received as information;

AND FURTHER THAT 2013 Levy Supported Operating Budget, with a Net Levy Requirement of \$68,813,700, be approved.



Council Approved Initiatives and New Budget Initiatives have been provided under separate cover.

GUIDE TO FULL TIME EQUIVALENTS (FTE) REPORT – 2013

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

<u>Column</u>	<u>Description of Column</u>
Approved 2012 Full-Time Equivalents	This column represents the FTE included in the approved 2012 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 2013 levy supported operating budget.
2013 Annualization of 2012 Council Approved Initiatives	This column represents the annualized impact in 2013 of the approved budget initiatives included in the 2012 approved levy supported operating budget. Current County practices provide for the impact of new budget initiatives based on the projected months of service within the cost centre they are allocated to. As a result, proposed increases in the current budget year are pro-rated for the portion of the year to which they relate. Consequentially these changes can have positive/negative levy impacts in future years.
2013 Council Approved Initiatives	This column represents the proposed effect on FTE in 2013 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).
2013 New Budget Initiatives	This column represents the applicable impacts on FTE of the proposed new budget initiatives ranked 1, 2 and 3 by SMT and included in the proposed 2013 levy supported operating budget.
2013 Total Full-Time Equivalents	This column represents the total FTE included in the proposed 2013 levy supported operating budget. It is the sum of all the aforementioned columns.
Increase/(Decrease) FTE	This column represents the difference between the 2013 Total Full-Time Equivalents column and the 2012 Approved Full-Time Equivalents column.

PROPOSED FULL TIME EQUIVALENTS							
2013 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)							
	Approved 2012 Full Time Equivalents	Budget Adjustment / Program Cancellations	2013 Annualization of 2012 Council Approved Initiatives	2013 Council Approved Initiatives	2013 New Budget Initiatives	2013 Total Full Time Equivalents	Incr / (Decr) FTE
Mayor & Council Services							
<i>Mayor & Council Services</i>	10.00					10.00	0.00
Total Mayor & Council Services	10.00	0.00	0.00	0.00	0.00	10.00	0.00
County Manager's Office							
<i>County Manager's Office</i>	2.00					2.00	0.00
Total County Manager's Office	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Employee & Business Services							
<i>Corporate Services Administration</i>	2.00	(2.00)				0.00	(2.00)
<i>Employee & Business Services Admin</i>	0.00	2.00				2.00	2.00
<i>Human Resources</i>	11.35	(1.50)				9.85	(1.50)
<i>Clerk's & Council Services</i>	9.35					9.35	0.00
<i>Corporate Support Services</i>	11.75		(0.33)		0.33	11.75	0.00
<i>Information Systems Services</i>	8.29				1.00	9.29	1.00
Total Employee & Business Services	42.74	(1.50)	(0.33)	0.00	1.33	42.24	(0.50)
Financial Services							
<i>Financial Services</i>	21.75	0.50				22.25	0.50
Total Financial Services	21.75	0.50	0.00	0.00	0.00	22.25	0.50
Public Works & Environmental Services							
Public Works & E.S. Administration							
<i>Public Works & E.S. Administration</i>	2.00					2.00	0.00
Total Public Works & E.S. Administration	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Support Services							
<i>Support Services</i>	10.00					10.00	0.00
Total Support Services	10.00	0.00	0.00	0.00	0.00	10.00	0.00
Engineering Services							
<i>Engineering Services</i>	13.75					13.75	0.00
Total Engineering Services	13.75	0.00	0.00	0.00	0.00	13.75	0.00

PROPOSED FULL TIME EQUIVALENTS							
2013 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)							
	Approved 2012 Full Time Equivalents	Budget Adjustment / Program Cancellations	2013 Annualization of 2012 Council Approved Initiatives	2013 Council Approved Initiatives	2013 New Budget Initiatives	2013 Total Full Time Equivalents	Incr / (Decr) FTE
Fleet Equipment							
<i>Fleet Equipment</i>	13.50					13.50	0.00
Total Fleet Equipment	13.50	0.00	0.00	0.00	0.00	13.50	0.00
Facilities							
<i>Facilities</i>	4.19				1.00	5.19	1.00
Total Facilities	4.19	0.00	0.00	0.00	1.00	5.19	1.00
Roads Operations							
<i>Roads Operations</i>	66.46				(0.50)	65.96	(0.50)
Total Roads Operations	66.46	0.00	0.00	0.00	(0.50)	65.96	(0.50)
Waste Management							
<i>Waste Management Administration</i>	1.65					1.65	0.00
<i>Transfer Stations</i>	2.40					2.40	0.00
Total Waste Management	4.05	0.00	0.00	0.00	0.00	4.05	0.00
Total Public Works & Environmental Services	113.95	0.00	0.00	0.00	0.50	114.45	0.50
Health & Social Services							
<i>Health & Social Services Administration</i>							
Total Health & Social Services Admin	2.00					2.00	0.00
Total Health & Social Services Administration	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Public Health							
<i>Mandatory Programs</i>	60.19		(0.25)		0.97	60.91	0.72
<i>Fiscal Programs</i>	6.52				(0.08)	6.44	(0.08)
<i>West Nile Virus</i>	0.35					0.35	0.00
<i>Infection Control Program</i>	1.00			0.37		1.37	0.37
<i>SARS Response Program</i>	1.00					1.00	0.00
<i>Vaccine Clinics</i>	0.81				(0.32)	0.49	(0.32)
<i>Healthy Babies/Healthy Children</i>	9.50				1.00	10.50	1.00
<i>Early Child Development Program</i>	1.12				0.12	1.24	0.12
<i>Ontario Tobacco Strategy</i>	3.50					3.50	0.00
Total Public Health	83.99	0.00	(0.25)	0.37	1.69	85.80	1.81

PROPOSED FULL TIME EQUIVALENTS							
2013 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)							
	Approved 2012 Full Time Equivalents	Budget Adjustment / Program Cancellations	2013 Annualization of 2012 Council Approved Initiatives	2013 Council Approved Initiatives	2013 New Budget Initiatives	2013 Total Full Time Equivalents	Incr / (Decr) FTE
Ontario Works & Social Services							
<i>Ontario Works & Social Services Admin</i>	30.13					30.13	0.00
<i>Ontario Works Employment Program</i>	17.84		(1.50)	0.75	2.00	19.09	1.25
<i>Data Analysis Coordinator</i>	1.00					1.00	0.00
<i>Child Care</i>	5.57					5.57	0.00
<i>Homemakers</i>	0.00					0.00	0.00
Total Ontario Works & Social Services	54.54	0.00	(1.50)	0.75	2.00	55.79	1.25
Norview Lodge							
<i>Norview Administration</i>	5.42	(0.10)				5.32	(0.10)
<i>Programs & Support Services</i>	8.00				1.00	9.00	1.00
<i>Nutritional Services</i>	17.33	(0.35)			1.13	18.11	0.78
<i>Nursing Services</i>	112.07	0.10	0.13			112.30	0.23
<i>Housekeeping Services</i>	9.43	0.18				9.61	0.18
<i>Laundry Services</i>	5.72	0.18				5.90	0.18
<i>Building & Property</i>	6.00					6.00	0.00
Total Norview Lodge	163.97	0.01	0.13	0.00	2.13	166.24	2.27
Social Housing							
<i>Social Housing</i>							
<i>Social Housing Administration</i>	1.69				1.00	2.69	1.00
Total Social Housing	1.69	0.00	0.00	0.00	1.00	2.69	1.00
Total Health & Social Services	306.19	0.01	(1.62)	1.12	6.82	312.52	6.33
Community Services							
<i>Community Services Administration</i>							
<i>Community Services Administration</i>	2.00					2.00	0.00
Total Community Services Administration	2.00	0.00	0.00	0.00	0.00	2.00	0.00

PROPOSED FULL TIME EQUIVALENTS							
2013 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)							
	Approved 2012 Full Time Equivalents	Budget Adjustment / Program Cancellations	2013 Annualization of 2012 Council Approved Initiatives	2013 Council Approved Initiatives	2013 New Budget Initiatives	2013 Total Full Time Equivalents	Incr / (Decr) FTE
Business Services							
<i>Business Services</i>	5.60	1.00				6.60	1.00
Total Business Services	5.60	1.00	0.00	0.00	0.00	6.60	1.00
Parks & Facilities							
<i>Parks & Facilities Administration</i>	4.60		(1.00)		1.00	4.60	0.00
<i>Arenas</i>	17.49					19.35	1.86
Casual Backfilling Adjustment		1.86					
<i>Halls & Community Centres</i>	2.02					2.02	0.00
<i>Parks</i>	11.92	0.78			0.69	13.39	1.47
<i>Cemeteries</i>	3.71				1.00	4.71	1.00
<i>Property Management</i>	3.50	0.36				3.86	0.36
<i>Forest Conservation & Management</i>	4.94	(2.00)		0.18		3.12	(1.82)
Total Parks & Facilities	48.18	1.00	(1.00)	0.18	2.69	51.05	2.87
Recreation							
<i>Recreation Administration</i>	2.60	(0.05)			0.13	2.68	0.08
<i>Pools</i>	11.85					11.85	0.00
<i>Programs</i>	11.37	0.03			0.42	11.82	0.45
<i>Simcoe Farmers' Market</i>	0.25					0.25	0.00
<i>Seniors Programs</i>	1.00					1.00	0.00
Total Recreation	27.07	(0.02)	0.00	0.00	0.55	27.60	0.53
Fire & Rescue Services							
<i>Fire & Rescue Services</i>							
<i>Fire & Rescue Services Administration</i>	6.67				0.33	7.00	0.33
<i>Comm Emerg Mgmt Pgm</i>	0.60					0.60	0.00
<i>Fire Districts</i>	24.20					24.20	0.00
Total Fire & Rescue Services	31.47	0.00	0.00	0.00	0.33	31.80	0.33
Emergency Medical Services							
<i>Emergency Medical Services</i>	57.33				4.67	62.00	4.67
Total Emergency Medical Services	57.33	0.00	0.00	0.00	4.67	62.00	4.67

PROPOSED FULL TIME EQUIVALENTS							
2013 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)							
	Approved 2012 Full Time Equivalents	Budget Adjustment / Program Cancellations	2013 Annualization of 2012 Council Approved Initiatives	2013 Council Approved Initiatives	2013 New Budget Initiatives	2013 Total Full Time Equivalents	Incr / (Decr) FTE
Marinas							
<i>Port Dover Marina</i>	4.59					4.59	0.00
Total Port Dover Marina	4.59	0.00	0.00	0.00	0.00	4.59	0.00
<i>Port Rowan Marina</i>	0.70					0.70	0.00
Total Port Rowan Marina	0.70	0.00	0.00	0.00	0.00	0.70	0.00
Total Marinas	5.29	0.00	0.00	0.00	0.00	5.29	0.00
Total Community Services	176.94	1.98	(1.00)	0.18	8.24	186.34	9.40
Planning & Economic Development							
Planning & Economic Development Admin							
<i>Planning & Economic Development Admin</i>	3.30		(0.25)			3.05	(0.25)
Total Planning & Economic Development Admin	3.30	0.00	(0.25)	0.00	0.00	3.05	(0.25)
Community Planning Services							
<i>Community Planning Services</i>	12.10					12.10	0.00
Total Community Planning Services	12.10	0.00	0.00	0.00	0.00	12.10	0.00
Tourism & Economic Development							
<i>Tourism & Economic Development</i>	6.23					6.23	0.00
Total Tourism & Economic Development	6.23	0.00	0.00	0.00	0.00	6.23	0.00
Building Division							
<i>Building Division</i>	12.88	0.20				13.08	0.20
Total Building Division	12.88	0.20	0.00	0.00	0.00	13.08	0.20
By-Law Division							
<i>By-Law Division</i>	8.80	(1.20)				7.60	(1.20)
Total By-Law Enforcement	8.80	(1.20)	0.00	0.00	0.00	7.60	(1.20)
Heritage & Culture							
<i>Heritage & Culture</i>	11.80					11.80	0.00
Total Heritage & Culture	11.80	0.00	0.00	0.00	0.00	11.80	0.00
Total Planning & Economic Development	55.11	(1.00)	(0.25)	0.00	0.00	53.86	(1.25)
New Budget Initiatives Deferral	(0.17)		0.17		(4.19)	(4.19)	(4.02)
TOTAL	728.51	(0.01)	(3.03)	1.30	12.70	739.47	10.96

**PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
TABLE OF CONTENTS**

2013 MUNICIPAL OPERATING BUDGET

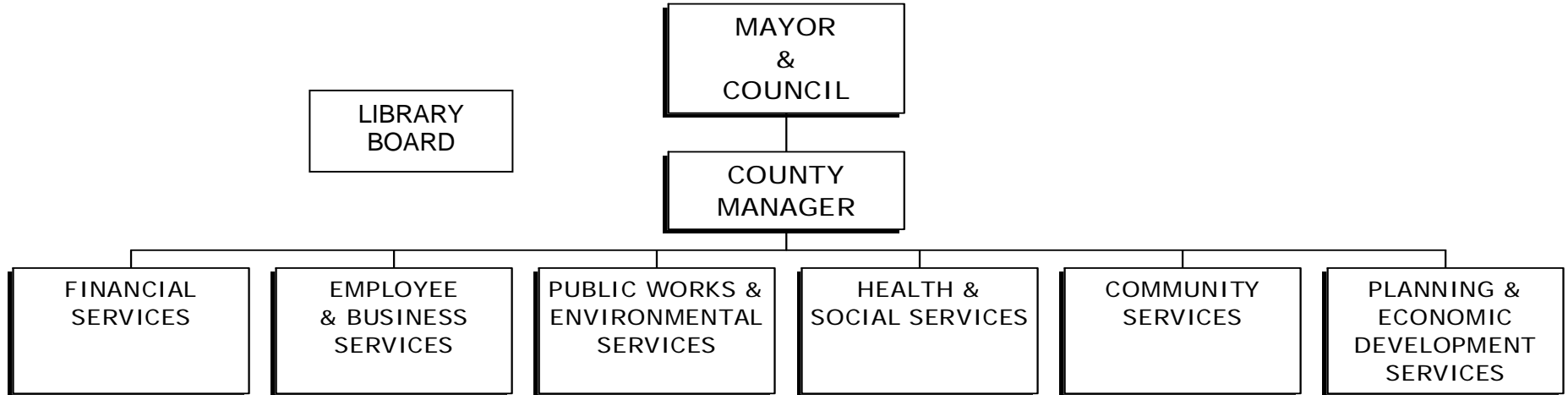
Norfolk County Government Structure
Norfolk County Council
Norfolk County Senior Staff

NORFOLK COUNTY OPERATING LEVY	4-1
REQUISITIONS FROM BOARDS & AGENCIES	4-4
Policing Services.....	4-6
Long Point Region Conservation Authority.....	4-7
Grand River Conservation Authority.....	4-8
Library Board	4-9
Public Health.....	4-10
MAYOR & COUNCIL SERVICES.....	4-11
COUNTY MANAGER'S OFFICE.....	4-13
EMPLOYEE AND BUSINESS SERVICES & FINANCIAL SERVICES	4-16
EMPLOYEE AND BUSINESS SERVICES	4-18
Employee and Business Services Administration.....	4-20
Clerk & Council Services	4-23
Corporate Support Services	4-26
Information Systems	4-33
Human Resources & Staff Development.....	4-36
FINANCIAL SERVICES	4-41
HEALTH & SOCIAL SERVICES	4-47
Health & Social Services Administration.....	4-49
HSS Administration Buildings.....	4-52
Port Rowan Medical Centre	4-54
Social Services	4-56
Norview Lodge.....	4-62
Social Housing.....	4-67

**PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
TABLE OF CONTENTS**

UNALLOCATED REVENUES & EXPENDITURES	4-71
COMMUNITY SERVICES	4-74
Community Services Administration	4-76
Business Services	4-79
Parks & Facilities	4-82
Recreation	4-89
Fire & Rescue Services	4-94
Emergency Medical Services	4-100
Port Dover Marina	4-103
Port Rowan Marina	4-106
Ride Norfolk	4-109
PLANNING AND ECONOMIC DEVELOPMENT	4-111
Planning & Economic Development Admin	4-113
Community Planning Services	4-115
Building Division	4-119
By-Law Enforcement	4-122
Tourism & Economic Development	4-127
Heritage & Culture	4-130
PUBLIC WORKS AND ENVIRONMENTAL SERVICES	4-135
Public Works and Environmental Services Admin	4-137
Support Services	4-139
Fleet Equipment	4-141
Facilities	4-144
Engineering Services	4-147
Roads Operations	4-150
Waste Management	4-153

NORFOLK COUNTY GOVERNMENT STRUCTURE



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

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

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

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

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

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

Norfolk County Council

Mayor.....Dennis Travale

Councillors

Ward 1.....Betty Chanyi

Ward 2..... Roger Geysens

Ward 3.....Michael J. Columbus

Ward 4..... Jim Oliver

Ward 5.....Peter Black

.....Charlie Luke

Ward 6..... John Wells

Ward 7.....Harold Sonnenberg

Norfolk County Senior Staff

County Manager.....Keith Robicheau

General Manager, Financial Services John Ford

General Manager, Public Works and Environmental Services Eric D’Hondt

General Manager, Community Services Kevin Lichach

General Manager, Planning & Economic Development..... Chris Baird

General Manager, Health and Social ServicesPatti Moore

General Manager, Employee and Business Services.....Kandy Webb

Medical Officer of Health..... Malcolm Lock



Solicitor Ross & McBride

AuditorsMillard, Rouse & Rosebrugh, Chartered Accountants

Bankers..... Canadian Imperial Bank of Commerce

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



**NORFOLK COUNTY OPERATING
LEVY**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY
CORPORATE NET LEVY REQUIREMENT

	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
UNALLOCATED REV'S & EXPEND'S SUMMARY	(12,812,500)	(12,580,100)	1.8	0	1,200	(12,578,900)	233,600	1.8
REQ'S FROM BOARDS & AGENCIES SUMMARY	16,687,800	16,708,400	0.1	0	(30,900)	16,677,500	(10,300)	(0.1)
MAYOR & COUNCIL SERVICES SUMMARY	568,500	529,700	(6.8)	57,000	50,000	636,700	68,200	12.0
COUNTY MANAGER'S OFFICE SUMMARY	361,800	364,100	0.6	0	0	364,100	2,300	0.6
PUBLIC WORKS & ENVIRONMENTAL SERVICES SU	28,718,500	28,879,200	0.6	0	68,600	28,947,800	229,300	0.8
HEALTH & SOCIAL SERVICES SUMMARY	9,253,900	9,871,900	6.7	(17,000)	42,700	9,897,600	643,700	7.0
COMMUNITY SERVICES SUMMARY	14,828,900	15,928,900	7.4	110,900	431,600	16,471,400	1,642,500	11.1
PLANNING & ECONOMIC DEV. SUMMARY	4,269,300	4,271,400	0.0	(11,500)	0	4,259,900	(9,400)	(0.2)
EMPLOYEE, BUSINESS & FINANCIAL SERVICES	3,850,800	4,037,700	4.9	0	99,900	4,137,600	286,800	7.4
Total	65,727,000	68,011,200	3.5	139,400	663,100	68,813,700	3,086,700	4.7

PSAB FORMAT

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	2013 Council Approved Initiatives	2013 Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
OPERATING BUDGET									
Expenditures									
Salaries & Benefits	55,344,838	55,644,200	55,980,700	0.6	175,800	1,359,700	57,516,200	1,872,000	3.4
Materials & Supplies	9,138,159	10,341,200	10,500,100	1.5	1,800	10,300	10,512,200	171,000	1.7
Services	15,762,826	17,026,200	16,629,400	(2.3)	114,000	36,000	16,779,400	(246,800)	(1.4)
Long Term Debt Interest	1,230,978	1,296,400	1,252,700	(3.4)	0	0	1,252,700	(43,700)	(3.4)
Transfer Payments/Grants	24,744,289	40,280,500	38,134,700	(5.3)	57,000	88,700	38,280,400	(2,000,100)	(5.0)
Interdepartmental Charges	10,525,948	10,997,600	11,153,600	1.4	0	0	11,153,600	156,000	1.4
Operating Capital Expenditures	778,563	790,100	814,200	3.1	10,600	16,800	841,600	51,500	6.5
Financial	2,658,993	2,757,700	2,783,500	0.9	0	0	2,783,500	25,800	0.9
Amortization	3,000,582	17,957,900	18,621,900	3.7	0	0	18,621,900	664,000	3.7
Total Expenditures	123,185,176	157,091,800	155,870,800	(0.8)	359,200	1,511,500	157,741,500	649,700	0.4
Revenues									
PIL's-Supplementaries-Local Improvements	(2,400,758)	(2,605,800)	(2,681,600)	(2.9)	0	0	(2,681,600)	(75,800)	(2.9)
Federal/Provincial Grants	(49,885,059)	(50,385,500)	(47,715,600)	5.3	(170,300)	(908,300)	(48,794,200)	1,591,300	3.2
Municipal Recoveries	(3,500,530)	(3,688,600)	(3,623,500)	1.8	0	126,900	(3,496,600)	192,000	5.2
Financial Charges/Investment Income	(4,678,234)	(4,247,500)	(4,340,600)	(2.2)	(22,500)	(23,800)	(4,386,900)	(139,400)	(3.3)
Fees & Service Charges	(10,528,103)	(11,244,100)	(11,009,700)	2.1	(42,000)	(43,200)	(11,094,900)	149,200	1.3
Other Revenues	(2,839,800)	(2,012,600)	(1,891,000)	6.0	0	0	(1,891,000)	121,600	6.0
Interdepartmental Recoveries	(11,630,533)	(12,067,400)	(12,210,700)	(1.2)	0	0	(12,210,700)	(143,300)	(1.2)
Total Revenues	(85,463,017)	(86,251,500)	(83,472,700)	3.2	(234,800)	(848,400)	(84,555,900)	1,695,600	2.0
OPERATING RATE	37,722,159	70,840,300	72,398,100	2.2	124,400	663,100	73,185,600	2,345,300	3.3
FINANCING BUDGET									
Long Term Debt Principal	1,913,382	2,147,300	1,911,000	(11.0)	0	0	1,911,000	(236,300)	(11.0)
Transfer To Reserves & Reserve Funds	10,664,767	10,535,500	11,187,500	6.2	0	0	11,187,500	652,000	6.2
Transfer To Capital	1,117,752	987,800	1,674,300	69.5	15,000	0	1,689,300	701,500	71.0
Transfer From Reserve & Reserve Funds	(630,583)	(826,000)	(537,800)	34.9	0	0	(537,800)	288,200	34.9
Amortization	(3,000,582)	(17,957,900)	(18,621,900)	(3.7)	0	0	(18,621,900)	(664,000)	(3.7)
FINANCING RATE	10,064,736	(5,113,300)	(4,386,900)	14.2	15,000	0	(4,371,900)	741,400	14.5
NET LEVY REQUIREMENT	47,786,895	65,727,000	68,011,200	3.5	139,400	663,100	68,813,700	3,086,700	4.7
STAFFING COMPLEMENT		728.51	725.47		1.30	12.70	739.47	10.96	

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	55,344,838	55,644,200	55,980,700	0.6	175,800	1,359,700	57,516,200	1,872,000	3.4
Materials & Supplies	9,138,159	10,341,200	10,500,100	1.5	1,800	10,300	10,512,200	171,000	1.7
Services	15,762,826	17,026,200	16,629,400	(2.3)	114,000	36,000	16,779,400	(246,800)	(1.4)
Transfer Payments/Grants	24,744,289	40,280,500	38,134,700	(5.3)	57,000	88,700	38,280,400	(2,000,100)	(5.0)
Interdepartmental Charges	10,525,948	10,997,600	11,153,600	1.4	0	0	11,153,600	156,000	1.4
Transfer To Reserves & Reserve Funds	10,664,767	10,535,500	11,187,500	6.2	0	0	11,187,500	652,000	6.2
Financial	2,658,993	2,757,700	2,783,500	0.9	0	0	2,783,500	25,800	0.9
Long Term Debt Charges	3,144,360	3,443,700	3,163,700	(8.1)	0	0	3,163,700	(280,000)	(8.1)
Capital	1,896,315	1,777,900	2,488,500	40.0	25,600	16,800	2,530,900	753,000	42.4
TOTAL EXPENDITURES	133,880,495	152,804,500	152,021,700	(0.5)	374,200	1,511,500	153,907,400	1,102,900	0.7
REVENUES									
PIL's-Supplementaries-Local Improvements	(2,400,758)	(2,605,800)	(2,681,600)	2.9	0	0	(2,681,600)	75,800	2.9
Federal/Provincial Grants	(49,885,059)	(50,385,500)	(47,715,600)	(5.3)	(170,300)	(908,300)	(48,794,200)	(1,591,300)	(3.2)
Municipal Recoveries	(3,500,530)	(3,688,600)	(3,623,500)	(1.8)	0	126,900	(3,496,600)	(192,000)	(5.2)
Financial Charges/Investment Income	(4,678,234)	(4,247,500)	(4,340,600)	2.2	(22,500)	(23,800)	(4,386,900)	139,400	3.3
Fees & Service Charges	(10,528,103)	(11,244,100)	(11,009,700)	(2.1)	(42,000)	(43,200)	(11,094,900)	(149,200)	(1.3)
Other Revenues	(2,839,800)	(2,012,600)	(1,891,000)	(6.0)	0	0	(1,891,000)	(121,600)	(6.0)
Transfer From Reserve & Reserve Funds	(630,583)	(826,000)	(537,800)	(34.9)	0	0	(537,800)	(288,200)	(34.9)
Interdepartmental Recoveries	(11,630,533)	(12,067,400)	(12,210,700)	1.2	0	0	(12,210,700)	143,300	1.2
TOTAL REVENUES	(86,093,600)	(87,077,500)	(84,010,500)	(3.5)	(234,800)	(848,400)	(85,093,700)	(1,983,800)	(2.3)
NET LEVY REQUIREMENT	47,786,895	65,727,000	68,011,200	3.5	139,400	663,100	68,813,700	3,086,700	4.7
STAFFING COMPLEMENT		728.51	725.47		1.30	12.70	739.47	10.96	



**REQUISITIONS FROM
BOARDS & AGENCIES**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY

DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Long Point Region Conservation Authority	579,868	579,900	595,100	2.6	0	0	595,100	15,200	2.6
Grand River Conservation Authority	28,111	28,100	28,800	2.5	0	0	28,800	700	2.5
Library Board	0	2,190,500	2,372,500	8.3	0	0	2,372,500	182,000	8.3
Police Services	0	12,738,800	12,504,600	(1.8)	0	0	12,504,600	(234,200)	(1.8)
Public Health	1,111,242	1,150,500	1,207,400	4.9	0	(30,900)	1,176,500	26,000	2.3
Total	1,719,221	16,687,800	16,708,400	0.1	0	(30,900)	16,677,500	(10,300)	(0.1)

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY

DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	6,842,770	7,135,500	7,118,600	(0.2)	35,800	131,000	7,285,400	149,900	2.1
Materials & Supplies	207,164	149,800	229,800	53.4	0	0	229,800	80,000	53.4
Services	1,157,292	1,182,900	1,221,800	3.3	4,000	0	1,225,800	42,900	3.6
Transfer Payments/Grants	607,979	15,537,300	15,539,900	0.0	0	0	15,539,900	2,600	0.0
Interdepartmental Charges	784,979	834,500	790,500	(5.3)	0	0	790,500	(44,000)	(5.3)
Financial	595	1,000	600	(40.0)	0	0	600	(400)	(40.0)
Capital	970	0	0	0.0	10,600	0	10,600	10,600	100.0
TOTAL EXPENDITURES	9,601,749	24,841,000	24,901,200	0.2	50,400	131,000	25,082,600	241,600	1.0
REVENUES									
Federal/Provincial Grants	(6,870,531)	(7,104,300)	(7,157,400)	0.7	(50,400)	(156,900)	(7,364,700)	260,400	3.7
Municipal Recoveries	(791,769)	(844,600)	(818,200)	(3.1)	0	(5,000)	(823,200)	(21,400)	(2.5)
Financial Charges/Investment Income	(7,700)	(9,300)	(9,300)	0.0	0	0	(9,300)	0	0.0
Fees & Service Charges	(63,595)	(61,400)	(64,500)	5.0	0	0	(64,500)	3,100	5.0
Other Revenues	(51,635)	(36,300)	(47,500)	30.9	0	0	(47,500)	11,200	30.9
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(97,300)	(97,300)	(95,900)	(1.4)	0	0	(95,900)	(1,400)	(1.4)
TOTAL REVENUES	(7,882,530)	(8,153,200)	(8,192,800)	0.5	(50,400)	(161,900)	(8,405,100)	251,900	3.1
NET LEVY REQUIREMENT	1,719,219	16,687,800	16,708,400	0.1	0	(30,900)	16,677,500	(10,300)	(0.1)
STAFFING COMPLEMENT		83.99	83.74		0.37	1.69	85.80	1.81	



Police Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Police Services

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	0	12,738,800	12,504,600	(1.8)	0	0	12,504,600	(234,200)	(1.8)
TOTAL EXPENDITURES	0	12,738,800	12,504,600	(1.8)	0	0	12,504,600	(234,200)	(1.8)
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	0	12,738,800	12,504,600	(1.8)	0	0	12,504,600	(234,200)	(1.8)

Detailed Police Services information included under separate cover.



**Long Point Region
Conservation**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Long Point Region Conservation Authority

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	579,868	579,900	595,100	2.6	0	0	595,100	15,200	2.6
TOTAL EXPENDITURES	579,868	579,900	595,100	2.6	0	0	595,100	15,200	2.6
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	579,868	579,900	595,100	2.6	0	0	595,100	15,200	2.6



Grand River Conservation

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Grand River Conservation Authority

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	28,111	28,100	28,800	2.5	0	0	28,800	700	2.5
TOTAL EXPENDITURES	28,111	28,100	28,800	2.5	0	0	28,800	700	2.5
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	28,111	28,100	28,800	2.5	0	0	28,800	700	2.5



Library Board

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Library Board

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	0	2,190,500	2,372,500	8.3	0	0	2,372,500	182,000	8.3
TOTAL EXPENDITURES	0	2,190,500	2,372,500	8.3	0	0	2,372,500	182,000	8.3
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	0	2,190,500	2,372,500	8.3	0	0	2,372,500	182,000	8.3

Detailed Library Board information included under separate cover.



Public Health Board



Public Health details have been included under separate cover.



MAYOR & COUNCIL SERVICES

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
DEPARTMENT SUMMARY

Purpose and Description of Function

General Operations - To provide the citizens of Norfolk County with an efficient and quality level of service in those areas of jurisdiction which are authorized to Norfolk County. To consider and make decisions concerning all policy matters, operating and capital budgets and plans brought forward by the County Manager and various departments.

Grants to Others - In accordance with Section 107 of the *Municipal Act*, Norfolk County Council may provide grants to non-profit organizations and groups who operate within, and/or provide services to, Norfolk County for any purpose that Council considers in the interest of the municipality. These services include, but are not limited to, the areas of recreation, arts and culture, environmental and other activities that support purposes beneficial to the community.

Objectives for the Coming Year

Grants to Others - To administer the Grants Policy and Applications process.

Major Budget Changes

This budget has increased by \$68,200 or 12.0%, mainly due to the removal of the one- time transfer from the Contingency Reserve (\$50,000) to offset previous grants provided to the Fanshawe College Capital Fundraising Campaign plus the overall increase in 2013 grant payments in the amount of \$12,000 and minor increases in Salaries & Benefits, Training, Travel, Memberships and Interdepartmental Charges for rental charges.

The 2012 base budget has been reduced to \$31,000 as a result of the removal of previous one-time requests totalling \$95,000. For 2013, the operating base budget for Grants To Others includes \$31,000 in available grant payments per policy plus additional Council Approved requests which include SCOR in the amount of \$35,000, \$5,000 to accommodate Family Swim Passes and \$17,000 for the accommodations for ALUS at the Port Rowan Medical Centre. In addition, \$50,000 for Physician Recruitment has been included as a new budget initiative for Council's consideration.

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	359,135	366,800	368,700	0.5	0	0	368,700	1,900	0.5
Materials & Supplies	3,691	6,000	5,800	(3.3)	0	0	5,800	(200)	(3.3)
Services	36,041	33,200	36,100	8.7	0	0	36,100	2,900	8.7
Transfer Payments/Grants	124,184	131,100	36,100	(72.5)	57,000	50,000	143,100	12,000	9.2
Interdepartmental Charges	80,586	81,400	83,000	2.0	0	0	83,000	1,600	2.0
Capital	14,405	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	618,042	618,500	529,700	(14.4)	57,000	50,000	636,700	18,200	2.9
REVENUES									
Transfer From Reserve & Reserve Funds	(21,330)	(50,000)	0	(100.0)	0	0	0	(50,000)	(100.0)
TOTAL REVENUES	(21,330)	(50,000)	0	(100.0)	0	0	0	(50,000)	(100.0)
NET LEVY REQUIREMENT	596,712	568,500	529,700	(6.8)	57,000	50,000	636,700	68,200	12.0
STAFFING COMPLEMENT		10.00	10.00		0.00	0.00	10.00	0.00	



COUNTY MANAGER'S OFFICE

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

COUNTY MANAGER'S OFFICE SUMMARY

DEPARTMENT SUMMARY

Purpose and Description of Function

The County Manager's Office has a wide range of responsibilities including:

- To administer and supervise the management of the business and affairs of the County in accordance with policies, plans and programs approved and established by Council.
- To inquire continuously into the effectiveness and efficiency of service provided by the County and to recommend to Council any changes or improvements therein.
- To coordinate and direct the preparation of policies, plans, and programs to be submitted to Council for development and improvement of County services.
- To coordinate, direct and broadly supervise the implementation of all programs approved by Council.
- To supervise the preparation of the County budget and to be responsible for its implementation and reporting thereon.
- To supervise the preparation of the County Corporate plan and to be responsible for its implementation and reporting thereon.
- To compile, consider and present to Council recommendations that arise from departmental operations and which require Council's approval and to propose legislation or resolutions arising from such recommendations.
- To ensure appropriate staff representation at all meetings of County Council and Council-in-Committee.
- Chairing the Senior Leadership Team (SLT), the Corporate Leadership Team (CLT), Non-union management, supervisor, coordinator (Operational Leadership Team - OLT), together with the Mayor/Council office operations.
- Overseeing human resource issues including, but not limited to, contracts and labour/management issues while enhancing the Corporation's overall employment environment.

Objectives for the Coming Year

1. Continue to refine an integrated strategic plan/business/budget and performance measurement program that meets with the provincially mandated Municipal Performance Management Program (MPMP) criteria. This would include our annual workshop and periodic Council updates.
2. Conclude, where possible, labour negotiations with fair, reasonable and affordable collective agreements in place for all bargaining units while minimizing ongoing grievance issues. Continued utilization of "coaching" principles and corporate roll-out.
3. Ensure the County's Corporate Strategic Plan is communicated to staff at all levels, operationalized into departmental functions, implemented through budgeting and departmental plans, and reviewed quarterly by SLT.
4. Complete budget process along a streamlined timetable, ensure 10 year capital review, revised ranking system utilized, completion of up-to-date year-end audit and manage infrastructure applications, approvals and project implementation.
5. Continue to play an active role in major economic development project negotiations through leadership and experience.
6. Maintain profile within the community while continuing to keep informed of municipal trends and developments at the federal & provincial

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
 COUNTY MANAGER'S OFFICE SUMMARY
DEPARTMENT SUMMARY

levels.

7. Remain active in special project/committees including, but not limited to, Development Action Team, Infrastructure Servicing Issues, Council/Management Workshops, Implementation of Master Accommodation Plan (IMAP), Communication Liaison Committee Chairmanship, CMSM funding negotiations, CLT and OLT meetings, AODA requirements, Program Review, Fiscal Sustainability, and Waste to Energy Initiatives.
8. Ongoing leadership and guidance as the Chair of the Emergency Plan Operations Centre and Emergency Management Program Committee, which will lead to the updating of our Emergency Response Plan, Business Continuity Plan and an “enhanced” level designation by the Province.
9. Manage the overall succession management activities due to pending retirements and overall employee demographics.

Major Budget Changes

This budget has increased by \$2,300 or 0.6% due to an increase in Interdepartmental Charges (\$3,100) for office space and equipment rental charges.

The increase is offset by a reduction in contracted services (\$1,000) based on anticipated need for 2013.

Performance Measures

Performance Measures	2012 Interim Results
Timely Operating, Capital and Rate Supported Budgets.	Schedule and timelines met for 2012 and 2013 budget processes.
Development / updating of integrated strategic plan, business plans, budgets and performance measures.	Schedules and timelines met with exception of strategic plan update, which was deferred to 2013.
Update/status reports on Program Review.	As set out in Program Review Status Reports.
Timely Implementation of Council decisions/direction by County Manager and Departments.	As documented in SLT minutes, Council/Committee Action Items follow up and regular meetings with the Mayor.
Internal and external communication.	As documented in SLT minutes, media releases, emails, memos, CLC minutes and meetings with the Mayor.
Responsive, perceptive and tactful issues management.	Case by case reporting and disposition.
Organizational compliance with OH&S, AODA and Emergency Management requirements/obligations.	As documented in minutes, reports and communications.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
COUNTY MANAGER'S OFFICE SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	286,493	288,300	289,000	0.2	0	0	289,000	700	0.2
Materials & Supplies	8,045	6,900	7,400	7.2	0	0	7,400	500	7.2
Services	15,713	21,200	20,200	(4.7)	0	0	20,200	(1,000)	(4.7)
Interdepartmental Charges	48,848	49,400	52,500	6.3	0	0	52,500	3,100	6.3
TOTAL EXPENDITURES	359,099	365,800	369,100	0.9	0	0	369,100	3,300	0.9
REVENUES									
Fees & Service Charges	(443)	(500)	(1,200)	140.0	0	0	(1,200)	700	140.0
Other Revenues	(4,532)	(1,000)	(1,300)	30.0	0	0	(1,300)	300	30.0
Transfer From Reserve & Reserve Funds	(2,348)	(2,500)	(2,500)	0.0	0	0	(2,500)	0	0.0
TOTAL REVENUES	(7,323)	(4,000)	(5,000)	25.0	0	0	(5,000)	1,000	25.0
NET LEVY REQUIREMENT	351,776	361,800	364,100	0.6	0	0	364,100	2,300	0.6
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	



**EMPLOYEE AND BUSINESS
SERVICES & FINANCIAL SERVICES**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
EMPLOYEE & BUSINESS SERVICES & FINANCIAL SERVICES DEPARTMENTS

During 2012, the Corporate Services Department and Human Resources and Staff Development Departments were restructured to form the new Employee and Business Services Department and the Financial Services Department. As a result, it is difficult to compare Approved 2012 Budgets and Proposed 2013 Budgets for these new Departments.

To facilitate year-over-year comparison, budgets of the former departments and new departments have been combined at the summary level (Page 4-17). The 2012 Forecasted Actuals and 2012 Approved Budget are the total of the former Corporate Services and Human Resources and Staff Development Departments. All of the 2013 Budget information is the total of the new Financial Services and Employee and Business Services Departments. This summary and the following table illustrates the transition of the budgets from the old to the new department structures.

2012 Approved Budget	Corporate Services	Human Resources & Staff Development	Total
Net Levy Requirement	3,598,300	252,500	3,850,800
Staffing Complement	53.14	11.35	64.49

2013 Proposed Budget	Financial Services	Employee & Business Services	Total	% Change
Adjusted Budget	2,013,200	2,024,500	4,037,700	4.9 %
Staffing Complement	22.25	40.91	63.16	
New Budget Initiatives	0	99,900	99,900	
Staffing Complement		1.33	1.33	
Proposed Budget	2,013,200	2,124,400	4,137,600	7.4 %
Staffing Complement	22.25	42.24	64.49	

The Proposed 2013 Budget detail for the Employee and Business Services Department starts on page 4-18 and for the Financial Services Department on page 4-46.

On a go-forward basis, budgets for the Employee and Business Services Department and Financial Services Department will be presented separately.

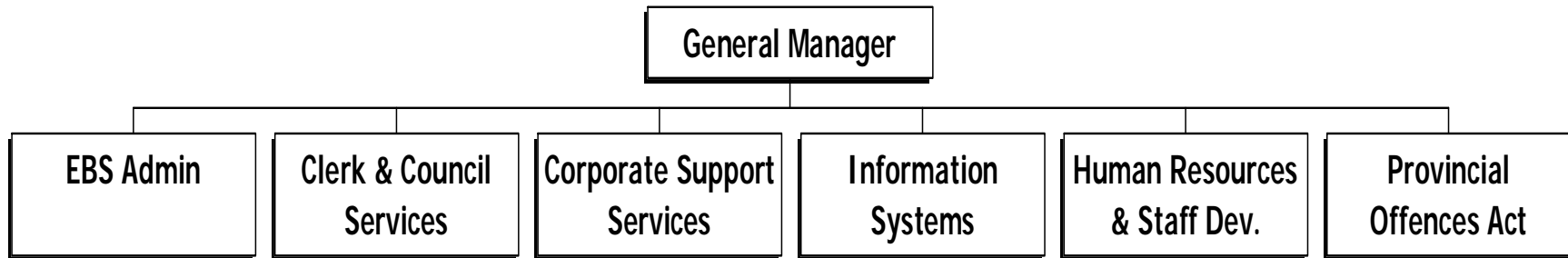
PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
EMPLOYEE & BUSINESS SERVICES & FINANCIAL SERVICES DEPARTMENTS

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	4,889,113	4,989,000	4,918,000	(1.4)	0	95,800	5,013,800	24,800	0.5
Materials & Supplies	505,733	525,100	503,900	(4.0)	0	1,100	505,000	(20,100)	(3.8)
Services	2,019,271	2,038,800	2,115,900	3.8	0	0	2,115,900	77,100	3.8
Interdepartmental Charges	912,371	928,900	918,200	(1.2)	0	0	918,200	(10,700)	(1.2)
Transfer To Reserves & Reserve Funds	407,200	407,200	413,900	1.6	0	0	413,900	6,700	1.6
Financial	1,992,683	2,110,000	2,105,700	(0.2)	0	0	2,105,700	(4,300)	(0.2)
Long Term Debt Charges	0	0	7,500	100.0	0	0	7,500	7,500	100.0
Capital	68,837	89,700	254,000	183.2	0	3,000	257,000	167,300	186.5
TOTAL EXPENDITURES	10,795,208	11,088,700	11,237,100	1.3	0	99,900	11,337,000	248,300	2.2
REVENUES									
Federal/Provincial Grants	(290)	(2,400)	(1,500)	(37.5)	0	0	(1,500)	(900)	(37.5)
Financial Charges/Investment Income	(865,943)	(1,000,000)	(900,000)	(10.0)	0	0	(900,000)	(100,000)	(10.0)
Fees & Service Charges	(425,336)	(318,000)	(367,900)	15.7	0	0	(367,900)	49,900	15.7
Other Revenues	(22,867)	(83,800)	(79,400)	(5.3)	0	0	(79,400)	(4,400)	(5.3)
Transfer From Reserve & Reserve Funds	(432,240)	(410,900)	(401,500)	(2.3)	0	0	(401,500)	(9,400)	(2.3)
Interdepartmental Recoveries	(5,415,131)	(5,422,800)	(5,449,100)	0.5	0	0	(5,449,100)	26,300	0.5
TOTAL REVENUES	(7,161,807)	(7,237,900)	(7,199,400)	(0.5)	0	0	(7,199,400)	(38,500)	(0.5)
NET LEVY REQUIREMENT	3,633,401	3,850,800	4,037,700	4.9	0	99,900	4,137,600	286,800	7.4
STAFFING COMPLEMENT		64.49	63.16		0.00	1.33	64.49	0.00	



**EMPLOYEE AND BUSINESS
SERVICES**

Employee and Business Services



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
EMPLOYEE & BUSINESS SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Employee & Business Services Administration	372,016	484,600	522,800	7.9	0	0	522,800	38,200	7.9
Clerk's & Council Services	572,756	553,500	607,800	9.8	0	0	607,800	54,300	9.8
Corporate Support Services	262,906	309,100	578,400	87.1	0	31,800	610,200	301,100	97.4
Information Systems Services	277,514	268,000	250,200	(6.6)	0	68,100	318,300	50,300	18.8
Human Resources & Staff Development	263,977	252,500	65,300	(74.1)	0	0	65,300	(187,200)	(74.1)
Total EMPLOYEE & BUSINESS SERVICES SUMMARY	1,749,169	1,867,700	2,024,500	8.4	0	99,900	2,124,400	256,700	13.7

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
EMPLOYEE & BUSINESS SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,368,757	3,421,000	3,284,600	(4.0)	0	95,800	3,380,400	(40,600)	(1.2)
Materials & Supplies	480,597	501,500	475,600	(5.2)	0	1,100	476,700	(24,800)	(4.9)
Services	753,687	814,600	884,200	8.5	0	0	884,200	69,600	8.5
Interdepartmental Charges	723,654	733,500	739,400	0.8	0	0	739,400	5,900	0.8
Transfer To Reserves & Reserve Funds	407,200	407,200	413,900	1.6	0	0	413,900	6,700	1.6
Financial	1,992,567	2,110,000	2,105,700	(0.2)	0	0	2,105,700	(4,300)	(0.2)
Long Term Debt Charges	0	0	7,500	100.0	0	0	7,500	7,500	100.0
Capital	58,452	80,300	248,000	208.8	0	3,000	251,000	170,700	212.6
TOTAL EXPENDITURES	7,784,914	8,068,100	8,158,900	1.1	0	99,900	8,258,800	190,700	2.4
REVENUES									
Federal/Provincial Grants	0	(1,600)	(1,200)	(25.0)	0	0	(1,200)	(400)	(25.0)
Financial Charges/Investment Income	(865,943)	(1,000,000)	(900,000)	(10.0)	0	0	(900,000)	(100,000)	(10.0)
Fees & Service Charges	(210,735)	(197,700)	(202,100)	2.2	0	0	(202,100)	4,400	2.2
Other Revenues	(20,597)	(76,300)	(71,900)	(5.8)	0	0	(71,900)	(4,400)	(5.8)
Transfer From Reserve & Reserve Funds	(432,240)	(410,900)	(401,500)	(2.3)	0	0	(401,500)	(9,400)	(2.3)
Interdepartmental Recoveries	(4,506,231)	(4,513,900)	(4,557,700)	1.0	0	0	(4,557,700)	43,800	1.0
TOTAL REVENUES	(6,035,746)	(6,200,400)	(6,134,400)	(1.1)	0	0	(6,134,400)	(66,000)	(1.1)
NET LEVY REQUIREMENT	1,749,168	1,867,700	2,024,500	8.4	0	99,900	2,124,400	256,700	13.7
STAFFING COMPLEMENT		42.74	40.91		0.00	1.33	42.24	(0.50)	



**Employee and Business Services
Administration**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Employee & Business Services Administration

DIVISION SUMMARY

Purpose and Description of Function

It is the mission of the Employee & Business Services Department to provide high quality service to all of our customers. We will clearly identify their needs and provide them with the services they require in an open and accountable fashion. We will meet or exceed all municipal standards related to the performance of our responsibilities and do so in an effective, efficient and economic manner. We strongly encourage and support the training and development of our staff in an effort to recruit and retain the best staff possible.

Objectives for the Coming Year

The Employee & Business Services Department will continue to develop and improve processes to enhance the delivery of service to our clients. In 2013 our emphasis will be continuing to enhance the way in which we deliver municipal services with the creation of a Customer Service Strategy as indicated in the 2012 Program Review. The department will also focus administrative efforts to oversee ongoing initiatives as detailed in each division's overview, implementation of major applications and improving communication systems, Part II of the Accessibility for Ontarians with Disabilities Act (AODA) - Integrated Accessibility Standards, increasing transparency and accountability, investigation/implementation of social media options for Council, overseeing administration for the 2014 Municipal Election.

Major Budget Changes

As part of the reorganization, there are many changes in Economic Impact. Some will be offset by reductions to the Human Resources budget, and some will be due to the fact that there is no true historical data to set as the Status Quo Budget for 2013.

The most significant increase is due to Interdepartmental Charges, which have a net impact increase of \$22,500, as driven by a substantial increase the Office Space Rental of \$19,800 due to an increase in amortization (\$19,300) and the addition of long term debt principal and interest (\$32,200) before allocation to the County Manager and Mayor and Council Services in addition to the County Administration Building.

Other increases include:

Salaries and Benefits show an overall increase of \$8,100, which is due to the removal of the General Manager for Corporate Services and the Senior Administrative Assistant for Corporate Services positions in the amount of \$239,000, offset by the reallocation of the General Manager of Employee and Business Services and the Administrative Coordinator for Employee and Business Services positions for \$247,100. The reallocation amounts include any job evaluation, incremental and economic salary increases and increased benefit rates.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Employee & Business Services Administration

DIVISION SUMMARY

The biggest driver in Material and Supplies increase of \$1,700 would be Office Supplies (\$700), Library Materials (\$900) and Computer Supplies (100), partially offset by reductions in the HR budget.

In Services, the increase of \$5,900 is driven by Training and Development, with the EBS Administrator attending various conferences and Public Sector Bargaining (\$4,200). Restructuring is also responsible for the \$700 increase to meeting expenses and a \$600 increase to both legal services and mileage.

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Employee & Business Services Administration

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	132,368	239,000	247,100	3.4	0	0	247,100	8,100	3.4
Materials & Supplies	798	800	2,500	212.5	0	0	2,500	1,700	212.5
Services	605	6,100	12,000	96.7	0	0	12,000	5,900	96.7
Interdepartmental Charges	238,245	238,700	261,200	9.4	0	0	261,200	22,500	9.4
TOTAL EXPENDITURES	372,016	484,600	522,800	7.9	0	0	522,800	38,200	7.9
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	372,016	484,600	522,800	7.9	0	0	522,800	38,200	7.9
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	



Clerk & Council Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Clerk's & Council Services

DIVISION SUMMARY

Purpose and Description of Function

To provide high quality, friendly and courteous customer service to our internal and external customers. To administer the Clerk and Council Services core programs relating to Council Secretariat, the Municipal Election, Licensing, Records Management, Freedom of Information, Civil Marriage Solemnization, Division Registrar and administrative support services for the Corporation.

To manage, support and direct the functions of the Municipal Election.

Objectives for the Coming Year

1. Corporate Governance - Review of Boards & Committees
2. Investigation & implementation of different social media options for Council and related business
3. Review of methods and procedures for the 2014 Municipal Election
4. Investigation & implementation of an Electronic Records Document Management System
5. Review and implementation of short and long term plan for the Records Management Program of the County
6. Development of a Routine Disclosure/Active Dissemination Policy
7. Review of customer services options corporately
8. Continuation of the development of the Plan for on demand accessible taxis
9. Implementation of Cityview Licensing Module
10. Review and enhancement of the methods used for the conduct of the municipal election. Preparation for the start of the nomination period on January 1, 2014

Major Budget Changes

This budget has increased by \$54,300 or 9.8% mainly due to the acquisition of the City View Licensing Module at a cost of \$50,000.

Economic salary increases and increased benefit rates amount to \$7,700 or a 1.2% increase in salaries and benefits.

Services are increasing \$10,600 due to the inclusion of one time items totalling an increase of \$8,200 for Contracted Services of \$3,200 for recruitment purposes, various costs for the upcoming elections (\$5,000) and increased Training and Development of Election Personnel for \$2,000.

Interdepartmental Charges have a net impact increase of \$11,700, driven mostly by an increase of \$13,600 for IT Charges, in anticipation of the upcoming election.

These increases are slightly offset by \$16,000 as a result of the implementation of a new bingo hall in 2013 and a reduction of \$5,000 in Materials and

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Clerk's & Council Services

DIVISION SUMMARY

Supplies.

Performance Measures	2010 Results	2011 Results	2012 Interim Results as of December 6, 2012
50% of Freedom of Information Requests responded to within 15 days or less	52%	41%	60%
Number of appeals to the Information Privacy Commission regarding release of information under the Freedom of Information Act	0	1	0
% of County records legally classified under the County's Records Retention & Destruction Policy	10%	8%	4.3%
% of County records legally destroyed in accordance with the County's Records Retention & Destruction Policy	1.5%	1.5%	0.8%
Number of Privacy Breaches of Personal Information	0	0	0
Number of Investigations by the Municipal Meeting Investigator regarding Closed Sessions of Council	0	0	0

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Clerk's & Council Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	673,266	654,600	662,300	1.2	0	0	662,300	7,700	1.2
Materials & Supplies	12,919	24,000	19,000	(20.8)	0	0	19,000	(5,000)	(20.8)
Services	117,532	122,300	132,900	8.7	0	0	132,900	10,600	8.7
Interdepartmental Charges	56,194	56,300	68,000	20.8	0	0	68,000	11,700	20.8
Transfer To Reserves & Reserve Funds	70,000	70,000	70,000	0.0	0	0	70,000	0	0.0
Capital	5,342	5,300	50,000	843.4	0	0	50,000	44,700	843.4
TOTAL EXPENDITURES	935,253	932,500	1,002,200	7.5	0	0	1,002,200	69,700	7.5
REVENUES									
Federal/Provincial Grants	0	(400)	(300)	(25.0)	0	0	(300)	(100)	(25.0)
Fees & Service Charges	(150,912)	(158,900)	(170,500)	7.3	0	0	(170,500)	11,600	7.3
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(211,585)	(219,700)	(223,600)	1.8	0	0	(223,600)	3,900	1.8
TOTAL REVENUES	(362,497)	(379,000)	(394,400)	4.1	0	0	(394,400)	15,400	4.1
NET LEVY REQUIREMENT	572,756	553,500	607,800	9.8	0	0	607,800	54,300	9.8
STAFFING COMPLEMENT		9.35	9.35		0.00	0.00	9.35	0.00	



Corporate Support Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

Purpose and Description of Function
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Administration

Corporate Support Services will provide exceptional customer and support services to our internal and external customers in the areas of Risk Management, Legal Services, Purchasing, Property and Asset Management, Customer Service, Special Projects (including but not limited to Performance Measurement and Special Events), Corporate Strategic Planning, AODA Accessibility Standards Administration, and Provincial Offences Act Administration.

Risk Management & Legal Services

To ensure appropriate risk management procedures are in place and conduct regular assessments and inspections to identify potential risks for the County. To administer all insurance claims and prepare and conduct analysis of quarterly statistics. To administer the legal services function across the Corporation and conduct appropriate analysis.

Purchasing

To monitor, review and coordinate the purchasing function for all departments including bid document review and closings, procurement card administration and cooperative purchasing initiatives.

Property Management

To coordinate property management functions in the areas of closures and conveyances, accept and assume, acquisition, title searching, retrieval of documents, registration, property leases and surplus property as required and to administer the Asset Management program (acquisition and disposal) for all County assets.

Customer Services

To assess and improve the level of customer service internally and externally to our customers by developing appropriate measures and provide training to ensure continuous improvement.

Special Projects

To coordinate performance measurement results, conduct analysis for results comparison and communicate best practices to all departments. To coordinate all special event applications and requirements, prepare necessary by-laws and issue permits as approved. To assist with the completion of special projects as required by all departments.

Corporate Strategic Planning

To facilitate, coordinate and communicate annual strategic planning session, annual development of strategic plan document, updates and annual report cards.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

AODA Accessibility Standards

To coordinate and lead Norfolk County's response and compliance to the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* by coordinating and implementing corporate-wide accessibility initiatives to meet Council-directed and legislated accessibility standards requirements.

Provincial Offences Act (POA)

To provide efficient management and coordination for the administration and prosecution of provincial offences, municipal by-law infractions and certain federal offences for all aspects of the legal process from serving notice of an offence to a defendant, to conducting trials, including sentencing and appeals and with fine payments and collections.

The POA Administration Office manages the Ontario Court of Justice (Provincial Offences) and provides all in-court support to judiciary and the Crown as well as providing prosecutorial services for most offences that involve issuance of a ticket. The POA Administration Office also is actively involved in the collection of all POA fine revenue.

Objectives for the Coming Year

Risk Management and Legal Services

1. Conduct risk management assessments and inspections to identify potential risks where possible.
2. Implement an Insurance Certificate Tracking Program that will centralize tracking and renewal of all required certificates for the corporation.
3. Create a general knowledge resource library to improve access and use of legal services and information.
4. Coordinate asset management program for acquisition, disposal and online auction.

Purchasing

1. Finalize development of standard bid document templates.
2. Conduct ongoing training for staff with delegated purchasing authority.
3. Review the procurement card program and further implement repeat vendor accounts.
4. Conduct purchasing audits in all departments to analyze purchasing patterns and expenditures to further develop the list of standard commodities for the County.
5. Encourage cooperative purchasing and bid documents in all departments for standard commodities.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

Property Management

1. Allocate sufficient resources to meet the demands of the current property management function in a cost-effective manner.
2. Review and define the Property Management function in the areas of Closures and Conveyances, Accept and Assume, Acquisition, Title
3. Searching, Retrieval of Documents, Registration, Property Leases and Surplus Property.
4. Develop and document policies, procedures and forms in order to simplify processes where possible.
5. Conduct lease template review, set up standard templates for Norfolk County and develop lease expiry database.

Customer Service

1. Develop a comprehensive Customer Service Strategy that consolidates telephone and front counter services and establishes a more coordinated and centralized approach through improved customer service technologies, streamlined business processes and efficient systems.
2. Develop a customer service resource area on the Norfolk County intranet and implement the necessary training programs for ongoing customer service training.

Special Projects

1. Implement changes to the revised Outdoor Special Events Policy.
2. Seek Council approval to delegate its authority to deal with Temporary Road Closures for Special Events in Norfolk County.
3. Conduct a review of the Street Wide Banner Policy as it pertains to the Outdoor Special Events Policy.
4. Elevate the importance of the Municipal Performance Management Program (MPMP) throughout County operations and conduct a detailed analysis and report of the Municipal Information and Data Analysis System (MIDAS) MPMP database for results comparisons with other municipalities.
5. Undertake research and analysis to assist with special projects as required.

Corporate Strategic Planning

- Facilitate, coordinate and communicate annual strategic planning sessions, development of strategic plan document, updates and annual report cards as required.

AODA Accessibility Standards

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

1. Supervise the coordination and implementation of corporate-wide accessibility initiatives in required areas.
2. Establish a comprehensive multi-year Accessibility Plan that states the County's organizational commitment and strategies to prevent and remove barriers for people with disabilities.
3. Coordinate the development of accessibility policies, procedures and practices, templates and compliance frameworks.
4. Monitor progress of legislative requirements to ensure compliance.
5. Report to the Ministry of Community and Social Services on compliance requirements.
6. Manage the Barrier-Free Access Program.
7. Implement and establish Accessibility Design Guidelines as a corporate-wide standard for Norfolk County as well as training for staff to understand the components.
8. Coordinate accessibility audits for facilities, programs and services regarding accessibility issues.

Provincial Offences Act (POA)

- Continue to monitor the current Justice of Peace compliment in Norfolk County and the Central West Region and report to Council as required.
- Actively participate in plans for the new POA leased facility.
- Monitor the development and testing of the new CIMS system that is intended to replace ICON.
- Monitor and review performance of the collection agency contracts.
- Review options associated with the electronic transfer of funds associated with quarterly transfer payments to and from other municipalities.

Major Budget Changes

The Corporate Support Services Proposed 2013 Budget has an increase overall of \$301,100 and the most significant increase is in Operating Capital, mainly driven by various AODA compliance projects listed in Section 5 in the amount of \$115,000.

Salaries and Benefits have increased by \$52,600 due to increases for the AODA Compliance Supervisor New Budget Initiative of \$31,800, annualization of the 2012 AODA Compliance Supervisor Initiative of \$6,100, increase in overtime of \$3,200 as well as incremental and economic salary increases and increased benefit rates.

Under Financial Charges/Investment Income, Provincial Offences Act Administration fines have been reduced by \$100,000 based on 2011 & 2012 data and projected actuals for 2013.

The biggest driver in Material and Supplies is the office supplies (\$1,000), and e-learning computer supplies for AODA training (\$1,500) of the \$2,300 increase.

Services's economic impact is an increase of \$4,100. Training and Development increased by \$1,800, driven mainly by compliance training for AODA requirements and POA prosecution increase of \$5,000 for the additional weekly court day. Consulting Services for AODA increased by

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

\$4,400 for Ontario Regulation interpretation. Contracted Services for AODA for further compliance with Ontario Regulation 191/11. However, the good news is that POA had a reduction of Legal Services of \$10,700 since there have been little need for Bilingual services.

Interdepartmental Charges have a net impact decrease of \$7,200, mainly due to the reduction of insurance premiums.

Financial is also showing a decrease thanks to lower Insurance Premiums (\$27,100), but is offset by an increase in insurance deductibles of \$20,300.

Long Term Debt has increased by \$7,500 to fund the proposed Delhi Arena Elevator.

Lastly, Interdepartmental Recoveries have decreased by \$21,800 based on a reduction in insurance premiums.

Performance Measures	2011 Results	2012 Interim Results
Number of insurance claims processed per year	133	53
Number of bid documents reviewed by Corporate Support Services per year	89	44
Number of addendum issued for formal bid documents	New Measure	31
Number of bid documents closed by Corporate Support Services	86	43
60% participation in cooperative bid documents	No	No
Number of title searches completed	90	78
Number of property managements requests in queue	New Measure	75
Number of special events applications processed		
Number of staff trained on Accessible Customer Service Standard	201	82
Number of staff training sessions held	23	9
Number of accessibility complaints / requests for alternate formats or communication supports	3	7
On-going compliance with legislated accessibility requirements	1	3
80% of tickets keyed in within 10 days from offence date	100% of tickets keyed in within 10 days from offence date	100% of tickets keyed in within 10 days of offence date
70% of License Suspensions issued within 40 days from suspension date	90% of tickets have been put into license suspensions issued within 40 days from suspension date	100% of tickets have been put into license suspension within 40 days from suspension date
90% of transcripts completed within 30-day turnaround time	90% of transcripts completed within 30-day turnaround time	80% of transcripts completed within 30-day turnaround time
Number of charges pending (going through the Court system)	1,250	1,299

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

Number of tickets paid on-line	1,239	736
Number of tickets received and processed at POA Office	7,939	3,926
Number of transcripts prepared for POA Court proceedings	54	35
Number of Court interpreters requested for POA Court proceedings	31	19

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	881,881	835,500	856,300	2.5	0	31,800	888,100	52,600	6.3
Materials & Supplies	17,111	16,100	18,400	14.3	0	0	18,400	2,300	14.3
Services	315,235	347,200	351,300	1.2	0	0	351,300	4,100	1.2
Interdepartmental Charges	144,250	151,700	144,500	(4.7)	0	0	144,500	(7,200)	(4.7)
Financial	1,780,247	1,949,000	1,942,700	(0.3)	0	0	1,942,700	(6,300)	(0.3)
Long Term Debt Charges	0	0	7,500	100.0	0	0	7,500	7,500	100.0
Capital	37,752	75,000	190,000	153.3	0	0	190,000	115,000	153.3
TOTAL EXPENDITURES	3,176,476	3,374,500	3,510,700	4.0	0	31,800	3,542,500	168,000	5.0
REVENUES									
Federal/Provincial Grants	0	(400)	(300)	(25.0)	0	0	(300)	(100)	(25.0)
Financial Charges/Investment Income	(865,943)	(1,000,000)	(900,000)	(10.0)	0	0	(900,000)	(100,000)	(10.0)
Fees & Service Charges	(47,625)	(26,200)	(18,600)	(29.0)	0	0	(18,600)	(7,600)	(29.0)
Other Revenues	(19,653)	(73,200)	(68,800)	(6.0)	0	0	(68,800)	(4,400)	(6.0)
Interdepartmental Recoveries	(1,980,350)	(1,965,600)	(1,944,600)	(1.1)	0	0	(1,944,600)	(21,000)	(1.1)
TOTAL REVENUES	(2,913,571)	(3,065,400)	(2,932,300)	(4.3)	0	0	(2,932,300)	(133,100)	(4.3)
NET LEVY REQUIREMENT	262,905	309,100	578,400	87.1	0	31,800	610,200	301,100	97.4
STAFFING COMPLEMENT		11.75	11.42		0.00	0.33	11.75	0.00	



Information Systems Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Information Systems Services

DIVISION SUMMARY

Purpose and Description of Function

The Information Systems Services (I.S.S.) division provides I.T. support and services in the areas of Information Technology (I.T.) infrastructure (equipment and networking), I.T. communications (web, E-mail, cellular & telephone service), and corporate I.T. software applications. Both mandatory and discretionary programs / services rely on I.T. technology to successfully complete their objectives.

Objectives for the Coming Year

1. Replace computer equipment before the point of obsolescence and at the a time when it is most cost effective
2. Temporary Increase of 1 FTE staff, if approved in the 2013 operating budget to address the amount of work load due to replacement of core software systems in Finance and Social Services.
3. Upgrade of the County's electronic mail system.
4. Installation of Office 2013 as part of the computer replacement plan.
5. Review current methods for printing documents both internally and externally and develop a strategy to reduce hardware and per copy cost.
6. Review and update the Information Technology disaster recovery strategy for Norfolk County and examine further redundancy practices.
7. Assist with the installation of a attendance reporting system for attendance management.
8. Assist in the replacement of the Norfolk County financial system and integration with other corporate systems.
9. Assist in the development of the licensing module for CityView.
10. Assist in the installation and role-out of an electronic document management system including paperless workflow.
11. Assist in the replacement of the SDMT system for Haldimand-Norfolk Social Services.
12. Assist with the replacement of a number of legacy Health Unit systems with the provincial product entitled Panorama.
13. Develop standards for mobile equipment for staff access to corporate systems.
14. Create an external access firewall for access to corporate documents remotely.
15. Assist in the replacement of the SDMT system for Haldimand-Norfolk Social Services.
16. Assist departments with modifications to existing documents or websites to support the provincial legislated communication standards.

Major Budget Changes

The Information Systems Services overall budget has increased by \$50,300 or 18.8% mainly due to a proposed New Budget Initiative in the amount of \$68,100 for an additional Workstation Support Representative. Other drivers include an increase of \$8,000 for capital requirements for 2013 outlined in section 5 of this document, increased contributions of \$6,700 to the Office Automation Reserve based on an annual 2% increase to fund future

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Information Systems Services

DIVISION SUMMARY

capital requirements, increased computer service costs for \$2,000 and \$2,700 for higher Interdepartmental Charges for support services provided by other departments.

This increase is offset by reduced telephone costs better reflecting actuals and the latest Request For Quote for telephone services (\$20,000), reduced salaries and benefits in the amount of \$4,800 due to staff turnovers, computer supplies (\$1,400) and reduced Data Connectivity Fees (\$2,000) and increased Interdepartmental Recoveries from other departments for support and equipment charges (\$9,300).

Performance Measure

	2010	2011	2012 (As of June 30)
The number of completed work orders	5,551	6,269	3,313
4 hour response to high level work orders 80% of the time	35%	47%	50%
4 day response to medium level work orders 80% of the time	84%	82%	79%
Outstanding work orders over 30 days less than 5%	3%	2%	2%

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Information Systems Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	659,807	680,100	675,300	(0.7)	0	64,000	739,300	59,200	8.7
Materials & Supplies	423,561	434,300	410,900	(5.4)	0	1,100	412,000	(22,300)	(5.1)
Services	142,524	116,900	119,100	1.9	0	0	119,100	2,200	1.9
Interdepartmental Charges	94,035	94,200	96,900	2.9	0	0	96,900	2,700	2.9
Transfer To Reserves & Reserve Funds	337,200	337,200	343,900	2.0	0	0	343,900	6,700	2.0
Capital	15,358	0	8,000	100.0	0	3,000	11,000	11,000	100.0
TOTAL EXPENDITURES	1,672,485	1,662,700	1,654,100	(0.5)	0	68,100	1,722,200	59,500	3.6
REVENUES									
Federal/Provincial Grants	0	(400)	(300)	(25.0)	0	0	(300)	(100)	(25.0)
Other Revenues	(671)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(1,394,300)	(1,394,300)	(1,403,600)	0.7	0	0	(1,403,600)	9,300	0.7
TOTAL REVENUES	(1,394,971)	(1,394,700)	(1,403,900)	0.7	0	0	(1,403,900)	9,200	0.7
NET LEVY REQUIREMENT	277,514	268,000	250,200	(6.6)	0	68,100	318,300	50,300	18.8
STAFFING COMPLEMENT		8.29	8.29		0.00	1.00	9.29	1.00	



**Human Resources & Staff
Development**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

DIVISION SUMMARY

Purpose and Description of Function

The following are key areas outlined in the HR&SD portfolio: Labour Relations; Organizational Development Programs; Staff Development; Payroll and Benefits Administration; Organizational Health & Wellness.

To establish and participate in the development of corporate policy while providing Human Resources input and ensuring strategic policies are aligned vertically and horizontally in keeping with the short and long-term corporate objectives and applicable legislation.

To develop, coordinate, control and monitor departmental budget as approved by Norfolk County Council.

To act as primary advisor/consultant to County Manager, Senior Management Team and Norfolk County Council relative to the Human Resources and Staff Development function.

To manage the collective bargaining and labour relations function, including acting as Chief spokesperson, overseeing the grievance and rights and interest arbitration processes.

To liaise and direct the Corporate Benefits Consultants in the negotiation of health and welfare benefits and the Norfolk County Employee Assistance Program.

To network with Norfolk County stakeholders; the public and public agencies to promote positive public image for Norfolk County.

To mediate conflict resolution and facilitate team building exercises.

To assist in the negotiation of pay equity and maintenance processes for pertinent employee groups.

To ensure Norfolk County's total compensation strategy for all employee groups reflects "best practices" by reviewing the composition of Norfolk County's municipal comparator group and attaining Council endorsement.

To oversee the development of the Human Resources & Staff Development Business Plan. To mediate conflict resolution/team building and investigate harassment complaints.

To promote Norfolk County as a learning and harassment-free organization.

To facilitate Corporate training programs.

To develop, implement and monitor an employee recognition program for Norfolk County employees.

To promote and facilitate Norfolk County's compliance with Ontario Occupational Health & Safety Act and Regulations (OH&S).

To perform Workplace Safety and Insurance Act (WSIA) employer requirements and participate in WSIB Appeals/Tribunal.

To establish, maintain and review effective processes to manage occupational, non-occupational and LTD claims.

To recommend appropriate control methodologies to be used to reduce risk of accidental loss to the Corporation to minimize the impact on both the employee(s) and the organization.

To develop and implement policies and procedures to ensure effective management and to support the health and wellness of all employees.

To promote Norfolk County's Employee (Attendance) Support Program, including training and support to all levels of management and employees.

To promote the health, safety and wellness of all County employees, while they are at work. To promote and manage the Employee Assistance Program.

To provide internal training programs that meet the County's due diligence and is relevant to risk factors related to OH&S Act: WSIA; Employment

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

DIVISION SUMMARY

Standards Act and the Ontario Human Rights Code.

To provide support to employees and management on issues related to Disability Management including sick leave, LTD and accommodation.

To support the A.P.P.L.E. Committee in developing , implementing and revising Corporate wellness initiatives.

Objectives for the Coming Year

1. To promote the development of a corporate coaching culture through the continued implementation of the Heart of Coaching framework.
2. Ensure policies, procedures and philosophies reflect "best practices" in staff recruitment/retention and in doing so are horizontally and vertically aligned.
3. Continuously explore revenues/contract service opportunities.
4. Finalize collective bargaining for expired collective agreements, within parameters approved by Norfolk County Council (SEIU, OPSEU, UFCW), ensuring agreements relative to Board of Health and Long Term Care employees are in keeping with the Public Sector compensation Restraint to Protect Public Services Act 2010.
5. Determine competitive compensation for non-union employees, ensuring compensation for Board of Health and Long Term Care employees are in keeping with the Public Sector compensation Restraint to Protect Public Services Act 2010.
6. Continue to offer training for new and existing managers/supervisors.
7. Ensure that an efficient and effective results (performance) management process is in place for all employee groups
8. Continue to review Norfolk County's total compensation strategy for all employee groups.
9. Design a County-wide job-shadowing/mentorship program for succession management and employee retention purposes.
10. To oversee the benchmarking of management job classes to identify the competencies, behaviours and values required for the enhancement of our Total Talent Management program.
11. To oversee the provision of Human Resources services to the Norfolk County Public Library system and Haldimand Norfolk Housing Authority on a fee-for-service basis.
12. To continue to develop enhancements to the StarGarden System including the Human Resources Management System (HRMS) which will allow staff to gather, analyze and summarize data to create reports required to implement HR strategies.
13. To administer pay in compliance with policies and procedures, legislation and collective agreements ensuring correct wages, deductions and deadlines are met.
14. To design and deliver corporate training programs to meet the needs of the organization.
15. Develop and implement a strategic corporate H&S plan based on MHSAO Audit outcomes and recommendations.
16. Complete Level II Health & Safety training for all members of 7 Joint Health & Safety Committees.
17. Conduct supervisor training related to responsibilities and due diligence relevant to OH&S Act, WSIA and OHC.
18. Complete risk assessments related to Bill 168-Violence in the Workplace. Develop and implement appropriate procedures to eliminate or reduce risks and conduct associated training.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

DIVISION SUMMARY

19. Implement Norfolk Employee (Attendance) Support Program and conduct training to all management, employees and unions. Develop program audit for use in 2013 evaluation.
20. Review current wellness initiatives, participate in development and implementation of programs based on employee feedback.
21. Implement upgrades/enhancements to Parklane including Accommodation Module.

Major Budget Changes

As part of the reorganization, there are many changes in Economic Impact. Some will be offset by reductions to the Human Resources budget and increases to the EBS Admin budget.

The most significant decrease is in Salaries and Benefits of \$168,200, which is mainly due to the reallocation of the two FTEs for the GM, Human Resources & Staff Development and Senior Administrative Assistant of \$247,100. Offsetting this reallocation amount is an increase of .5 FTE for \$30,700 and increases for job evaluation, incremental and economic salary increases and increased benefit rates totalling \$48,400.

In addition, Interdepartmental Charges have a net impact decrease of \$23,800, mostly due to the division restructuring for equipment replacements and support services from Information Services.

Services has an economic impact of \$46,800, mainly driven by an increase of \$50,000 for anticipated consultant services.

Offsetting these increases are Interdepartmental Recoveries increases of \$51,600 based on a greater amount of expenditures to allocate plus reduced Interdepartmental charges as noted above.

Performance Measures	2011 Results	2012 Results
To finalize the negotiations/conciliation/mediation and if required strike or interest arbitration process and implement appropriate wage adjustments.	ONA - bargaining IAMAW - bargaining UFCW - ratified SEIU - Interest Arbitration Complete OPSEU - ongoing CUPE - ongoing	ONA - complete IAMAW - complete UFCW - bargaining SEIU - To commence in Jan. 2013 OPSEU - complete CUPE - complete

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

DIVISION SUMMARY

100% of accidents and incidents reports to HR&SD within 24 hours of incident and 100% of those to be investigated by appropriate management personnel or Manager-Org. Health & Wellness, as applicable.	93%	98%
100% of injured employees contacted within 48 hours of injury, as required, on a case-by-case basis.	Ongoing	100%
Level 1 and Level 2 Certification Training	91% Level 1 44% Level 2	95% Level 1 75% Level 2

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,021,439	1,011,800	843,600	(16.6)	0	0	843,600	(168,200)	(16.6)
Materials & Supplies	26,207	26,300	24,800	(5.7)	0	0	24,800	(1,500)	(5.7)
Services	177,789	222,100	268,900	21.1	0	0	268,900	46,800	21.1
Interdepartmental Charges	190,930	192,600	168,800	(12.4)	0	0	168,800	(23,800)	(12.4)
Financial	212,320	161,000	163,000	1.2	0	0	163,000	2,000	1.2
TOTAL EXPENDITURES	1,628,685	1,613,800	1,469,100	(9.0)	0	0	1,469,100	(144,700)	(9.0)
REVENUES									
Federal/Provincial Grants	0	(400)	(300)	(25.0)	0	0	(300)	(100)	(25.0)
Fees & Service Charges	(12,198)	(12,600)	(13,000)	3.2	0	0	(13,000)	400	3.2
Other Revenues	(273)	(3,100)	(3,100)	0.0	0	0	(3,100)	0	0.0
Transfer From Reserve & Reserve Funds	(432,240)	(410,900)	(401,500)	(2.3)	0	0	(401,500)	(9,400)	(2.3)
Interdepartmental Recoveries	(919,996)	(934,300)	(985,900)	5.5	0	0	(985,900)	51,600	5.5
TOTAL REVENUES	(1,364,707)	(1,361,300)	(1,403,800)	3.1	0	0	(1,403,800)	42,500	3.1
NET LEVY REQUIREMENT	263,978	252,500	65,300	(74.1)	0	0	65,300	(187,200)	(74.1)
STAFFING COMPLEMENT		11.35	9.85		0.00	0.00	9.85	(1.50)	



**FINANCIAL SERVICES
DEPARTMENT**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
FINANCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

Purpose and Description of Function

1. Preparation of annual budget documents and related policies as well as, in-year budget variance reports for review by Senior Management and Council.
2. Financial Planning including administration of investments, cash-flow management, long & short-term borrowings, reserves & reserve fund administration, preparation of financial impact studies, financial development and corporate policy recommendations to ensure long-term financial sustainability for County.
3. Financial reporting including preparation of annual financial statements, claims verification, trustee reports and other financial statutory reporting requirements.
4. Accounting services, including accounts payable, accounts receivable, banking services, monthly reports, record retention and cash management.
5. Fulfilling fiduciary responsibility over the assets of the corporation and trust funds through the design, establishment and exercise of financial systems with adequate internal controls in compliance with generally accepted practices, statutory requirements and audit verifications.
6. Development and administration of property tax policy, billing and collection.
7. Providing advice to Senior Management and Council on financial matters affecting the financial health and security of the corporation's assets.
8. Fulfilling the statutory responsibilities of the Treasurer.

Objectives for the Coming Year

Strengthen Internal Controls

- Review internal controls in response to auditor's management letter
- Continue to establish site specific procedures as per the cash handling policy
- Establish month end processes to complete account reconciliations and audit verifications
- Compliance testing and follow up, in association with County Auditors
- Provide internal training on financial and accounting policies and procedures
- Review accountability and internal controls of local boards

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

FINANCIAL SERVICES SUMMARY

DEPARTMENT SUMMARY

Improved Accounting Systems

- Develop system requirements for preparation of an RFP to replace Corporate financial accounting systems
- Review and re-engineer existing business processes in conjunction with implementation of new core financial system
- Improved monitoring and adherence to monthly processes and procedures
- Improve turnaround time for major accounting processes
- Evaluate results of implementations and determine next steps

Asset Accounting and Asset Management

- Update Tangible Capital Asset records for new acquisitions, replacements, disposals, enhancements of Tangible Capital Assets
- Review and Update Tangible Capital Asset Policies and Procedures
- Examine alternatives and recommend plan for providing full Asset Management System/Process
- Investigate permanent system solution for Capital Asset Accounting and Asset Management to integrate with Financial Systems RFP

Protect & Enhance the County's Revenue Base

- Formalize comprehensive proactive assessment based management processes and procedures
- Improved coordination and implementation of accounts receivable procedures and improved County wide collection initiatives
- Refine the tax collection process to ensure that it is done on an annual basis to achieve 90% collection of total tax billing

Improved Financial Reporting

- Complete 2012 FIR and audited financial statements by June 2013
- Develop revised variance reporting policies for capital and operating year to date results including clearly defined definitions for budget variances
- Ongoing development of specialized reporting to departments, province and council to meet their respective needs and to improve response time
- Continued refinement and standardize of period reports provided through intranet and associated variance reporting

Revenue Administration

User Fee and Service Charges

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

FINANCIAL SERVICES SUMMARY

DEPARTMENT SUMMARY

- Coordinate and administer Norfolk County's schedule of User Fee and Service Charges
- Review and update user fees and service charges for 2013/14
- Examine the user fee structure and methodology to ensure compliance with the existing legislation and County policy
- Develop actual cost summaries for all User Fees and Service Charges
- Develop and implement a user fee policy and procedure for annual updates
- Ensure an effective and efficient review process is available for year-to-year evaluations
- Investigate and implement new revenue generation opportunities
- Provide analysis and research assistance for special projects/studies
- Complete a Water and Wastewater rate review

Grant/Financial Claims and Reporting Administration

- Coordinate, administer and monitor all grant applications and reporting requirements
- Development and implement a grant submission policy and procedure
- Investigate new grant opportunities and announcements
- Establish contacts within granting organizations
- Develop a tracking system for all reporting requirements

Tax Arrears Collection

- Proceed with tax sale of properties registered in 2011 & 2012
- Continue aggressive program initiated in 2010 to focus on collection of tax arrears
- Contact property owners whose account is 3 years in arrears
- Arrange acceptable payment plans with property owners, where possible, to assist property owners being current with tax payments
- Monitor adherence to payment plans
- When all other collection efforts fail, initiate Tax Sale Process
- Improved coordination and implementation of accounts receivable procedures and improved County wide collection initiatives

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
FINANCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

Corporate Budgets

- Complete 2014 - Ten Year Capital Plan by the end of October 2013
- Complete 2013 Levy Supported Operating Budget by the end of January 2013
- Complete 2014 Rate Supported operating Budget by the end of November 2013
- Continue development of Budgeting software and processes in order to streamline related budget functions in an effort to move the budget process forward
- Continue to review Interdepartmental Charges
- Provide assistance to operating departments to review and establish a complete Capital Plan and Operating Plans

Fiscal Services

- Review and update current policies and procedures on investments to maximize return on investments
- Introduce new reports on investment performance
- Review/Update Policy on Capital Financing
- Review debt requirements for long term financing (e.g. debentures) for 2013 and future years
- Review and update current policies and procedures on investments to maximize return on investments
- Introduce new reports on investment performance
- Introduce new quarterly reports on reserves and reserve fund statements
- Participate/complete various financial impact studies as required

Major Budget Changes

The Financial Services Department budget has increased by \$30,100 or 1.5% overall from the 2012 Approved budget to the 2013 Proposed budget. Several factors contributed to this increase including job evaluation, economic increases in salaries and increased benefit rates as well as an additional .5 FTE totalling \$65,400. Materials and Supplies increased by \$4,700 which includes \$1,700 for office supplies due to special paper needed to print cheques with security features and \$3,000 for computer supplies which is based on historical requirements. A group of minor changes in Services expenses totalled an increase of \$7,500 mainly driven by increases to the MPAC annual contract.

Other budget increases were caused by reductions in various revenue sources. A minor reduction in Federal/Provincial grants is due to the expectation of receiving less funding for Ontario Employment Grants. Interdepartmental recoveries have also decreased based on staff calculations.

The above noted increases to the levy have been offset by reductions in Interdepartmental Charges, and Capital costs, as well as increases in

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
FINANCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

Fees & Services Charges. The overall reduction in Interdepartmental Charges has been caused by several items, but predominantly a reduction in IT Support Charges of \$18,900. Capital costs have been reduced by the removal of 2012 one time items at \$9,400 and the addition of 2013 one-time Operating Capital for \$6,000. The final change was an increase in Fees & Services Charges revenue of \$45,500 which has been driven by an anticipated increase of \$40,200 in Tax Sale Service Charges for 2013.

Performance Measures		2011 Results	2012 Results
Accounts Payable error rate of 5% or less of processed invoices	• Invoices Processed	34,642	24,587 (As of Sept 2012)
	• Errors By Originating Department (Returned / Tracked by Accounting Division.	1,393	683 (As of Sept 2012)
	• Error percentage rate	4.02%	2.78% (As of Sept 2012)
Collection of 90% or greater of total tax billings	• Total property taxes billed	\$ 86,887,000	\$ 88,731,474 (As of Dec 20 2012)
	• Total property taxes arrears	\$11,636,566	\$ 11,831,412 (As of Dec 20 2012)
	• Arrears as a percentage of taxes billed	14%	14% (As of Dec 20 2012)

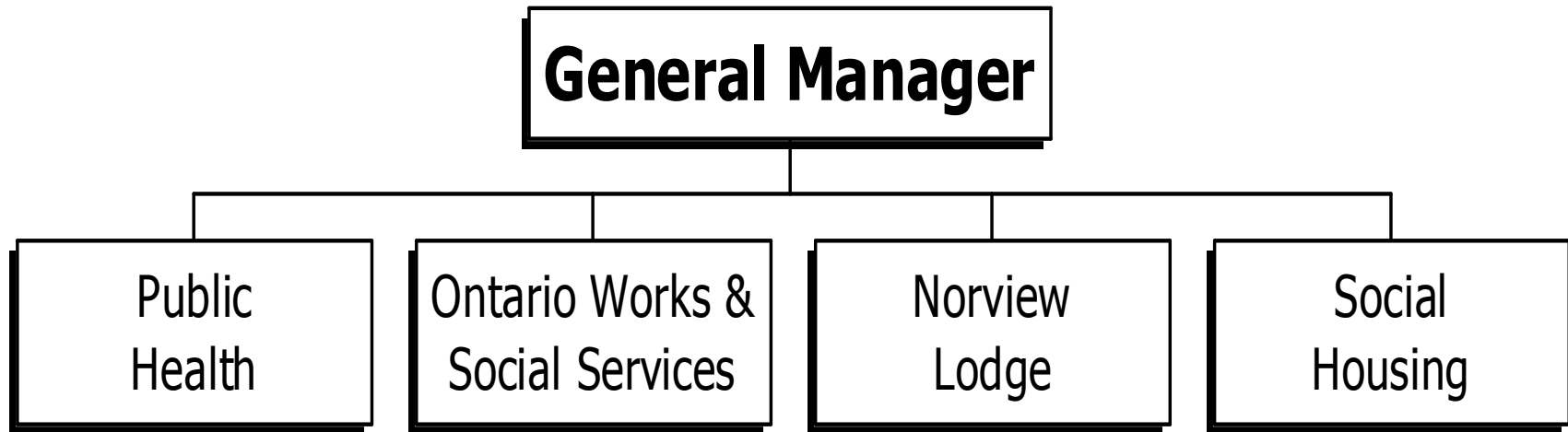
PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
FINANCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,520,355	1,568,000	1,633,400	4.2	0	0	1,633,400	65,400	4.2
Materials & Supplies	25,136	23,600	28,300	19.9	0	0	28,300	4,700	19.9
Services	1,265,585	1,224,200	1,231,700	0.6	0	0	1,231,700	7,500	0.6
Interdepartmental Charges	188,716	195,400	178,800	(8.5)	0	0	178,800	(16,600)	(8.5)
Financial	116	0	0	0.0	0	0	0	0	0.0
Capital	10,385	9,400	6,000	(36.2)	0	0	6,000	(3,400)	(36.2)
TOTAL EXPENDITURES	3,010,293	3,020,600	3,078,200	1.9	0	0	3,078,200	57,600	1.9
REVENUES									
Federal/Provincial Grants	(290)	(800)	(300)	(62.5)	0	0	(300)	(500)	(62.5)
Financial Charges/Investment Income	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(214,601)	(120,300)	(165,800)	37.8	0	0	(165,800)	45,500	37.8
Other Revenues	(2,270)	(7,500)	(7,500)	0.0	0	0	(7,500)	0	0.0
Interdepartmental Recoveries	(908,900)	(908,900)	(891,400)	(1.9)	0	0	(891,400)	(17,500)	(1.9)
TOTAL REVENUES	(1,126,061)	(1,037,500)	(1,065,000)	2.7	0	0	(1,065,000)	27,500	2.7
NET LEVY REQUIREMENT	1,884,232	1,983,100	2,013,200	1.5	0	0	2,013,200	30,100	1.5
STAFFING COMPLEMENT		21.75	22.25		0.00	0.00	22.25	0.50	



HEALTH & SOCIAL SERVICES

Health & Social Services



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Health & Social Services Administration	(7,591)	(400)	0	100.0	0	0	0	400	100.0
HSS Administration Buildings	(33,426)	(35,000)	0	100.0	0	0	0	35,000	100.0
Port Rowan Medical Centre	1,623	14,400	17,000	18.1	(17,000)	0	0	(14,400)	(100.0)
Social Services	2,443,648	2,476,700	2,564,900	3.6	0	(173,500)	2,391,400	(85,300)	(3.4)
Norview Lodge	5,114,598	4,841,300	5,130,900	6.0	0	177,500	5,308,400	467,100	9.6
Social Housing	1,965,939	1,956,900	2,159,100	10.3	0	38,700	2,197,800	240,900	12.3
Total	9,484,791	9,253,900	9,871,900	6.7	(17,000)	42,700	9,897,600	643,700	7.0

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	16,153,889	16,312,300	16,480,200	1.0	63,800	350,300	16,894,300	582,000	3.6
Materials & Supplies	1,662,232	1,658,300	1,736,100	4.7	0	0	1,736,100	77,800	4.7
Services	2,164,802	2,015,000	2,065,200	2.5	10,100	6,400	2,081,700	66,700	3.3
Transfer Payments/Grants	22,856,226	23,359,000	20,995,900	(10.1)	0	38,700	21,034,600	(2,324,400)	(10.0)
Interdepartmental Charges	1,279,126	1,281,400	1,294,900	1.1	0	0	1,294,900	13,500	1.1
Financial	121,686	6,000	6,100	1.7	0	0	6,100	100	1.7
Long Term Debt Charges	2,036,188	2,036,100	2,024,800	(0.6)	0	0	2,024,800	(11,300)	(0.6)
Capital	81,575	77,000	50,700	(34.2)	0	11,300	62,000	(15,000)	(19.5)
TOTAL EXPENDITURES	46,355,724	46,745,100	44,653,900	(4.5)	73,900	406,700	45,134,500	(1,610,600)	(3.4)
REVENUES									
Federal/Provincial Grants	(29,076,985)	(29,586,600)	(26,768,900)	(9.5)	(73,900)	(495,900)	(27,338,700)	(2,247,900)	(7.6)
Municipal Recoveries	(2,649,657)	(2,741,900)	(2,718,700)	(0.8)	0	131,900	(2,586,800)	(155,100)	(5.7)
Financial Charges/Investment Income	(13,700)	(8,700)	(10,800)	24.1	0	0	(10,800)	2,100	24.1
Fees & Service Charges	(3,660,424)	(3,937,600)	(4,083,600)	3.7	(17,000)	0	(4,100,600)	163,000	4.1
Other Revenues	(558,570)	(293,700)	(302,900)	3.1	0	0	(302,900)	9,200	3.1
Transfer From Reserve & Reserve Funds	(21,993)	(33,100)	(35,900)	8.5	0	0	(35,900)	2,800	8.5
Interdepartmental Recoveries	(889,600)	(889,600)	(861,200)	(3.2)	0	0	(861,200)	(28,400)	(3.2)
TOTAL REVENUES	(36,870,929)	(37,491,200)	(34,782,000)	(7.2)	(90,900)	(364,000)	(35,236,900)	(2,254,300)	(6.0)
NET LEVY REQUIREMENT	9,484,795	9,253,900	9,871,900	6.7	(17,000)	42,700	9,897,600	643,700	7.0
STAFFING COMPLEMENT		222.20	220.84		0.75	5.13	226.72	4.52	



**Health & Social Services
Administration**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DIVISION SUMMARY

Purpose and Description of Function

This department is made up of four divisions:

1. Haldimand-Norfolk Health Unit
2. Haldimand and Norfolk Social Services
3. Social Housing
4. Norview Lodge

Staff in the first three divisions of this department delivers services to both Haldimand and Norfolk Counties. Staff acts as a resource to Norfolk Council 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. The General Manager also has responsibility for the Port Rowan Medical Centre.

Objectives for the Coming Year

1. Review of various changes in legislation, current division structure and operating strategies to determine changes necessary to address mandates.
2. Continue to facilitate community partnerships that are required to deliver the department's mandates.
3. Implement changes required in operations based on legislation and funding changes.
4. Continue with existing and develop new strategies to ensure continuous quality improvement in the programs and services we deliver.
5. Working within approved budgets, manage resources to maintain and deliver as many programs and services as can be resourced, based on legislated mandates.
6. Facilitate orientation of new Social Housing Manager and Norview Administrator.
7. Support organization structure changes in the Health Unit to support Service Review.
8. Provide leadership in regards to significant human resource issues.

Major Budget Changes

Overall, the costs of Health and Social Services Admin are allocated to all four divisions. The main increase in expenditures is in Salaries and Benefits (\$5,000) is due to incremental increases and higher benefit rates, which are offset by a decrease in Interdepartmental Charges as the \$2,000 charge back to Admin was not required. Other Grants Funding (\$2,700) is no longer required due to the completion of the 2012 Poverty Initiative. In addition, other reductions include \$3,300 under Services, driven by the reduced meeting expenses and advertising for the Poverty Initiative.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DIVISION SUMMARY

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	243,133	244,900	249,900	2.0	0	0	249,900	5,000	2.0
Materials & Supplies	1,348	1,600	1,600	0.0	0	0	1,600	0	0.0
Services	11,827	17,000	13,700	(19.4)	0	0	13,700	(3,300)	(19.4)
Interdepartmental Charges	25,300	25,300	23,300	(7.9)	0	0	23,300	(2,000)	(7.9)
TOTAL EXPENDITURES	281,608	288,800	288,500	(0.1)	0	0	288,500	(300)	(0.1)
REVENUES									
Financial Charges/Investment Income	(2,700)	(2,700)	0	(100.0)	0	0	0	(2,700)	(100.0)
Interdepartmental Recoveries	(286,500)	(286,500)	(288,500)	0.7	0	0	(288,500)	2,000	0.7
TOTAL REVENUES	(289,200)	(289,200)	(288,500)	(0.2)	0	0	(288,500)	(700)	(0.2)
NET LEVY REQUIREMENT	(7,592)	(400)	0	100.0	0	0	0	400	100.0
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	



HSS Administration Buildings

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

HSS Administration Buildings

DIVISION SUMMARY

Purpose and Description of Function

The Haldimand-Norfolk Health Unit, Haldimand & Norfolk Social Services and Social Housing are located at the Gilbertson location. Staff from the Health Unit and the Social Services program are also located in the Dunnville facility. This budget is to maintain and preserve the physical integrity of the facilities and to provide a safe, comfortable environment for the building occupants. The costs to operate this facility are consolidated here, the building costs are recovered by charging the divisions who use the facility, based on square footage, and the operational costs are recovered by charging the divisions based on FTE.

Objectives for the Coming Year

1. To maximize savings in cost shared facilities and resources.
2. To improve access to services for clients.

Major Budget Changes

The Health and Social Services Admin Buildings has a \$35,000 increase mainly due to a budget error in the allocation of this cost centre to other divisions in 2012. Overall, the net levy is zero.

Under Services, taxes are anticipated to increase by \$2,000, contracted services by \$2,100, mainly due to increase in contracts for janitorial (\$1,200) and floor mats (\$1,500) and equipment leases for a postage meter in the amount of \$3,100.

These increase in the net levy requirement have been allocated within all divisions of the Health and Social Services Department.

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

HSS Administration Buildings

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Materials & Supplies	42,861	42,400	42,500	0.2	0	0	42,500	100	0.2
Services	393,915	389,200	397,100	2.0	0	0	397,100	7,900	2.0
Interdepartmental Charges	14,800	18,500	16,000	(13.5)	0	0	16,000	(2,500)	(13.5)
TOTAL EXPENDITURES	451,576	450,100	455,600	1.2	0	0	455,600	5,500	1.2
REVENUES									
Fees & Service Charges	(1,200)	(1,300)	(1,200)	(7.7)	0	0	(1,200)	(100)	(7.7)
Interdepartmental Recoveries	(483,800)	(483,800)	(454,400)	(6.1)	0	0	(454,400)	(29,400)	(6.1)
TOTAL REVENUES	(485,000)	(485,100)	(455,600)	(6.1)	0	0	(455,600)	(29,500)	(6.1)
NET LEVY REQUIREMENT	(33,424)	(35,000)	0	100.0	0	0	0	35,000	100.0



Port Rowan Medical Centre

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Medical Centre

DIVISION SUMMARY

Purpose and Description of Function

The Port Rowan Medical Centre is a County owned building that is leased to a number of health and social services providers. It supports access to these services in the Port Rowan/Long Point community.

Objectives for the Coming Year

1. To maximize savings in cost shared facilities and resources.
2. To improve access to services for clients.
3. Continue to support the Advisory Board.

Major Budget Changes

The Port Rowan Medical Centre shows a zero net levy impact for 2013 mainly due to the Council Approved Initiative for ALUS, the rental fees of \$17,500.

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Medical Centre

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Materials & Supplies	6,782	7,500	7,200	(4.0)	0	0	7,200	(300)	(4.0)
Services	15,315	17,100	18,000	5.3	0	0	18,000	900	5.3
Interdepartmental Charges	3,320	3,400	3,500	2.9	0	0	3,500	100	2.9
Capital	992	1,000	3,400	240.0	0	0	3,400	2,400	240.0
TOTAL EXPENDITURES	26,409	29,000	32,100	10.7	0	0	32,100	3,100	10.7
REVENUES									
Fees & Service Charges	(24,786)	(14,600)	(15,100)	3.4	(17,000)	0	(32,100)	17,500	119.9
TOTAL REVENUES	(24,786)	(14,600)	(15,100)	3.4	(17,000)	0	(32,100)	17,500	119.9
NET LEVY REQUIREMENT	1,623	14,400	17,000	18.1	(17,000)	0	0	(14,400)	(100.0)



Social Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

Purpose and Description of Function

Administration - This activity funds the staff required to deliver all financial aspects of the program including case management, family support, eligibility review, the eligibility verification process, employment assistance, employment financial supports and administrative services.

Based on the Ontario Works Act and Regulations, the administration of this program is now cost shared with the Ministry of Community and Social Services using combined funding allocations. The first allocation used is "Upload Funding" which, for 2013, is shared at 85.8%/14.2% with the Ministry contributing 85.8% and is capped at \$940,192. The second allocation is cost shared at 50/50 with the Ministry contributing 50%. The remaining 50% is cost shared between Haldimand and Norfolk Counties. Haldimand and Norfolk Counties' costs are prorated based on the residence of the client.

PAYOUTS TO CLIENTS

In 2012, on average 1,439 families per month received Ontario Works assistance. This represents an increase of 3.44% over the average monthly caseload in 2011.

The Ontario Works Act mandates that the following financial supports are to be issued to eligible persons in need:

General Assistance - This activity funds the monies for personal basic needs and shelter, special diet, advanced age, up-front child care, temporary care assistance and employment start-up benefits as well as emergency assistance.

Discretionary Assistance - Benefits may be provided on a case-by-case basis at the discretion of the CMSM to persons in receipt of assistance under the *Ontario Works Act, 1997* and the *Ontario Disability Support Program Act, 1997*. The following discretionary benefits may be provided: dental care for adults, vision care for adults, prosthetic appliances, funerals and burials, heating payments and payments for low-cost heating energy conservation measures.

Mandatory Assistance - The Ontario Works Act mandates that mandatory benefits be issued to eligible persons in need. This activity funds mandatory benefits such as: diabetic supplies, surgical supplies and dressings, medical transportation costs, dental and vision benefits for children, guide dog allowance and the full-time employment benefit.

100% Provincial Benefits - The introduction of the Ontario Child Benefit (OCB) in July 2008 provided a new provincially mandated financial support to low income families with children that is delivered through the Canada Revenue Agency. In order to receive this benefit, families must file their income tax returns. This new financial support is intended to assist parents with the costs of their children's basic needs. With the implementation of this policy, the children's portion of the basic needs allowance is no longer issued to families receiving Ontario Works assistance.

With the exception of the Indian Welfare Status (IWS) program and the 100% Provincial Benefits which are funded 100% by the Province, effective January 1, 2013, this program is cost shared 85.8%/14.2% with the Ministry of Community and Social Services (MCSS) funding 85.8% of the costs. The remaining 14.2% is cost shared between Haldimand and Norfolk Counties. Haldimand and Norfolk Counties' costs are based on the residence of the Ontario Works participants.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

Child Care - The child care system consists of licensed child care, informal (or unlicensed) care and related early learning programs and resources. It provides a range of quality services including commercial and non-profit licensed child care centres and private home day care, resource centres as well as supports to children with special needs and their families. This activity funds the following programs: Child care fee subsidies, Wage subsidies for staff employed by licensed child care operators, Special needs resourcing, Resource centres, the Data Analysis Co ordinator position and Early Learning & Child Development Initiatives.

The administrative funding envelopes of these programs are cost shared 50/50 with the Ministry of Education funding 50% of the costs. The remaining 50% is cost shared between Haldimand and Norfolk Counties and are prorated between the two Counties based on the percentage share of the combined program costs. The remainder of the funding envelopes (except for ELCD) are cost shared 80/20 with the Ministry of Education (EDU) or the Ministry of Children and Youth Services (MCYS) funding 80% of the costs. The remaining 20% is cost shared between Haldimand and Norfolk Counties. Haldimand and Norfolk Counties' costs are prorated based on the residence of the children's services recipient or the location of the organization providing the service. All ELCD funding is 100% provincially funded.

Indigent Funerals - This activity funds the provision of funeral and burial services for indigent residents (i.e. unclaimed bodies) of Haldimand and Norfolk Counties not in receipt of assistance from the Ontario Works or Ontario Disability Support (ODSP) Programs.

Effective October 1, 2010, based on Council approval (Staff Report H.S. 10-39), funerals and burial services are no longer provided to low income individuals residing in Norfolk County who are not in receipt of Ontario Works or ODSP. In addition, only the Funeral Directors' cost for immediate disposition and a graveside burial for unclaimed bodies in Norfolk County (up to a maximum of \$4,400 - 2012) is provided.

Low income individuals residing in Haldimand County not in receipt of Ontario Works or ODSP assistance continue to be eligible for Funeral Directors' costs for funeral and burial services up to a maximum of \$3,100 (2012). Because services provided for Haldimand County residents are different from the services provided by the CMSM, an administrative recovery charge of \$250 for the processing of funeral and burial services of low income individuals who are not in receipt of Ontario Works or ODSP is charged to Haldimand County.

The cost of these funeral and burial services are 100% municipally funded. Haldimand and Norfolk Counties' contributions are based on actual funeral costs for residents of their respective County. Recoveries from the deceased's estate (e.g. final CPP death benefits, monies in bank account, etc.) are also applied towards the cost of the funeral.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

Objectives for the Coming Year

1. To deliver the Ontario Works program in accordance with all legislation, directives and policies.
2. To maintain current levels of services.
3. To ensure compliance with the Ministry of Community and Social Services' financial reporting obligations.
4. Evaluate workload and implement strategies to address workload pressures.
5. Re-evaluate the local labour market and modify existing life skills programs and training programs accordingly.
6. Provide Ontario Works legislative and policy training to all staff.
7. To ensure that people in need are provided with financial assistance in accordance with the legislated requirements.
8. To support social and economic development by investing in and supporting an affordable, accessible, and accountable child care system which benefits children, their parents and caregivers, and the broader community.
9. To strengthen, support and promote effective methods of tracking and monitoring Early Years programs in the communities.
10. To strengthen, support and promote the community's capacity to assess its Early Years needs and capacities.
11. To assist agencies that operate Early Years programs in monitoring child and parent outcomes in their programs and to respond to results.
12. To fund the cost of funerals of indigent residents up to Council approved maximums.

Major Budget Changes

Salaries and Benefits show an overall increase of \$190,800, which includes Request # HSS.600.2013.123 - Permanent Family Support Worker (\$56,500), HSS.600.2013.124 - Permanent Employment Case Manager (\$52,500) and HSS.670.2013.140 - Social Housing Resources (\$68,000) and CAI# HSS6002013121 - SDMT Replacement - Temporary Supervisor (\$63,800). The economic impact before the New Budget Initiatives is a net decrease of \$50,000 based on a reduction for annualization of the 2012 temporary positions for Family Support Worker and Employment Case Manager of \$107,800, offset by incremental and economic salary increases and increased benefit rates totalling \$57,800.

Services - The main drivers for the \$9,600 increase is Mileage - increased based on 2012 projected actuals at \$3,100 and Training and Development, where a \$3,300 increase is based on updated costs and training requests.

Transfer Payments/Grants have a net decrease of \$ 18,800. Beginning in 2013, responsibility for the former Community Start Up and Emergency Shelter components of the General Assistance Programs has been transferred from the Ministry of Community and Social Services to the Ministry of Municipal Affairs and Housing and, as such, the combined budgets of \$ 753,500 for these two components have been eliminated from the total Social Services budget. 2013 budgets for General, Discretionary and Mandatory Assistance have increased by \$ 734,700 as a result of anticipated increases to both benefit costs and caseload numbers.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

Interdepartmental Charges have a net impact increase of \$9,300, the major driver being the increase of \$7,200 of the Gilbertson Drive Rental charge.

Operating Capital is driven by several one time items, including additional shelving and several new workstations to replace worn out units totalling \$27,800.

In Funding Revenues, all of the Social Services programs, currently funded at 80% will eventually be 100% funded by the Ministry. Each year the portion paid by the Ministry increases, as laid out by Increased Contributions to Upload Funding Reports # HSS.600.2013.135 & HSS.611.2013.134. This results in an increase of funding of \$400,500. Other funding increases are the result of Ministry cost sharing at 50% of the permanent Family Support Worker, permanent Employment Case Manager, increased operating capital requests and 100% funding of the temporary supervisor. Haldimand's Municipal Recoveries decreased most significantly based on the additional upload funding (\$ 153,100 in decreased recoveries offset by \$ 21,200 for required share of the 3 additional positions). Other revenues have decreased by \$ 2,200 as a fee subsidy overpayment has been paid in full.

Performance Measures	2011 Results	2012 Interim Results
<u>General Administration</u>		
Average number of days from requesting Ontario Works assistance to completing an application for Ontario Works assistance	3.35 days	3.41 days at October 31, 2012
Number of Eligibility Verification Program reviews completed	232	133
<u>Employment Assistance Program</u>		
Average monthly income from earnings deducted from Ontario Works participants assistance	\$847.76	\$ 927.08 at September 30, 2012
Average monthly income from earnings when a participants leaves the Ontario Works program	\$884.65	\$ 1,196.10 at September 30, 2012
Percentage of Ontario Works caseload with income from earnings	11.5%	11.80% at September 30, 2012
Length of time from exiting to returning to the Ontario Works program	8.86 months	11.29 months at September 30, 2012
<u>Child Care</u>		
Number of children receiving fee subsidy	356	265
Number of families receiving fee subsidy	233	190
Number of FTE staff receiving wage subsidy (non-profit & commercial)	123.92	120.65

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

Number of children accessing special needs resourcing	119	94
<u>Data Analysis Co ordinator</u>		
Number of professionals served	147	190 at September 30, 2012
Number of hours of training provided to professionals	10	12 at September 30, 2012
Number of protocol linkages in place	27	27 at September 30, 2012
<u>Resource Centre</u>		
Number of parents visiting Resource Centres	549	441 at September 30, 2012
Number of professionals visiting Resource Centres	49	40 at September 30,2012

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,568,977	3,737,400	3,687,400	(1.3)	63,800	177,000	3,928,200	190,800	5.1
Materials & Supplies	52,058	73,300	72,700	(0.8)	0	0	72,700	(600)	(0.8)
Services	1,257,938	1,137,900	1,140,700	0.2	400	6,400	1,147,500	9,600	0.8
Transfer Payments/Grants	15,597,163	15,629,100	15,610,300	(0.1)	0	0	15,610,300	(18,800)	(0.1)
Interdepartmental Charges	680,622	680,200	690,300	1.5	0	0	690,300	10,100	1.5
Financial	3,716	4,600	4,400	(4.3)	0	0	4,400	(200)	(4.3)
Capital	5,100	3,600	24,300	575.0	0	7,100	31,400	27,800	772.2
TOTAL EXPENDITURES	21,165,574	21,266,100	21,230,100	(0.2)	64,200	190,500	21,484,800	218,700	1.0
REVENUES									
Federal/Provincial Grants	(16,333,486)	(16,581,900)	(16,542,500)	(0.2)	(64,200)	(495,900)	(17,102,600)	520,700	3.1
Municipal Recoveries	(1,652,517)	(1,751,600)	(1,668,700)	(4.7)	0	131,900	(1,536,800)	(214,800)	(12.3)
Fees & Service Charges	(103,698)	(60,500)	(60,500)	0.0	0	0	(60,500)	0	0.0
Other Revenues	(525,519)	(288,700)	(286,500)	(0.8)	0	0	(286,500)	(2,200)	(0.8)
Interdepartmental Recoveries	(106,700)	(106,700)	(107,000)	0.3	0	0	(107,000)	300	0.3
TOTAL REVENUES	(18,721,920)	(18,789,400)	(18,665,200)	(0.7)	(64,200)	(364,000)	(19,093,400)	304,000	1.6
NET LEVY REQUIREMENT	2,443,654	2,476,700	2,564,900	3.6	0	(173,500)	2,391,400	(85,300)	(3.4)
STAFFING COMPLEMENT		54.54	53.04		0.75	3.00	56.79	2.25	



Norview Lodge

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

Purpose and Description of Function

Administration - The Administrator is responsible for the day to day operation of the Home in compliance with relevant legislation, acts and regulations and Ministry of Health and Long-Term Care (MOHLTC) compliance requirements, standards and expectations. The administrative team provides reception, secretarial, accounting (including Resident Trust & Maintenance, Rate Reduction process) and scheduling support to the various departments within the Home.

Programs & Support Services - Activity assistants, under the supervision of the Programs/Volunteer Supervisor, provide opportunities, programs and activities for Residents to meet their recreational, social, spiritual, therapeutic and cultural needs. The Norview Lodge Auxiliary provides both human and financial support for many programs. The Volunteer Program (recruitment and retention) and educational placement programs provide additional human resources and community involvement in the operations.

Nutritional Services - A team of Dietary Aides and Cooks, under the direction of the Nutritional Services Supervisor plan, prepare and serve three meals per day including choices for each meal and diet type. A fresh food initiative (buy local) which was introduced in 2008 (Food to Fork) continues to be a focus in menu preparation and the provision of nutritional services. On site Consultant Dietitian services are provided as legislated.

Nursing Services - This team of Registered Nurses, Registered Practical Nurses, Health Care Aides and Personal Support Workers provide direct, front-line nursing care to every Resident, seven days per week, 24 hours per day. The Director of Nursing and Personal Care and the Resident Care Coordinators provide supervision, direction and monitoring of nursing care services; the Resident Assessment Instrument / Minimum Data Set (RAI / MDS) Coordinator oversees the ongoing assessment process including the completion, revision and update of individualized Resident Care Plans and submission of information to CIHI (Canadian Institute for Health Information); the Unit Clerks and Division Assistant provide clerical, administrative and scheduling support for the nursing unit.

Housekeeping Services - This department falls under the direction of the Support Services Supervisor. The housekeeping staff clean and sanitize over 126,000 square feet of home space regularly. These areas include Resident rooms, bathrooms, hallways, offices, service areas, spas, family rooms, etc.

Laundry Services - This department falls under the direction of the Support Services Supervisor. The staff launders over 2,200 lbs. of laundry per day including both home and Resident laundry and linens in two laundries within the home. This service includes pick-up and delivery service, labeling of Resident clothing and belongings and arranging for dry cleaning services.

Building & Property - Under the direction of the Facilities Services Supervisor, the Facilities Systems Technicians provide building maintenance and repair services for all aspects of the home's operations i.e. heating, ventilation, air conditioning, recycling, waste disposal, fire and emergency plans and preventive maintenance programs. The Storekeeper position provides inventory management and control, purchasing, transportation to and from Resident appointments, small appliance repairs, shipping and receiving services, minor maintenance and waste disposal program.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

Accommodation Revenue - Residents in long-term care homes are charged for accommodation costs only and the Ministry of Health and Long-Term Care establish these rates on an annual basis (generally July 1). Norview Lodge operates 179 long stay beds, offering both basic and private accommodation. The Hamilton Niagara Haldimand Brant Community Care Assess Centre determines eligibility and manages the admissions and waiting lists for our home.

Objectives for the Coming Year

1. Compliance Transformation and Inspection process - a positive inspection review based on the new legislation and regulations and the utilization of inspection protocols in the day to day operation of the home to enhance the continuous quality improvement program.
2. Continued participation and development of the in the provincial "Residents First" Program and the Long Term Care Homes Ontario Health Reporting Standards / Management Information Systems project of reporting statistical and financial data for the long-term care home sector.
3. Enhancement of the continuous quality improvement statistical and benchmarking reporting to the Committee of Management.
4. Ongoing refinement, adaptation and analysis of the impact of the new Resource Utilization Groupings - III (RUGS- III) funding methodology that began impacting our funding April 1st, 2012.
5. Ongoing reduction of lost time injuries (and related WSIB claims) and ensure effective management of the modified work program.
6. Finalization and execution of the next Long-Term Care Service Accountability Agreement (L-SAA) and reporting of the prescribed indicators.
7. Ongoing development and evaluation of the Restorative Care program.
8. Continued recruitment of Volunteers including the management and coordination of co-op, student placements and other placements and educational opportunities.
9. Investigate options for the provision of social work services, including supporting placement opportunities for social work students.
10. Ongoing development of programming in response to Resident needs, Ministry standards and legislation and research. e.g Montessori Programming.
11. Continued development and expansion of the fresh food initiative / buy local that began five years ago where sustainable and cost effective.
12. Ongoing review of the scope of practice and utilization of Registered staff in order to use their skills and abilities in the most effective manner. Develop strategies and contingency plans to deal with Registered staff recruitment and retention issues.
13. Ongoing development of the Palliative Care Program / End of Life.
14. Ongoing implementation of Best Practice Guidelines.
15. Adaptation to the changes to the High Intensity Needs Program that become effective January 1st, 2013.
16. Ongoing review of equipment needs and operational practices and training to promote a "work smarter not harder" environment using Best Practices for Environmental Cleaning as a reference.
17. Coordination and execution of an effective test of the Homes' Emergency Plan as required every three years.
18. Ongoing implementation of the new computerized point of service preventive maintenance software program including improved planning and reporting and budgeting.
19. Respond to the Building Conditions Assessment report completed in 2012.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

Major Budget Changes

Overall the Norview Lodge proposed 2013 operating budget is increasing by \$467,100 or 9.6%. The most significant increases are due to the increase in Salaries and Benefits due to economic salary increases and increases in benefit rates, annualization of the 12012 NBI for PSW Funding. Increase without the initiative should be \$210,200 or 1.7%.

This budget also includes a New Budget Initiative for a Coordinator of Resident and Family Services in the amount of \$177,500 for Council's consideration.

Other factors driving the net increase relate to increased Materials and Supplies and Services (\$105,600) mainly for increased medical, operating and food supplies in the amount \$91,900 plus anticipated legal services required for 2013 estimated at \$50,000. These increases are offset by \$19,200 for anticipated maintenance repairs anticipated, a reduction of \$13,100 for utilities based on 2012 forecasted actual results plus a 3% rate increase and miscellaneous changes totalling a reduction of \$4,000.

In addition, funding levels over 2012 are reduced by \$188,800 mainly as a result of over budgeting for the Public Support Worker program funding in the amount of \$73,200 reduced CMI levels (Case Mix Index).

Another minor increase affecting the net levy requirement for Norview Lodge includes increased Interdepartmental Charges for \$10,200 mainly for support services from various departments (\$8,200) and increased equipment costs (\$2,000) for computers, cell phones and telephones.

The increased costs outlined above are offset by the following items:

- Capital requirements decreasing by \$45,200 compared to 2012 requirements.
 - Reduced Long Term Debt Charges in the amount of \$11,300 mainly due to the refinancing of a balloon debenture in 2012.
 - Increased resident accommodation fees in the amount of \$145,600, based on a presumption of a 1% increase in revenues.
 - Increased Other Revenues including \$10,000 for recoveries relating to volume incentives for purchasing with SGP (Silver Group Purchasing) plus a minor increase of \$1,000 from anticipated auction proceeds and \$400 for revenues as a result of the sale of meal tickets and catering.
 - Increased contributions of \$2,800 to offset costs related to accommodations.
-

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

Performance Measures	2011	2012 Interim Results
75% of respondents to the Annual Resident/Family Satisfaction Questionnaire rate overall and service as "good" or "excellent"	93%	95% (met)
10% reduction of WSIB lost time injuries	74 incidents reported with 105 lost time hours	44 incidents to date with 164.5 lost time hours (unmet)
Building and Property		
Number of fire drills held throughout the year	36	36
Norview Accommodation		
97% or greater annual occupancy in long-stay program	99.10	99.48%
50% or greater utilization of full-pay preferred accommodation	84.69	81.72%

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	12,178,430	12,160,800	12,371,000	1.7	0	173,300	12,544,300	383,500	3.2
Materials & Supplies	1,545,484	1,532,000	1,610,800	5.1	0	0	1,610,800	78,800	5.1
Services	448,323	404,100	430,900	6.6	0	0	430,900	26,800	6.6
Interdepartmental Charges	493,867	492,800	503,000	2.1	0	0	503,000	10,200	2.1
Financial	117,225	1,000	1,100	10.0	0	0	1,100	100	10.0
Long Term Debt Charges	2,036,188	2,036,100	2,024,800	(0.6)	0	0	2,024,800	(11,300)	(0.6)
Capital	75,483	72,400	23,000	(68.2)	0	4,200	27,200	(45,200)	(62.4)
TOTAL EXPENDITURES	16,895,000	16,699,200	16,964,600	1.6	0	177,500	17,142,100	442,900	2.7
REVENUES									
Federal/Provincial Grants	(8,188,552)	(7,952,700)	(7,763,900)	(2.4)	0	0	(7,763,900)	(188,800)	(2.4)
Financial Charges/Investment Income	(11,000)	(6,000)	(10,800)	80.0	0	0	(10,800)	4,800	80.0
Fees & Service Charges	(3,530,740)	(3,861,200)	(4,006,800)	3.8	0	0	(4,006,800)	145,600	3.8
Other Revenues	(28,122)	(4,900)	(16,300)	232.7	0	0	(16,300)	11,400	232.7
Transfer From Reserve & Reserve Funds	(21,993)	(33,100)	(35,900)	8.5	0	0	(35,900)	2,800	8.5
TOTAL REVENUES	(11,780,407)	(11,857,900)	(11,833,700)	(0.2)	0	0	(11,833,700)	(24,200)	(0.2)
NET LEVY REQUIREMENT	5,114,593	4,841,300	5,130,900	6.0	0	177,500	5,308,400	467,100	9.6
STAFFING COMPLEMENT		163.97	164.11		0.00	2.13	166.24	2.27	



Social Housing

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Housing

DIVISION SUMMARY

Purpose and Description of Function

The division is responsible for a variety of services related to social housing. These include administration and funding of the following:

1. Municipally owned Haldimand-Norfolk Housing Corporation
2. Ten independently owned social housing providers
3. Monitoring of rent geared-to-income management services
4. Housing eligibility reviews
5. Provision and monitoring of a coordinated access waiting list service (Central Waiting List)
6. Delivery of the Community Homeless Prevention Initiative - CHPI - (Emergency Shelter Solutions, Services and Supports, Housing and Related Supports and Homelessness Prevention components)
7. Delivery of rent supplement program with private landlords
8. Delivery of the Investment in Affordable Housing (IAH) Program (Rental & Supportive Housing, Home Ownership, Housing Allowance, Ontario Renovates and Rent Supplement components).

Based on the arbitration decision, Social Housing program costs are allocated on actual cost based on location of the unit/facility. Administration costs are shared jointly with Haldimand County based on a prorated percent share of program costs. The Ministry of Municipal Affairs and Housing provides subsidy based on an apportionment of Federal funds.

Objectives for the Coming Year

1. Deliver Social Housing Division administration services in a cost effective manner.
2. Monitor yearly compliance with the Ministry of Municipal Affairs and Housing (MMAH) legislated Service Level Standards.
3. Perform modified "financial risk management analysis" of all non-profit housing providers.
4. Deliver the various components of the Investment in Affordable Housing (IAH) Program in accordance with Ministry of Municipal Affairs and Housing guidelines.
5. To have annual purchase of service agreements signed by the four (4) independently owned domiciliary hostel providers.
6. To monitor all four (4) domiciliary hostels to ensure they are in compliance with established standards.
7. To continue to monitor the activities of the contracted provider of homeless services.
8. To track statistical information on a quarterly basis and report to Ministry of Municipal Affairs and Housing.

Major Budget Changes

The overall budget impact for 2013 is an increase to the net levy of \$241,400 or 12.3%.

Transfer Payments/Grants have a net decrease of \$ 2,305,100. This decrease is the result of the completion of the Halton Cheshire Homes project in

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Housing

DIVISION SUMMARY

Dunnville (\$ 3,125,900); the increase for the transfer of the former Community Start Up and Emergency Shelter components of the General Assistance Programs from the Ministry of Community and Social Services to the Ministry of Municipal Affairs and Housing (\$ 755,100); increase to the 2013 IAH (Investment in Affordable Housing) Ontario Program (\$ 26,000) and the provision to increase housing subsidy for Kin Villa and Del Gold Villa (\$ 38,700).

Municipal Recoveries - Haldimand recoveries have increased as a result of the transfer of the former Community Start Up and Emergency Shelter components of the General Assistance Programs from the Social Services division to the Social Housing division (\$ 60,000); net decrease in housing subsidies to Haldimand providers (\$ 6,000) and an increase Social Housing Administration costs (\$ 5,700).

Salaries and Benefits show an overall increase of \$ 2,700 or 1.6% based on economic salary increases and increased benefit rates.

Materials and Supplies - \$ 200 decrease to office supplies

Services - Increase in legal and consulting services for the 2013 IAH (Investment in Affordable Housing) Ontario Program (\$ 15,100) and \$ 9,700 for the Social Housing Asset Management Program (HSS-670-2013-138)

Performance Measures Social Housing Administration	2011 Results	2012 Interim Results
Social Housing administration costs below 4% of total social housing budgeted costs	4%	Estimated at less than 4%
100% compliance with MMAH mandated Service Level Standards	100%	Estimated at 100%
Complete Operational (Risk Assessment) Reviews of 4 non-profit housing providers	11 modified risk assessments completed	11 modified risk assessments completed
Performance Measures Affordable Housing Program	2011 Results	2012 Interim Results
Under the Canada-Ontario Affordable Housing Program <u>2009 Extension</u> it is expected that the following results will be attained: (i) 21 new affordable rental units will be built under the Rental and Supportive component (ii) Housing Providers will take full advantage of the annual allocation of provincial funds under the Social Housing Renovation and Retrofit Program	<u>Affordable Housing Program</u> (i) 21 units under construction in Dunnville (ii) \$938,475 provincial funding (year two) allocation totally spent	<u>Affordable Housing Program</u> (i) 21 units completed and occupied in Dunnville (ii) N/A - program ended March 31, 2011

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Housing

DIVISION SUMMARY

Under the Investment in Affordable Housing (IAH) Program: (i) 14 new affordable rental units recommended for first year funding (ii) new home owners afforded down payment assistance under the Homeownership component (4 in 2012, 10 in 2013) (iii) 10 housing allowances allocated (iv) 5 low income/disabled home owners provided with renovation/repair financial assistance (Ontario Renovates program) (v) 5 rent supplements allocated	<u>Investment in Affordable Housing Program</u> (i) 14 units in Simcoe recommended for provincial consideration (ii) N/A - New Performance Measure for 2012 (iii) N/A - New Performance Measure for 2013 (iv) N/A - New Performance Measure for 2013 (v) N/A - New Performance Measure for 2013	<u>Investment in Affordable Housing Program</u> (i) 14 units under construction in Simcoe (ii) 4 down payment assistance loans issued utilizing total funding allocation (iii) N/A - New Performance Measure for 2013 (iv) N/A - New Performance Measure for 2013 (v) N/A - New Performance Measure for 2013
Performance Measures CHPI Program	2011 Results	2012 Interim Results
To be determined by Ministry of Municipal Affairs and Housing	N/A	N/A

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Social Housing

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	163,350	169,200	171,900	1.6	0	0	171,900	2,700	1.6
Materials & Supplies	13,698	1,500	1,300	(13.3)	0	0	1,300	(200)	(13.3)
Services	37,485	49,700	64,800	30.4	9,700	0	74,500	24,800	49.9
Transfer Payments/Grants	7,259,063	7,729,900	5,385,600	(30.3)	0	38,700	5,424,300	(2,305,600)	(29.8)
Interdepartmental Charges	61,216	61,200	58,800	(3.9)	0	0	58,800	(2,400)	(3.9)
Financial	745	400	600	50.0	0	0	600	200	50.0
TOTAL EXPENDITURES	7,535,557	8,011,900	5,683,000	(29.1)	9,700	38,700	5,731,400	(2,280,500)	(28.5)
REVENUES									
Federal/Provincial Grants	(4,554,947)	(5,052,000)	(2,462,500)	(51.3)	(9,700)	0	(2,472,200)	(2,579,800)	(51.1)
Municipal Recoveries	(997,140)	(990,300)	(1,050,000)	6.0	0	0	(1,050,000)	59,700	6.0
Other Revenues	(4,930)	(100)	(100)	0.0	0	0	(100)	0	0.0
Interdepartmental Recoveries	(12,600)	(12,600)	(11,300)	(10.3)	0	0	(11,300)	(1,300)	(10.3)
TOTAL REVENUES	(5,569,617)	(6,055,000)	(3,523,900)	(41.8)	(9,700)	0	(3,533,600)	(2,521,400)	(41.6)
NET LEVY REQUIREMENT	1,965,940	1,956,900	2,159,100	10.3	0	38,700	2,197,800	240,900	12.3
STAFFING COMPLEMENT		1.69	1.69		0.00	0.00	1.69	0.00	



**UNALLOCATED
REVENUES & EXPENDITURES**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
UNALLOCATED REV'S & EXPEND'S SUMMARY
DEPARTMENT SUMMARY

Purpose and Description of Function

To account for corporate revenues and expenditures that do not specifically pertain to an individual department.

Objectives for the Coming Year

Not applicable.

Major Budget Changes

The positive net levy for this budget area has been decreased by \$216,200 or 1.7%. There are several causes for this change including increases in Services, Transfers to Reserves and Reserve Funds, and Financial Costs, as well as reductions in Federal/Provincial Grants and Transfers From Reserves & Reserve Funds. There was a reduction in Salaries and Benefits costs as well as increases in PIL's, Financial Charges/Investment Income and Other Revenues which have offset the increases.

Services costs have increased by \$1,200 due to an increase in contracted services costs for Standard and Poor's Annual Survey. Transfers to Reserves and Reserve Funds have increased significantly by \$524,700 due to an increase of \$148,600 in transfers to the Contingency Reserve based on the potential for negotiations, the standard 2% increase in transfers to the General Building Reserve amounting to \$29,600, a \$330,000 contribution to the General Building Reserve in order to offset future one-time costs for office space lease on Robinson Road, and a \$16,500 transfer to the Energy Conservation Reserve in order to qualify for the annual LAS energy rebate. Financial costs have increased by \$30,300 based on a \$15,000 increase in minutes of settlement, a \$6,100 increase in write-offs, and a \$10,300 increase in PIL write-offs. These increases in Financial costs have been offset by a few minor reductions.

Reductions in anticipated revenue levels for 2013 have also contributed to the reduction in the overall positive Net Levy requirement for this department. Federal/Provincial Grant revenue is expected to decline by \$100,000 due to a reduction in OMPF funding, Transfers From Reserves & Reserve Funds are budgeted to decrease by \$14,900 because of the removal of a few one-time adjustments to the 2012 budget.

Salaries and Benefits were reduced by \$52,400 based on adjustments to co-pay benefits. Other Revenue sources have increased, including the following items:

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

UNALLOCATED REV'S & EXPEND'S SUMMARY

DEPARTMENT SUMMARY

- PIL's-Supplementaries-Local Improvements have increased by \$75,800 based on an increase of \$55,000 in PIL Commercial Full, an increase of \$14,000 in PIL Comm Vacant Land, and an increase of \$8,000 in PIL Residential Full. These increases have been offset by a few minor miscellaneous increases.
- A \$292,800 increase in Financial Charges/Investment Income has been primarily driven by a \$500,000 increase in the expected level of dividend income, which is being offset by a \$200,000 reduction in investment income. Further adjustments to this budget line include an \$83,900 reduction in interfund interest, an increase of \$58,100 in annualization adjustments based on 2012 New Budget Initiatives and a \$14,300 increase in bank interest, as well as other minor adjustments.
- Other Revenues have increased by \$16,500 based on a recovery of the amount transferred to the energy conservation reserve.

Performance Measures

Not applicable.

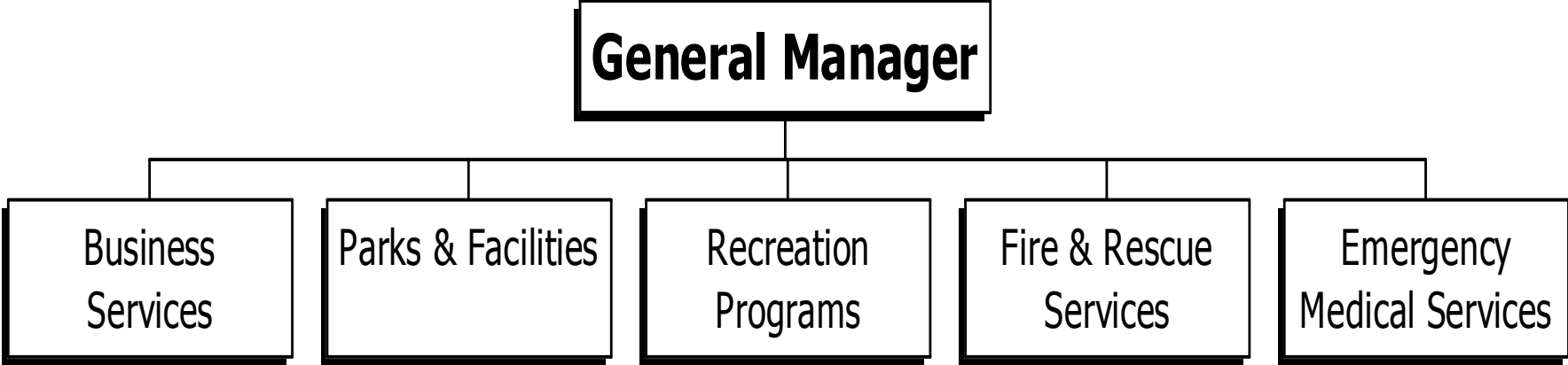
PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
UNALLOCATED REV'S & EXPEND'S SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	0	(216,000)	(268,400)	(24.3)	0	0	(268,400)	(52,400)	(24.3)
Services	15,264	14,800	16,000	8.1	0	0	16,000	1,200	8.1
Transfer Payments/Grants	0	0	0	0.0	0	0	0	0	0.0
Transfer To Reserves & Reserve Funds	1,573,163	1,555,700	2,080,400	33.7	0	0	2,080,400	524,700	33.7
Financial	504,330	596,600	626,900	5.1	0	0	626,900	30,300	5.1
TOTAL EXPENDITURES	2,092,757	1,951,100	2,454,900	25.8	0	0	2,454,900	503,800	25.8
REVENUES									
PIL's-Supplementaries-Local Improvements	(2,396,490)	(2,601,500)	(2,677,300)	2.9	0	0	(2,677,300)	75,800	2.9
Federal/Provincial Grants	(9,538,700)	(9,200,000)	(9,100,000)	(1.1)	0	0	(9,100,000)	(100,000)	(1.1)
Financial Charges/Investment Income	(3,589,698)	(2,946,700)	(3,240,700)	10.0	0	1,200	(3,239,500)	292,800	9.9
Other Revenues	(80,881)	(500)	(17,000)	3,300.0	0	0	(17,000)	16,500	3,300.0
Transfer From Reserve & Reserve Funds	0	(14,900)	0	(100.0)	0	0	0	(14,900)	(100.0)
TOTAL REVENUES	(15,605,769)	(14,763,600)	(15,035,000)	1.8	0	1,200	(15,033,800)	270,200	1.8
NET LEVY REQUIREMENT	(13,513,012)	(12,812,500)	(12,580,100)	1.8	0	1,200	(12,578,900)	233,600	1.8
STAFFING COMPLEMENT		(0.17)	0.00		0.00	(4.19)	(4.19)	(4.02)	



COMMUNITY SERVICES

Community Services



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Community Services Administration	294,136	279,900	300,400	7.3	0	0	300,400	20,500	7.3
Business Services	389,612	399,800	474,500	18.7	0	(30,000)	444,500	44,700	11.2
Parks & Facilities	4,836,299	4,792,300	5,494,400	14.7	0	168,400	5,662,800	870,500	18.2
Recreation	1,511,808	1,477,700	1,541,800	4.3	15,000	14,400	1,571,200	93,500	6.3
Fire & Rescue Services	4,420,171	4,423,700	4,661,700	5.4	0	23,300	4,685,000	261,300	5.9
Emergency Medical Services	3,608,018	3,574,600	3,722,600	4.1	0	255,500	3,978,100	403,500	11.3
Port Dover Marina	(232,571)	(243,200)	(266,500)	(9.6)	0	0	(266,500)	(23,300)	(9.6)
Port Rowan Marina	0	(400)	0	100.0	0	0	0	400	100.0
Ride Norfolk	230,063	124,500	0	(100.0)	95,900	0	95,900	(28,600)	(23.0)
Total	15,057,536	14,828,900	15,928,900	7.4	110,900	431,600	16,471,400	1,642,500	11.1

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	13,858,769	13,678,300	13,941,200	1.9	76,200	718,000	14,735,400	1,057,100	7.7
Materials & Supplies	2,378,301	2,508,600	2,551,400	1.7	300	7,900	2,559,600	51,000	2.0
Services	2,025,941	2,174,800	1,907,300	(12.3)	111,900	26,900	2,046,100	(128,700)	(5.9)
Transfer Payments/Grants	337,222	346,600	362,800	4.7	0	0	362,800	16,200	4.7
Interdepartmental Charges	2,286,865	2,318,800	2,355,200	1.6	0	0	2,355,200	36,400	1.6
Transfer To Reserves & Reserve Funds	1,028,620	1,028,700	1,045,100	1.6	0	0	1,045,100	16,400	1.6
Financial	35,704	37,300	35,600	(4.6)	0	0	35,600	(1,700)	(4.6)
Long Term Debt Charges	523,164	565,300	592,100	4.7	0	0	592,100	26,800	4.7
Capital	569,705	599,000	1,198,100	100.0	15,000	2,500	1,215,600	616,600	102.9
TOTAL EXPENDITURES	23,044,291	23,257,400	23,988,800	3.1	203,400	755,300	24,947,500	1,690,100	7.3
REVENUES									
Federal/Provincial Grants	(3,627,889)	(3,678,800)	(3,772,800)	2.6	(46,000)	(255,500)	(4,074,300)	395,500	10.8
Municipal Recoveries	(42,800)	(85,800)	(86,600)	0.9	0	0	(86,600)	800	0.9
Financial Charges/Investment Income	(96,092)	(139,300)	(65,400)	(53.1)	(21,500)	(25,000)	(111,900)	(27,400)	(19.7)
Fees & Service Charges	(3,320,605)	(3,525,000)	(3,291,900)	(6.6)	(25,000)	(43,200)	(3,360,100)	(164,900)	(4.7)
Other Revenues	(550,992)	(618,600)	(484,700)	(21.6)	0	0	(484,700)	(133,900)	(21.6)
Transfer From Reserve & Reserve Funds	(67,371)	(78,500)	(68,800)	(12.4)	0	0	(68,800)	(9,700)	(12.4)
Interdepartmental Recoveries	(281,007)	(302,500)	(289,700)	(4.2)	0	0	(289,700)	(12,800)	(4.2)
TOTAL REVENUES	(7,986,756)	(8,428,500)	(8,059,900)	(4.4)	(92,500)	(323,700)	(8,476,100)	47,600	0.6
NET LEVY REQUIREMENT	15,057,535	14,828,900	15,928,900	7.4	110,900	431,600	16,471,400	1,642,500	11.1
STAFFING COMPLEMENT		176.94	177.92		0.18	8.24	186.34	9.40	



Community Services Admin

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DIVISION SUMMARY

Purpose and Description

The General Manager is accountable for the delivery & direction of the department's management and operations. The provision of long-range planning, development, financial management and leadership of the department is a major focus, as well as, the provision of senior management level liaison to County Council, Senior Management Team and various Council appointed Boards and Agencies. The GM will also provide leadership, problem solving, project management, direction & support to division managers and staff to enable them to meet department/divisional goals & objectives. The General Manager is also accountable for the maintenance and preservation of the physical integrity of the facility asset while striving to provide a safe, comfortable environment for the building occupants. Further, this area allows accumulation of the costs of such maintenance and subsequent recovery of applicable costs for building operation.

Objectives for the Coming Year

Community Services Administration

1. Identify & undertake, with community support, an "action plan" to improve the use & appearance of the Simcoe downtown Wellington Park system.
2. Recommend & implement a sustainable governance model & business plan for the Port Dover Harbour Marina & Port Rowan Harbour Marina.
3. Review & re-prioritize the list of future capital projects with the expectation to reduce future expenditures & improve staff's ability to better supervise & monitor individual projects.
4. Review & analyze EMS service response times & staffing levels to ensure legislated response times & service expectations are sustainable and increase focus on Fire & Rescue Services division for an increase in customer service training for the delivery of fire code inspections & education.
5. Conduct a review of Recreation Programs to ensure sustainability and ensure that the programs being offered are financially viable, as well as, meet the needs/interests of changing demographics and complete an analysis of the status & anticipated future impact/requirements of acquiring rural & abandoned cemeteries in accordance with the Cemeteries Act.
6. Allocate sufficient administrative resources to enable staff to identify and address the demands & requirements for AODA sustainability standards for customer services & physical facility standards at numerous CSD facility locations.

Culver Street

1. To prepare a life cycle plan for the building and to complete an inventory of all mechanical equipment for input into Munisoft program.
2. To monitor and analyze the new system of rental charges to ensure appropriate costing.

Major Budget Changes

The Community Services Admin Budget has increased by \$20,500 or 7.3% overall. The change in the budget is being driven by increases in Salaries and Benefits, Services and Capital costs as well as a reduction in interdepartmental recoveries. Incremental and economic salary increases as well as increased benefit rates have caused an increase in this budget line of \$6,000 or 2.7%. Services costs have risen \$9,400 which is the largest

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DIVISION SUMMARY

increase in the 2013 Proposed Budget. Causes of the increase in Services costs include increases in legal costs of \$5,000 in order to reflect anticipated levels for 2013 and a three year average of expenditures, maintenance and repair services for equipment has increased by \$1,700 due to increased cost for OE Canada Services, and janitorial costs have risen by \$3,100 based on a new contract in 2012. These increases in Services were offset by a few minor reductions to arrive at the total of \$9,400. Capital costs have increased by \$2,000 which is due to the removal a one-time item in 2012 of \$3,000 and the addition of \$5,000 in 2013 for ceiling tile replacement.

Reductions to the Community Services Administration budget include decreased Materials & Supplies costs as well as a reduction in Interdepartmental Charges. The main drivers of the reduction in Materials & Supplies are utilities costs within the Culver Street building. Hydro, water and wastewater costs have been reduced by \$2,000 and natural gas has been reduced by \$400 based on estimated year end actual expenditures for 2012. Interdepartmental charges have been reduced by \$1,700 based on anticipated levels for 2013.

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	228,345	226,400	232,400	2.7	0	0	232,400	6,000	2.7
Materials & Supplies	42,549	47,100	44,400	(5.7)	0	0	44,400	(2,700)	(5.7)
Services	82,702	65,800	75,200	14.3	0	0	75,200	9,400	14.3
Interdepartmental Charges	50,440	50,500	48,800	(3.4)	0	0	48,800	(1,700)	(3.4)
Capital	3,000	3,000	5,000	66.7	0	0	5,000	2,000	66.7
TOTAL EXPENDITURES	407,036	392,800	405,800	3.3	0	0	405,800	13,000	3.3
REVENUES									
Financial Charges/Investment Income	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(112,900)	(112,900)	(105,400)	(6.6)	0	0	(105,400)	(7,500)	(6.6)
TOTAL REVENUES	(112,900)	(112,900)	(105,400)	(6.6)	0	0	(105,400)	(7,500)	(6.6)
NET LEVY REQUIREMENT	294,136	279,900	300,400	7.3	0	0	300,400	20,500	7.3
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	



Business Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

Purpose and Description of Function

Business Services provides efficient budgeting, accounting & payroll functions, cash management, customer service, capital project management, clerical/administration and other support functions for the Community Services Department as a whole - Fire & Rescue Division, EMS Division, Parks, Facilities & Recreation Division (including Cemeteries & Forestry), and the Port Dover & Port Rowan Harbour Marinas. In addition, bookkeeping functions for the Norfolk County Land Stewardship Committee and the Administration/Financial functions for Policing Services (Police Services Board, Community Policing & Policing Contract). Leadership and advice, as well as project tracking, is provided to community fundraising groups, CSD Boards & Agencies and other community organizations/groups regarding charitable donations and bookkeeping requirements for Capital Funding partnerships with the Community Services Department.

Objectives for the Coming Year

1. To continue to develop and implement a stronger, more efficient & effective work environment in order to ensure deadlines are met for submission of financial information, completion of monthly/annual account reconciliations, processing of invoices, issuance of invoices and collections of outstanding accounts receivables.
2. To conduct a thorough review of the Division structure, core functions, work load, processes/procedures and staffing to ensure the most effective, efficient and economical operations.
3. To continue to develop concrete procedures for the implementation and monitoring of a consistent department/location specific cash management system to ensure accurate tracking procedures of monies owed and received for services rendered throughout the various CSD facilities and program sites.
4. To develop a concrete department specific procedure/process for CSD reports to ensure proper review is conducted before submission & to develop concrete department specific procedure/process for CSD Tenders/RFPs/Quotations to ensure proper corporate policies are met (i.e. holdbacks, bid deposits, performance securities, etc.)
5. To monitor the HMS! Harbour Management Software System and complete the creation of a policies and procedures manual for staff in order to ensure the efficiency of the use of the computerized administration & financial systems at the Port Dover Harbour Marina as well as expand the scope to include the Port Rowan Harbour Marina
6. To research and develop new revenue generation opportunities, as well as continue to review and monitor current partnerships for concession management and existing marketing/advertising initiatives to ensure revenue flow.
7. To continue to encourage staff development, team building and productivity and to continue with the implementation of new communication strategies, systems & procedures for the provision of financial services, guidance & advice to the GM CSD and Division Managers, as well as CSD affiliated Boards, Agencies & Community Groups/partners.

Major Budget Changes

The Business Services Division budget has increased by \$44,700 or 11.2% as proposed for 2013. The largest factor in the increase for this budget

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

is Salaries and Benefits. A portion of the \$70,300 is due to economic salary increases and increased benefit rates, however most of the change is due to the movement of one FTE from the By-law division of Planning and Economic Development to Business Services. Other increases to the Business Services budget include an increase in Interdepartmental Charges of \$1,000 which is driven by an increase in IT support charges and a slight decrease in Transfers from Reserves.

Reductions to the Business Services budget include decreasing costs for Materials & Supplies, Services, and Financial costs. Materials and Supplies have been reduced by \$1,900 due to a reduction in computer supplies and advertising materials. Services costs have been decreased by \$3,700 which is mostly based on the removal of printing for the Golf Guide. The \$3,500 reduction in financial costs is based on reductions in monthly bank fees. The final adjustment to the budget is an increase in Fees and Services Charges revenue of \$17,800 based on an increase in revenue of \$30,000 expected as part of the Trail Development Coordinator New Budget Initiative, and an increase in rink board advertising of \$6,300. These increases are offset by the removal of \$19,700 in revenue budgeted for as part of the Trail Development Coordinator New Budget Initiative in 2012.

Performance Measures	2011 Results	2012 Results
90% of all accounts payable invoices processed with an error rate of less than 5% annually	Exceeded Performance Measure - Processed 6,898 Invoices in 2011; 57 returned due to errors. Annual error rate of 0.83% (0.57% in 2010, 0.61% in 2009, 0.77% in 2008, 1.08% in 2007)	Exceeded Performance Measure - Processed 6,972 Invoices in 2012; 77 returned due to errors. Annual error rate of 1.10%.
85% of all accounts receivables collected within 30 days	Exceeded Performance Measure - Class Accounts Receivable – Monthly Ave. Collection Rate – 87%; <i>General Accounts Receivable</i> – Annual Average Collection Rate – 89.75% Average Collection rate for both processes is currently at approximately 88.25%.	Exceeded Performance Measure - Class Accounts Receivable – Monthly Ave. Collection Rate – 92%; <i>General Accounts Receivable</i> – Annual Average Collection Rate – 87.25% Average Collection rate for both processes is currently at approximately 90.12%.
Number of invoices processed per FTE	6,898 Invoices processed with 2.0 FTE. Therefore 3,449 Invoices processed per FTE.	6,972 Invoices processed with 2.0 FTE. Therefore 3,486 Invoices processed per FTE.
75% of all deposit transactions recorded within 1 week of receiving	Exceeded Performance Measure - Processed deposits at a rate of 97.9% within 1 week of receiving documentation. Processed 776 Deposits; 760 within 1 week	Exceeded Performance Measure - Processed deposits at a rate of 96.1% within 1 week of receiving documentation. Processed 795 Deposits; 764 within 1 week

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	460,252	441,400	511,700	15.9	0	0	511,700	70,300	15.9
Materials & Supplies	6,425	9,100	7,200	(20.9)	0	0	7,200	(1,900)	(20.9)
Services	9,729	14,300	10,600	(25.9)	0	0	10,600	(3,700)	(25.9)
Transfer Payments/Grants	663	600	600	0.0	0	0	600	0	0.0
Interdepartmental Charges	38,000	38,000	39,000	2.6	0	0	39,000	1,000	2.6
Financial	23,758	26,300	22,800	(13.3)	0	0	22,800	(3,500)	(13.3)
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	538,827	529,700	591,900	11.7	0	0	591,900	62,200	11.7
REVENUES									
Financial Charges/Investment Income	(762)	(100)	(100)	0.0	0	0	(100)	0	0.0
Fees & Service Charges	(63,505)	(55,800)	(43,600)	(21.9)	0	(30,000)	(73,600)	17,800	31.9
Other Revenues	(30,898)	(19,700)	(19,700)	0.0	0	0	(19,700)	0	0.0
Transfer From Reserve & Reserve Funds	(54,050)	(54,300)	(54,000)	(0.6)	0	0	(54,000)	(300)	(0.6)
TOTAL REVENUES	(149,215)	(129,900)	(117,400)	(9.6)	0	(30,000)	(147,400)	17,500	13.5
NET LEVY REQUIREMENT	389,612	399,800	474,500	18.7	0	(30,000)	444,500	44,700	11.2
STAFFING COMPLEMENT		5.60	6.60		0.00	0.00	6.60	1.00	



Parks & Facilities

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

Purpose and Description of Function – Parks & Facilities

The Parks & Facilities Services Division primary purpose and function is to operate, maintain and develop a diverse inventory of Norfolk County facilities (halls, arenas, parks, etc.), parkland, cemeteries, trails, forested lands and to assist, and work with, community groups to encourage communities and partnerships. The division is the provider of building maintenance services, scheduled and preventative maintenance for all CSD related buildings, as well as, five museums, five libraries, eleven fire halls, six EMS bases and a total of ten administration buildings and satellite offices. To provide staff with advice, direction, supervision and support to efficiently and effectively maintain and operate facilities and services identified within the Parks and Facilities Division. The Division also, liaises and creates partnerships with community organizations, volunteers and appointed boards & agencies to work towards the development of new and/or improved facilities.

Administrative functions identified within this section of the budget, include and are carried out by, the Manager of Parks, Facilities & Recreation, Superintendent of Parks & Facilities-East, Superintendent of Parks & Facilities-West and the Superintendent of Forestry and Cemeteries, and Trail Development Business/Marketing Coordinator along with the assistance of the Business Services Division.

The Norfolk County Parks & Facilities Division will endeavour to operate 6 arenas, 5 seasonal and 1 year round facility, in a safe and attractive condition for public use to serve the needs of the residents of Norfolk County. Operations will be undertaken utilizing qualified full-time staff and trained part-time staff and volunteers as allocated through the annual operating budget.

The arenas include: Delhi Community Centre, Langton Arena, Port Dover Arena, Simcoe Recreation Centre, Talbot Gardens Arena and the Waterford Tricenturena. The facilities provide a venue for winter events such as, public skating, adult skates, shinny ice, minor hockey, girls hockey, figure skating, junior hockey and adult hockey leagues, as well as programming opportunities such as "learn to skate" programs and other public/private rentals. Summer events during the off ice season include lacrosse, ball hockey and other indoor programming opportunities.

To provide the public with affordable food, drinks and snack services at the County's arenas and various athletic fields. All arenas, with the exception of the Simcoe Recreation Centre Arena, are equipped with a fully functional concession booth, which is operated on a seasonal basis in conjunction with arena programs. Norfolk County Community Services Department contracts out its concession services for the day to day operations at each arena.

The Concession stands located in ballparks, at various facilities, are operated by local minor ball teams, or not-for-profit groups, of which still operate under past practices and the County sees no direct revenues. Volunteers man the operation of the booths and all related supplies and purchases are the sole responsibility of the volunteer organizations. Profits generated are used to offset costs to operate minor ball or are donated towards the purchase of equipment or park improvements.

To operate and maintain, through cooperation and partnership with community organizations, contracts and staff, a total of six large Community Centres (seating capacities of 200 to 500 persons) within the budgets, policies and procedures as approved by Council for the provision of adequate public banquet facilities for community functions, weddings, trade shows, dances and meetings. (Simcoe Recreation Centre, Vittoria Community

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

Centre, Langton Community Centre, Port Rowan Community Centre, Port Dover Lions Community Centre and Courtland Community Centre).

To maintain partnerships and good working relations between Parks & Facilities Division Staff and Council appointed volunteer boards for the operation and management of the smaller community halls (seating capacities under 200 persons), within the budgets, policies and procedures as approved by Council (St. Williams Community Centre, Teeterville Hall, Vittoria Town Hall, Walsh Hall, Port Dover Kinsmen Scout Hall, Waterford Community Centre, South Walsingham Hall, Courtland Scout Hall and Walsingham W.I. Hall) for the provision of smaller, but functional, meeting space and kitchen or banquet facilities to address the needs of the individual local communities. Many local service clubs who make regular use of the larger or smaller facilities regularly contribute funds or labour-in-kind to assist the County in maintaining their community hall.

To maintain parkland, ball diamonds and soccer fields, open space & landscaping on municipally owned or occupied properties, including the County's Admin Buildings. During the non-ice season (May to September), full-time staff from arenas complete grass cutting & turf maintenance of outdoor facilities in Langton, Pt Rowan, Courtland, Simcoe, Delhi, Pt Dover & Waterford areas. Facilities located in the rural areas are maintained in cooperation with volunteer appointed management boards through the means of an operating subsidy identified in the Parks & Facilities approved operating budget. Grass cutting is efficiently completed by FT and PT staff, tendered contracts & appointed boards. Regular inspections, documentation/repair of parks, playgrounds & equipment are undertaken by staff to comply with statutory regulations, e.g. Occupational Health & Safety and industry maintenance standards. Maintenance standards are necessary to reduce potential for injuries & the County's exposure to liability issues.

To operate and maintain active and abandoned cemeteries in an efficient, respectful and attractive condition to meet the needs of the citizens of Norfolk County while fully respecting those individuals who have been interred.

Forestry programs conserve and improve the woodlands of Norfolk County for the purposes of wood and wood products. Provisions of proper environmental conditions maintain and enhance forest integrity and wildlife habitat, protection against floods and soil erosion, recreation and protection of water supplies. Proactive inspection controls noxious weeds on public and private lands.

Objectives for the Coming Year

1. Improvements to Administration and Operational functions to ensure more effective and efficient operations.
2. To continue to foster community support.
3. To continue to work towards the development and implementation of the Norfolk County Trails Strategy.
4. To continue to work with the Norfolk County Trails Advisory in efforts to further develop recreational trails to link Port Dover, Simcoe, Waterford and Delhi and the TransCanada trail network.
5. To implement policies and procedures for the successful operation of the County owned trail systems.
6. To continue to improve on the operation of the electronic work order tracking system to expedite, track and coordinate work orders for scheduled and emergency tasks performed by Parks & Facilities Division staff.
7. To explore partnership opportunities to enhance existing revenues, services and facilities whenever deemed to be of value to the community and

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

supported by Council.

8. To coordinate the use of contractors or specialized tradesmen to complete inspections, work subject to T.S.S.A. or other government regulations
9. Provide assistance and direction to individuals, organizations, and volunteer groups with the coordination of special events, fairs, festivals and new or improved facilities.
10. To continue to improve upon routine building maintenance services including inspections, minor repairs and general upkeep to facilities, provided for the County's administration buildings, libraries, museums, recreational facilities, parks, trails and outbuildings.
11. Implement the recommendations from the Community Hall Management Strategy for the management and a long term life cycle plan for the various hall operations and to recognize the important role they have in the local communities within Norfolk County.
12. To continue to work towards harmonizing the roles and responsibilities of the numerous volunteer appointed boards.
13. To continue to work towards harmonizing rental agreements and procedures throughout the various halls.
14. To foster the development of community support by recognizing the need of succession planning for each volunteer board.
15. To continue to implement standards and policies for parkland maintenance and development.
16. To continue to examine and initiate opportunities for joint funding of Capital projects with community groups and other government funding sources.
17. To develop and implement improved risk management inspection and documentation program for sports fields, parkland and trails.
18. To continue to operate and maintain Oakwood, Jackson, Glen Meyer, Port Royal and Bayview Cemetery as County Cemeteries in compliance with the standards set by the past level of services and the New Cemeteries Act.
19. Continue to work with Cemetery Boards to amend their Cemetery By-laws so as to be compliant with the new provincial Cemeteries Act which came into effect on July 1st, 2012.
20. To map and identify the needs of all abandoned/active rural cemeteries, and create a pro-active management strategy in regards to maintenance, security and signage.
21. To continue to work with multiple volunteers who facilitate the operation of cemeteries that are the responsibility of Norfolk County.
22. To implement a work order tracking system to expedite, track and coordinate work undertaken by staff in Norfolk County cemeteries.
23. To continue to initiate safer work procedures and conditions for staff performing maintenance tasks.
24. To continue to examine and initiate opportunities for improved energy efficiency and conservation while performing building maintenance functions.
25. To continue to partner with public extension efforts with the Norfolk Woodlot Owners Association, the Southwestern Ontario Loggers Association, Norfolk Land Stewardship Council, in promoting good forestry practice on private land.
26. To provide programs on a cost recovery basis to Haldimand County.
27. To work with Public Works & Environmental Services to prevent the spread of invasive plants/insects through our County roadside ditch system, develop an urban forest cover and rural rights-of-way strategy (including policies and by-laws) to train staff on pro-active, proper pruning techniques to lower long-term maintenance costs and to control noxious weeds on Norfolk County lands.
28. To continue to partner with public extension efforts with the Norfolk Woodlot Owners Association, the Southwestern Ontario Loggers Association, Norfolk Land Stewardship Council, in promoting good forestry practice on private land.
29. To continue to develop and implement scheduled harvest prescriptions in County Forests to meet sustainable objective and revenue targets.
30. To continue working with the Ministry of Natural Resources and the Fire & Emergency Medical Services Division, to establish a fire hazard rating

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

system to be publicly displayed and maintained in high-risk areas such as the Pine grove area and Turkey Point.

31. To post appropriate uses and identify areas to prevent conflict and over-use by passive and active recreational uses, i.e. hunting, snowmobiling, mountain biking, bird-watching, ATV's.
32. To continue to coordinate the natural gas well management program on County lands to ensure compliance with all provisions of County leases and Provincial legislation.
33. To establish good forestry practice demonstration areas through scheduled forest management activities in County Forests with the Norfolk Woodlot Owners Association and the Southwestern Ontario Loggers Association.
34. To continue to implement on a full cost recovery basis, with associated partners, the Pheasant Release Program. To explore opportunities with partners, regarding the re-introduction of a native pheasant population.
35. To continue with assisting Public Works & Environmental Services and Parks & Facilities with tree assessment and liability, inventory, mapping and maintenance schedule. To facilitate, with assistance from Public Works & Environmental Services and non-government partners, a rural roadside tree replanting program on private land.
36. To work with local partners in identifying opportunities to develop a memorial tree planting program for all County parks, roadways and cemeteries.
37. To continue working with local partners in identifying unique, rare roadside vegetative habitats that demonstrate the unique Carolinian habitats found in Norfolk County.
38. To implement a complaint and work order tracking system to expedite, track and coordinate inspections and tree maintenance work.
39. To continue to pro-actively enforce the Weed Control Act through educating landowners in regards to their responsibilities and through the issuance of warnings followed by destroy orders to chronic violators.
40. To implement a complaint and work order tracking system to expedite, track and coordinate inspections and noxious weed orders and their compliance.

Major Budget Changes

The Parks & Facilities Budget has increased by \$870,500 or 18.2%. There are several items driving the increase including Salaries & Benefits, Materials & Supplies, Services, Transfer Payments, Interdepartmental Charges, and slight reductions in revenues such as Federal/Provincial Grants, Fees & Service Charges, Other Revenues, Transfers from Reserves, and Interdepartmental Recoveries. The largest driver however is the increase in capital costs over the 2012 Approved Budget.

Salaries & Benefits have risen based on the addition of one Council Approved Initiative for the extension of the Forest Technician Position for \$11,200 which is fully recoverable, and three New Budget Initiatives for \$168,500 including the addition of a Rural Cemetery Operation Administrative Clerk, the Trail Development /Business Marketing Coordinator, and the addition of Student Resources for the Long Point Area. If not for the addition of the above noted CAI and NBI's the Salary & Benefit budget overall for Parks & Facilities has actually decreased slightly from what was approved in 2012. This is due to the removal of a one-time CAI for the Alternative Land User Services - ALUS - extension, which was a one-time fully recovered position, removal of the one-time NBI for the Trail Development/Business Marketing Coordinator, offset by an increase in relief staff for all six arenas,

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

property maintenance, and parks in Simcoe and Port Dover, as well as economic salary increases and increased benefit rates.

The budget for Materials & Supplies has risen by \$36,800 which is due to many factors including an increase in hydro, water and wastewater costs for the arenas totalling \$28,300 based on the anticipated year end actual cost for 2012 plus a 3% increase to reflect the rising costs. Other increases include increased hydro, water and wastewater costs for the parks, particularly within Simcoe and area parks which increased \$7,100 due to the addition of the splash pad. Other minor increases such as computer supplies and maintenance/repair supplies were offset by slight reductions in equipment supplies and operating supplies.

Services costs have increased by \$28,100 for 2013, which is primarily due to the increase of \$22,400 in New Budget Initiative items. Included in the NBI increase is \$5,000 for computer software service for the Rural Cemetery Operation Administrative Clerk position and \$17,400 related to the Rural Cemeteries - Contracted Services NBI. Other increases include maintenance/repair services for land/building within the arenas budget for \$3,400, contracted services within the halls and community centres budget increased \$4,100, and additional portable toilet rental locations for various parks which amounts to \$17,400. These items are offset by the removal of a one-time cost in 2012 for \$20,000 in maintenance and repair services to replace a portion of the roof on the Vittoria Hall. Several other slight adjustments based on cost and usage of services make up the remainder of the increase.

The \$17,200 increase in costs for Transfer Payments/Grants is due to the subsidized user fee rates for ice rentals within County arenas. The increase is based on the rental rate approved by Council and the anticipated usage rate by various groups and/or clubs.

Interdepartmental Charges have increased by \$19,700 based on increases in several areas. HR charges are up \$5,200, IT support charges are up \$4,000, finance charges have increased \$2,600, insurance admin charges have increased \$2,400, sign shop charges are up \$2,000, HVAC charges have increased \$2,200 as well as a few other minor incremental increases for 2013.

Federal/Provincial Grant revenue is expected to decline by \$3,900 in 2013 due to a reduction in the anticipated amount of Ontario employment grants to be received.

Revenues expected from Fees & Service Charges is projected to decline slightly by \$38,800 or 2.2%. This change is due to several factors, including a \$20,000 reduction in timber sales because there were no timber sales in 2010 and 2011 and we are now resuming sales in 2012 and 2013 the current budget is expected to be more accurate. There was also a reduction of \$9,200 in arena admissions, \$7,500 in concession sales and a few other minor changes.

Other Revenues are projected to decrease by \$153,200 which is largely due to the removal of a one-time recovery from the CAI for the Alternative Land User Services - ALUS - extension in 2012 in the amount of \$126,800. Other reductions include the removal of a recovery from the Simcoe BIA for \$20,000 for watering and planting of hanging plants which will no longer be completed by CSD. Several other smaller adjustments make up the balance of the overall reduction.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

Transfers from Reserves are decreasing by \$6,000 which is due to the removal of a one-time transfer from the general capital reserve in 2012 in order to fund the purchase of an aerator which was considered to be a tangible capital asset.

The last revenue reduction is \$5,500 in Interdepartmental Recoveries which is the result of removing recoveries for the 4 on 4 hockey school, the Simcoe Rec Centre Lounge recovery for pool courses and the Simcoe Rec Centre hall recovery for pool courses.

Capital costs have increased significantly in terms of both levy funded capital costs and operating capital costs. The removal of \$295,000 in one-time costs for 2012 and the addition of \$778,500 in one-time capital costs for 2013 as well as a \$2,500 operating capital expenditure as part of the Rural Cemetery Operation Administrative Clerk NBI make up the new balance for 2013. Additional details can be found in tab 5 of this binder to explain the 2013 additions.

A significant reduction to the 2013 Proposed budget is due to a \$62,300 reduction in Long Term Debt Charges. This is due to the removal of charges for by-law 2003-162 for a balloon payment for Talbot Gardens projects totalling \$120,800 in principle and interest. This reduction is offset by changes to refinancing of other capital projects.

Performance Measure	2011 Results	2012 Results
Population Number	63,000 people	Not Available
Total kilometers of trails per 1,000 persons	0.754 Km	Not Available
Square meters of indoor recreation facility space per 1,000 persons	0.534square metres	Not Available
Hectares of Open Space per Person	0.00234 hectares per person	Not Available
Square Meters of Outdoor Recreation Facility Space per 1,000 Persons	53.2 square meters	Not Available

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Parks & Facilities

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,194,072	3,188,100	3,150,200	(1.2)	11,200	168,500	3,329,900	141,800	4.4
Materials & Supplies	1,137,175	1,204,800	1,241,300	3.0	300	0	1,241,600	36,800	3.1
Services	842,893	889,800	895,500	0.6	0	22,400	917,900	28,100	3.2
Transfer Payments/Grants	311,375	320,000	337,200	5.4	0	0	337,200	17,200	5.4
Interdepartmental Charges	919,670	896,400	916,100	2.2	0	0	916,100	19,700	2.2
Transfer To Reserves & Reserve Funds	20	100	100	0.0	0	0	100	0	0.0
Long Term Debt Charges	241,087	278,800	216,500	(22.3)	0	0	216,500	(62,300)	(22.3)
Capital	260,263	295,000	778,500	163.9	0	2,500	781,000	486,000	164.7
TOTAL EXPENDITURES	6,906,555	7,073,000	7,535,400	6.5	11,500	193,400	7,740,300	667,300	9.4
REVENUES									
Federal/Provincial Grants	(9,778)	(13,700)	(9,800)	(28.5)	0	0	(9,800)	(3,900)	(28.5)
Municipal Recoveries	(25,800)	(25,800)	(26,600)	3.1	0	0	(26,600)	800	3.1
Financial Charges/Investment Income	(13,315)	(50,400)	(17,300)	(65.7)	(11,500)	(25,000)	(53,800)	3,400	6.7
Fees & Service Charges	(1,666,025)	(1,735,100)	(1,696,300)	(2.2)	0	0	(1,696,300)	(38,800)	(2.2)
Other Revenues	(196,296)	(270,400)	(117,200)	(56.7)	0	0	(117,200)	(153,200)	(56.7)
Transfer From Reserve & Reserve Funds	(3,200)	(8,200)	(2,200)	(73.2)	0	0	(2,200)	(6,000)	(73.2)
Interdepartmental Recoveries	(155,843)	(177,100)	(171,600)	(3.1)	0	0	(171,600)	(5,500)	(3.1)
TOTAL REVENUES	(2,070,257)	(2,280,700)	(2,041,000)	(10.5)	(11,500)	(25,000)	(2,077,500)	(203,200)	(8.9)
NET LEVY REQUIREMENT	4,836,298	4,792,300	5,494,400	14.7	0	168,400	5,662,800	870,500	18.2
STAFFING COMPLEMENT		48.18	48.18		0.18	2.69	51.05	2.87	



Recreation

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Recreation

DIVISION SUMMARY

Purpose and Description of Function

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. Recreation Services is dedicated to providing the highest quality of accessible and affordable recreational opportunities for as many citizens as possible with the resources available. It will strive to create an active living plan that will identify partnerships, program requirements and offer direction for the future methods to encourage physical activity for residents.

Norfolk County operates Aquatic programs at two locations: the Annaleise Carr Aquatics Centre in Simcoe (year round) and Delhi Kinsmen Pool and Spray Park (Seasonal - end of June to end of August). The needs of all Norfolk County residents are met as safe, enjoyable aquatic opportunities are provided by a team of skilled staff. Drowning prevention and education initiatives work to make Norfolk a "water smart" community.

The Program Division supports the administrative, planning and marketing functions and provides a variety of day camp and skill development opportunities for youth ages 3 to 16 years. Three main locations of service are Delhi, Port Dover and Simcoe. The Recreation Division also responds to public requests for physical activity courses, presentations, provincial, national campaigns and also provides an opportunity for all citizens to participate in active living courses. Direct Scheduling and program development of the renovated spaces at the Simcoe Recreation Centre is provided by the Program division.

Youth Programs such as the After School Program are developed to provide recreation activities for children who need care from 3 pm to 6 pm during the school year. Locations include Port Dover, Waterford and Delhi. Partnerships have been established with a school in each community being served. The Canadian Safety Council Babysitting Program that trains young people to become responsible babysitters and offered directly in the schools. Many courses are held at over the lunch hour to meet the needs of today's youth. Christmas & March Break programs for youth ages 4 to 16 are planned with an emphasis upon skill development. Maintaining accreditation of children's programs through Parks & Recreation Ontario (High Five) enables programs to receive subsidies from other social services departments. Youth Friendly programs and the development of a youth council and volunteer program are priority projects that will aid in achieving our Platinum Youth Friendly Community in 2014.

Active Living goals are met by the provision of fitness classes in underserved centres such as Delhi and to respond to community needs in Port Rowan, Waterford and Langton. An indoor walking club is organized during the winter months to encourage physical activity and healthy living. Most of the people attending are seniors. The clubs are held at the AUD, Norfolk County Fairgrounds and Port Dover Community Centre. Attendance ranges from 50 to 100 walkers per day. Discover Norfolk walks are scheduled from May to October. Many trails and urban walking routes are introduced to local residents of all ages.

The Recreation Division will continue to plan large-scale events that encourage all citizens of Norfolk County to participate in active living or celebrate their community. Special Events for the year may include: Family Day, For the Love of Sport Day, Sugar Bush Day, Recreation Month Activities, Panorama family events, New Year's Family Event, and Fun Zones - 10 free family events in partnership with community groups. Staff also takes the lead on celebrations involving Norfolk athletes who successfully win at the Provincial, National Levels. Activities have included Stanley Cup

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Recreation

DIVISION SUMMARY

Celebrations, Olympic events and Parade of Champions. Community Development support for user groups such as the Simcoe Lawn Bowling Club, minor hockey, figure skating and soccer clubs is ongoing.

An Adult Community Centre for seniors age 50 plus. Located at 89 Pond Street, within the Adult Community Centre is home for the Simcoe Seniors Program. This facility offers a full schedule of recreation activities for seniors 50 plus. The Centre is managed by an elected Board that has seen its membership expand in the past year to 600 members. Norfolk County funds various seniors' organizations that offer direct services to the senior population in areas throughout Municipality. The Delhi Friendship Centre budget contribution is required as outlined in the Elderly Person's Centres Act. Senior Support Services receives a donation towards the Meals on Wheels Program in St. Williams. The Waterford Senior Activity Group receives funding to help cover their cost of annual programming initiatives. The Senior Taxi Token program staff continues to manage the program while seeking alternative service delivery options.

The Simcoe Farmers' Market is open each Thursday from 10:00 am to 4:00 pm at the Norfolk County Fairgrounds. The Market is operated by a Management Board and is committed to offering a wide variety of products to the residents of Norfolk and area. The Farmers' Market has been in existence since 1980.

Objectives for the Coming Year

1. Develop a Parks, Recreation and Open Spaces Advisory Committee to advise on all aspects of the provision of recreation services in Norfolk County, including development of recreation policy and promoting and maintaining communication with the public on parks, recreation and open space needs.
2. Prepare Cost Recovery Policy for the Recreation Services Division.
3. Continue to build on service delivery by improving program/service initiatives due to the depth of the knowledge and skill of our staff. At the same time we face the challenge of increasing our effectiveness and efficiency. These efficiencies should result in financial benefits as well as better utilization of existing resources.
4. To continue to evaluate the reorganizational structure resulting from an amalgamation of Parks and Facilities and Recreation Programming Divisions and to further staff development amongst the two divisions, recognizing shared responsibilities and accountability to the success of service delivery to our clients.
5. Review the Joint Use Agreement with GEDS Board and BHNCDs Board and to continue to work on developing a Joint Use Agreement with the Norfolk County Fair Board.
6. To promote the organizational structure as a means to better communicate and respond to individual community needs and issues, with the necessary capacity to foster new opportunities and initiatives at the community level.
7. To provide safe, enjoyable aquatic programs that educate participants, develop skills and promote healthy, active living.
8. To promote the benefits of programs as a means of maintaining a healthy lifestyle.
9. To continue a comprehensive volunteer training program.
10. To continue a program of staff training, recognition and development resulting in a highly skilled and valued aquatics team.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Recreation

DIVISION SUMMARY

11. To continue to operate the current level of aquatic programs and services at the following locations: Delhi Kinsmen Pool and Annaleise Carr Aquatics Centre.
12. To work in partnership with the Boards of Education to implement the Lifesaving Society's "Swim to Survive" program to all Grade 3 students in approved schools.
13. To continue current water safety initiatives such as school presentations, community events and fundraising efforts.
14. To market programs to the residents of Norfolk County.
15. To facilitate the development of community groups/organizations that will deliver programs to the community.
16. To continue to support and work with the Youth organizations to develop a Youth Friendly Strategy for Norfolk County.
17. To continue the process of "High Five" accreditation.
18. To allow for integration of all children.
19. To coordinate provincial and national campaigns with agencies in Norfolk County (Winter Active, Summer Active, Hike Ontario)
20. To develop and provide training for youth and adults around fitness, coaching and skill development in sport.
21. To work with LPRCA on the provision of outdoor recreation experiences.
22. To provide quality recreation activities and care for children throughout the school year, September - June and to provide a valuable job experience or volunteer experience for students interested in working with children.
23. To continue partnering with Fanshawe College - Early Childhood Education Program.
24. To encourage family recreation.
25. To promote, encourage and offer fitness leadership development courses.
26. To develop partnerships with other agencies and school boards to assist in planning special events.
27. To encourage all citizens of Norfolk County to become involved & to provide free family events in cooperation with other community partners.
28. To develop partnerships with organizations that can provide subsidies for low-income families.
29. To continue facilitating ownership of the Senior Centre to the seniors and resulting in less reliance on staff assistance.
30. To continue developing relationships with other Seniors Groups in Norfolk & to assist with the re-establishment of the Delhi Friendship Centre & Delhi Senior Citizens group.
31. To continue securing funding from the Ministry of Health and Long-Term Care (MOH LTC).
To promote leisure opportunities to seniors through media sources, newsletters and presentations at club meetings.

Major Budget Changes

The Recreation Division budget has increased by a total of \$93,500 or 6.3%. The largest factor contributing to the change is a \$32,600 reduction in Fees and Service Charges Revenue followed by increases in Salaries and Benefits, Materials and Supplies, and Services costs, as well as reductions in Federal/Provincial Grants, Financial Charges/Investment Income, and Transfer from Reserves & Reserve Funds. The only two offsetting reductions are a decrease in Interdepartmental Charges and an increase in Other Revenues.

Fees and Service Charges Revenue has been reduced by a total of \$32,600 primarily caused by the removal of the Waterford fitness centre budget

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Recreation

DIVISION SUMMARY

which was \$11,100 and the removal of the 4 on 4 hockey program budget which was \$23,500, the reduction of program fees for youth sport activities of \$6,500 and the reduction in pool admission fees of \$4,300. These reductions have been offset by the increase in program fees related to the 2013 New Budget Initiatives for Babysitting Courses in local schools \$4,800 and fitness classes extension of \$8,400.

Salaries & Benefits have increased by \$29,500 which is in part caused by economic salary increases and increased benefit rates, but also due to the addition of \$19,500 in Salaries and Benefits for 2013 NBI's including Youth Friendly Platinum Awards, Port Dover Summer Camp Coordinator Adjustment, Babysitting Courses in Local Schools, Fitness Classes Extension, and Family Free Events.

Materials & Supplies have increased by \$6,300 which includes \$3,600 in operating supplies for various NBI's, a \$2,300 increase in hydro, water, and wastewater costs for the pools, and a \$1,400 increase in computer supplies for recreation administration for additional toners, as well as other minor adjustments based on costs.

Services costs have increased by \$12,400 which includes \$4,500 in various service costs for 2013 New Budget Initiatives. Other increases include printing costs for the IN Norfolk guide and school calendars of \$6,800 as well as minor increases in training and development and equipment rental.

Federal/Provincial Grant revenue anticipated for 2013 is being reduced by \$7,000 due to the level of Ontario employment grant expected for 2013. The budget for Financial Charges/Investment Income is reduced by \$4,000 due to the removal of the Waterford fitness Centre. Transfer from Reserves and Reserve Funds is being reduced by \$6,000 because this was a one-time transfer in 2012 from the General Capital Reserve in order to fund the purchase of a replacement pool vacuum which was determined to be a tangible capital asset.

The Recreation budget has been slightly reduced based on Interdepartmental charges decreasing by \$4,900 which is due to reduced arena charges because of the removal of the 4 on 4 hockey program. There was also a slight increase in Other Revenue based on an increased amount of promotional recoveries expected from the 2013 Activity Guide, based on 2013 rates and 2012 usage levels.

Performance Measures	2011 Results	2012 Results
Population Number	63,000 People	Not Available
Total hours for registered programs	155,137 hours	Not Available
Total hours for drop-in programs	81,047 hours	Not Available
Total hours of permitted programs	1,177,685 hours	Not Available
Total participant hours for recreation programs per 1,000 persons	22,440 hours	Not Available

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Recreation

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,495,759	1,479,500	1,489,500	0.7	0	19,500	1,509,000	29,500	2.0
Materials & Supplies	263,089	264,400	267,100	1.0	0	3,600	270,700	6,300	2.4
Services	226,279	223,700	231,600	3.5	0	4,500	236,100	12,400	5.5
Transfer Payments/Grants	25,041	24,500	24,500	0.0	0	0	24,500	0	0.0
Interdepartmental Charges	212,252	226,800	221,900	(2.2)	0	0	221,900	(4,900)	(2.2)
Transfer To Reserves & Reserve Funds	3,000	3,000	3,100	3.3	0	0	3,100	100	3.3
Financial	750	1,000	1,000	0.0	0	0	1,000	0	0.0
Capital	26,990	26,100	14,500	(44.4)	15,000	0	29,500	3,400	13.0
TOTAL EXPENDITURES	2,253,160	2,249,000	2,253,200	0.2	15,000	27,600	2,295,800	46,800	2.1
REVENUES									
Federal/Provincial Grants	(60,156)	(69,500)	(62,500)	(10.1)	0	0	(62,500)	(7,000)	(10.1)
Financial Charges/Investment Income	(30,170)	(33,000)	(29,000)	(12.1)	0	0	(29,000)	(4,000)	(12.1)
Fees & Service Charges	(602,802)	(618,500)	(572,700)	(7.4)	0	(13,200)	(585,900)	(32,600)	(5.3)
Other Revenues	(35,561)	(37,400)	(40,400)	8.0	0	0	(40,400)	3,000	8.0
Transfer From Reserve & Reserve Funds	(6,000)	(6,000)	0	(100.0)	0	0	0	(6,000)	(100.0)
Interdepartmental Recoveries	(6,664)	(6,900)	(6,800)	(1.4)	0	0	(6,800)	(100)	(1.4)
TOTAL REVENUES	(741,353)	(771,300)	(711,400)	(7.8)	0	(13,200)	(724,600)	(46,700)	(6.1)
NET LEVY REQUIREMENT	1,511,807	1,477,700	1,541,800	4.3	15,000	14,400	1,571,200	93,500	6.3
STAFFING COMPLEMENT		27.07	27.05		0.00	0.55	27.60	0.53	



Fire & Rescue Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

Purpose and Description of Function

As per the Establishing and Regulating By-law, The Fire & Rescue Services Division provides fire prevention and public safety education, life rescue and fire suppression services, rescue services where life is endangered by accident or other similar circumstances from other than fire, first-aid and medical assistance services, and services respecting the protection of life and property from hazardous materials.

The purpose and function of Fire & Rescue Services refers directly to the Corporate Strategic Plan:

Ongoing Operations

1. Maintain Current Levels of Service in Operating Departments
2. Continue to Provide Valued Services to Residents in Norfolk County
3. Consistently offer innovative, Quality and Timely Services that is valued by Norfolk County Residents.

Community Values and Identity

1. Retain and Recruit Volunteers
2. The Fire Prevention Bureau provides programs in public fire and life safety education and other aspects of fire prevention to meet legislative requirements and the needs and expectations of the citizens of Norfolk County.
3. The Fire Prevention Bureau responds to all requests and complaints relating to the Ontario Fire Code.
4. Fire and Explosion Investigations includes preliminary, technical and possibly criminal investigation of all fire occurrences in the County. Fire investigations are carried out by the volunteer firefighters, fire prevention bureau staff and other administration staff.
5. The Training and Safety Bureau coordinates all aspects of training for the 242 volunteer firefighters and coordinates the legislated safety and health programs for fire/rescue operations. The Training Bureau adheres to the policies and procedures as set out by the Office of the Fire Marshal, and the Ministry of Labour Section 21 Committee.
6. Fire operations include fire suppression, rescue and medical first aid response services. Fire Operations are conducted through the strategically located 11 fire districts and fire stations.
7. To ensure the availability of 9-1-1 telephone access, proper call routing, and emergency call answering services in Norfolk County, 911 services are contracted through OPP
Note: These services are not dispatching services but are required before agency (fire, police, EMS) dispatching can occur.
8. The Community Emergency Management Program, in accordance with Emergency Management Ontario guidelines and the Emergency Management and Civil Protection Act provides and maintains a Norfolk County Emergency Response Plan associated with identified hazards and the needs of the County.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

Objectives for the Coming Year

- Present the Master Fire Plan to Council
- To meet the requirements of the Office of the Fire Marshal's Annual Compliance Report.
- Complete Automatic Aid Agreements with Elgin and Oxford Counties where their resources could be either significantly faster in arriving or to provide support
- To use the Performance Measurement and Benchmarking System (PMBS) to access what we already have to fully develop the system's capabilities by inputting the information required to evaluate a snap-shot of Norfolk County's position in its peer group.
- Continue the transition of radio communications into digital/simulcast.
- Review any updated technology for our respiratory program and radio communications
- To continue implementation of Firehouse (a computer based information management system) at all fire stations and at HQ that will correlate and evaluate current skills, equipment and practices.
- Strategically locate water supplies for efficient and effective response and to increase the health and safety of firefighters, as well as, work towards the Certified Tanker Shuttle and Fire Underwriter's Survey. Both components will improve insurance ratings for business and residents.
- To promote the 3 lines of defense; Public Education, Fire Code Enforcement, Emergency Response
- To continue to encourage volunteer firefighters to be more involved in public safety education and fire prevention roles through Fire Safety Education and Fire Prevention Certifications.
- To continue to encourage full time fire prevention officers to complete FPO Certifications.
- To investigate all fire occurrences to determine cause, origin, persons involved, contributing circumstances and factors.
- To improve the awareness of fire cause determination fundamentals for volunteer firefighters.
- To provide technical support and guidance to police in cases of criminal investigation.
- To provide technical and other support to Fire Marshal's investigations and other experts as required.
- To develop an Officer Development program for volunteers; focus on Incident Command skills, officer promotion and supervisory skills.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

- To begin research and design for a Training Facility.
- To continue with the implementation of the Incident Management System and an improved Accountability System.
- To identify and analyze current SOG internal guidelines, requirements, practices, polices, and procedures.
- To further develop minimum standards for training and skill levels and to continue support for an effective County fire school and to continue to implement a training program for firefighter survivability and rapid intervention.
- Continue to support and promote a safe work environment as identified through the OHSA, including infection control.
- Continue to offer firefighter and officer development.
- To evaluate the application of the principles of the OFMS's "Risk and Resource Rationalization Process, Emergency Response in Rural Areas Workbook" (Rural Response Workbook). This workbook was developed in specific response to the needs of the areas that could not effectively or affordably meet 10/10.
- To replace fire vehicles and response equipment in accordance with policy and need
- To improve operational readiness and effectiveness.
- To ensure the continued provision of 9-1-1 telephone access in Norfolk County, through contract with Bell Canada.
- To provide central emergency reporting bureau (CERB) services through contract with a suitable provider, currently OPP North Bay.
- To work with the Community Emergency Management Program Committee to achieve objectives.
- Maintain the Essential Level status, and our Emergency Management Program for Norfolk County as directed by Emergency Management Ontario
- Continue to review and adjust the Norfolk County Disaster Response Plan where required
- To continue the development of the emergency operations centre (EOC) and back-up centres.
- To develop a training program for key County and agency personnel.
- To develop and implement a community emergency preparation education program.
- Complete certification of emergency shelters.
- To exercise the plan to determine its viability and revision needs and to identify the need and scope of a recovery plan.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

Major Budget Changes

The Fire Services budget has increased by \$261,300 or 5.9% over the Approved 2012 budget. Several factors contribute to the increase including increases in Salaries & Benefits, Interdepartmental Charges, Transfers to Reserves, Long Term Debt Charges, and Capital Costs. Other contributors include revenue reductions in Federal/Provincial Grants, Fees & Service Charges and Other Revenues. These items are offset by reductions in Materials, Supplies, and Services costs and increases in Financial Charges and Investment Income.

Economic salary increases and increased benefit rates are one factor in the overall increase of \$53,300, while another factor is the increase in overall call hours for all eleven stations based on historical call volumes, however much of the increase is driven by the 2013 New Budget Initiative for the Fire Divisional Clerk which accounts for \$23,000. The increase in Interdepartmental Charges of \$18,400 is primarily driven by an increase in fire hydrant protection of \$11,900 due to increases in both the rate and the number of hydrants, an increase in HR Charges of \$6,800 and an increase in IT support charges of \$3,100 as well as some minor offsetting decreases in insurance admin charges, office space rental, and IS computer replace costs. Transfers to Reserves have increased by \$12,700 which is the increase in the amount to be transferred to the fire vehicle and equipment reserve fund, calculated at a 2% increase over last year's transfer amount. Long Term Debt Charges have increased significantly by \$63,300 based on some minor payment adjustments for 2013 as well as those listed below:

- Principle and interest payments for 2013 for the Proposed refinance balloon payment of the Aerial Truck \$39,500
- Principle and interest payments for station 1 building renovations C201.0005 \$4,300
- Principle and interest payments for installation of a dry hydrant at station 6 in Courtland C206.0004 \$3,000
- Principle and interest payments for installation of a dry hydrant at station 9 in Port Rowan C209.0007 \$3,000
- Principle and interest payments for the replacement of cistern at station 10 in St. Williams C210.0007 \$8,000
- Principle and interest payments for the emergency evacuation centre power C221.0001 \$4,300

Capital costs have increased by \$101,000 compared with the amount included in the 2012 budget. The increase reflects costs for both levy funded capital projects and operating capital expenditures. Details on the increase in capital costs are included in section 5 of this binder for review.

Reductions have been noted in several revenue lines for the Proposed 2013 budget. Federal/Provincial Grants are expected to decline by \$1,400 based on reduced amounts for Ontario employment grants. Fees & Service Charges have been reduced by \$24,900 primarily caused by a reduction in burn permit revenue of \$20,500 which is due to a by-law initiated in 2012 which initiated 2 year burn permits as well as some other minor reductions. Other Revenues have also been reduced by \$1,700 predominantly based on the removal of a recovery budget for the workwear program.

Materials & Supplies and Services costs have been reduced by \$6,000 and \$4,100 respectively, which is a portion of the offset to the above noted increases. The primary cause for the reduction in Materials & Supplies is a \$7,000 decrease in the amount for Telus Mobility mic units which were purchased in 2008 and therefore the contract is up - so the cost can be reduced to include a standby fee only, as opposed to the contract monthly fee. This reduction has been offset by some minor increases in other fees. The Services costs have been reduced in several areas, including snow

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

removal, printing costs, and courier services.

Lastly, revenue is projected to increase by \$5,000 in Financial Charges & Investment Income which is due to an increase in fines collection for fire infractions, burning without a permit, smoke alarms etc. The increase is based on actual collections for 2012 and projected amounts for 2013.

Performance Measures	2011 Results	2012 Results
There will be no more than a 10% vacancy rate in the fire department as a whole and no more than a 20% vacancy rate in any individual fire station with respect to authorized manning levels.	Allocation = 242 Actual = 234 Compliant	Allocation = 242 Actual = 232 Compliant
Fire Code requests acknowledged within 72 hrs. and initial inspection scheduled within 28 calendar days, 90% of the time	95% Compliant	100% Compliant
Fire Code/By-law complaints investigated within 72 hrs. 90% of the time and final resolution completed within 7 working days	Compliance = 91% Compliance = 89%	100% Compliant 85% Compliant

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,966,696	1,852,300	1,882,600	1.6	0	23,000	1,905,600	53,300	2.9
Materials & Supplies	269,375	320,100	313,800	(2.0)	0	300	314,100	(6,000)	(1.9)
Services	459,529	478,600	474,500	(0.9)	0	0	474,500	(4,100)	(0.9)
Interdepartmental Charges	740,422	771,300	789,700	2.4	0	0	789,700	18,400	2.4
Transfer To Reserves & Reserve Funds	636,700	636,700	649,400	2.0	0	0	649,400	12,700	2.0
Long Term Debt Charges	237,377	241,800	305,100	26.2	0	0	305,100	63,300	26.2
Capital	189,166	201,000	302,000	50.2	0	0	302,000	101,000	50.2
TOTAL EXPENDITURES	4,499,265	4,501,800	4,717,100	4.8	0	23,300	4,740,400	238,600	5.3
REVENUES									
Federal/Provincial Grants	(900)	(1,700)	(300)	(82.4)	0	0	(300)	(1,400)	(82.4)
Financial Charges/Investment Income	(23,685)	(5,000)	(10,000)	100.0	0	0	(10,000)	5,000	100.0
Fees & Service Charges	(47,649)	(59,500)	(34,600)	(41.8)	0	0	(34,600)	(24,900)	(41.8)
Other Revenues	(292)	(6,300)	(4,600)	(27.0)	0	0	(4,600)	(1,700)	(27.0)
Transfer From Reserve & Reserve Funds	(968)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(5,600)	(5,600)	(5,900)	5.4	0	0	(5,900)	300	5.4
TOTAL REVENUES	(79,094)	(78,100)	(55,400)	(29.1)	0	0	(55,400)	(22,700)	(29.1)
NET LEVY REQUIREMENT	4,420,171	4,423,700	4,661,700	5.4	0	23,300	4,685,000	261,300	5.9
STAFFING COMPLEMENT		31.47	31.47		0.00	0.33	31.80	0.33	



Emergency Medical Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

Purpose and Description of Function

In accordance with Legislated requirements and Council direction, the EMS Division manages and provides land-ambulance and public safety education services. Public Access Defibrillator (PAD) program operated and maintained throughout the County.

Objectives for the Coming Year

In general:

- Deliver quality emergency response services in accordance with the needs of the citizens of Norfolk County.
- Operate with the safety of our employees as a paramount consideration, given the inherently dangerous nature of our business.

Specifically:

1. Service Stabilization - continue to evaluate response time gaps and service level erosion throughout the 6 bases - continuing to provide a rapid and effective level of care given demands of current call volumes & acuity of calls (2011 calls - approx. 13,450; 2010 calls - approx. 14,300; 2009 calls - approx. 13,400). Continue to work with surrounding municipalities to reach an agreement of inter-municipal billing. Continue to work towards achieving improved funding base from Province.
2. Improve Safety Awareness and Actions - Identify best practices, legislated requirements and standards. Identify and analyze current internal guidelines, requirements, policies & procedures and implement any new required health & safety guidelines for the safety of staff and patients.
3. Implement Public Safety Education Program - Identify risk & needs and develop action plan, as well as continue to maintain and coordinate the Public Access Defibrillator Program (PAD).
4. Achieve Improved Community Profile - Develop and implement a marketing plan for increasing exposure with the public to promote a more community focused service, as well as promote a more proactive customer service orientation with staff.
5. Ensure appropriate resources are available - Replace ambulance vehicles and critical equipment in accordance with policy and need (ongoing projects).

Major Budget Changes

The Emergency Medical Services budget has increased by \$403,500 or 11.3% from the 2012 Approved Budget to the 2013 Proposed Budget. The main driver of this increase is the New Budget Initiative for EMS Base 3, Waterford upstaffing, which adds a total of \$255,500 to the net levy requirement, through Salaries & Benefits, Materials & Supplies, and Provincial Grants. Taking out the increase related to the New Budget Initiative,

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

there is still an increase of \$181,600 in economic salary increases and increased benefit rates. Other increases to the 2013 EMS budget include Capital Costs, Long Term Debt Charges, Interdepartmental Charges, Transfers to Reserves & Reserve Funds, Services, and a minor reduction in Fees & Service Charges Revenue. The following bullets will explain the increases:

- There are increased Capital requirements in the amount of \$45,000 over the 2012 Approved amount which includes both levy funded capital projects and operating capital expenditures. Details on these requirements are included in section 5 of your budget binder.
- Long Term Debt Charges for both principle and interest have increased by a total of \$25,800 based on the 2012 Approved capital project for a new EMS base in Waterford.
- There has been a \$7,700 increase in Interdepartmental Charges based on the anticipated requirements for 2013, mainly driven by HR Charges, IT Support Charges, and Finance Charges.
- Each year the amount to be transferred to the EMS Vehicle & Equipment replacement reserve is increased by 2%, for 2013 that is an increase of \$3,600
- The Materials & Supplies required for EMS in 2013 have increased by \$3,500 which is mainly due to the \$4,000 for uniform supplies included in the Waterford upstaffing NBI, which is offset by a \$500 reduction in other Materials & Supplies expenses.
- The Services budget has increased by \$2,500 primarily due to the one-time reduction of \$3,000 in legal services for 2012. This one-time reduction was removed in 2013 as the full budget will now be required, and therefore must be brought back up to its original value. Other minor reductions in various Services lines make up the \$500 offset.
- Fees & Service Charges revenue has been reduced for 2013 based on the removal of special event paid duty, as there have not been any requests in recent years.

The EMS budget has also been reduced by some increases in Federal/Provincial Grants, Financial Charges/Investment Income, and Other Revenues. Under Federal/Provincial Grants the increase is entirely related to the Ministry of Health - EMS Operating grant. For 2013 a portion of this grant is anticipated receipt based on the Approval of the Waterford Upstaffing NBI, and the remainder of the increase is based on the estimated calculation of the 2013 grant amount. The revenue under Financial Charges/Investment Income has increased by \$9,000 based on donations expected from community partners related to the PAD program. Within Other Revenues the budget has been increased based on increased recoveries of benefit buy back and other miscellaneous items.

Performance Measures	2011 Results	2012 Results
100% of emergency calls are responded to within thirteen minutes 90% of the time.	Response times have increased to 12:58 for 2011 with an decrease in call volumes as well.	Response times have reduced to 12:52 for 2012 with an increase in call volumes as well (unaudited)
100% of emergency calls are reacted to within two minutes of receiving call notification by on-site Paramedics.	Met 100% Requirements for 2011.	Meeting Requirements for 2012.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	6,232,915	6,251,000	6,432,600	2.9	0	507,000	6,939,600	688,600	11.0
Materials & Supplies	306,776	333,000	332,500	(0.2)	0	4,000	336,500	3,500	1.1
Services	137,099	116,700	119,200	2.1	0	0	119,200	2,500	2.1
Interdepartmental Charges	261,210	271,900	279,600	2.8	0	0	279,600	7,700	2.8
Transfer To Reserves & Reserve Funds	178,900	178,900	182,500	2.0	0	0	182,500	3,600	2.0
Long Term Debt Charges	41,300	41,300	67,100	62.5	0	0	67,100	25,800	62.5
Capital	51,681	32,000	77,000	140.6	0	0	77,000	45,000	140.6
TOTAL EXPENDITURES	7,209,881	7,224,800	7,490,500	3.7	0	511,000	8,001,500	776,700	10.8
REVENUES									
Federal/Provincial Grants	(3,554,055)	(3,589,000)	(3,697,200)	3.0	0	(255,500)	(3,952,700)	363,700	10.1
Municipal Recoveries	(17,000)	(60,000)	(60,000)	0.0	0	0	(60,000)	0	0.0
Financial Charges/Investment Income	(28,160)	0	(9,000)	100.0	0	0	(9,000)	9,000	100.0
Fees & Service Charges	(48)	(1,200)	(700)	(41.7)	0	0	(700)	(500)	(41.7)
Other Revenues	(2,602)	0	(1,000)	100.0	0	0	(1,000)	1,000	100.0
TOTAL REVENUES	(3,601,865)	(3,650,200)	(3,767,900)	3.2	0	(255,500)	(4,023,400)	373,200	10.2
NET LEVY REQUIREMENT	3,608,016	3,574,600	3,722,600	4.1	0	255,500	3,978,100	403,500	11.3
STAFFING COMPLEMENT		57.33	57.33		0.00	4.67	62.00	4.67	



Port Dover Marina

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Dover Marina

DIVISION SUMMARY

Purpose and Description of Function

The Port Dover Harbour Marina is dedicated to providing the highest quality of service to its customers. It will ensure the provision of a safe and secure environment and well being to its customers. The Port Dover Harbour Marina will work with other businesses within Norfolk County to help promote the area and bring new consumers to the area, as well as, work with professional Marine Business to help service the customers. The Port Dover Harbour Marina will provide Blue Access to the Public for Recreational purposes and will strive to protect aquatic life and waterways for future generations use. The Marina is comprised of 381 fully serviced seasonal docks, 74 non-serviced seasonal docks (fully occupied) and fully serviced transient dockage capabilities of 11 docks and 210 feet of wall area. Three launch ramps are available on premises for launching boats and day use. A travel lift, fuel dock and pump out services are also available on site. Upgrades to the Coast Guard Area of the Marina is anticipated which would result in the potential of relocating the launch ramp and additional marketable Marina slips in the near future.

Objectives for the Coming Year

1. To determine Marina Governance and implement recommendations/business cases
2. To continue to develop more transient dockage capabilities to accommodate visitors and to relocate and upgrade the boat launch/Coast Guard area
3. To increase security by installing additional lighting, security cameras and completing fencing upgrades
4. To work with the Parks, Facilities & Recreation Division, as well as, Canada Wildlife Services to implement strategies to control the Canada Goose Population

Major Budget Changes

The Port Dover Harbour Marina budget's positive levy impact is increased by \$23,300 for 2013. Positive impacts on the levy include reductions in Services, Transfer Payments/Grants, Interdepartmental Charges and Capital, as well as increases in Fees & Services Charges and Other Revenues. Services costs were reduced by \$5,700 including reductions in printing, advertising, computer software service and maintenance and repair. Transfer Payments/Grants were reduced by \$1,000 because of improvements in the process of key issuances and returns. Interdepartmental Charges have been decreased by \$4,500 based on calculations for 2013 and primarily driven by I.S. computer replace costs and finance charges. Capital costs have been reduced for 2013 by \$11,600, which includes the removal of \$30,400 in one-time items approved in 2012 and the addition of \$18,800 in operating capital expenditures for 2013.

Fees & Service charges revenue has increased for 2013 primarily due to increases in transient and dry dockage as well as winter storage based on an average of 3 years history. Other Revenues have also increased by a significant \$17,000 this is driven by an increase in fuel and oils sales of \$15,000 based on an average from 2010 to 2012.

Other adjustments to the budget which are offsetting the positive net levy impact include the following:

- Economic salary increases and increased benefit rates of \$2,300
- Materials & Supplies costs have increased by \$13,300 predominantly due to increases in motor fuel purchases for resale of \$5,000 and an increase in hydro, water and wastewater costs of \$9,100
- A slight increase in financial costs of \$1,800 is due to an increase in bank service charges based on an average over 3 years.
- The reduction in anticipated Federal/Provincial Grants of \$1,400 is due to expected receipts of Ontario employment grants.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Dover Marina

DIVISION SUMMARY

Performance Measures	2011 Results	2012 Results
Percentage of usage of seasonal slip per season (Apr. 15th - Oct. 15th) - Minimum of 90%	98% of permanent slips were rented out for the 2011 season - Exceeded Requirements	97% of permanent slips were rented out for the 2012 season - Exceeded Requirements
Percentage of usage of transient slip per season (Apr. 15th - Oct. 15th) - Minimum of 25%	26% of transients slips were rented out/occupied during the 2011 season - Exceeded Requirements	29% of transients slips were rented out/occupied during the 2012 season - Exceeded Requirements

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Dover Marina

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	220,620	214,700	217,000	1.1	0	0	217,000	2,300	1.1
Materials & Supplies	349,793	324,300	337,600	4.1	0	0	337,600	13,300	4.1
Services	56,013	82,700	77,000	(6.9)	0	0	77,000	(5,700)	(6.9)
Transfer Payments/Grants	143	1,500	500	(66.7)	0	0	500	(1,000)	(66.7)
Interdepartmental Charges	45,254	44,600	40,100	(10.1)	0	0	40,100	(4,500)	(10.1)
Transfer To Reserves & Reserve Funds	210,000	210,000	210,000	0.0	0	0	210,000	0	0.0
Financial	11,188	10,000	11,800	18.0	0	0	11,800	1,800	18.0
Long Term Debt Charges	3,400	3,400	3,400	0.0	0	0	3,400	0	0.0
Capital	27,770	30,400	18,800	(38.2)	0	0	18,800	(11,600)	(38.2)
TOTAL EXPENDITURES	924,181	921,600	916,200	(0.6)	0	0	916,200	(5,400)	(0.6)
REVENUES									
Federal/Provincial Grants	(2,400)	(3,800)	(2,400)	(36.8)	0	0	(2,400)	(1,400)	(36.8)
Financial Charges/Investment Income	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(875,961)	(883,300)	(885,600)	0.3	0	0	(885,600)	2,300	0.3
Other Revenues	(278,391)	(277,700)	(294,700)	6.1	0	0	(294,700)	17,000	6.1
TOTAL REVENUES	(1,156,752)	(1,164,800)	(1,182,700)	1.5	0	0	(1,182,700)	17,900	1.5
NET LEVY REQUIREMENT	(232,571)	(243,200)	(266,500)	(9.6)	0	0	(266,500)	(23,300)	(9.6)
STAFFING COMPLEMENT		4.59	4.59		0.00	0.00	4.59	0.00	



Port Rowan Marina

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

Purpose and Description of Function

The Port Rowan Harbour Marina is dedicated to providing the highest quality of service to its customers. It will ensure the provision of a safe and secure environment and well being for its customers. The Port Rowan Harbour Marina will work with other businesses within Norfolk County to help promote the area and bring new consumers to the area, as well as, work with professional Marine Business to help service the customers. The Port Rowan Harbour Marina is comprised of 34 Seasonal Boathouses fully occupied and 29 East Slips for the Recreational boaters (100% occupied in 2012) and 10 West Slips for the Commercial boaters (70% occupied in 2012). A public launch ramp is also located on premises for the launching of boats and any day use requirements. There are also 14 transient docks available for visitors/day use. The Port Rowan Harbour has a fully functional advisory board that works in conjunction with Community Services Department staff for the day to day operations and long term planning of the Marina.

Objectives for the Coming Year

1. To finalize the Master Plan for the Port Rowan Marina and implement, with Council Approval, recommendations contained within the Master Plan in conjunction with a professional Consultant in early 2013.
2. To work with Parks, Facilities & Recreation Division staff and the Canada Wildlife Services to implement strategies to control the Canada Goose population.

Major Budget Changes

The overall budget for the Port Rowan Harbour Marina has increased by \$400 to be at a zero net levy requirement. Major contributing factors for the increase include the following:

- Economic salary increases and increased benefit rates of \$300
- Materials and Supplies increased by \$1,700 based on a one time purchase of equipment supplies in 2013 for \$1,000 as well as slight increases in utilities, and maintenance and repair supplies.
- Services costs have increased by \$8,300 which is mainly driven by a one-time expense in 2013 of \$8,000 for maintenance on docks to repair leaking dock floats, and dock hardware.
- There was a slight increase in interdepartmental charges cost of \$700 based on expectations for 2013 due to increases in insurance admin charges and IT support charges.
- Federal/Provincial grant revenue is expected to decline in 2013 based on lower amounts of Ontario employment grants.
- A slight reduction in Fees & Services Charges revenue is expected due to reduced rate for rampage being proposed in 2013.

The above noted increases are being offset by a reduction in Capital costs of \$9,200 the removal of one-time expenses in 2012 totalling \$11,500 and the addition of \$2,300 in one-time costs for 2013. The final change in the budget is an increase in the transfer from the Port Rowan Harbour Marina Reserve of \$2,600 in order to bring the levy down to zero.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	21,236	24,900	25,200	1.2	0	0	25,200	300	1.2
Materials & Supplies	3,115	5,800	7,500	29.3	0	0	7,500	1,700	29.3
Services	12,558	15,400	23,700	53.9	0	0	23,700	8,300	53.9
Interdepartmental Charges	19,618	19,300	20,000	3.6	0	0	20,000	700	3.6
Transfer To Reserves & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Capital	10,835	11,500	2,300	(80.0)	0	0	2,300	(9,200)	(80.0)
TOTAL EXPENDITURES	67,362	76,900	78,700	2.3	0	0	78,700	1,800	2.3
REVENUES									
Federal/Provincial Grants	(600)	(1,100)	(600)	(45.5)	0	0	(600)	(500)	(45.5)
Fees & Service Charges	(56,656)	(59,100)	(58,400)	(1.2)	0	0	(58,400)	(700)	(1.2)
Other Revenues	(6,953)	(7,100)	(7,100)	0.0	0	0	(7,100)	0	0.0
Transfer From Reserve & Reserve Funds	(3,153)	(10,000)	(12,600)	26.0	0	0	(12,600)	2,600	26.0
TOTAL REVENUES	(67,362)	(77,300)	(78,700)	1.8	0	0	(78,700)	1,400	1.8
NET LEVY REQUIREMENT	0	(400)	0	100.0	0	0	0	400	100.0
STAFFING COMPLEMENT		0.70	0.70		0.00	0.00	0.70	0.00	



Ride Norfolk

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DIVISION SUMMARY

Purpose and Description of Function

To provide to area residents a means of affordable public transportation.

Objectives for the Coming Year

1. To increase ridership/fare revenues
2. To obtain increased participation/use from local community agencies
3. to attempt to introduce in 2013 direct service delivery and fixed route service to eliminate taxi token program

Major Budget Changes

For major budget changes please refer to the detailed information included with the Council Approved Initiative in the supplementary document provided.

Performance Measures	2011 Results	2012 Results
Increase fare revenues and ridership	N/A	Average 15 riders per day

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

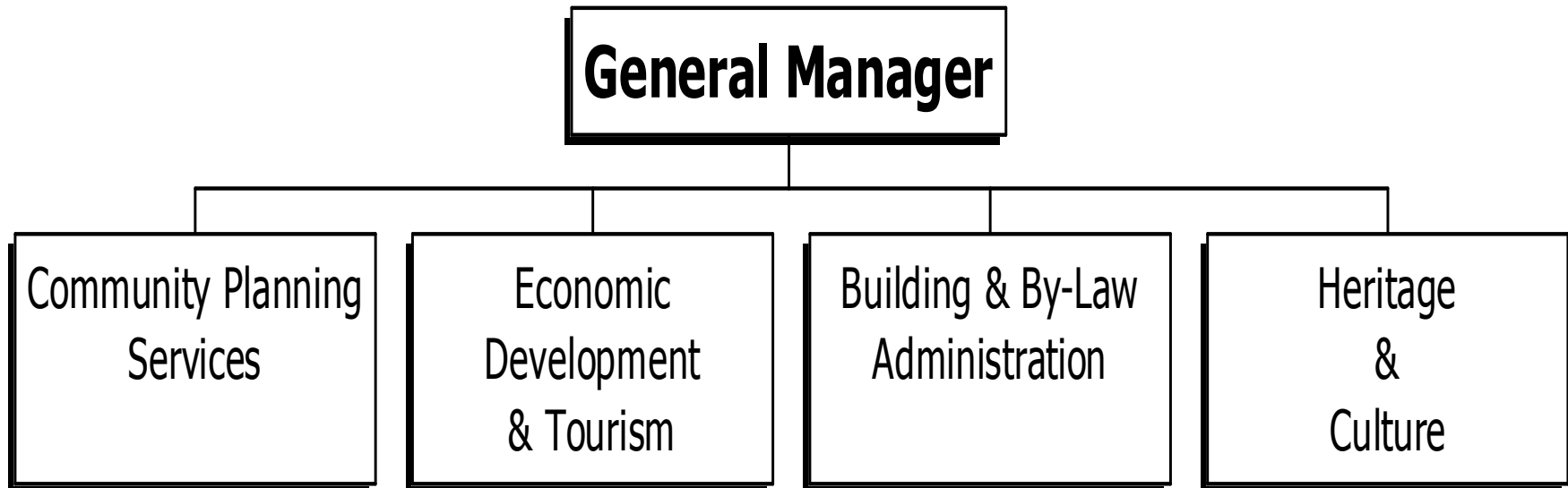
DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	38,871	0	0	0.0	65,000	0	65,000	65,000	100.0
Services	199,141	287,800	0	(100.0)	111,900	0	111,900	(175,900)	(61.1)
Financial	9	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	238,021	287,800	0	(100.0)	176,900	0	176,900	(110,900)	(38.5)
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	(46,000)	0	(46,000)	46,000	100.0
Financial Charges/Investment Income	0	(50,800)	0	(100.0)	(10,000)	0	(10,000)	(40,800)	(80.3)
Fees & Service Charges	(7,958)	(112,500)	0	(100.0)	(25,000)	0	(25,000)	(87,500)	(77.8)
TOTAL REVENUES	(7,958)	(163,300)	0	(100.0)	(81,000)	0	(81,000)	(82,300)	(50.4)
NET LEVY REQUIREMENT	230,063	124,500	0	(100.0)	95,900	0	95,900	(28,600)	(23.0)



**PLANNING &
ECONOMIC DEVELOPMENT**

Planning & Economic Development



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
PLANNING & ECONOMIC DEV. SUMMARY

DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Planning & Economic Development Admin	554,475	450,400	451,900	0.3	0	0	451,900	1,500	0.3
Community Planning Services	1,053,656	1,034,500	1,127,700	9.0	0	0	1,127,700	93,200	9.0
Building	0	(11,200)	0	100.0	0	0	0	11,200	100.0
By-Law Enforcement	897,956	892,000	808,800	(9.3)	(13,500)	0	795,300	(96,700)	(10.8)
Tourism & Economic Development	740,514	755,700	746,200	(1.3)	0	0	746,200	(9,500)	(1.3)
Heritage & Culture	1,114,557	1,147,900	1,136,800	(1.0)	2,000	0	1,138,800	(9,100)	(0.8)
Total	4,361,158	4,269,300	4,271,400	0.0	(11,500)	0	4,259,900	(9,400)	(0.2)

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
PLANNING & ECONOMIC DEV. SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	4,044,060	4,159,200	4,112,000	(1.1)	0	0	4,112,000	(47,200)	(1.1)
Materials & Supplies	219,630	283,200	251,900	(11.1)	1,500	0	253,400	(29,800)	(10.5)
Services	1,233,346	1,280,000	1,257,100	(1.8)	(12,000)	0	1,245,100	(34,900)	(2.7)
Transfer Payments/Grants	69,371	22,500	0	(100.0)	0	0	0	(22,500)	(100.0)
Interdepartmental Charges	733,181	730,400	713,700	(2.3)	0	0	713,700	(16,700)	(2.3)
Transfer To Reserves & Reserve Funds	210,434	90,800	53,100	(41.5)	0	0	53,100	(37,700)	(41.5)
Financial	1,300	2,000	3,300	65.0	0	0	3,300	1,300	65.0
Long Term Debt Charges	78,043	102,500	76,700	(25.2)	0	0	76,700	(25,800)	(25.2)
Capital	86,215	69,000	140,700	103.9	0	0	140,700	71,700	103.9
TOTAL EXPENDITURES	6,675,580	6,739,600	6,608,500	(1.9)	(10,500)	0	6,598,000	(141,600)	(2.1)
REVENUES									
Federal/Provincial Grants	(105,753)	(144,000)	(83,200)	(42.2)	0	0	(83,200)	(60,800)	(42.2)
Financial Charges/Investment Income	(102,771)	(129,500)	(100,400)	(22.5)	(1,000)	0	(101,400)	(28,100)	(21.7)
Fees & Service Charges	(1,820,260)	(1,877,300)	(1,859,800)	(0.9)	0	0	(1,859,800)	(17,500)	(0.9)
Other Revenues	(152,118)	(205,100)	(183,200)	(10.7)	0	0	(183,200)	(21,900)	(10.7)
Transfer From Reserve & Reserve Funds	(36,285)	(15,100)	(10,100)	(33.1)	0	0	(10,100)	(5,000)	(33.1)
Interdepartmental Recoveries	(97,235)	(99,300)	(100,400)	1.1	0	0	(100,400)	1,100	1.1
TOTAL REVENUES	(2,314,422)	(2,470,300)	(2,337,100)	(5.4)	(1,000)	0	(2,338,100)	(132,200)	(5.4)
NET LEVY REQUIREMENT	4,361,158	4,269,300	4,271,400	0.0	(11,500)	0	4,259,900	(9,400)	(0.2)
STAFFING COMPLEMENT		55.11	53.86		0.00	0.00	53.86	(1.25)	



**Planning & Economic Development
Admin**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Planning & Economic Development Admin

DIVISION SUMMARY

Purpose and Description of Function

- To provide support and management services to the Planning and Economic Development Services team
- To advise Council on all matters relating to Community Planning, Building and By-law, Tourism & Economic Development, Heritage and Culture
- To liaise with the Norfolk County community on matters which fall under the Planning and Economic Development Department's mandate
- To establish and oversee budgets and departmental policy; and
- To identify opportunities for efficiency and effectiveness in all delivered services

Objectives for the Coming Year

1. Actively engaged in the Planning & Economic Development office consolidation at the new Midevco Development site.
2. Strive to meet legislated response times for various departmental functions.
3. Plan for succession management throughout the department.
4. Oversee implementation of the new Economic Development Strategy.
5. Oversee and manage the 2013 Official Plan update.
6. Continue enhancing and streamlining the development process.

Major Budget Changes

Overall the Planning & Economic Development Administration budget has increased by \$1,500 or 0.3%. The reduction of \$50,000 in Federal/Provincial Grants, \$15,000 reduction in Financial Charges/Investment Income, and the \$1,700 removal of a Transfer From Reserves were all part of the Local Producer to Consumer Project which was a one-time NBI in 2012 and has now concluded. Other adjustments to the revenues for 2013 include a reduction in Other Revenues of \$1,500 and a slight increase in Interdepartmental Recoveries based on anticipated levels for 2013.

On the expense side, Salaries & Benefits appear to have decreased by \$29,300 however this is a result of the removal of the 2012 NBI for \$33,300 and economic salary increases and increased benefit rates of \$4,000. In a similar way Materials & Supplies and Services have decreased as a result of removing the NBI but this decrease has been offset by minor expenditure increases for 2013. The \$22,500 reduction in Transfer Payments/Grants can also be attributed to the removal of the Local Producer to Consumer NBI. The final change for 2013 was a reduction in Interdepartmental Charges of \$6,300 which was mainly driven by a \$6,200 reduction in office space rental caused by the removal of one time fire code upgrades in 2012.

Performance Measures

Not applicable

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Planning & Economic Development Admin

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	331,794	329,000	299,700	(8.9)	0	0	299,700	(29,300)	(8.9)
Materials & Supplies	28,644	24,700	22,200	(10.1)	0	0	22,200	(2,500)	(10.1)
Services	76,560	73,600	67,800	(7.9)	0	0	67,800	(5,800)	(7.9)
Transfer Payments/Grants	54,786	22,500	0	(100.0)	0	0	0	(22,500)	(100.0)
Interdepartmental Charges	77,227	76,800	70,500	(8.2)	0	0	70,500	(6,300)	(8.2)
TOTAL EXPENDITURES	569,011	526,600	460,200	(12.6)	0	0	460,200	(66,400)	(12.6)
REVENUES									
Federal/Provincial Grants	0	(50,000)	0	(100.0)	0	0	0	(50,000)	(100.0)
Financial Charges/Investment Income	(5,000)	(15,000)	0	(100.0)	0	0	0	(15,000)	(100.0)
Fees & Service Charges	(752)	(2,400)	(2,400)	0.0	0	0	(2,400)	0	0.0
Other Revenues	(3,878)	(2,300)	(800)	(65.2)	0	0	(800)	(1,500)	(65.2)
Transfer From Reserve & Reserve Funds	(1,700)	(1,700)	0	(100.0)	0	0	0	(1,700)	(100.0)
Interdepartmental Recoveries	(3,204)	(4,800)	(5,100)	6.3	0	0	(5,100)	300	6.3
TOTAL REVENUES	(14,534)	(76,200)	(8,300)	(89.1)	0	0	(8,300)	(67,900)	(89.1)
NET LEVY REQUIREMENT	554,477	450,400	451,900	0.3	0	0	451,900	1,500	0.3
STAFFING COMPLEMENT		3.30	3.05		0.00	0.00	3.05	(0.25)	



Community Planning Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Planning Services

DIVISION SUMMARY

Purpose and Description of Function

COMMUNITY PLANNING ADMINISTRATION

- Preparation and maintenance of long range planning studies, documents and strategies
- To provide effective planning policy implementation and administration
- Evaluation and processing of planning applications
- Subdivision administration and development agreement
- Administration of the Norfolk Environmental Advisory Committee

GIS PROGRAM

- Maintain, coordinate, catalogue and distribute all GIS data within the Planning Department, including property, civic addressing and road naming
- Give support for GIS software, concepts and data within other County Departments
- Develop system and applications to allow effective sharing and distribution of GIS data within the County structure
- Coordinate common GIS data standards within the County
- Coordinate GIS projects, such as data creation and acquisition and the development of new applications to enhance business processes within the County

COMMITTEE OF ADJUSTMENT

- County has delegated approval authority for consents and minor variances to a Committee of Adjustment who meet on a monthly basis
- Approximately 200 applications are processed per year
- Secretary Treasurer administers the function and ensures processing of applications complies with provisions of the Planning Act
- Professional Planning staff access and provide recommendations for applications

Objectives for the Coming Year

COMMUNITY PLANNING ADMINISTRATION

- Efficient development application service to the public
- Planning and land use monitoring and maintenance. e.g. servicing strategy
- Efficient and timely development application and agreement processing
- Completion of a comprehensive zoning by-law for Norfolk County
- Begin Norfolk County Official Plan review

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Planning Services

DIVISION SUMMARY

GIS PROGRAM

- Maintain existing and create additional departmental GIS web applications that allow internal county staff access to GIS data
- Continue to share GIS data through Data Sharing Agreements
- Complete new mapping related to the new Norfolk County Zoning By-law
- Obtain PDF format scans of over 12,000 reference plans and subdivision plans and make them available to staff using the intranet and GIS applications
- Continue updates to the Norfolk GIS section of SharePoint to make GIS data available to all staff
- Further develop the Norfolk GIS section of the Norfolk County website to make maps and limited GIS data available to the public

COMMITTEE OF ADJUSTMENT

- Establish appropriate application processing and Committee meeting schedule for the year having regard for timelines set out in the Planning Act and Regulations
- Ensure appropriate public and agency consultation
- Coordinate and ensure proper implementation of conditions of consent approvals
- Review of Norfolk County Official Plan

Major Budget Changes

The Community Planning Services budget has increased by \$93,200 or 9.0% which is primarily driven by the addition of \$98,000 for a levy funded capital project for the 2013 Official Plan Review. Other increases to the budget include economic salary increases and increased benefit rates of \$2,300, a slight increase in long term debt principle charges of \$600, a reduction in grant revenue of \$200 due to lower anticipated amounts for Ontario Employment grants in 2013, as well as a reduction of \$13,600 in fees & service charges revenue based on historical attainment and reduced revenue for document sales due to the zoning bylaw being made available online.

The services expenses were reduced by \$20,000 for consulting services which are fully recoverable under consulting recoveries which rolls up under 'other revenues' which is also reduced by \$20,000. Other minor miscellaneous adjustments in the services expense line are driven by changes in costs and the addition of 2013 budget amounts for the Accessibility Advisory Committee.

A significant reduction in Materials and Supplies of \$19,400 is predominantly caused by the removal of a one time purchase in 2012 of scanned reference plans of \$19,000 as well as a minor \$400 reduction in computer supplies. Interdepartmental charges are reduced by \$1,100 which is made up of several minor adjustments to various lines. Interdepartmental recoveries have been increased by \$800 which reflects increased revenue expected from mapping charges.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Planning Services

DIVISION SUMMARY

Performance Measures	2011	2012 Interim Results
85% of planning applications processed within Provincial guidelines	Over 90%	Over 95%
GIS- Complete Planning application mapping within specified deadlines	100% of applications were completed within specified deadlines	100% of applications were completed within specified deadlines
GIS-Respond to requests for information, mapping and GIS support within 24 hours	90% of requests for information are processed within 24 hours	90% of requests for information are processed within 24 hours

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Community Planning Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	974,987	991,600	993,900	0.2	0	0	993,900	2,300	0.2
Materials & Supplies	18,336	23,900	4,500	(81.2)	0	0	4,500	(19,400)	(81.2)
Services	156,525	205,200	185,000	(9.8)	0	0	185,000	(20,200)	(9.8)
Interdepartmental Charges	195,972	196,300	195,200	(0.6)	0	0	195,200	(1,100)	(0.6)
Long Term Debt Charges	24,688	29,600	30,200	2.0	0	0	30,200	600	2.0
Capital	0	0	98,000	100.0	0	0	98,000	98,000	100.0
TOTAL EXPENDITURES	1,370,508	1,446,600	1,506,800	4.2	0	0	1,506,800	60,200	4.2
REVENUES									
Federal/Provincial Grants	0	(800)	(600)	(25.0)	0	0	(600)	(200)	(25.0)
Fees & Service Charges	(212,142)	(265,700)	(252,100)	(5.1)	0	0	(252,100)	(13,600)	(5.1)
Other Revenues	(10,678)	(51,100)	(31,100)	(39.1)	0	0	(31,100)	(20,000)	(39.1)
Interdepartmental Recoveries	(94,031)	(94,500)	(95,300)	0.8	0	0	(95,300)	800	0.8
TOTAL REVENUES	(316,851)	(412,100)	(379,100)	(8.0)	0	0	(379,100)	(33,000)	(8.0)
NET LEVY REQUIREMENT	1,053,657	1,034,500	1,127,700	9.0	0	0	1,127,700	93,200	9.0
STAFFING COMPLEMENT		12.10	12.10		0.00	0.00	12.10	0.00	



Building

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Building

DIVISION SUMMARY

Purpose and Description of Function

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

Objectives for the Coming Year

- Continue to provide professional development to achieve Provincial certification of all Building Inspectors
Provide the necessary training in preparation of new Building Code requirements (Energy Efficiency, AODA etc)
To promote a working environment where continuous learning is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business
- Ensure consistency of data entered into our permit tracking system (CityView) to provide accuracy of information for reporting purposes
Investigate the use of Mobile devices to allowing staff members to easily access key CityView functionality from the field using a light-weight handheld device
- Provide prompt, courteous, and efficient service to building owners, design professionals, contractors and all residents of Norfolk County
- Provide assistance to meet the needs of Council, County Departments and the general public regarding the building permit process
- Fulfill the statutory duties and responsibilities while providing excellent customer service to the public
- Continue to monitor building permit activity, policies and related processes to ensure that they continue to be effective, efficient and enforced
- Process all building permit applications in accordance with legislated time frame objectives
- Perform all inspections in accordance with legislated time frames

Major Budget Changes

The Building Division budget has been adjusted by a \$40,700 reduction in the amount transferred to the division's reserve fund for 2013 in order to bring the value of the cost centre to zero. A late adjustment was made in 2011 which led to an \$11,200 surplus in this cost centre for the 2012 Approved Budget, which should have come down to zero.

Other reductions to the 2013 Proposed Budget include the removal of \$5,500 worth of operating Capital expenditures which were one time items in 2012, and a slight reduction of \$400 in Materials & Supplies based on historical spending requirements.

The above noted reductions have been offset by several increases. Salaries & Benefits increased by \$34,200 or 3.3% based on job evaluation increases, economic salary increases and increased benefit rates as well as the movement of 0.2 FTE from By-law to Building. There has been a slight increase in the cost of Services, mainly driven by the increased mileage rate for 2013. A significant increase in Interdepartmental Charges of \$20,600 has been driven primarily by an increase of \$18,000 in fleet equipment rental charges which were moved from the By-Law division. The final adjustment is a minor \$2,400 reduction in anticipated revenues for 2013.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Building

DIVISION SUMMARY

Performance Measures	2011 Results	2012 Interim Results
Issuance of building permits within the legislated time frames as per the OBC (upon receipt of a complete application). ✓ House - 10 days ✓ Small buildings - 15 days ✓ Large buildings - 20 days ✓ Complex buildings - 30 days	98% of permits were issued within the legislated time period	98% of permits were issued within the legislated time period
Requested building inspections conducted within legislated time frame of 48 hours after receiving notice	98% of inspections were conducted within the legislated time frame	98% of inspections were conducted within the legislated time frame
Zoning and Information letters to be issued within ten (10) business days	98% of the zoning letters were issued within ten (10) business days	100% of the zoning letters were issued within ten (10) business days

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Building

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	985,319	1,030,800	1,065,000	3.3	0	0	1,065,000	34,200	3.3
Materials & Supplies	14,350	13,100	12,700	(3.1)	0	0	12,700	(400)	(3.1)
Services	109,851	121,300	121,900	0.5	0	0	121,900	600	0.5
Interdepartmental Charges	125,896	126,500	147,100	16.3	0	0	147,100	20,600	16.3
Transfer To Reserves & Reserve Funds	210,434	90,800	50,100	(44.8)	0	0	50,100	(40,700)	(44.8)
Capital	23,562	5,500	0	(100.0)	0	0	0	(5,500)	(100.0)
TOTAL EXPENDITURES	1,469,412	1,388,000	1,396,800	0.6	0	0	1,396,800	8,800	0.6
REVENUES									
Financial Charges/Investment Income	(2,434)	(500)	(500)	0.0	0	0	(500)	0	0.0
Fees & Service Charges	(1,407,186)	(1,393,600)	(1,391,200)	(0.2)	0	0	(1,391,200)	(2,400)	(0.2)
Other Revenues	(25,207)	(5,100)	(5,100)	0.0	0	0	(5,100)	0	0.0
Transfer From Reserve & Reserve Funds	(34,585)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(1,469,412)	(1,399,200)	(1,396,800)	(0.2)	0	0	(1,396,800)	(2,400)	(0.2)
NET LEVY REQUIREMENT	0	(11,200)	0	100.0	0	0	0	11,200	100.0
STAFFING COMPLEMENT		12.88	13.08		0.00	0.00	13.08	0.20	



By-Law Enforcement

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

Purpose and Description of Function
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By-Law Enforcement

- Develop and administer Norfolk County's By-laws by providing timely responses to property complaints
- Educate residents and raise awareness of community standards and by-laws by providing "In Field By-law Enforcement" and "In Office Customer Service"
- Enforce County By-laws to ensure compliance in a timely manner using a professional, non-biased approach
- Investigate complaints, gather evidence and prepare evidence in court when called upon to do so

Violations

- The purpose of the Violations Program is to provide the necessary resources to deliver the enforcement program in the By-Law Division. For the administration of a number of by-laws, this budget section provides the necessary account structure to retain third-party expertise in order to bring a property into compliance. All associated costs are generally recovered against the lands and property on the tax roll.

Animal Control

- Although the animal control program is not specifically mandated by the province, the Municipal Act provides the authority to Council to regulate the registration and licensing of dogs within the County and enforce the by-law as amended, regulate or prohibit dogs from running at large and may provide for the seizure and impounding of the dog.
- The Act also provides authority to prohibit and regulate public nuisances, noise and odours with respect to dogs.
- Issuance of dog tags licenses offset the cost of the program. The Provincial Offences Act is used to administer offences when necessary. The by-law division has undertaken a registration system that will assist owners of pit bulls in complying with the Dog Owner Liability Act. (DOLA).

School Guards

- Ensure children can cross streets safely as they travel to and from school by controlling vehicular traffic at designated crossings throughout Norfolk County.
- Monitor children using the crossing to assure that they comply with traffic regulations and educating instructing them on the appropriate methods of crossing the street.
- Report motorists who fail to observe safe motor vehicle operation in crossing zones.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

Objectives for the Coming Year

By-Law Enforcement

- Continue harmonization of existing By-laws of the former municipalities to create uniformity across Norfolk County and reducing confusion for public and staff when dealing with By-law enforcement matters resulting in better customer service to all residents
- Promote a "progressive enforcement approach" where the objective is to achieve compliance
- Maintain a "written complaint only" format and ensure that all inquiries and complaints are dealt with in a consistent, courteous, professional and timely manner
- Promote a working environment where continuous learning is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business
- Ensure consistency of data entered into our By-law Tracking system (CityView) to provide accuracy of information for reporting purposes
Investigate the use of Mobile devices to allowing staff members to easily access key CityView functionality from the field using a light-weight handheld device
- Continue to provide professional development to maintain knowledge as Municipal Law Enforcement Officers
- Encourage By-law staff to work towards certification as Property Standards Officers
Work with local Animal Welfare agencies to develop a strategy in dealing with animal cruelty complaints

Violations

- To ensure sufficient resources are in place for the effective administration of the Violations Program
- To investigate and resolve all Violations within the prescribed time frame
- To ensure all eligible expenditures are recovered, wherever applicable
- To fairly and equitably enforce all sections of approved municipal by-laws
To Reduce the burden of enforcement to the taxpayers

Animal Control

- To ensure enforcement of Canine Control By-Law in order to reduce the number of canine complaints and to reduce the number of livestock kills throughout the County
- Ensure that the lives of all dogs are better recognized and protected, reflecting the reality that dogs hold a prominent and generally well-accepted place as companion animals in our society
- Inform dog owners of their responsibilities as outlined in the by-law
Promote adoption of shelter animals
Work closely with the OPP and OSPCA relative to animal care and control

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

School Guards

- Maintain existing level of safety for children throughout Norfolk County
- Monitor of the program and rationalize new requests
- Educating children on proper way to cross the street
- Crossing guards will continue to interact well with children and the public and will remain committed to their safety
- Provide good role models and offer help to young children in appropriate street skills and behavior
- Ensure guards are well trained to understand the program objectives

Major Budget Changes

The total 2013 Proposed budget for By-Law Enforcement has decreased significantly when compared with the 2012 Approved budget. This is due to a reduction in expenses in the By-Law Enforcement and School Guards cost centres. There are no changes proposed for 2013 in Violations or Animal Control.

The large \$85,900 reduction in Salaries & Benefits is due the movement of 1.0 FTE from By-law to the Community Services Department, Business Services Division as well as the movement of 0.2 FTE from By-law to the Building Division. There have also been reductions in Interdepartmental Charges and Capital Costs. Interdepartmental Charges for By-Law Enforcement have decreased by \$16,700 due predominantly to a reduction in Fleet Equipment Rental of \$17,500 as this was moved to Building, as well as a few small offsetting increases. The \$1,000 reduction in Capital expenses is caused by the removal of a one-time expense in 2012 for a secure storage, evidence cabinet.

The only expense increase for 2013 is in Services. The increase of \$7,000 is made up of a \$20,500 increase in costs for By-Law Enforcement and a \$13,500 reduction in costs for School Guards. The increase in Services costs for By-Law is driven by a \$20,000 increase in legal services costs based on prior year's actuals. The reduction in School Guards is due to a reduction in contracted services amounts as per Council's decision to rationalize the number of School Guards used in the County.

Performance Measures

By-Law Enforcement	2011 Results	2012 Interim Results
100% of complaints received are investigated within 5 business days	Priorities take precedent, initial inspection conducted within 3 days of receiving complaint.	Priorities take precedent, initial inspection conducted within 3 days of receiving complaint.
100% of occurrences are settled without the necessity of litigation	98% of occurrences were settled without the necessity of litigation	98% of occurrences are settled without the necessity of court appearance

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

100% of telephone enquiries answered within one business day	75% of telephone enquiries answered within one (1) business day	80% of telephone by-law enquiries were answered within one (1) business day
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Performance Measures for Violations, Animal Control, and School Guards - Not Applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	598,036	618,300	532,400	(13.9)	0	0	532,400	(85,900)	(13.9)
Materials & Supplies	11,939	12,900	12,900	0.0	0	0	12,900	0	0.0
Services	386,889	396,700	417,200	5.2	(13,500)	0	403,700	7,000	1.8
Interdepartmental Charges	74,422	70,900	54,200	(23.6)	0	0	54,200	(16,700)	(23.6)
Capital	0	1,000	0	(100.0)	0	0	0	(1,000)	(100.0)
TOTAL EXPENDITURES	1,071,286	1,099,800	1,016,700	(7.6)	(13,500)	0	1,003,200	(96,600)	(8.8)
REVENUES									
Federal/Provincial Grants	0	(500)	(600)	20.0	0	0	(600)	100	20.0
Financial Charges/Investment Income	(64,381)	(60,400)	(60,400)	0.0	0	0	(60,400)	0	0.0
Fees & Service Charges	(71,754)	(86,900)	(86,900)	0.0	0	0	(86,900)	0	0.0
Other Revenues	(37,195)	(60,000)	(60,000)	0.0	0	0	(60,000)	0	0.0
TOTAL REVENUES	(173,330)	(207,800)	(207,900)	0.0	0	0	(207,900)	100	0.0
NET LEVY REQUIREMENT	897,956	892,000	808,800	(9.3)	(13,500)	0	795,300	(96,700)	(10.8)
STAFFING COMPLEMENT		8.80	7.60		0.00	0.00	7.60	(1.20)	



Tourism & Economic Development

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DIVISION SUMMARY

Purpose and Description of Function

The mission statement of the Tourism & Economic Development Division is to ensure long-term growth and prosperity by building and maintaining partnerships, increasing our assessment base, ensuring that our infrastructure and services are in place and sustainable, supporting a centralized tourism marketing authority, and focusing on business retention.

Objectives for the Coming Year

1. **Economic Development Strategy:** Confirm financial sources and other resource supports from Norfolk County Council and partner businesses and agencies for priority actions in the Council-endorsed Economic Development Strategy
2. **Development Supports:** Continue to facilitate assistance for individual businesses and development projects, support a streamlined development process by providing assistance and comments on planning applications, and other development-related leadership, such as enhancing incentive programs associated with the Community Improvement Plan
3. **Industry Development:** Continue to facilitate progress in developing the capacity of industry sectors to grow and add employment, including agri-food, tourism production development, creative economy, and targeted manufacturing sectors, through initiatives, forums, workshops, programs, business visits and networking
4. **Marketing:** Continue existing, flexible marketing programs in investment attraction, economic development, tourism visitation and spending, agriculture, agribusiness and local food with continuing support from private-sector partners and Norfolk County Council
5. **Regional Collaboration:** Continue to work with partners in South Central Ontario Region, Ontario's South Coast Tourism Alliance, Southwest Ontario Tourism Corporation, Economic Developers Council of Ontario and others, to ensure Norfolk County is maximizing benefits of regional and provincial collaboration through staff development and communication with regional and provincial partners

Major Budget Changes

The 2013 Proposed budget for the Tourism & Economic Development division has been reduced by \$9,500 or 1.3% compared with the 2012 Approved budget. Salaries and benefits have been slightly reduced by \$3,700 or 0.8% primarily due to the removal of Salaries and Benefits from the Promotions Coordinator NBI amounting to \$37,300.

There has been a significant \$25,500 increase in Services costs caused primarily by the one-time addition of \$30,000 in Advertising which will be utilized instead of filling the Promotions Coordinator position. Other increases to the budget include the following:

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DIVISION SUMMARY

- A minor increase in materials and supplies of \$1,300 has been caused primarily by an increase in hydro, water and wastewater costs.
- The \$1,400 increase in Financial costs is driven by a one-time cost for the write-off of the forgivable portion of a facade improvement loan.
- Reduced Ontario Employment Grant levels for 2013 are anticipated, which is causing the \$1,000 reduction in Grant revenue
- Lower Fees & Services Charges revenues by \$2,600 are caused by reduced amounts of expected revenue from tourism partner program participants and partner fees.
- Other Revenues have been reduced by \$1,500 primarily due to the removal of symposium attendee recoveries, which are recovered under user fees.

The above noted increases have been offset by reductions in Interdepartmental Charges, Long Term Debt Charges, and Capital costs. The reduction in Interdepartmental Charges of \$8,700 is primarily caused by a reduction in finance charges. The Long Term Debt Charges have been reduced significantly by \$26,400 which is the result of the conclusion of payments related to By-law 2002-181. Finally the \$4,000 reduction in Capital costs is due to the removal of a one-time Operating Capital Expense in 2012 for the purchase of a Trade show booth frame, a table for the van, and a brochure rack for the Wellington Park kiosk.

Performance Measures	2011 Results	2012 Results
Total cooperative marketing revenue from partners and advertisers (all sectors) to exceed \$100,000	Met target	Met target
Total number of Marketing Partners to exceed 300	Met target of 300	Met target

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	419,357	468,200	464,500	(0.8)	0	0	464,500	(3,700)	(0.8)
Materials & Supplies	7,279	6,700	8,000	19.4	0	0	8,000	1,300	19.4
Services	274,962	267,300	292,800	9.5	0	0	292,800	25,500	9.5
Transfer Payments/Grants	14,585	0	0	0.0	0	0	0	0	0.0
Interdepartmental Charges	86,765	84,400	75,700	(10.3)	0	0	75,700	(8,700)	(10.3)
Financial	1,300	1,300	2,700	107.7	0	0	2,700	1,400	107.7
Long Term Debt Charges	53,354	53,400	27,000	(49.4)	0	0	27,000	(26,400)	(49.4)
Capital	1,202	4,000	0	(100.0)	0	0	0	(4,000)	(100.0)
TOTAL EXPENDITURES	858,804	885,300	870,700	(1.6)	0	0	870,700	(14,600)	(1.6)
REVENUES									
Federal/Provincial Grants	(13,222)	(2,200)	(1,200)	(45.5)	0	0	(1,200)	(1,000)	(45.5)
Fees & Service Charges	(45,659)	(56,100)	(53,500)	(4.6)	0	0	(53,500)	(2,600)	(4.6)
Other Revenues	(59,407)	(71,300)	(69,800)	(2.1)	0	0	(69,800)	(1,500)	(2.1)
TOTAL REVENUES	(118,288)	(129,600)	(124,500)	(3.9)	0	0	(124,500)	(5,100)	(3.9)
NET LEVY REQUIREMENT	740,516	755,700	746,200	(1.3)	0	0	746,200	(9,500)	(1.3)
STAFFING COMPLEMENT		6.23	6.23		0.00	0.00	6.23	0.00	



Heritage & Culture

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DIVISION SUMMARY

Purpose and Description of Function

The Heritage and Culture Division co-ordinates research, exhibitions, events and activities that nurture the enjoyment and preservation of Norfolk's unique built and natural heritage as well as its creative cultural environment. This is achieved by working with six Council Appointed Advisory Committees, reflecting the community's support of the mandate and goals as defined through the Strategic Plan. With a goal of inclusive representation of all regions of the county, the Heritage and Culture Division actively seeks out partnerships with other non-municipal arts and heritage organizations.

Objectives for the Coming Year

Heritage & Culture Administration

1. Increase heritage and culture visibility, access and revenues
2. Ensure sustainability by seeking more Provincial, Federal, Foundation and corporate funding
3. Implement new strategies to promote and market cultural and heritage attraction to achieve their full economic potential
4. Identify and develop new partnership opportunities - in 2013 will be participating in Doors Open Ontario
5. Ensure compliance with the Ministry of Culture standards for both Community Museums Operating Grants and Heritage Designation under the Heritage Act.

Delhi Tobacco Museum & Heritage Centre

1. On-going review and development of special interest workshops, youth programmes and events.
2. Develop more public awareness of services offered through increased media promotions/materials and new marketing initiatives and partnerships within the community.
3. Attract and encourage more volunteers to assist with school programmes and special event activities
4. Redirect curatorial focus on Museum's collection and records management system.
5. On-going redevelopment of the Museum's permanent exhibition space.
6. Lay the foundation for the Museum's 35 Anniversary projects in 2014 including: *A Tribute to Norfolk's Family Farms*, as part of the UN's International Year of Family Farming and an *International World's Fare*.

Teeterville Pioneer Museum

1. Continued development and review of special events
2. Continued development and presentation of special interest workshops and exhibitions
3. Continued organization of museum's collection and entry into data base
4. Increased visitorship and volunteerism
5. Increased promotional and marketing initiatives
6. Repair floor and remove mould in Velrose Chapel.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DIVISION SUMMARY

Port Dover Harbour Museum

1. Increase use of the museum by local schools throughout the year.
2. Research, develop and mount exhibit "The Lion On The Lakes" an exhibit about the naval actions of the War of 1812.
3. Develop New Special Events / Fundraisers for Docks Enhancement - Almidart Project.
4. Work to increase attendance and public profile.
5. Develop and present meaningful and appealing War of 1812 Bicentennial programming for this part of Norfolk County

Waterford Heritage & Agricultural Museum

1. Continue to develop and implement Phase 3 of the Waterford Heritage & Agricultural Museum's rejuvenation plan involving facade improvement, landscaping, and integration into the Waterford Heritage Trail.
2. Review, in conjunction with the museum's advisory committee, all of our museum policies to ensure relevancy to our site while meeting the requirements of the Ministry of Tourism, Culture and Sport.
3. Enhancement of collections management practices with the installation of a new computer software program and installation of improved storage solutions.
4. Continue to recruit and train volunteers in a meaningful and productive way that is beneficial to both the volunteers and the museum.
5. Continue enhancement of youth volunteer/mentorship program.
6. Launch the Norfolk County Agricultural Hall of Fame.

Norfolk Arts Centre

Curate (6) bi-monthly exhibition projects representing community-based groups, local and regional artists. In 2013 the Norfolk Arts Centre will exhibit the paintings of London-based and former Norfolk resident, Rosemary Sloat as part of a nationally touring exhibition entitled Immigrant; a 'response' exhibition entitled Surfacing containing themes of immigration as experienced by Norfolk County residents and new Canadians, entitled Surfacing: So Young Lee, Vikotoryia Myronenko, Miiia Virtasalmi; an art education exhibition with secondary school teachers and educators of Norfolk County; a community-based exhibition with members of the Artist Workshop; we will continue to work with Simcoe Rotary on the promotion of the Gord Watts Visual Art + Design Scholarship and continue expanding our artist residency program.

1. Research and develop education strategy reflective of new curriculum outcomes and multi-media delivery strategies for rural schools;
2. Expand community-based events: 5th Annual SoupARTBowl held in association with the Norfolk Potter's Guild; Made in Norfolk: annual show and sale of local artisan and artists' works; Family events; First Thursday Poets and Writers public readings and community workshops, lectures and classes
3. Investigate opportunities to engage a collections intern to oversee records rehabilitation and permanent collection storage re-organization;
4. Seek and apply for new revenues through grants and foundations to assist with the delivery and presentation of exhibitions, publications and the permanent collection; including Ontario Arts Council Operating Assistance to Public Art Galleries
5. Increase professional development opportunities for artists, and foster mentorships for younger artists in arts administration and visual art.
6. Regional cultural development: Work with Norfolk Arts, Culture & Heritage Alliance and partners to develop a region-wide arts & culture strategy.
7. Regional cultural tourism: Cooperate with studio tours, arts organizations and SCOR affiliated art galleries on joint arts and culture marketing initiative through Arts Country;

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DIVISION SUMMARY

Norfolk Heritage Committee

1. Increase public understanding about heritage designation
2. Designation of natural and built heritage in Norfolk County
3. Development of an inventory of all designated properties in Norfolk County
4. Develop a listing on the county website and provide support in the development of a heritage layer as part of the County GIS project
5. Develop a listing of non designated properties of historical significance in Norfolk County
6. Develop a tax incentive program for designated property owners in Norfolk County
7. Continue with the Historic Village Designations program and install heritage signage in Port Ryerse in 2013.

Eva Brook Donly Museum

1. To continue to maintain the physical plant
2. To continue to involve Eva Brook Donly staff in Heritage & Culture Divisional projects.
3. To maintain a strong project development and marketing partnership. Eva Brook Donly Museum will be included in the new Heritage & Culture brochure.

Alligator Tug

1. To continue to promote the history of the West and Peachey Foundry in Simcoe in conjunction with the Alligator Tug
2. To attend to the general maintenance and upkeep of the Tug before it's returned to the water.
3. To ascertain a suitable location to moor the Alligator Tug within Norfolk County.
4. To continue to promote and develop the Alligator Tug to tourists and local citizens.

Norfolk War Memorial - Carillon Tower

1. To maintain the tower and Carillon bells in good working order.
2. To continue to offer opportunities to musicians interested in learning how to play the bells and willing to perform recitals as volunteers
3. To increase the opportunities for enjoying performances and information about this unique instrument and memorial, to residents and visitors.
4. An Honour Roll Ad Hoc Advisory Committee has been established. In 2013 this committee shall research and create policy and procedure for the purpose of adding names of fallen veterans of Norfolk County to the Norfolk War Memorial Honour Roll on the Carillon Tower.

Major Budget Changes

The Heritage & Culture budget includes heritage and culture administration, all museums, the Norfolk Arts Centre, the Norfolk Heritage Committee, the Alligator Tug, the Norfolk War Memorial - Carillon Tower, the War of 1812, Quance Mill and the Port Dover Lighthouse. The 2013 Proposed Budget has decreased by \$9,100 or 0.8% overall. Explanations for the main drivers of the changes in this budget are as follows:

- Salaries & Benefits have increased by \$35,200 for 2013, which includes economic salary increases and increased benefit rates for the heritage and culture administration area, as well as all museums and the arts centre. Additionally there were merit increases at the Waterford Museum and job evaluation increases at the Norfolk Arts Centre.
- Materials & Supplies have decreased by \$8,800 which is primarily due to a reduction of \$10,500 in special event supplies at the Port Dover Museum which was removed as part of the Lion on the Lake project which was a one-time expense in 2012. The remainder of the \$8,800 change is made up of various minor changes at several locations.
- The cost for Services has decreased by \$42,000 mainly due to the removal of one-time expenses for 2012, including \$38,500 worth of maintenance and repair services at the Delhi Museum, \$9,700 in contracted services in the War of 1812 cost centre related to the Lion on the

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DIVISION SUMMARY

Lake project and \$6,000 in contracted services and exhibitors fees due to the Field of Mice project. These reductions are offset by several increases including \$3,000 increase in janitorial services at the Delhi Museum, \$6,000 in order to hire a crane service to move the Alligator Tug, and \$3,500 in maintenance and repair services added as a one-time expense for 2013 at the Eva Brook Donly Museum. A few other minor adjustments also contributed to the overall change.

- Interdepartmental Charges for Heritage and Culture have decreased by \$4,500 which is caused by a decrease in office space rental for the Norfolk Arts Centre of \$10,400. Office space rental at the Arts Centre is down due to fewer required repairs in 2013. There were also several minor increases in various charges including \$4,700 in support service charges such as administrative charges, printing, postage, finance, HR etc. and an overall increase of \$800 in building maintenance charges.
- There has been a \$3,000 increase in Transfers to Reserves which is due to anticipated sales of the Port Dover History Book. Proceeds from sales of this book are transferred to the Port Dover Harbour Museum Reserve in order to fund future museum projects.
- Capital costs have been reduced by \$15,800 due to the removal of \$42,000 in transfers to the capital fund for 2012 which were one-time items for various cost centres. New additions to operating capital costs for 2013 include various items at Port Dover, Waterford, and Eva Brook Donly museums as well as the Carillon Tower and the Norfolk Arts Centre. Details on these items are shown in section 5 of this binder.
- Federal/Provincial Grant revenue has been reduced by \$9,700 mainly due to the removal of a provincial grant related to the Field of Mice project which was a one-time item in 2012. The remaining \$700 is a reduction in the anticipated Ontario Employment Grant.
- Reductions in the amount of Financial Charges/Investment income is because of the removal of the 1812 Legacy Project and the Lion on the Lake event which were both one-time projects in 2012. The \$13,100 reduction is primarily due to removal of donations and corporate sponsorships associated with these projects.
- Fees & Service Charges have increased by \$1,100 due to the addition of book sales revenue for the Port Dover history book in 2013 as well as increases in gift shop sales which have been offset by an overall reduction in program registration fees.
- Other Revenues have also increased by \$1,100 which is due to small increases in commissions and recoveries which have been offset by a slight reduction in tour group revenue.
- Transfers From Reserves & Reserve Funds have been increased by \$3,300 based on the anticipated offsetting revenues required to fund certain expenditures in 2013.

Performance Measures

Please refer to the Heritage and Culture Administration Addendum.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

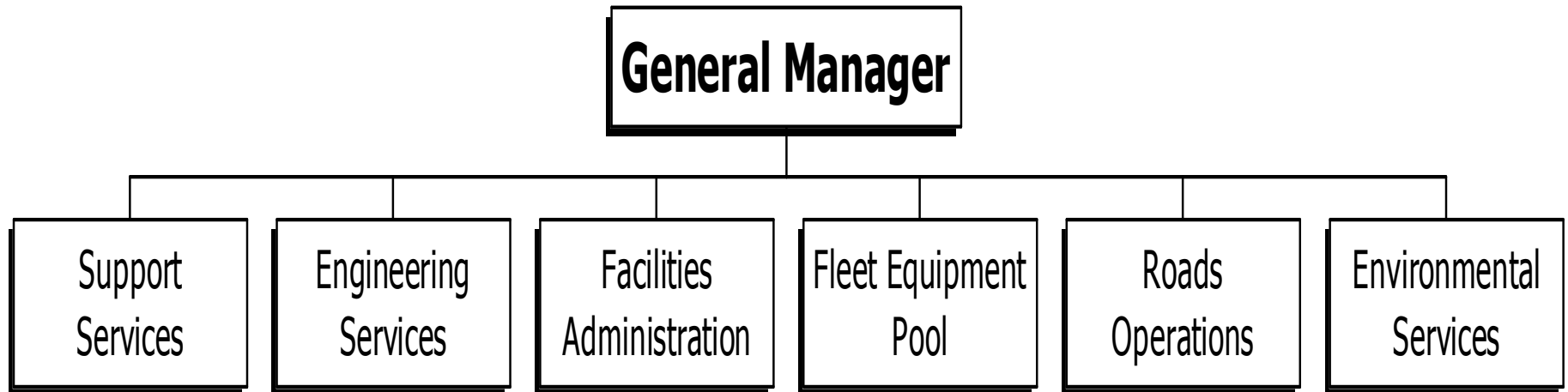
DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	734,569	721,300	756,500	4.9	0	0	756,500	35,200	4.9
Materials & Supplies	139,084	201,900	191,600	(5.1)	1,500	0	193,100	(8,800)	(4.4)
Services	228,560	215,900	172,400	(20.1)	1,500	0	173,900	(42,000)	(19.5)
Interdepartmental Charges	172,899	175,500	171,000	(2.6)	0	0	171,000	(4,500)	(2.6)
Transfer To Reserves & Reserve Funds	0	0	3,000	100.0	0	0	3,000	3,000	100.0
Financial	0	700	600	(14.3)	0	0	600	(100)	(14.3)
Long Term Debt Charges	0	19,500	19,500	0.0	0	0	19,500	0	0.0
Capital	61,450	58,500	42,700	(27.0)	0	0	42,700	(15,800)	(27.0)
TOTAL EXPENDITURES	1,336,562	1,393,300	1,357,300	(2.6)	3,000	0	1,360,300	(33,000)	(2.4)
REVENUES									
Federal/Provincial Grants	(92,531)	(90,500)	(80,800)	(10.7)	0	0	(80,800)	(9,700)	(10.7)
Financial Charges/Investment Income	(30,956)	(53,600)	(39,500)	(26.3)	(1,000)	0	(40,500)	(13,100)	(24.4)
Fees & Service Charges	(82,767)	(72,600)	(73,700)	1.5	0	0	(73,700)	1,100	1.5
Other Revenues	(15,751)	(15,300)	(16,400)	7.2	0	0	(16,400)	1,100	7.2
Transfer From Reserve & Reserve Funds	0	(13,400)	(10,100)	(24.6)	0	0	(10,100)	(3,300)	(24.6)
TOTAL REVENUES	(222,005)	(245,400)	(220,500)	(10.1)	(1,000)	0	(221,500)	(23,900)	(9.7)
NET LEVY REQUIREMENT	1,114,557	1,147,900	1,136,800	(1.0)	2,000	0	1,138,800	(9,100)	(0.8)
STAFFING COMPLEMENT		11.80	11.80		0.00	0.00	11.80	0.00	



**PUBLIC WORKS &
ENVIRONMENTAL SERVICES**

Public Works & Environmental Services



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
Public Works & Environmental Services Admin	292,101	284,200	313,500	10.3	0	0	313,500	29,300	10.3
Support Services	414,362	395,400	428,400	8.3	0	0	428,400	33,000	8.3
Engineering Services	6,706,263	6,250,300	5,907,300	(5.5)	0	0	5,907,300	(343,000)	(5.5)
Fleet Equipment	1,005,799	933,000	656,200	(29.7)	0	0	656,200	(276,800)	(29.7)
Facilities	(433,191)	519,400	528,700	1.8	0	99,500	628,200	108,800	20.9
Roads Operations	14,033,281	15,876,200	16,146,600	1.7	0	(30,900)	16,115,700	239,500	1.5
Waste Management	4,076,680	4,460,000	4,898,500	9.8	0	0	4,898,500	438,500	9.8
Total	26,095,295	28,718,500	28,879,200	0.6	0	68,600	28,947,800	229,300	0.8

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	8,910,607	8,930,800	9,021,400	1.0	0	64,600	9,086,000	155,200	1.7
Materials & Supplies	4,153,364	5,203,300	5,213,800	0.2	0	1,300	5,215,100	11,800	0.2
Services	7,095,154	8,265,500	7,989,800	(3.3)	0	2,700	7,992,500	(273,000)	(3.3)
Transfer Payments/Grants	749,307	884,000	1,200,000	35.7	0	0	1,200,000	316,000	35.7
Interdepartmental Charges	4,399,993	4,772,800	4,945,600	3.6	0	0	4,945,600	172,800	3.6
Transfer To Reserves & Reserve Funds	7,445,350	7,453,100	7,595,000	1.9	0	0	7,595,000	141,900	1.9
Financial	2,694	4,800	5,300	10.4	0	0	5,300	500	10.4
Long Term Debt Charges	506,966	739,800	462,600	(37.5)	0	0	462,600	(277,200)	(37.5)
Capital	1,074,608	943,200	845,000	(10.4)	0	0	845,000	(98,200)	(10.4)
TOTAL EXPENDITURES	34,338,043	37,197,300	37,278,500	0.2	0	68,600	37,347,100	149,800	0.4
REVENUES									
PIL's-Supplementaries-Local Improvements	(4,268)	(4,300)	(4,300)	0.0	0	0	(4,300)	0	0.0
Federal/Provincial Grants	(664,911)	(669,400)	(831,800)	24.3	0	0	(831,800)	162,400	24.3
Municipal Recoveries	(16,304)	(16,300)	0	(100.0)	0	0	0	(16,300)	(100.0)
Financial Charges/Investment Income	(2,330)	(14,000)	(14,000)	0.0	0	0	(14,000)	0	0.0
Fees & Service Charges	(1,237,442)	(1,524,300)	(1,340,800)	(12.0)	0	0	(1,340,800)	(183,500)	(12.0)
Other Revenues	(1,418,206)	(773,600)	(775,000)	0.2	0	0	(775,000)	1,400	0.2
Transfer From Reserve & Reserve Funds	(49,015)	(221,000)	(19,000)	(91.4)	0	0	(19,000)	(202,000)	(91.4)
Interdepartmental Recoveries	(4,850,260)	(5,255,900)	(5,414,400)	3.0	0	0	(5,414,400)	158,500	3.0
TOTAL REVENUES	(8,242,736)	(8,478,800)	(8,399,300)	(0.9)	0	0	(8,399,300)	(79,500)	(0.9)
NET LEVY REQUIREMENT	26,095,307	28,718,500	28,879,200	0.6	0	68,600	28,947,800	229,300	0.8
STAFFING COMPLEMENT		113.95	113.95		0.00	0.50	114.45	0.50	



**Public Works &
Environmental Services Admin**

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Public Works & Environmental Services Admin

DIVISION SUMMARY

Purpose and Description of Function

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

Objectives for the Coming Year

1. Efficient, effective and economical operation of the department.
2. Continue to improve customer service.
3. Continue standardization of services.
4. Continue development of Performance Measures.
5. Develop a departmental Succession Management Plan for non-union staff.
6. Involved with the Program Review

Major Budget Changes

This budget has been increased by \$29,300 or 10.3%, mainly due to the increase in interdepartmental charges (\$26,000) for the video surveillance system approved through the capital budget process for the Delhi Administration Building. Other factors affecting the increase are incremental and economic salary increases as well as increased benefit rates for salaries and benefits of \$5,300. This is offset slightly by an increase in interdepartmental recoveries for PW & ES admin charges (\$2,000).

Performance Measures

Not applicable.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Public Works & Environmental Services Admin

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	250,522	238,600	243,900	2.2	0	0	243,900	5,300	2.2
Materials & Supplies	1,486	1,800	1,800	0.0	0	0	1,800	0	0.0
Services	7,923	10,300	10,300	0.0	0	0	10,300	0	0.0
Interdepartmental Charges	91,170	91,500	117,500	28.4	0	0	117,500	26,000	28.4
Capital	0	1,000	1,000	0.0	0	0	1,000	0	0.0
TOTAL EXPENDITURES	351,101	343,200	374,500	9.1	0	0	374,500	31,300	9.1
REVENUES									
Interdepartmental Recoveries	(59,000)	(59,000)	(61,000)	3.4	0	0	(61,000)	2,000	3.4
TOTAL REVENUES	(59,000)	(59,000)	(61,000)	3.4	0	0	(61,000)	2,000	3.4
NET LEVY REQUIREMENT	292,101	284,200	313,500	10.3	0	0	313,500	29,300	10.3
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	



Support Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Support Services

DIVISION SUMMARY

Purpose and Description of Function

To provide efficient coordination of accounting, payroll input, secretarial and administrative support to all divisions of the department.
To provide a wide range of customer services to ratepayers as a customer service centre.

Objectives for the Coming Year

1. Review the level of administrative support for the department - due to increased demand.
2. Conduct water and wastewater account audit.
3. Assist in the implementation, coordination and training on the Worktech upgrades.

Major Budget Changes

This budget has increased by \$33,000 or 8.3%. The main contributors to this increase are incremental and economic salary increases and increased benefit rates (\$14,200), as well as a reduction in interdepartmental recoveries for Support Services charges (\$12,700) due to a decreased allocation of support staff charged to the Water & Wastewater division. Another contributor is the one time capital requirement (\$4,300) referred to in section 5.

These increases are slightly offset by a reduction in Services (\$700).

Performance Measures

Performance Measures	2011 Results	2012 Interim Results
Process 80% of all accounts payable within 30 days of receipt	97%	97.5%
Respond to 95% of inquiries within 24 hours	98%	98%
Respond to 90% of all telephone calls by the third ring	89%	83%

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Support Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	633,657	608,500	622,700	2.3	0	0	622,700	14,200	2.3
Materials & Supplies	15,884	15,800	16,300	3.2	0	0	16,300	500	3.2
Services	36,108	39,700	39,000	(1.8)	0	0	39,000	(700)	(1.8)
Interdepartmental Charges	48,532	48,600	50,600	4.1	0	0	50,600	2,000	4.1
Financial	686	800	800	0.0	0	0	800	0	0.0
Capital	0	0	4,300	100.0	0	0	4,300	4,300	100.0
TOTAL EXPENDITURES	734,867	713,400	733,700	2.8	0	0	733,700	20,300	2.8
REVENUES									
Other Revenues	(2,604)	(100)	(100)	0.0	0	0	(100)	0	0.0
Interdepartmental Recoveries	(317,900)	(317,900)	(305,200)	(4.0)	0	0	(305,200)	(12,700)	(4.0)
TOTAL REVENUES	(320,504)	(318,000)	(305,300)	(4.0)	0	0	(305,300)	(12,700)	(4.0)
NET LEVY REQUIREMENT	414,363	395,400	428,400	8.3	0	0	428,400	33,000	8.3
STAFFING COMPLEMENT		10.00	10.00		0.00	0.00	10.00	0.00	



Fleet Equipment

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fleet Equipment

DIVISION SUMMARY

Purpose and Description of Function

- To provide and maintain 317 vehicles, equipment and radio communication system to the County departments for use in their operations.
- To source and provide materials and supplies, as economically as possible, for use within the Fleet and Facilities division as well as other departments and divisions.
- To act as a central shipping and receiving depot.
- To coordinate all County signage for the Roads division, County vehicles, facilities and properties and supply through the operation of the sign shop.

Objectives for the Coming Year

1. Continuation of the Fleet Rationalization Committee to include development and implementation of recommendations.
2. Continue to develop fuel conservation programs. Implementation of fuel management and dispensing system.
3. To comply with new Provincial criteria for annual inspections of vehicles.
4. To continue vehicle replacement program.
5. To continue to analyze rental rates, replacement schedules and efficient use of equipment.
6. To update detailed vehicle information database.
7. To continue fuel reduction strategies
8. To implement an idling protocol policy.

Major Budget Changes

This budget has been reduced by \$276,800 or 29.7%, mainly due to reductions in Capital requirements (\$99,000) for 2013 referred to in section 5 and in Materials & Supplies (\$91,400). The reduction to Materials and Supplies is mainly due to reduced costs for motor fuel (\$107,000) based on a three year average. Another major reduction is for Services (\$51,500) and more specifically a decrease in M/R services-vehicles (\$46,000) due to the removal of the repairs done in 2012 of four sterling truck frames. Other Revenues increased (\$20,500) more specifically Auction Proceeds (\$25,000) was reduced to zero which reduced the budget as well.

These reductions are offset by a major decrease in Interdepartmental Recoveries (\$110,300) due to increases in rental rates charged to other departments.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fleet Equipment

DIVISION SUMMARY

Performance Measures	2011 Results	2012 Interim Results
To maintain a 100% picture inventory of the County fleet and the Fire and EMS fleet and insert into Munisoft Works Manager.	100% complete	50% to date for 2012
To prepare and update physical assessments of all vehicles and and equipment. This information will be used to prepare the ten-year capital budget.	100% complete	100% to date for 2012.
To complete 90% of 911 property signs by the end of the next business day and to complete 911 intersection signs within one week of the request.	~101 - 911 property signs have been made and 99% met time lines. ~74 work orders for 911 intersection signs, all completed within 1 week of issue.	~100 - 911 property signs have been made and 99% met time lines. ~ 56 work orders for 911 intersection signs - all completed within 1 week of issue.
To complete a pilot project on reducing vehicle idling.	50% completed.	50% completed

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Fleet Equipment

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,141,857	1,132,100	1,145,000	1.1	0	0	1,145,000	12,900	1.1
Materials & Supplies	1,446,225	1,677,800	1,586,400	(5.4)	0	0	1,586,400	(91,400)	(5.4)
Services	325,840	401,300	349,800	(12.8)	0	0	349,800	(51,500)	(12.8)
Interdepartmental Charges	286,524	302,900	317,800	4.9	0	0	317,800	14,900	4.9
Transfer To Reserves & Reserve Funds	1,356,800	1,356,800	1,383,900	2.0	0	0	1,383,900	27,100	2.0
Long Term Debt Charges	0	35,600	35,600	0.0	0	0	35,600	0	0.0
Capital	157,865	161,900	62,900	(61.1)	0	0	62,900	(99,000)	(61.1)
TOTAL EXPENDITURES	4,715,111	5,068,400	4,881,400	(3.7)	0	0	4,881,400	(187,000)	(3.7)
REVENUES									
Fees & Service Charges	(18,843)	(19,100)	(19,100)	0.0	0	0	(19,100)	0	0.0
Other Revenues	(82,858)	(102,400)	(81,900)	(20.0)	0	0	(81,900)	(20,500)	(20.0)
Interdepartmental Recoveries	(3,607,610)	(4,013,900)	(4,124,200)	2.7	0	0	(4,124,200)	110,300	2.7
TOTAL REVENUES	(3,709,311)	(4,135,400)	(4,225,200)	2.2	0	0	(4,225,200)	89,800	2.2
NET LEVY REQUIREMENT	1,005,800	933,000	656,200	(29.7)	0	0	656,200	(276,800)	(29.7)
STAFFING COMPLEMENT		13.50	13.50		0.00	0.00	13.50	0.00	



Facilities

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

Purpose and Description of Function

- To assess capital equipment and facilities to ensure structural and mechanical integrity in order to maintain the value of County assets.
- To prepare life cycle plans and capital budget forecasts for facilities.
- To prepare and coordinate tenders for services, construction and equipment.
- To provide project management for capital projects.
- To maintain, repair and replace the 706 pieces of Heating, Ventilation and Air Conditioning (HVAC) equipment in all County facilities
- To coordinate an energy management program

Objectives for the Coming Year

1. To develop a corporate energy management plan.
2. To develop a utility consumption report based on the energy software, EEMS.
3. To provide project management and support for upcoming projects.
4. To consolidate Building Condition Assessments into one database.
5. To continue preventative maintenance on HVAC equipment.
6. To continue the Facilities Service Desk and further refine service objectives.
7. To identify a facility to satisfy the County's office space deficiencies.
8. To continue to coordinate the Implementation of the Master Accommodation Plan (IMAP) committee.
9. To continue to implement security plan based on the recommendations of the security audit completed in 2009.

Major Budget Changes

This budget is increasing by \$108,800 or 20.9%, mainly from increases for salaries and benefits of \$104,500. This is due in part from increases for job evaluation, economic salary increases and increased benefit rates but mostly from the Energy Coordinator New Budget Initiative for \$95,500, included for Council's consideration. An offset reduction of (\$30,900) for salaries and benefits and associated reduction of .5 FTE for this initiative is included in the Roads Operations portion of this document. Other major increases to this budget include Long Term Debt Charges (\$53,300) for the Proposed Port Dover Medical Centre (\$37,100) as well as the Proposed Fire Separation on the Southside of CAB (\$16,100). Additionally, a net increase in capital requirements (\$34,500) for 2013 referred to in section 5.

These increases are offset by the reduction in Services (\$22,600), more specifically maintenance & repairs services (\$42,500) for the removal of exterior painting and masonry work (\$35,000), as well as the recaulking of the atrium skylight (\$12,000). Other reductions include increased Fees & Service Charges (\$39,000) for the Port Dover Medical Centre rental fees and Interdepartmental Recoveries (\$30,200) for office space rental charges.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

Performance Measures	2011 Results	2012 Results
Complete 50% of all facility preventative maintenance tasks generated through Worktech	Completed 302 of 581 - 52% Final results not available at time of packaging	Not available at time of packaging
To produce a detailed EEMS report for 20 facilities identifying project results for energy consumption	25% Final results not available at time of packaging	Not available at time of packaging

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	355,088	381,400	390,400	2.4	0	95,500	485,900	104,500	27.4
Materials & Supplies	199,754	238,000	232,800	(2.2)	0	1,300	234,100	(3,900)	(1.6)
Services	234,578	254,800	229,500	(9.9)	0	2,700	232,200	(22,600)	(8.9)
Interdepartmental Charges	183,860	198,200	203,800	2.8	0	0	203,800	5,600	2.8
Financial	0	0	1,500	100.0	0	0	1,500	1,500	100.0
Long Term Debt Charges	18,632	22,400	75,700	237.9	0	0	75,700	53,300	237.9
Capital	167,540	175,500	210,000	19.7	0	0	210,000	34,500	19.7
TOTAL EXPENDITURES	1,159,452	1,270,300	1,343,700	5.8	0	99,500	1,443,200	172,900	13.6
REVENUES									
Federal/Provincial Grants	(830)	(5,400)	(300)	(94.4)	0	0	(300)	(5,100)	(94.4)
Fees & Service Charges	(10,721)	(9,600)	(48,600)	406.3	0	0	(48,600)	39,000	406.3
Other Revenues	(844,539)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(736,550)	(735,900)	(766,100)	4.1	0	0	(766,100)	30,200	4.1
TOTAL REVENUES	(1,592,640)	(750,900)	(815,000)	8.5	0	0	(815,000)	64,100	8.5
NET LEVY REQUIREMENT	(433,188)	519,400	528,700	1.8	0	99,500	628,200	108,800	20.9
STAFFING COMPLEMENT		4.19	4.19		0.00	1.00	5.19	1.00	



Engineering Services

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

Purpose and Description of Function

Engineering

- To provide technical support for the development of subdivisions.
- Capital infrastructure improvements to water & wastewater and road systems.
- To manage and/or administer the 10 Year Capital Roads, Water and Wastewater budget.
- To administer and inspect servicing for subdivisions, development and site plan agreements.

Municipal Drainage

To assist property owners in resolving drainage issues/disputes in an effective and cost efficient manner through the use of the Drainage Act Legislation. To provide an effective and cost efficient maintenance program for municipal drains, including the County's five-year maintenance program for open ditch municipal drains. This maintenance work fulfills the County's obligations and liabilities under the Drainage Act.

Objectives for the Coming Year

Engineering

Mechanic St. (Main to Robinson Rd.) Reconstruction - Waterford

Shadow Lake Lane (Mechanic St. south) watermain - Waterford

Factory Alley (Mechanic St.) watermain - Waterford

St. James St. (Thompson to Alice) Reconstruction - Waterford

Greenock St. (St. George to Regent) Reconstruction - Port Dover

St. George St. (Nelson to Greenock) Reconstruction - Port Dover

Highway 6 (Lift Bridge to Don Jon) forcemain / watermain - Port Dover

Jewitt McDowell Drain - Simcoe

Construction of the Courtland Watermain Tower - Courtland

Delhi WWTF Upgrades Construction - Delhi

Decommissioning of the Lagoons at the Port Rowan WPCP - Port Rowan

Sewage Pumping Stations Electrical Upgrades - Ph 4 - Norfolk

Completion of Delhi Well No. 3 Class EA - Delhi

Completion of Class EA for New Simcoe Water Source - Simcoe

Construction of New Water Booster Station - St. Williams

Turkey Point Rd. (Hwy 24 to Cedar St.) Resurfacing

Norfolk County Road 21 (Hwy 59 to Road 23) Resurfacing

Main St. (First to Imperial) Reconstruction - Delhi (Contribution to Development)

Port Rowan Alleyway - Watermain Installation - Port Rowan

Replacement of Big Creek Bridge - Concession A

Rehabilitation of the Norfolk Street Bridge - Simcoe

Replacement of the Tulpin Culver - Lakeshore Road

Completion of Sidewalk Installation and Replacement Program - Norfolk

Engineering to begin for Biosolids Storage and Treatment - Simcoe

Simcoe WPCP Upgrades, Phase 3 (Electrical and Clarifiers) - Simcoe

Port Dover WWTF Upgrades EA Study - Port Dover

Construction of the Waterford WWTF - Waterford

New well and Interconnection - Delhi

Completion of Class EA for New Port Rowan Water Source - Port Rowan

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

Municipal Drainage

- To complete the outstanding drainage reports in respect to the construction of new drains or the alteration of existing municipal drains.
- To maintain consistency in the delivery of the maintenance program throughout the County.

Major Budget Changes

This budget has been reduced by \$343,000 or 5.5%, mainly due to the reduction in long term debt charges (\$340,500) from the expiration of debt and interest charges for previous Roadway Construction issued debt. Another major contributor is due to the overall decrease in capital requirements (\$130,000) for 2013 referred to in section 5. In addition, operating and maintenance and repair supplies have been reduced by \$28,100 based on prior year's actual history.

These reductions are offset by an increase to the transfer to reserves and reserve funds (\$81,100) based on the annual 2% increase in order to meet capital requirements, and interdepartmental charges (\$49,500) primarily as a result of an increase in allocation of support services provided to Municipal Drainage Services. In addition, another offset to the budget was due to a reduction to recoveries (\$38,300) for estimated maintenance assessments to landowners.

Performance Measures	2011 Results	2012 Interim Results
Completion of approved capital projects	95% started or completed	95% Road projects started or completed 83% Wastewater projects started or completed 50% Water projects started or completed

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,194,567	1,135,300	1,136,800	0.1	0	0	1,136,800	1,500	0.1
Materials & Supplies	97,290	132,900	104,800	(21.1)	0	0	104,800	(28,100)	(21.1)
Services	491,012	433,300	434,600	0.3	0	0	434,600	1,300	0.3
Interdepartmental Charges	344,174	355,800	405,300	13.9	0	0	405,300	49,500	13.9
Transfer To Reserves & Reserve Funds	4,056,100	4,056,100	4,137,200	2.0	0	0	4,137,200	81,100	2.0
Long Term Debt Charges	377,955	453,700	113,200	(75.0)	0	0	113,200	(340,500)	(75.0)
Capital	665,202	508,300	378,300	(25.6)	0	0	378,300	(130,000)	(25.6)
TOTAL EXPENDITURES	7,226,300	7,075,400	6,710,200	(5.2)	0	0	6,710,200	(365,200)	(5.2)
REVENUES									
Federal/Provincial Grants	(112,896)	(118,500)	(118,100)	(0.3)	0	0	(118,100)	(400)	(0.3)
Fees & Service Charges	(86,748)	(114,000)	(108,000)	(5.3)	0	0	(108,000)	(6,000)	(5.3)
Other Revenues	(284,593)	(539,300)	(501,000)	(7.1)	0	0	(501,000)	(38,300)	(7.1)
Transfer From Reserve & Reserve Funds	(3,500)	(21,000)	(19,000)	(9.5)	0	0	(19,000)	(2,000)	(9.5)
Interdepartmental Recoveries	(32,300)	(32,300)	(56,800)	75.9	0	0	(56,800)	24,500	75.9
TOTAL REVENUES	(520,037)	(825,100)	(802,900)	(2.7)	0	0	(802,900)	(22,200)	(2.7)
NET LEVY REQUIREMENT	6,706,263	6,250,300	5,907,300	(5.5)	0	0	5,907,300	(343,000)	(5.5)
STAFFING COMPLEMENT		13.75	13.75		0.00	0.00	13.75	0.00	



Roads Operations

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

Purpose and Description of Function

To manage all roadway operations and maintenance activities for the 2,100 kilometers of road system and 244 bridges and structures which serve all travelling public in and throughout Norfolk County. Our corridor maintenance and operations functions are delivered via three (3) service areas: West, Central and East. The Roads Division responsibilities include:

- Road Maintenance including: minor paving, road patching, slurry seal and padding, sweeping and surface treatment (following minimum maintenance standards).
- Roadside Maintenance including: sidewalks, trip hazards, grass cutting, tree maintenance (critical tree removal and pruning), ditching, storm sewers and catch basins.
- Winter Control Program including: snow plowing, snow removal, sanding, salting, staff training, anti-icing and weather forecasting (following minimum maintenance standards).
- Safety Devices including: line painting, regulatory and street name signage, guardrails, traffic signals and street lighting.
- Municipal parking lots.
- Festivals.

Objectives for the Coming Year

1. Integration and expansion of new winter control technologies including the use of on-board liquids and pre-treated de-icing materials and anti-ice application.
2. Amendments to the Norfolk County Road Salt Management Plan.
3. Continuation of Roads Facility upgrades and enhancements resulting from transitional consolidations.
4. Reduction of gravel road inventory through hard surfacing upgrades.
5. Investigate new surface treatment technologies in urban and rural areas.
6. Ongoing staff training and development.
7. Enhance skills training for all levels of the workforce for continuous improvement.
8. Comply with MTO legislation 4/93 of the HTA for the hours of work.
9. Develop a long term plan to implement computerized control in winter control plows including GPS units.
10. Work with Community Services on the tree assessment program to remove all trees from the roadside that are classified critical.
11. Apply bonded wearing surface application to Concession 14, Simcoe.
12. Five kilometers of gravel hard topped in 2013.
13. Apply Midland paver laid millings on Jackson Side Road.
14. Work with new Street Light Contractor, Trans Test, ensuring all center and maintenance contract is successful in 2013.
15. Addition of Friday night patrols to meet MMS standards.
16. Continue to work closely with the organizers of the many events to ensure events go smoothly.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

17. Ongoing general repair and maintenance of Roads Buildings, including new shingle roof on Langton Salt Dome and new roof on Villa Nova Works Yard's shop.

Major Budget Changes

This budget is increasing by \$239,500 or 1.5%, mainly due to the increase in Materials & Supplies (\$145,100) for the increase in level of service and hot mix tonnage required (\$33,500) and the reinstatement of \$100,000 for Winter Control supplies removed from last year's budget. Other major increases to this budget include Services (\$83,400) in particular Contracted Services (\$81,100) of which \$50,000 as above is from the reinstatement of Winter Control removed from last year's budget, and increased line painting (\$25,400) to better reflect the three year average due to extras in the rural line painting program. Interdepartmental Charges also increased (\$70,700) for the increase in fleet equipment rental charges.

These increases are offset by a reduction in capital requirement (\$69,000) outlined in Section 5, and an increase in Other Revenues (\$60,500) which specifically is an increase in Recoveries for the work done for Bayham Township surface treatment. Another offset is the reduction in salaries and benefits of \$30,900 for the reduction to Roads Division staff required to implement the Energy Coordinator New Budget Initiative in the Facilities division.

Performance Measure	2011 Results	2012 Interim Results
Respond to 90% of service requests from residents within 24 hours	92% of requests responded to within 24 hours during the week	N/A

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,024,954	5,157,300	5,201,400	0.9	0	(30,900)	5,170,500	13,200	0.3
Materials & Supplies	2,355,058	3,066,400	3,211,500	4.7	0	0	3,211,500	145,100	4.7
Services	2,013,974	2,608,800	2,692,200	3.2	0	0	2,692,200	83,400	3.2
Interdepartmental Charges	3,169,410	3,505,100	3,575,800	2.0	0	0	3,575,800	70,700	2.0
Transfer To Reserves & Reserve Funds	1,673,350	1,681,100	1,714,800	2.0	0	0	1,714,800	33,700	2.0
Long Term Debt Charges	24,162	29,000	40,100	38.3	0	0	40,100	11,100	38.3
Capital	84,000	84,000	15,000	(82.1)	0	0	15,000	(69,000)	(82.1)
TOTAL EXPENDITURES	14,344,908	16,131,700	16,450,800	2.0	0	(30,900)	16,419,900	288,200	1.8
REVENUES									
Federal/Provincial Grants	0	(2,600)	(1,700)	(34.6)	0	0	(1,700)	(900)	(34.6)
Financial Charges/Investment Income	(2,330)	(14,000)	(14,000)	0.0	0	0	(14,000)	0	0.0
Fees & Service Charges	(94,799)	(108,600)	(97,700)	(10.0)	0	0	(97,700)	(10,900)	(10.0)
Other Revenues	(202,316)	(130,300)	(190,800)	46.4	0	0	(190,800)	60,500	46.4
Transfer From Reserve & Reserve Funds	(12,185)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(311,630)	(255,500)	(304,200)	19.1	0	0	(304,200)	48,700	19.1
NET LEVY REQUIREMENT	14,033,278	15,876,200	16,146,600	1.7	0	(30,900)	16,115,700	239,500	1.5
STAFFING COMPLEMENT		66.46	66.46		0.00	(0.50)	65.96	(0.50)	



Waste Management

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Waste Management

DIVISION SUMMARY

Purpose and Description of Function

- The efficient, effective and environmental administration of the County's Waste Management System including the Simcoe and South Walsingham transfer stations, Material Recovery Facility, five inactive landfill sites, staff and contracted services for non-hazardous waste haulage, garbage and recyclable collection, leaf and yard waste, bulky item, Municipal Hazardous and Special Waste and other diversion programs including home composting Christmas Tree Recycling.
- To collaborate with Haldimand County staff for the management and operation of the jointly owned Tom Howe Landfill Site (anticipated closure in 2015) and the future of the Canborough Landfill Site.
- To oversee the implementation and recommendations of the Solid Waste Management Master Plan.
- To watch the progress of fuel from waste opportunities and apply the Energy From Waste Business Plan when applicable.
- To manage a comprehensive Waste Reduction Program to reduce the County's dependency on landfill and meet the Provincial 3 R's regulations.

Objectives for the Coming Year

1. Establish formal agreement with Haldimand County with respect to the governance, management and operations of the Tom Howe Landfill Site and future of the Canborough Landfill Site as a contingency if other alternatives do not materialize.
2. In conjunction with Haldimand County, complete the divestiture of the co-ownership of the Material Recovery Facility in Simcoe.
3. Continue to carry out all existing waste management and waste diversion programs.
4. Continue to implement the recommendations of the Solid Waste Management Master Plan approved in April 2009.
5. Continue Fuel to Waste initiatives including Waste Audits, Request for Qualifications and Request for Proposals for alternatives to landfilling of waste.
6. Begin to prepare the transfer station sites for the impacts of the closure of the Tom Howe Landfill site.
7. Continue monitoring the five closed landfill sites.
8. Implement the three bag limit as recommended by the Solid Waste Management Master Plan approved in 2009.
9. Continue to increase public participation in the biodegradable paper bag Leaf and Yard Waste Program and Christmas Recycling Tree Program to maximize the diversion from landfilling.
10. Review the curbside collection portion of the Bulky Item Program.
11. Conduct Municipal Hazardous and Special Waste events at four sites and implement the Municipal Hazardous and Special Waste Joint Responsibility agreement with Waste Diversion Ontario (WDO).
12. Continue to promote the Two Stream Recycling Program and Best Practices to maximize extended producer responsibility funding.
13. Continue to promote home composting through provision of subsidized composters.

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Waste Management

DIVISION SUMMARY

Major Budget Changes

This budget is increasing by \$438,500 or 9.8%, mainly due to the increase in Transfer Payments/Grants (\$316,000) based on an estimated transfer to Haldimand for Norfolk's share of Tom Howe and future Canborough Operations. There are also reductions to Fees & Service Charges (\$205,600) for the Sale of Recyclables based on prior years actuals and anticipated market rates. Plus, the capital requirements for 2013 are increasing by \$161,000 which is outlined in section 5. The Transfer From Reserve & Reserve Funds is also reduced (\$200,000) from the Contingency Reserve due to the absence of the Bulky Item Program pickup in 2013.

These increases are offset by a net reduction in Services (\$282,900), more specifically contracted services (\$306,800) for the absence of the Bulky Item Program pickup in 2013 (\$206,000) and the exclusion of PST in 2013 for garbage collection (\$74,600). There is also an increase in Federal/Provincial Grants (\$168,800) for the WDO Grant which also offsets the estimated proposed increase.

Performance Measures

Performance Measures	2011 Results	2012 Projected Results
Reduce amount of household waste collected through the municipal regular curbside waste collection program by 2%.	2011 - approx. 0.487 MT/hsehd Annual Reduction - 2.4% 2010 - approx. 0.499 MT/household Annual Reduction-14.65% MT/household (2010, no curbside bulky pickup) 2009 - approx. 0.584 MT/household (Bulky pickup year)	Approx. 0.256 MT/household (6 months) Projected 2012 annual result approx. 0.513 MT/household Projected annual reduction in waste generation = 5.3% MT/household increase due to Furniture & Appliance Program)

PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET

Waste Management

DIVISION SUMMARY

	2012 Forecasted Actuals	2012 APPROVED BUDGET	2013 Adjusted Budget	2013 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2013 PROPOSED BUDGET	2013 Budget \$ Incr/(Decr)	2013 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	309,956	277,600	281,200	1.3	0	0	281,200	3,600	1.3
Materials & Supplies	37,668	70,600	60,200	(14.7)	0	0	60,200	(10,400)	(14.7)
Services	3,985,716	4,517,300	4,234,400	(6.3)	0	0	4,234,400	(282,900)	(6.3)
Transfer Payments/Grants	749,307	884,000	1,200,000	35.7	0	0	1,200,000	316,000	35.7
Interdepartmental Charges	276,324	270,700	274,800	1.5	0	0	274,800	4,100	1.5
Transfer To Reserves & Reserve Funds	359,100	359,100	359,100	0.0	0	0	359,100	0	0.0
Financial	2,008	4,000	3,000	(25.0)	0	0	3,000	(1,000)	(25.0)
Long Term Debt Charges	86,217	199,100	198,000	(0.6)	0	0	198,000	(1,100)	(0.6)
Capital	0	12,500	173,500	1,288.0	0	0	173,500	161,000	1,288.0
TOTAL EXPENDITURES	5,806,296	6,594,900	6,784,200	2.9	0	0	6,784,200	189,300	2.9
REVENUES									
PIL's-Supplementaries-Local Improvements	(4,268)	(4,300)	(4,300)	0.0	0	0	(4,300)	0	0.0
Federal/Provincial Grants	(551,185)	(542,900)	(711,700)	31.1	0	0	(711,700)	168,800	31.1
Municipal Recoveries	(16,304)	(16,300)	0	(100.0)	0	0	0	(16,300)	(100.0)
Fees & Service Charges	(1,026,331)	(1,273,000)	(1,067,400)	(16.2)	0	0	(1,067,400)	(205,600)	(16.2)
Other Revenues	(1,297)	(1,500)	(1,200)	(20.0)	0	0	(1,200)	(300)	(20.0)
Transfer From Reserve & Reserve Funds	(33,330)	(200,000)	0	(100.0)	0	0	0	(200,000)	(100.0)
Interdepartmental Recoveries	(96,900)	(96,900)	(101,100)	4.3	0	0	(101,100)	4,200	4.3
TOTAL REVENUES	(1,729,615)	(2,134,900)	(1,885,700)	(11.7)	0	0	(1,885,700)	(249,200)	(11.7)
NET LEVY REQUIREMENT	4,076,681	4,460,000	4,898,500	9.8	0	0	4,898,500	438,500	9.8
STAFFING COMPLEMENT		4.05	4.05		0.00	0.00	4.05	0.00	



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
EMPLOYEE, BUSINESS & FINANCIAL SERVICES		
FINANCIAL SERVICES SUMMARY		
Treasury & Financial Services		
Square Table (General Manager)	300	New
End Table (General Manager)	300	New
Five Drawer Lateral File (Budget Analyst)	725	Replacement
Table for Budget Area	750	New
Mobile Pedestal - File cabinet (Revenue Opportunities Officer)	425	New
Three Bookcases with Doors (Tax Collector/Mgr. Revenue & Taxation - 2, Budget Office - 1)	925	New
Sonic Arm Chair - 2 (Budgets)	275	New
Binding Machine (Finance - General Office)	900	New
Screen/Partitions	1,000	New
Other	400	New
Total FINANCIAL SERVICES SUMMARY	6,000	
EMPLOYEE & BUSINESS SERVICES SUMMARY		
Corporate Support Services		
Set up Op Cap for ongoing replacement of office equipment.	3,000	Replacement
Line-item total	3,000	
Information Systems Services		
Tablets for 4 Information Systems Staff	3,000	New
Remote Access Firewall for Access to GIS and Intranet from home	3,000	Replacement
Digital Signage Appliance for signage in admin buildings and arenas	2,000	New
Line-item total	8,000	
Total EMPLOYEE & BUSINESS SERVICES SUMMARY	11,000	
Total EMPLOYEE, BUSINESS & FINANCIAL SERVICES	17,000	
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY		
Public Works & Environmental Services Admin		
Public Works & E.S. Admin.		
Sturdy Shelving - Basement shelving for records management	1,000	New
Total Public Works & Environmental Services Admin	1,000	
Support Services		
Support Services		
Work Tech Workflow Extender - will allow event notification, work order triggers, resource plans.	4,300	New
Total Support Services	4,300	



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Engineering Services		
Engineering Services		
Land Acquisition - dependant on Development Applications for the year.	20,000	New
Total Engineering Services	20,000	
Fleet Equipment		
Fleet Equipment Pool		
Software upgrades and updates for various diagnostic programs	2,500	Replacement
Replace trailer T592 with 16 ft. - 5ton	7,500	Replacement
Blower to be used with Kubota 3680's	4,200	Replacement
Unnamed replacements of attachments	2,500	Replacement
Portable lifting crane for shop floor	1,800	Replacement
Mast Type Jib Crane with Electric Chain Hoist	4,400	Replacement
Line-item total	22,900	
Norfolk County Garage		
Video Surveillance	5,500	New
Line-item total	5,500	
Radio System		
5 Replacement two-way radios @ \$500 each	2,500	Replacement
Line-item total	2,500	
Total Fleet Equipment	30,900	
Facilities		
Facilities Administration		
Portable work platform ladder/lift	3,500	New
Line-item total	3,500	
Energy Conservation Measures		
Ligthing retrofit	90,000	Replacement
Line-item total	90,000	
Building Security		
Access control- phase 4	65,000	New
Line-item total	65,000	
Administration Buildings		
Simcoe Square		
Window Coverings for Council Chambers (east wall)	10,000	New
Line-item total	10,000	



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
HR Admin Building		
Replace flooring in arts centre office	3,000	Replacement
Line-item total	3,000	
Delhi Admin Building		
Replace basement door from scout area	3,000	Replacement
Replace window coverings (2nd floor)	1,500	Replacement
Line-item total	4,500	
Hwy #24 South Facility		
Replace 3 overhead doors	4,000	Replacement
Line-item total	4,000	
Total Facilities	180,000	
Waste Management		
Waste Reduction Program		
Guide Rails for Weigh Scale - Material Recycling Facility	2,000	Replacement
Line-item total	2,000	
Transfer Stations		
Site Improvements - Signage, Safety Chain System, etc - South Walshingham Site	2,000	Replacement
Site Improvements - Signage, safety chains, barriers etc - Simcoe Transfer Site	2,000	Replacement
Bunker Wall Rebuild - Simcoe Transfer Site	4,500	Replacement
Gates & Signage - Perpetual Site	1,000	Replacement
Line-item total	9,500	
Total Waste Management	11,500	
Total PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY		247,700
HEALTH & SOCIAL SERVICES SUMMARY		
Port Rowan Medical Centre		
Port Rowan Medical Centre		
Security system in doctor and dental office	3,400	New
Total Port Rowan Medical Centre	3,400	
Social Services		
Social Services Administration		
Ongoing yearly replacement of 4 work stations @ approx. \$1,200 each	4,800	Replacement
Decking and rails for shelving system	5,000	New
Additional shelving for expansion - 2 units @ \$ 2,500 each	5,000	New
Preparation of room	5,000	New
Line-item total	19,800	
Child Care		



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Replacement of 3 desks @ \$ 1,500 each	4,500	Replacement
Line-item total	4,500	
Total Social Services	24,300	
Norview Lodge		
Nutritional Services		
Food Prep Blender (1) - (replacement of 3 year old machine) - \$1,000. Robot Coupe Food Processor (1) - (replacement of 5+ year old machine) - \$3,300.	5,000	Replacement
Line-item total	5,000	
Nursing Services		
Pagers (6) - replacement - current pagers are 4 - 6 years old. Pagers are used 24 hours per day 7 days per week.	5,000	Replacement
Line-item total	5,000	
Housekeeping Services		
Mattresses (10) - ongoing Replacement program. \$300 each	3,000	Replacement
Furniture - Resident Lounge & Comfort Chair Replacement program - chairs and sofas replacement is related to age and furniture replacement is related to condition of 8+ years old. \$10,000 total cost.	10,000	Replacement
Line-item total	13,000	
Total Norview Lodge	23,000	
Total HEALTH & SOCIAL SERVICES SUMMARY	50,700	
COMMUNITY SERVICES SUMMARY		
Community Services Administration		
95 Culver St Admin Building		
Ceiling Tile Replacement - to continue project started in 2010 - project was removed from the budget in 2011 & 2012	5,000	Replacement
Total Community Services Administration	5,000	
Parks & Facilities		
Parks & Facilities Administration		
Annual Resurfacing Program - Parking areas - various roadways and parking lots	25,000	Replacement
Annual Resurfacing Program - Sports Fields - includes baseball fields, tennis courts, running tracks, multi purpose pads, and skate parks - WinDel Park - renovate newly irrigated sports fields (\$15,000)	25,000	Replacement
Annual Keyless Equipment replacement Program - weed eaters, attachments, push mowers, ice edgers, utility trailers, commercial dehumidifiers, vacuum cleaners, portable generators, utility pumps and various power tools	15,000	Replacement
Fire & Life Safety Facilities Upgrades (C710.0002) - upgrades/replacements to ensure all facilities in CSD meet fire code	50,000	Replacement
Line-item total	115,000	



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Arenas		
Langton Arena		
Replace Concession Area Flooring - replace asbestos tiles with new VCT vinyl flooring	3,500	Replacement
Conduct Engineered Structural Report - Legislated requirement to be completed every 5 years in arenas	7,000	New
Line-item total	10,500	
Port Dover Arena		
Conduct Engineered Structural Report - Legislated requirement to be completed every 5 years in arenas	7,000	New
Line-item total	7,000	
Simcoe Rec Centre		
Replace Rubber Flooring in Players Bench Areas & Penalty Box	3,000	Replacement
Replace Garbage Receptacles (5) & Picnic Tables (5) - used by patrons at arena, hall, and pool)	7,000	Replacement
Line-item total	10,000	
Waterford Arena		
Replace Downspouts and Improve Facility Drainage	7,000	Replacement
Line-item total	7,000	
Halls & Community Centres		
St. Williams Hall		
Replace Urinals (4)	3,500	Replacement
Line-item total	3,500	
Vittoria Town Hall		
Replace/Upgrade Water System Components	3,000	Replacement
Line-item total	3,000	
Vittoria Community Centre		
Replace/Upgrade Water System Components	2,000	Replacement
Line-item total	2,000	
Courtland Community Centre		
Table & Chair Replacement - Replace 35 - 8' tables; 300 chairs	8,000	Replacement
Line-item total	8,000	
Parks		
Delhi Parks and Area		
Replace 12' High Backstop at Delcrest Park	5,000	Replacement
Line-item total	5,000	
Waterford Parks and Area		
Replacements/Improvements to Parks Shop - replace exterior garage door, replace insulation & replace shelving	12,000	Replacement
Line-item total	12,000	
Port Dover Parks and Area		



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Replace front mount blade for Kubota Tractor	3,500	Replacement
Line-item total	3,500	
Total Parks & Facilities	186,500	
Recreation		
Pools		
Delhi Pool		
Apply Protective Stain to Pool Fence	3,000	Replacement
Replace Pool Filters - Delhi Pool - replace remaining 7 of 27 filters (20 replaced in 2012)	3,000	Replacement
Line-item total	6,000	
Simcoe Pool		
Apply Window Tint to Windows in Main Lobby of Pool Area - Madico Bronze Tint-10 panels 39"x115"	2,500	New
Purchase replacement diving board	6,000	Replacement
Line-item total	8,500	
Total Recreation	14,500	
Fire & Rescue Services		
Fire & Rescue Services Administration		
Annual Pager Replacement Program - replace approximately 15% of 250 pages annually	15,000	Replacement
Annual Portable Radio Replacement Program - replace approximately 10% of 190 portable radios, chargers, microphones, wireless headsets and miscellaneous hardware - reduced from regular annual submission (\$16,000) in 2011 (\$5000 approved in 2012)	5,000	Replacement
Annual Office Equipment Replacement Program - including fax/copier machines, chairs, cabinets, desks, etc at Headquarters and 11 fire stations	1,000	Replacement
Certified Water Shuttle Testing - County-wide	6,000	New
Line-item total	27,000	
SCBA Bottles and Packs		
Annual Replacement - Respiratory Equipment (SCBA) - equipment including air packs, face pieces, man-down alarms, and air bottles for headquarters, as well as, 11 fire districts/stations.	40,000	Replacement
Line-item total	40,000	
Fire Hose Replacement		
Annual Replacement - Fire Hose - for headquarters, as well as, 11 fire districts.	10,000	Replacement
Line-item total	10,000	
Bunker Gear Replacement		
Annual Replacement - Bunker Gear - approximately 25-30 sets of Bunker Gear. Includes full sets, as well as individual, boots, helmets, etc.	60,000	Replacement
Line-item total	60,000	
Fire & Rescue Equipment Replacement		
Annual Replacement - Firefighting Rescue Equipment - for headquarters as well as 11 fire districts.	80,000	Replacement



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Line-item total	80,000	
Total Fire & Rescue Services	217,000	
Emergency Medical Services		
Land Ambulance		
Annual Replacement of Office Equipment - Storage Cabinets, Office Chairs, etc. B#1 & B#6	1,000	Replacement
Annual Replacement of Base Furniture - chairs, couches, refrigerators, etc - Base #2, #5 & #6	1,000	Replacement
Line-item total	2,000	
PAD Program		
Annual Pad Replacement - Replacement of 8 of 26 units purchased in 2007 - Units approx \$2,000 each	10,000	Replacement
Line-item total	10,000	
Total Emergency Medical Services	12,000	
Port Dover Marina		
Port Dover Harbour Marina		
Replace 2 Steel Washroom Access Doors	4,000	Replacement
Dock Carts - patrons use for transporting belongings to marina slip - 2 per dock (Dock 1, 2, 3, 4 & 6)	4,800	Replacement
Marina Signage - Rules, regulations, notifications, directional, etc.	5,000	Replacement
Office Equipment Replacement - Chairs, Desk, Storage	5,000	Replacement
Total Port Dover Marina	18,800	
Port Rowan Marina		
Port Rowan Marina		
Purchase & Install venting & ceiling fan in Marina Office	500	New
Stone/Gravel for Office Parking Area	1,200	Replacement
Replace Water Heater Tank	600	Replacement
Total Port Rowan Marina	2,300	
Total COMMUNITY SERVICES SUMMARY	456,100	
PLANNING & ECONOMIC DEV. SUMMARY		
Heritage & Culture		
Port Dover Harbour Museum		
Exterior Lighting Upgrade - Replace (broken) exterior light fixtures along back deck of museum. Install new exterior lighting along deck between museum and Fishtug.	3,000	Replacement/New
Replace Carpeting in Main Office and Library	1,100	Replacement
Repaint fishtug Almidart (outdoor exhibit)	1,500	Not Applicable
Purchase two new outdoor benches for front of museum	1,100	New
Line-item total	6,700	
Waterford Heritage & Agricultural Museum		
Blinds for museum windows in office and meeting/activity room.	4,000	New



PROPOSED 2013 LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

	2013	
	Proposed	New/Replacement
	Budget	
Equipment for artifact storage area to include appropriate shelving.	10,000	New
Line-item total	14,000	
Eva Brook Donly Museum		
Washrooms upgraded	10,000	Replacement
Line-item total	10,000	
Norfolk War Memorial - Carillon Tower		
Permenent outdoor signage	2,000	New
Line-item total	2,000	
Norfolk Arts Centre		
Replacement of exterior fire escape	5,000	Replacement
Outdoor lighting	5,000	New
Line-item total	10,000	
Total Heritage & Culture	42,700	
Total PLANNING & ECONOMIC DEV. SUMMARY	42,700	
Total CORPORATION OF NORFOLK COUNTY	814,200	



2013 PRELIMINARY LEVY SUPPORTED OPERATING BUDGET

Levy Funded Capital Projects

CORPORATION OF NORFOLK COUNTY

	Approved 2013	SLT	2013
	Capital	Revisions	Proposed
	Budget		Budget
EMPLOYEE & BUSINESS SERVICES SUMMARY			
Clerk's & Council Services			
Clerk's & Council Services			
C130.0012 - City View Licensing Module Acquisition	50,000		50,000
Total Clerk's & Council Services	50,000		50,000
Corporate Support Services			
Barrier Free/AODA Projects			
C151.0014 2013 Elevator Delhi Arena	100,000	(100,000)	0
C151.0020 2013 Adult Change Table - SRC	6,000		6,000
C151.0023 2013 Accessible Front Counter - HSS Gilbertson Admin Bldg	20,000		20,000
C151.0024 2013 Power Door Operators - Public Washrooms - HSS Gilbertson	6,000		6,000
C151.0025 2013 Accessible Entrance to Speech Area - HSS Gilbertson	6,000		6,000
C151.0026 2013 Accessible Power Door Operators	30,000		30,000
C151.0029 2013 Accessible Picnic Table - Delhi Tobacco Museum	1,000		1,000
C151.0031 2013 Track Lighting AAC - Delhi Tobacco Museum	14,000		14,000
C151.0032 2013 Accessibility Audits - Phase One	10,000		10,000
C151.0033 2013 Accessibility to Courtyard/Picnic Table - County Admin Building	9,000		9,000
C151.0034 2013 Accessible Ramp - Court Street	9,000		9,000
C151.0036 2013 Tactile Signs with Braille - Libraries	2,000		2,000
C151.0037 2013 Accessible Playground - Lakeview Park	50,000		50,000
C151.0038 2013 Accessible Entrance - Station 5 Delhi	8,000		8,000
C151.0039 2013 Accessible Washroom - Station 6 Courtland	9,000		9,000
C151.0040 2013 Accessible Washroom - Station 8 Fairground	7,000		7,000
Total Corporate Support Services	287,000	(100,000)	187,000
Total EMPLOYEE & BUSINESS SERVICES SUMMARY	337,000	(100,000)	237,000



2013 PRELIMINARY LEVY SUPPORTED OPERATING BUDGET

Levy Funded Capital Projects

CORPORATION OF NORFOLK COUNTY

	Approved 2013	SLT	2013
	Capital	Revisions	Proposed
	Budget		Budget
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY			
Engineering Services			
Engineering Services			
C322.0004 Annual Sidewalks & Walkways Reconstruction	25,000		25,000
C302.2013 Drainage & Engineering & Construction Program	333,300		333,300
Total Engineering Services	358,300		358,300
Fleet Equipment			
Fleet Services			
C317.0274 2013 Upgrade 1/2 ton hoist to 1 ton at NCG	7,000		7,000
C317.0275 2013 Replacement of Fence - North & West Sides	25,000		25,000
Total Fleet Equipment	32,000		32,000
Facilities			
Delhi Admin Building			
C180.0016 Video Surveillance System Delhi Admin Building	30,000		30,000
Total Facilities	30,000		30,000
Roads Operations			
Traffic Signals			
C363.0015 2013 Traffic Signal Controllers Program	10,000		10,000
Total Traffic Signals	10,000		10,000
Street Lighting			
C374.0004 2013 Streetlighting Installations	5,000		5,000
Total Streetlighting	5,000		5,000
Total Roads Operations	15,000		15,000
Waste Management			
Waste Management Admin			
C400.0006 2013 Energy from Waste RFQ/RFP Process	110,000		110,000
Total Waste Management Admin	110,000		110,000



2013 PRELIMINARY LEVY SUPPORTED OPERATING BUDGET

Levy Funded Capital Projects

CORPORATION OF NORFOLK COUNTY

	Approved 2013	SLT	2013
	Capital	Revisions	Proposed
	Budget		Budget
Material Recycling Program			
C420.0008 2013 Dock Leveler - MRF	12,000		12,000
Total Material Recycling Program	12,000		12,000
Perpetual Site Care			
C424.0004 2013 Closed Landfill Well Replace & Installation - Delhi	30,000		30,000
C424.0005 2013 Closed Landfill Well Replace & Install - Charlotteville	10,000		10,000
Total Perpetual Site Care	40,000		40,000
Total Waste Management	162,000		162,000
Total PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY	597,300	0	597,300
COMMUNITY SERVICES SUMMARY			
Parks & Facilities			
Oakwood Cemetery			
C550.0016 2013 Roadway Reconstruction - Oakwood Cemetery	60,000	(40,000)	20,000
C550.0018 2013 Water System Upgrades - Oakwood Cemetery	20,000		20,000
Total Oakwood Cemetery	80,000		40,000
Rural/Subsidized Cemeteries			
C550.0006 2013 Legal Transfers of Rural/Abandoned Cemetery	18,000		18,000
C550.0019 2013 Fence Refurbishment - Salem Cemetery	13,000		13,000
Total Rural/Subsidized Cemeteries	31,000		31,000
Parks & Facilities Administration			
C710.0001 2013 Purchase Pickup - Superintendent PFR West	25,000		25,000
C710.0002 2013 Parks, Recreation, & Forestry Strategic Master Plan	100,000		100,000
C730.0025 2013 Steel light Tower Replacements	100,000		100,000
C730.0035 2013 Skateboard Park Ramp & Amenities Replacement	25,000		25,000
C730.0055 2013 Trail Linkages - Norfolk County	50,000	(50,000)	0
Total Parks & Facilities Administration	300,000	(50,000)	250,000
Delhi Arena			
C720.0062 2013 New HVAC - Delhi Arena 2nd Floor A/C	18,000		18,000
Total Delhi Arena	18,000		18,000



2013 PRELIMINARY LEVY SUPPORTED OPERATING BUDGET

Levy Funded Capital Projects

CORPORATION OF NORFOLK COUNTY

	Approved 2013	SLT	2013
	Capital	Revisions	Proposed
	Budget		Budget
Vittoria and District Community Centre			
C722.0012 2013 Resurface Parking Area - Vittoria & Dist Comm Ctr	75,000		75,000
Total Vittoria and District Community Centre	75,000		75,000
Langton Community Centre			
C722.0003 2013 Resurface Parking Area - Langton Community Centre	58,000		58,000
Total Langton Community Centre	58,000		58,000
Simcoe Parks and Area			
C730.0051 2013 Annual Playground Replacement - Golden Gardens	35,000		35,000
C730.0073 2013 Dredging Crystal Lake/Quance Dam Assess.	75,000	(75,000)	0
C730.0076 2013 Dredging Norfolk St Bridge Area/Quance Dam Assess.	25,000	(25,000)	0
C730.0104 2013 Landscape Hardening - Kent St & Wellington Park Simcoe	25,000		25,000
Total Simcoe Parks and Area	160,000	(100,000)	60,000
Port Dover Parks and Area			
C730.0093 2013 Install Ceiling Port Dover Kinsmen Pavillion	35,000		35,000
C730.0066 2013 Kinsmen Ball Diamond Refurbishment - Port Dover	25,000		25,000
Total Port Dover Parks and Area	60,000		60,000
Total Parks & Facilities	782,000	(150,000)	592,000
Fire & Rescue Services			
Delhi Fire District			
C205.0003 2013 Fire Stations Buildings - Washroom Requirements	15,000		15,000
Total Delhi Fire District	15,000		15,000
Community Emergency Management Program			
C221.0004 2013 Purchase Portable Generator for Emergency Evacuation	70,000		70,000
Total Community Emergency Management Program	70,000		70,000
Total Fire & Rescue Services	85,000		85,000



2013 PRELIMINARY LEVY SUPPORTED OPERATING BUDGET

Levy Funded Capital Projects

CORPORATION OF NORFOLK COUNTY

	Approved 2013	SLT	2013
	Capital	Revisions	Proposed
	Budget		Budget
Emergency Medical Services			
EMS Services			
C540.0047 2013 Resurface Parking Area - Base 6 - Pt Rowan	35,000	(20,000)	15,000
C540.0052 2013 Install Circulating Fans - EMS	5,000		5,000
C540.0075 2013 Toughbook Computer Replacements - EMS	10,000		10,000
C540.0079 2013 Purchase Emergency Response Vehicle	35,000		35,000
Total EMS Services	85,000		65,000
Total COMMUNITY SERVICES SUMMARY	952,000	(150,000)	742,000
PLANNING & ECONOMIC DEV. SUMMARY			
Community Planning Services			
Community Planning Operations			
C810.1000 2013 Official Plan Review	98,000		98,000
Total Community Planning Services	98,000		98,000
Total PLANNING & ECONOMIC DEV. SUMMARY	98,000	0	98,000
Total CORPORATION OF NORFOLK COUNTY	1,984,300	(250,000)	1,674,300