

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET



2023 BUDGET

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Norfolk
COUNTY



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NORFOLK COUNTY OPERATING LEVY

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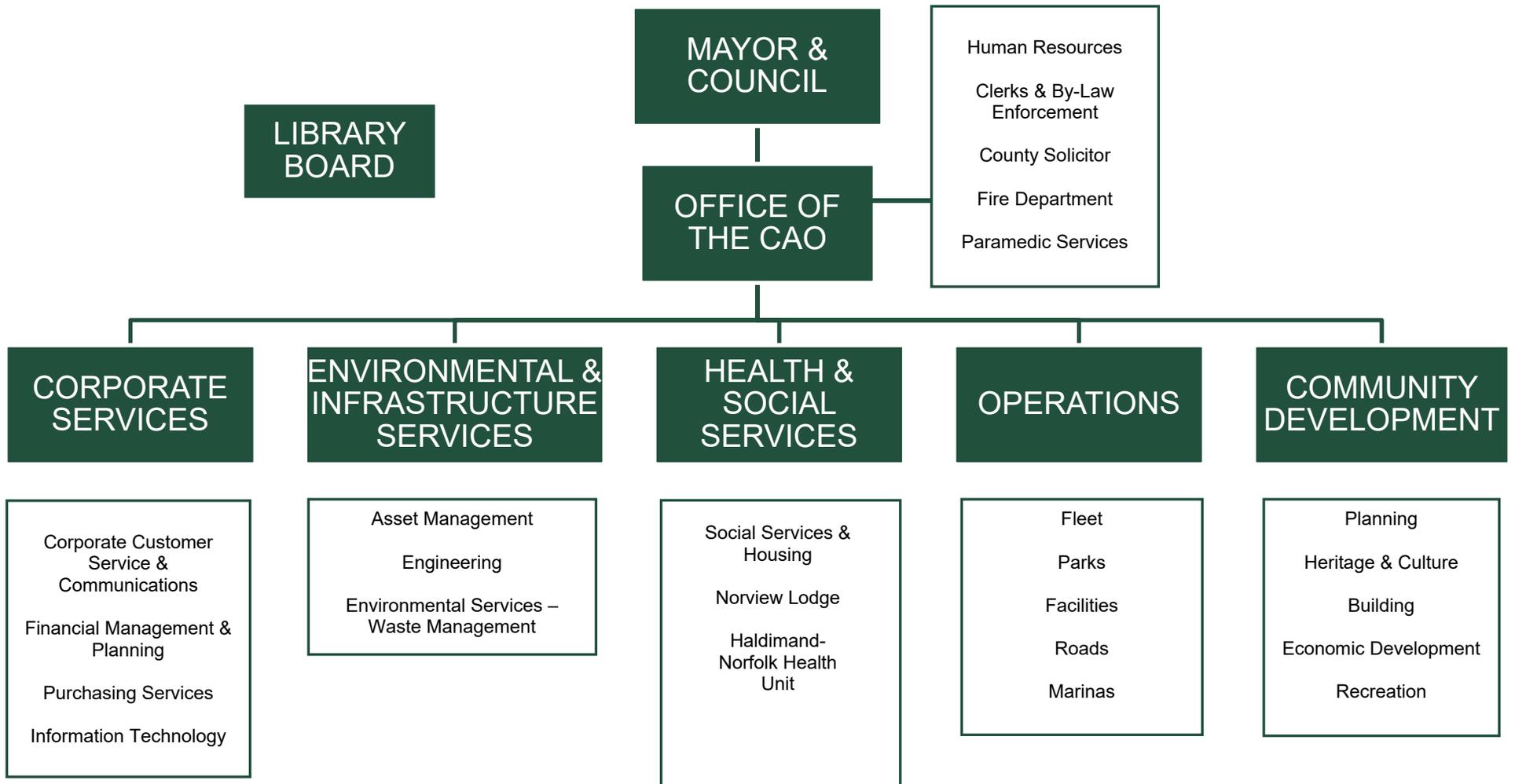
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NORFOLK COUNTY GOVERNMENT STRUCTURE





NORFOLK COUNTY COUNCIL & SENIOR STAFF

Norfolk County Council 2022 - 2026

Mayor	Amy Martin		
Ward 1	Tom Masschaele	Ward 5	Alan Duthie
Ward 2	Linda Vandendriessche	Ward 5	Doug Brunton
Ward 3	Michael J. Columbus	Ward 6	Adam Veri
Ward 4	Chris Van Paassen	Ward 7	Kim Huffman

Norfolk County Senior Staff

Chief Administrative Officer	Al Meneses		
General Manager, Corporate Services	Heidy VanDyk-Ellis	General Manager, Operations	Bill Cridland
General Manager, Environmental & Infrastructure Services	Andrew Grice	General Manager, Health and Social Services	Vacant
General Manager, Community Development	Brandon Sloan	Acting Medical Officer of Health	Dr. Matthew Strauss

REQUISITIONS FROM BOARDS & AGENCIES

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY
NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Long Point Region Conservation Authority	1,100,600	1,100,600	415,400	37.7	0	0	1,516,000	415,400	37.7
Grand River Conservation Authority	29,700	29,700	700	2.4	0	0	30,400	700	2.4
Lynnwood Arts Centre	50,000	50,000	0	0.0	0	0	50,000	0	0.0
Norfolk County Public Library	2,735,000	2,735,000	80,500	2.9	0	92,100	2,907,600	172,600	6.3
Police Services	12,584,900	12,964,900	(665,500)	(5.1)	0	0	12,299,400	(665,500)	(5.1)
TOTAL	16,500,200	16,880,200	(168,900)	(1.0)	0	92,100	16,803,400	(76,800)	(0.5)

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Long Point Region Conservation Authority
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	1,100,600	1,100,600	65,400	5.9	0	0	1,166,000	65,400	5.9
Infrastructure Funding	0	0	350,000	100.0	0	0	350,000	350,000	100.0
TOTAL EXPENDITURES	1,100,600	1,100,600	415,400	37.7	0	0	1,516,000	415,400	37.7
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	1,100,600	1,100,600	415,400	37.7	0	0	1,516,000	415,400	37.7

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Grand River Conservation Authority
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	29,700	29,700	700	2.4	0	0	30,400	700	2.4
TOTAL EXPENDITURES	29,700	29,700	700	2.4	0	0	30,400	700	2.4
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	29,700	29,700	700	2.4	0	0	30,400	700	2.4

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Lynnwood Arts Centre
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	50,000	50,000	0	0.0	0	0	50,000	0	0.0
TOTAL EXPENDITURES	50,000	50,000	0	0.0	0	0	50,000	0	0.0
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	50,000	50,000	0	0.0	0	0	50,000	0	0.0

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Norfolk County Public Library
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,876,500	1,929,600	57,600	3.0	0	92,100	2,079,300	149,700	7.8
Materials & Supplies	149,900	178,100	(300)	(0.2)	0	0	177,800	(300)	(0.2)
Services	262,200	284,000	7,200	2.5	0	0	291,200	7,200	2.5
Transfer Payments/Grants	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Charges	178,400	178,400	10,200	5.7	0	0	188,600	10,200	5.7
Financial	3,200	2,700	1,300	48.1	0	0	4,000	1,300	48.1
Infrastructure Funding	531,200	442,700	8,200	1.9	0	0	450,900	8,200	1.9
Capital	9,000	9,000	3,000	33.3	0	0	12,000	3,000	33.3
TOTAL EXPENDITURES	3,010,400	3,024,500	87,200	2.9	0	92,100	3,203,800	179,300	5.9
REVENUES									
Federal/Provincial Grants	(128,100)	(127,900)	0	0.0	0	0	(127,900)	0	0.0
Fees & Service Charges	(18,900)	(27,600)	(5,000)	18.1	0	0	(32,600)	5,000	18.1
Transfer From Reserve & Reserve Funds	(57,500)	(57,500)	(1,700)	3.0	0	0	(59,200)	1,700	3.0
Other Revenues	(70,900)	(76,500)	0	0.0	0	0	(76,500)	0	0.0
TOTAL REVENUES	(275,400)	(289,500)	(6,700)	2.3	0	0	(296,200)	6,700	2.3
NET LEVY REQUIREMENT	2,735,000	2,735,000	80,500	2.9	0	92,100	2,907,600	172,600	6.3
STAFFING COMPLEMENT		25.22	0.00		0.00	1.27	26.49	1.27	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Police Services
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	14,800	15,100	0	0.0	0	0	15,100	0	0.0
Materials & Supplies	1,700	1,700	0	0.0	0	0	1,700	0	0.0
Services	12,955,300	13,292,800	(715,900)	(5.4)	0	0	12,576,900	(715,900)	(5.4)
Transfer Payments/Grants	8,000	8,000	0	0.0	0	0	8,000	0	0.0
Interdepartmental Charges	12,100	12,100	6,200	51.2	0	0	18,300	6,200	51.2
Infrastructure Funding	5,000	5,000	0	0.0	0	0	5,000	0	0.0
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	12,996,900	13,334,700	(709,700)	(5.3)	0	0	12,625,000	(709,700)	(5.3)
REVENUES									
Federal/Provincial Grants	(296,200)	(259,800)	44,200	(17.0)	0	0	(215,600)	(44,200)	(17.0)
Fees & Service Charges	(55,800)	(50,000)	0	0.0	0	0	(50,000)	0	0.0
Other Revenues	(60,000)	(60,000)	0	0.0	0	0	(60,000)	0	0.0
TOTAL REVENUES	(412,000)	(369,800)	44,200	(12.0)	0	0	(325,600)	(44,200)	(12.0)
NET LEVY REQUIREMENT	12,584,900	12,964,900	(665,500)	(5.1)	0	0	12,299,400	(665,500)	(5.1)
STAFFING COMPLEMENT		3.00	0.00		0.00	0.00	3.00	0.00	

NORFOLK COUNTY OPERATING LEVY

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY
NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
NORFOLK COUNTY OPERATING REQUIREMENT									
CORPORATE REVENUES & EXPENDITURES	(1,528,300)	(776,900)	(66,900)	8.6	0	0	(843,800)	(66,900)	(8.6)
MAYOR & COUNCIL SERVICES	775,700	788,300	30,200	3.8	0	0	818,500	30,200	3.8
OFFICE OF THE CAO	16,183,800	16,697,200	2,137,000	12.8	0	173,500	19,007,700	2,310,500	13.8
CORPORATE SERVICES	7,600,200	6,634,900	785,600	11.8	0	223,700	7,644,200	1,009,300	15.2
ENVIRONMENTAL & INFRASTRUCTURE SERVICES	18,087,700	18,985,600	1,449,400	7.6	0	186,300	20,621,300	1,635,700	8.6
HEALTH & SOCIAL SERVICES	10,995,700	11,745,500	1,040,200	8.9	6,400	125,000	12,917,100	1,171,600	10.0
OPERATIONS	32,419,800	33,637,900	2,671,400	7.9	34,800	0	36,344,100	2,706,200	8.0
COMMUNITY DEVELOPMENT	4,808,000	5,253,000	671,700	12.8	0	118,700	6,043,400	790,400	15.0
COVID-19	403,700	628,700	(628,700)	(100.0)	0	0	0	(628,700)	(100.0)
TOTAL NOFOLK COUNTY REQUIREMENT	89,746,300	93,594,200	8,089,900	8.6	41,200	827,200	102,552,500	8,958,300	9.6
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORITY	29,700	29,700	700	2.4	0	0	30,400	700	2.4
LONG POINT REGION CONSERVATION AUTHORITY	1,100,600	1,100,600	415,400	37.7	0	0	1,516,000	415,400	37.7
LYNNWOOD ARTS CENTRE	50,000	50,000	0	0.0	0	0	50,000	0	0.0
NORFOLK COUNTY PUBLIC LIBRARY	2,735,000	2,735,000	80,500	2.9	0	92,100	2,907,600	172,600	6.3
POLICE SERVICES	12,584,900	12,964,900	(665,500)	(5.1)	0	0	12,299,400	(665,500)	(5.1)
TOTAL BOARDS & AGENCIES	16,500,300	16,880,200	(168,900)	(1.0)	0	92,100	16,803,400	(76,800)	(0.5)
TOTAL NET LEVY REQUIREMENT	106,246,600	110,474,400	7,921,000	7.2	41,200	919,300	119,355,900	8,881,500	8.0

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	77,998,300	76,416,100	4,574,600	6.0	2,856,100	921,600	84,768,400	8,352,300	10.9
Materials & Supplies	11,477,500	12,476,300	185,400	1.5	(6,600)	97,000	12,752,100	275,800	2.2
Services	37,842,400	38,925,900	423,500	1.1	6,628,500	325,000	46,302,900	7,377,000	19.0
Transfer Payments/Grants	44,697,800	35,471,800	(3,160,600)	(8.9)	152,900	507,800	32,971,900	(2,499,900)	(7.0)
Interdepartmental Charges	18,701,900	19,736,600	423,300	2.1	(97,700)	65,300	20,127,500	390,900	2.0
Financial	5,506,300	5,922,800	147,600	2.5	0	0	6,070,400	147,600	2.5
Infrastructure Funding	32,450,500	29,605,700	4,603,500	15.5	(307,300)	0	33,901,900	4,296,200	14.5
Capital	1,428,600	1,636,200	839,600	51.3	0	0	2,475,800	839,600	51.3
TOTAL EXPENDITURES	230,103,300	220,191,400	8,036,900	3.6	9,225,900	1,916,700	239,370,900	19,179,500	8.7
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,578,800)	(3,317,000)	(200,900)	6.1	0	0	(3,517,900)	200,900	6.1
Federal/Provincial Grants	(77,035,100)	(63,016,300)	854,400	(1.4)	(9,636,400)	0	(71,798,300)	8,782,000	13.9
Municipal Recoveries	(2,763,800)	(3,187,800)	(294,000)	9.2	0	0	(3,481,800)	294,000	9.2
Fees & Service Charges	(13,861,600)	(12,497,800)	(590,700)	4.7	0	(572,700)	(13,661,200)	1,163,400	9.3
Transfer From Reserve & Reserve Funds	(3,093,800)	(3,510,700)	756,000	(21.5)	0	(382,800)	(3,137,500)	(373,200)	(10.6)
Interdepartmental Recoveries	(18,099,200)	(19,134,000)	(329,700)	1.7	97,700	(41,900)	(19,407,900)	273,900	1.4
Other Revenues	(5,424,400)	(5,053,400)	(311,000)	(6.2)	354,000	0	(5,010,400)	(43,000)	(0.9)
TOTAL REVENUES	(123,856,800)	(109,717,000)	(115,900)	0.1	(9,184,700)	(997,400)	(120,015,000)	10,298,000	9.4
NET LEVY REQUIREMENT	106,246,600	110,474,400	7,921,000	7.2	41,200	919,300	119,355,900	8,881,500	8.0
STAFFING COMPLEMENT		804.76	1.63		33.47	8.27	848.13	43.37	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2022 APPROVED BUDGET	2023 Adjusted Budget	2023 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	76,416,100	80,990,700	6.0	2,856,100	921,600	84,768,400	8,352,300	10.9
Materials & Supplies	12,476,300	12,661,700	1.5	(6,600)	97,000	12,752,100	275,800	2.2
Services	38,925,900	39,349,400	1.1	6,628,500	325,000	46,302,900	7,377,000	19.0
Transfer Payments/Grants	35,471,800	32,311,200	(8.9)	152,900	507,800	32,971,900	(2,499,900)	(7.0)
Interdepartmental Charges	19,736,600	20,159,900	2.1	(97,700)	65,300	20,127,500	390,900	2.0
Operating Capital Expenditures	376,200	548,800	45.9	0	0	548,800	172,600	45.9
Financial	5,922,800	6,070,400	2.5	0	0	6,070,400	147,600	2.5
Long Term Debt Interest	1,921,900	2,930,600	52.5	0	0	2,930,600	1,008,700	52.5
Amortization	22,761,500	24,400,200	7.2	0	0	24,400,200	1,638,700	7.2
Total Expenditures	214,009,100	219,422,900	2.5	9,533,200	1,916,700	230,872,800	16,863,700	7.9
Revenues								
PIL's-Supplementaries-Local Improvements	(3,317,000)	(3,517,900)	6.1	0	0	(3,517,900)	200,900	6.1
Federal/Provincial Grants	(63,016,300)	(62,161,900)	(1.4)	(9,636,400)	0	(71,798,300)	8,782,000	13.9
Municipal Recoveries	(3,187,800)	(3,481,800)	9.2	0	0	(3,481,800)	294,000	9.2
Financial Charges/Investment Income	(4,659,100)	(4,965,400)	6.6	0	0	(4,965,400)	306,300	6.6
Fees & Service Charges	(12,497,800)	(13,088,500)	4.7	0	(572,700)	(13,661,200)	1,163,400	9.3
Other Revenues	(394,300)	(399,000)	1.2	354,000	0	(45,000)	(349,300)	(88.6)
Interdepartmental Recoveries	(19,134,000)	(19,463,700)	1.7	97,700	(41,900)	(19,407,900)	273,900	1.4
Total Revenues	(106,206,300)	(107,078,200)	0.8	(9,184,700)	(614,600)	(116,877,500)	10,671,200	10.0
OPERATING RATE	107,802,800	112,344,700	4.2	348,500	1,302,100	113,995,300	6,192,500	5.7
FINANCING BUDGET								
Long Term Debt Principal	5,986,000	6,511,400	8.8	0	0	6,511,400	525,400	8.8
Transfer From Reserve & Reserve Funds	(3,510,700)	(2,754,700)	(21.5)	0	(382,800)	(3,137,500)	(373,200)	(10.6)
Transfer To Reserves & Reserve Funds	21,697,800	24,767,200	14.1	(307,300)	0	24,459,900	2,762,100	12.7
Interfund Transfers	1,260,000	1,927,000	52.9	0	0	1,927,000	667,000	52.9
Amortization	(22,761,500)	(24,400,200)	(7.2)	0	0	(24,400,200)	(1,638,700)	(7.2)
FINANCE RATE	2,671,600	6,050,700	(126.5)	(307,300)	(382,800)	5,360,600	(2,689,000)	(100.7)
NET LEVY REQUIREMENT	110,474,400	118,395,400	7.2	41,200	919,300	119,355,900	8,881,500	8.0
STAFFING COMPLEMENT	804.76	806.39		33.47	8.27	848.13	43.37	

CORPORATE REVENUES & EXPENDITURES

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATE REVENUES & EXPENDITURES SUMMARY
SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	436,900	370,000	421,400	113.9	0	0	791,400	421,400	113.9
Services	753,600	370,900	(252,100)	(68.0)	0	0	118,800	(252,100)	(68.0)
Transfer Payments/Grants	1,425,000	1,150,000	0	0.0	0	0	1,150,000	0	0.0
Interdepartmental Charges	9,700	8,700	200	2.3	0	0	8,900	200	2.3
Financial	2,141,800	2,341,800	(349,800)	(14.9)	0	0	1,992,000	(349,800)	(14.9)
Infrastructure Funding	7,375,600	7,375,600	716,800	9.7	0	0	8,092,400	716,800	9.7
Capital	(275,900)	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	11,866,700	11,617,000	536,500	4.6	0	0	12,153,500	536,500	4.6
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,573,600)	(3,311,800)	(200,700)	6.1	0	0	(3,512,500)	200,700	6.1
Federal/Provincial Grants	(6,091,700)	(6,091,700)	37,200	(0.6)	0	0	(6,054,500)	(37,200)	(0.6)
Transfer From Reserve & Reserve Funds	(845,000)	(570,000)	(289,900)	50.9	0	0	(859,900)	289,900	50.9
Other Revenues	(2,986,400)	(2,420,400)	(150,000)	6.2	0	0	(2,570,400)	150,000	6.2
TOTAL REVENUES	(13,496,800)	(12,393,900)	(603,400)	4.9	0	0	(12,997,300)	603,400	4.9
NET LEVY REQUIREMENT	(1,630,100)	(776,900)	(66,900)	(8.6)	0	0	(843,800)	(66,900)	(8.6)

MAYOR & COUNCIL SERVICES

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	502,000	506,700	4,600	0.9	0	0	511,300	4,600	0.9
Materials & Supplies	21,200	25,500	100	0.4	0	0	25,600	100	0.4
Services	48,200	49,100	13,300	27.1	0	0	62,400	13,300	27.1
Transfer Payments/Grants	336,300	316,500	0	0.0	0	0	316,500	0	0.0
Interdepartmental Charges	140,500	140,500	12,200	8.7	0	0	152,700	12,200	8.7
TOTAL EXPENDITURES	1,048,200	1,038,300	30,200	2.9	0	0	1,068,500	30,200	2.9
REVENUES									
Transfer From Reserve & Reserve Funds	(272,500)	(250,000)	0	0.0	0	0	(250,000)	0	0.0
TOTAL REVENUES	(272,500)	(250,000)	0	0.0	0	0	(250,000)	0	0.0
NET LEVY REQUIREMENT	775,700	788,300	30,200	3.8	0	0	818,500	30,200	3.8
STAFFING COMPLEMENT		9.50	0.00		0.00	0.00	9.50	0.00	

OFFICE OF THE CAO

OFFICE OF THE CAO DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Office of the CAO Administration	613,400	599,400	16,200	2.7	0	0	615,600	16,200	2.7
Clerks and By-Law	1,698,700	1,875,000	265,700	14.2	0	108,200	2,248,900	373,900	19.9
Human Resources	440,000	477,600	20,500	4.3	0	0	498,100	20,500	4.3
Fire	7,671,300	7,811,500	1,352,100	17.3	0	65,300	9,228,900	1,417,400	18.1
Paramedic Services	5,760,400	5,933,700	482,500	8.1	0	0	6,416,200	482,500	8.1
TOTAL	16,183,800	16,697,200	2,137,000	12.8	0	173,500	19,007,700	2,310,500	13.8

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	15,377,000	16,110,700	369,400	2.3	0	104,200	16,584,300	473,600	2.9
Materials & Supplies	849,600	900,600	21,700	2.4	0	4,000	926,300	25,700	2.9
Services	2,423,500	2,390,500	(38,300)	(1.6)	0	0	2,352,200	(38,300)	(1.6)
Interdepartmental Charges	4,507,400	4,420,300	519,600	11.8	0	65,300	5,005,200	584,900	13.2
Financial	212,000	223,200	0	0.0	0	0	223,200	0	0.0
Infrastructure Funding	2,006,300	2,006,300	1,105,200	55.1	0	0	3,111,500	1,105,200	55.1
Capital	287,600	300,500	69,500	23.1	0	0	370,000	69,500	23.1
TOTAL EXPENDITURES	25,663,400	26,352,100	2,047,100	7.8	0	173,500	28,572,700	2,220,600	8.4
REVENUES									
Federal/Provincial Grants	(6,238,000)	(6,297,100)	(267,400)	4.2	0	0	(6,564,500)	267,400	4.2
Municipal Recoveries	(35,700)	(35,000)	0	0.0	0	0	(35,000)	0	0.0
Fees & Service Charges	(192,000)	(171,200)	(21,500)	12.6	0	0	(192,700)	21,500	12.6
Transfer From Reserve & Reserve Funds	(892,700)	(1,090,100)	462,800	(42.5)	0	0	(627,300)	(462,800)	(42.5)
Interdepartmental Recoveries	(1,737,100)	(1,737,100)	(56,200)	3.2	0	0	(1,793,300)	56,200	3.2
Other Revenues	(384,100)	(324,400)	(27,800)	8.6	0	0	(352,200)	27,800	8.6
TOTAL REVENUES	(9,479,600)	(9,654,900)	89,900	(0.9)	0	0	(9,565,000)	(89,900)	(0.9)
NET LEVY REQUIREMENT	16,183,800	16,697,200	2,137,000	12.8	0	173,500	19,007,700	2,310,500	13.8
STAFFING COMPLEMENT		137.82	0.05		0.00	1.00	138.87	1.05	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Office of the CAO Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	486,500	589,900	(23,600)	(4.0)	0	0	566,300	(23,600)	(4.0)
Materials & Supplies	9,200	14,300	0	0.0	0	0	14,300	0	0.0
Services	494,500	370,600	36,000	9.7	0	0	406,600	36,000	9.7
Interdepartmental Charges	96,900	96,900	5,800	6.0	0	0	102,700	5,800	6.0
TOTAL EXPENDITURES	1,087,100	1,071,700	18,200	1.7	0	0	1,089,900	18,200	1.7
REVENUES									
Fees & Service Charges	(1,400)	0	(800)	100.0	0	0	(800)	800	100.0
Interdepartmental Recoveries	(472,300)	(472,300)	(1,200)	0.3	0	0	(473,500)	1,200	0.3
Other Revenues	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(473,700)	(472,300)	(2,000)	0.4	0	0	(474,300)	2,000	0.4
NET LEVY REQUIREMENT	613,400	599,400	16,200	2.7	0	0	615,600	16,200	2.7
STAFFING COMPLEMENT		3.42	(0.42)		0.00	0.00	3.00	(0.42)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Clerks and By-Law
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,168,000	1,211,400	77,000	6.4	0	104,200	1,392,600	181,200	15.0
Materials & Supplies	40,100	44,000	(15,800)	(35.9)	0	4,000	32,200	(11,800)	(26.8)
Services	817,500	889,400	(243,600)	(27.4)	0	0	645,800	(243,600)	(27.4)
Interdepartmental Charges	482,500	475,200	34,500	7.3	0	0	509,700	34,500	7.3
Financial	200	300	0	0.0	0	0	300	0	0.0
Infrastructure Funding	75,000	75,000	25,000	33.3	0	0	100,000	25,000	33.3
Capital	0	0	135,000	100.0	0	0	135,000	135,000	100.0
TOTAL EXPENDITURES	2,583,300	2,695,300	12,100	0.4	0	108,200	2,815,600	120,300	4.5
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(156,600)	(134,200)	(20,200)	15.1	0	0	(154,400)	20,200	15.1
Transfer From Reserve & Reserve Funds	(300,000)	(300,000)	300,000	(100.0)	0	0	0	(300,000)	(100.0)
Interdepartmental Recoveries	(279,600)	(279,600)	(16,700)	6.0	0	0	(296,300)	16,700	6.0
Other Revenues	(148,400)	(106,500)	(9,500)	8.9	0	0	(116,000)	9,500	8.9
TOTAL REVENUES	(884,600)	(820,300)	253,600	(30.9)	0	0	(566,700)	(253,600)	(30.9)
NET LEVY REQUIREMENT	1,698,700	1,875,000	265,700	14.2	0	108,200	2,248,900	373,900	19.9
STAFFING COMPLEMENT		12.93	(0.03)		0.00	1.00	13.90	0.97	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Human Resources
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,309,800	1,496,500	(104,500)	(7.0)	0	0	1,392,000	(104,500)	(7.0)
Materials & Supplies	40,100	49,600	(500)	(1.0)	0	0	49,100	(500)	(1.0)
Services	231,000	237,300	(2,200)	(0.9)	0	0	235,100	(2,200)	(0.9)
Interdepartmental Charges	250,200	247,100	18,200	7.4	0	0	265,300	18,200	7.4
Financial	211,900	222,900	0	0.0	0	0	222,900	0	0.0
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	2,043,000	2,253,400	(89,000)	(3.9)	0	0	2,164,400	(89,000)	(3.9)
REVENUES									
Federal/Provincial Grants	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
Transfer From Reserve & Reserve Funds	(592,700)	(790,100)	162,800	(20.6)	0	0	(627,300)	(162,800)	(20.6)
Interdepartmental Recoveries	(973,700)	(973,700)	(38,300)	3.9	0	0	(1,012,000)	38,300	3.9
Other Revenues	(36,600)	(12,000)	(15,000)	125.0	0	0	(27,000)	15,000	125.0
TOTAL REVENUES	(1,602,900)	(1,775,800)	109,500	(6.2)	0	0	(1,666,300)	(109,500)	(6.2)
NET LEVY REQUIREMENT	440,000	477,600	20,500	4.3	0	0	498,100	20,500	4.3
STAFFING COMPLEMENT		11.75	0.00		0.00	0.00	11.75	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Fire
DEPARTMENT SUMMARY

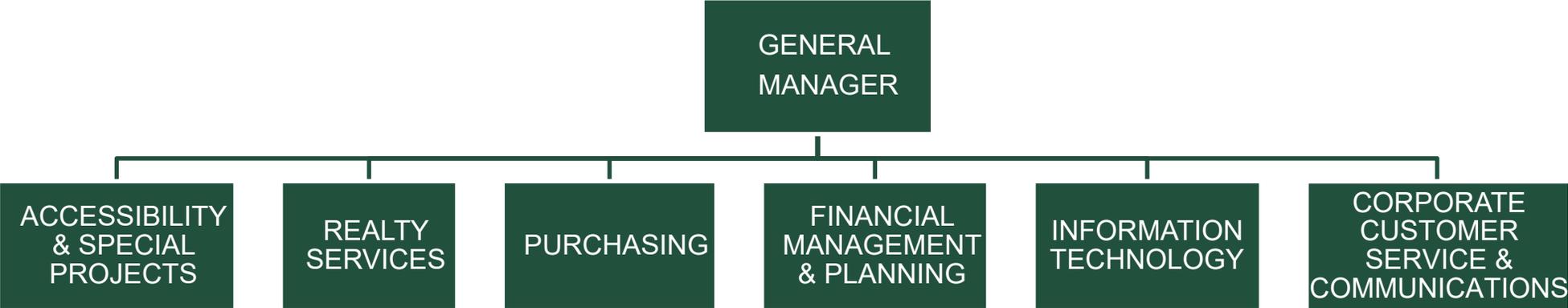
	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,233,500	2,297,800	95,600	4.2	0	0	2,393,400	95,600	4.2
Materials & Supplies	386,500	415,200	12,600	3.0	0	0	427,800	12,600	3.0
Services	594,100	630,100	165,200	26.2	0	0	795,300	165,200	26.2
Interdepartmental Charges	3,005,600	3,003,500	346,400	11.5	0	65,300	3,415,200	411,700	13.7
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	1,332,300	1,332,300	708,300	53.2	0	0	2,040,600	708,300	53.2
Capital	187,600	200,500	24,500	12.2	0	0	225,000	24,500	12.2
TOTAL EXPENDITURES	7,739,500	7,879,400	1,352,600	17.2	0	65,300	9,297,300	1,417,900	18.0
REVENUES									
Federal/Provincial Grants	(7,000)	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(32,900)	(35,100)	(500)	1.4	0	0	(35,600)	500	1.4
Interdepartmental Recoveries	(11,500)	(11,500)	0	0.0	0	0	(11,500)	0	0.0
Other Revenues	(16,900)	(21,300)	0	0.0	0	0	(21,300)	0	0.0
TOTAL REVENUES	(68,200)	(67,900)	(500)	0.7	0	0	(68,400)	500	0.7
NET LEVY REQUIREMENT	7,671,300	7,811,500	1,352,100	17.3	0	65,300	9,228,900	1,417,400	18.1
STAFFING COMPLEMENT		32.40	0.00		0.00	0.00	32.40	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Paramedic Services
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	10,179,200	10,515,100	324,900	3.1	0	0	10,840,000	324,900	3.1
Materials & Supplies	373,700	377,500	25,400	6.7	0	0	402,900	25,400	6.7
Services	286,400	263,100	6,300	2.4	0	0	269,400	6,300	2.4
Interdepartmental Charges	672,200	597,600	114,700	19.2	0	0	712,300	114,700	19.2
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	599,000	599,000	371,900	62.1	0	0	970,900	371,900	62.1
Capital	100,000	100,000	(90,000)	(90.0)	0	0	10,000	(90,000)	(90.0)
TOTAL EXPENDITURES	12,210,500	12,452,300	753,200	6.0	0	0	13,205,500	753,200	6.0
REVENUES									
Federal/Provincial Grants	(6,231,000)	(6,297,100)	(267,400)	4.2	0	0	(6,564,500)	267,400	4.2
Municipal Recoveries	(35,700)	(35,000)	0	0.0	0	0	(35,000)	0	0.0
Fees & Service Charges	(1,100)	(1,900)	0	0.0	0	0	(1,900)	0	0.0
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Other Revenues	(182,300)	(184,600)	(3,300)	1.8	0	0	(187,900)	3,300	1.8
TOTAL REVENUES	(6,450,100)	(6,518,600)	(270,700)	4.2	0	0	(6,789,300)	270,700	4.2
NET LEVY REQUIREMENT	5,760,400	5,933,700	482,500	8.1	0	0	6,416,200	482,500	8.1
STAFFING COMPLEMENT		77.32	0.50		0.00	0.00	77.82	0.50	

CORPORATE SERVICES

CORPORATE SERVICES DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Corporate Services Administration	2,525,200	1,140,900	94,800	8.3	0	0	1,235,700	94,800	8.3
Purchasing Services	536,600	610,100	59,600	9.8	0	0	669,700	59,600	9.8
Financial Management & Planning	2,837,100	2,945,700	565,000	19.2	0	0	3,510,700	565,000	19.2
Information Technology	790,500	885,900	156,500	17.7	0	223,700	1,266,100	380,200	42.9
Corporate Customer Service & Communications	910,800	1,052,300	(90,300)	(8.6)	0	0	962,000	(90,300)	(8.6)
TOTAL	7,600,200	6,634,900	785,600	11.8	0	223,700	7,644,200	1,009,300	15.2

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	6,702,500	7,192,300	261,800	3.6	0	134,700	7,588,800	396,500	5.5
Materials & Supplies	269,500	264,400	21,700	8.2	0	89,000	375,100	110,700	41.9
Services	2,510,700	2,661,300	88,700	3.3	0	0	2,750,000	88,700	3.3
Interdepartmental Charges	969,600	989,300	468,700	47.4	0	0	1,458,000	468,700	47.4
Financial	2,800,400	3,206,400	364,800	11.4	0	0	3,571,200	364,800	11.4
Infrastructure Funding	3,248,000	1,137,300	248,200	21.8	0	0	1,385,500	248,200	21.8
Capital	163,500	163,500	(20,000)	(12.2)	0	0	143,500	(20,000)	(12.2)
TOTAL EXPENDITURES	16,664,200	15,614,500	1,433,900	9.2	0	223,700	17,272,100	1,657,600	10.6
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(490,800)	(351,300)	(56,100)	16.0	0	0	(407,400)	56,100	16.0
Transfer From Reserve & Reserve Funds	(264,300)	(304,800)	180,000	(59.1)	0	0	(124,800)	(180,000)	(59.1)
Interdepartmental Recoveries	(7,465,800)	(7,501,300)	(792,200)	10.6	0	0	(8,293,500)	792,200	10.6
Other Revenues	(2,439,500)	(822,200)	20,000	(2.4)	0	0	(802,200)	(20,000)	(2.4)
TOTAL REVENUES	(10,660,400)	(8,979,600)	(648,300)	7.2	0	0	(9,627,900)	648,300	7.2
NET LEVY REQUIREMENT	6,003,800	6,634,900	785,600	11.8	0	223,700	7,644,200	1,009,300	15.2
STAFFING COMPLEMENT		74.87	(2.00)		0.00	1.00	73.87	(1.00)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Corporate Services Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	777,100	940,600	(61,100)	(6.5)	0	0	879,500	(61,100)	(6.5)
Materials & Supplies	14,500	23,900	(3,400)	(14.2)	0	0	20,500	(3,400)	(14.2)
Services	83,500	87,100	(6,200)	(7.1)	0	0	80,900	(6,200)	(7.1)
Interdepartmental Charges	194,800	192,700	13,000	6.7	0	0	205,700	13,000	6.7
Infrastructure Funding	1,596,400	0	0	0.0	0	0	0	0	0.0
Capital	43,000	43,000	50,000	116.3	0	0	93,000	50,000	116.3
TOTAL EXPENDITURES	2,709,300	1,287,300	(7,700)	(0.6)	0	0	1,279,600	(7,700)	(0.6)
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(56,300)	(29,900)	(4,500)	15.1	0	0	(34,400)	4,500	15.1
Transfer From Reserve & Reserve Funds	(107,000)	(107,000)	107,000	(100.0)	0	0	0	(107,000)	(100.0)
Interdepartmental Recoveries	0	0	0	0.0	0	0	0	0	0.0
Other Revenues	(1,617,300)	(9,500)	0	0.0	0	0	(9,500)	0	0.0
TOTAL REVENUES	(1,780,500)	(146,400)	102,500	(70.0)	0	0	(43,900)	(102,500)	(70.0)
NET LEVY REQUIREMENT	928,700	1,140,900	94,800	8.3	0	0	1,235,700	94,800	8.3
STAFFING COMPLEMENT		8.35	(1.00)		0.00	0.00	7.35	(1.00)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Purchasing Services
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	649,600	712,800	41,300	5.8	0	0	754,100	41,300	5.8
Materials & Supplies	2,900	2,600	900	34.6	0	0	3,500	900	34.6
Services	19,100	30,600	14,500	47.4	0	0	45,100	14,500	47.4
Interdepartmental Charges	15,800	14,800	2,900	19.6	0	0	17,700	2,900	19.6
Financial	0	0	0	0.0	0	0	0	0	0.0
Capital	20,500	20,500	0	0.0	0	0	20,500	0	0.0
TOTAL EXPENDITURES	707,800	781,300	59,600	7.6	0	0	840,900	59,600	7.6
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(86,200)	(86,200)	0	0.0	0	0	(86,200)	0	0.0
Other Revenues	(85,000)	(85,000)	0	0.0	0	0	(85,000)	0	0.0
TOTAL REVENUES	(171,200)	(171,200)	0	0.0	0	0	(171,200)	0	0.0
NET LEVY REQUIREMENT	536,600	610,100	59,600	9.8	0	0	669,700	59,600	9.8
STAFFING COMPLEMENT		7.00	0.00		0.00	0.00	7.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Financial Management & Planning General Operations
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,747,300	2,840,400	96,300	3.4	0	0	2,936,700	96,300	3.4
Materials & Supplies	17,200	24,300	(300)	(1.2)	0	0	24,000	(300)	(1.2)
Services	1,548,000	1,529,900	13,700	0.9	0	0	1,543,600	13,700	0.9
Interdepartmental Charges	356,200	383,100	13,500	3.5	0	0	396,600	13,500	3.5
Financial	2,787,200	3,192,700	364,800	11.4	0	0	3,557,500	364,800	11.4
Infrastructure Funding	1,026,900	512,600	100,000	19.5	0	0	612,600	100,000	19.5
Capital	0	0	30,000	100.0	0	0	30,000	30,000	100.0
TOTAL EXPENDITURES	8,482,900	8,483,000	618,000	7.3	0	0	9,101,000	618,000	7.3
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(434,000)	(321,000)	(51,600)	16.1	0	0	(372,600)	51,600	16.1
Transfer From Reserve & Reserve Funds	(155,000)	(197,800)	73,000	(36.9)	0	0	(124,800)	(73,000)	(36.9)
Interdepartmental Recoveries	(4,874,400)	(4,834,900)	(525,800)	10.9	0	0	(5,360,700)	525,800	10.9
Other Revenues	(98,100)	(87,700)	0	0.0	0	0	(87,700)	0	0.0
TOTAL REVENUES	(5,561,500)	(5,441,400)	(504,400)	9.3	0	0	(5,945,800)	504,400	9.3
NET LEVY REQUIREMENT	2,921,300	3,041,600	113,600	3.7	0	0	3,155,200	113,600	3.7
STAFFING COMPLEMENT		29.17	(1.00)		0.00	0.00	28.17	(1.00)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Provincial Offences Act Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	255,000	243,100	16,500	6.8	0	0	259,600	16,500	6.8
Materials & Supplies	5,600	6,900	0	0.0	0	0	6,900	0	0.0
Services	97,000	96,000	5,300	5.5	0	0	101,300	5,300	5.5
Interdepartmental Charges	184,800	184,800	409,600	221.6	0	0	594,400	409,600	221.6
Financial	13,000	13,700	0	0.0	0	0	13,700	0	0.0
TOTAL EXPENDITURES	555,400	544,500	431,400	79.2	0	0	975,900	431,400	79.2
REVENUES									
Fees & Service Charges	(500)	(400)	0	0.0	0	0	(400)	0	0.0
Other Revenues	(639,200)	(640,000)	20,000	(3.1)	0	0	(620,000)	(20,000)	(3.1)
TOTAL REVENUES	(639,700)	(640,400)	20,000	(3.1)	0	0	(620,400)	(20,000)	(3.1)
NET LEVY REQUIREMENT	(84,300)	(95,900)	451,400	470.7	0	0	355,500	451,400	470.7
STAFFING COMPLEMENT		3.00	0.00		0.00	0.00	3.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Information Technology
DEPARTMENT SUMMARY

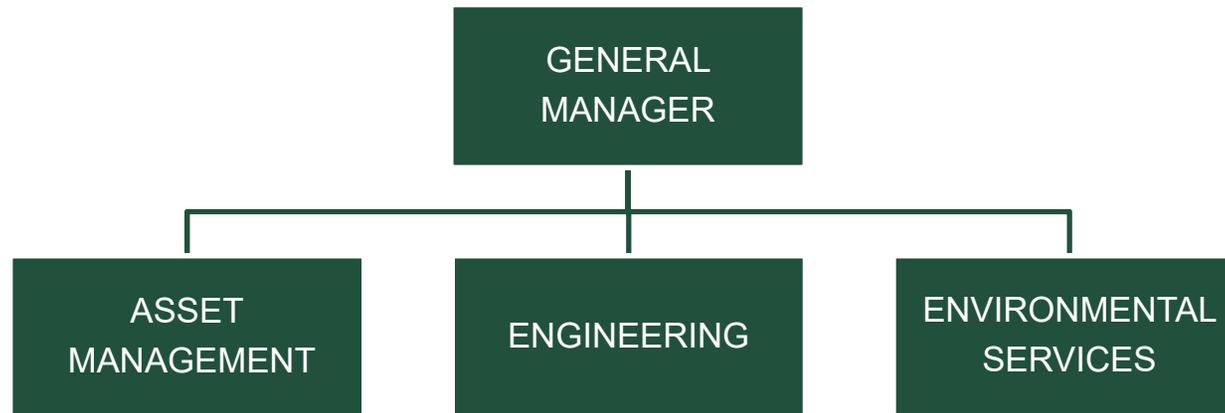
	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,125,700	1,181,600	92,100	7.8	0	134,700	1,408,400	226,800	19.2
Materials & Supplies	214,900	196,200	18,200	9.3	0	89,000	303,400	107,200	54.6
Services	635,400	694,500	64,500	9.3	0	0	759,000	64,500	9.3
Interdepartmental Charges	163,300	162,300	13,800	8.5	0	0	176,100	13,800	8.5
Infrastructure Funding	624,700	624,700	148,200	23.7	0	0	772,900	148,200	23.7
Capital	100,000	100,000	(100,000)	(100.0)	0	0	0	100,000	100.0
TOTAL EXPENDITURES	2,863,900	2,959,300	236,800	8.0	0	223,700	3,419,800	460,500	15.6
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(2,073,400)	(2,073,400)	(80,300)	3.9	0	0	(2,153,700)	80,300	3.9
TOTAL REVENUES	(2,073,400)	(2,073,400)	(80,300)	3.9	0	0	(2,153,700)	80,300	3.9
NET LEVY REQUIREMENT	790,500	885,900	156,500	17.7	0	223,700	1,266,100	380,200	42.9
STAFFING COMPLEMENT		12.35	0.00		0.00	1.00	13.35	1.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Corporate Customer Service & Communications
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,147,800	1,273,800	76,700	6.0	0	0	1,350,500	76,700	6.0
Materials & Supplies	14,400	10,500	6,300	60.0	0	0	16,800	6,300	60.0
Services	127,800	223,200	(3,100)	(1.4)	0	0	220,100	(3,100)	(1.4)
Interdepartmental Charges	54,700	51,600	15,900	30.8	0	0	67,500	15,900	30.8
Financial	200	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	1,344,900	1,559,100	95,800	6.1	0	0	1,654,900	95,800	6.1
REVENUES									
Transfer From Reserve & Reserve Funds	(2,300)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(431,800)	(506,800)	(186,100)	36.7	0	0	(692,900)	186,100	36.7
TOTAL REVENUES	(434,100)	(506,800)	(186,100)	36.7	0	0	(692,900)	186,100	36.7
NET LEVY REQUIREMENT	910,800	1,052,300	(90,300)	(8.6)	0	0	962,000	(90,300)	(8.6)
STAFFING COMPLEMENT		15.00	0.00		0.00	0.00	15.00	0.00	

ENVIRONMENTAL & INFRASTRUCTURE SERVICES

ENVIRONMENTAL AND INFRASTRUCTURE SERVICES DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
ENVIRONMENTAL & INFRASTRUCTURE SERVICES
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Environmental & Infrastructure Services Administration	379,900	368,400	7,900	2.1	0	0	376,300	7,900	2.1
Asset Management	92,000	149,600	22,700	15.2	0	83,100	255,400	105,800	70.7
Engineering	9,730,200	9,665,300	1,257,400	13.0	0	103,200	11,025,900	1,360,600	14.1
Environmental Services - Waste Management	7,885,500	8,802,300	161,400	1.8	0	0	8,963,700	161,400	1.8
TOTAL	18,087,700	18,985,600	1,449,400	7.6	0	186,300	20,621,300	1,635,700	8.6

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
ENVIRONMENTAL & INFRASTRUCTURE SERVICES
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,544,700	2,766,400	22,400	0.8	0	202,500	2,991,300	224,900	8.1
Materials & Supplies	94,200	143,700	(46,400)	(32.3)	0	4,000	101,300	(42,400)	(29.5)
Services	6,641,800	6,751,100	545,600	8.1	0	325,000	7,621,700	870,600	12.9
Transfer Payments/Grants	2,018,900	2,434,900	(311,800)	(12.8)	0	0	2,123,100	(311,800)	(12.8)
Interdepartmental Charges	910,700	898,100	48,200	5.4	0	0	946,300	48,200	5.4
Financial	247,400	57,800	3,300	5.7	0	0	61,100	3,300	5.7
Infrastructure Funding	8,288,900	8,211,900	807,200	9.8	0	0	9,019,100	807,200	9.8
Capital	537,000	537,000	248,000	46.2	0	0	785,000	248,000	46.2
TOTAL EXPENDITURES	21,283,700	21,800,900	1,316,500	6.0	0	531,500	23,648,900	1,848,000	8.5
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	(5,200)	(200)	3.8	0	0	(5,400)	200	3.8
Federal/Provincial Grants	(929,400)	(929,400)	(46,900)	5.0	0	0	(976,300)	46,900	5.0
Fees & Service Charges	(1,455,200)	(996,600)	34,300	(3.4)	0	(303,300)	(1,265,600)	269,000	27.0
Interdepartmental Recoveries	(565,100)	(641,800)	155,100	(24.2)	0	(41,900)	(528,600)	(113,200)	(17.6)
Other Revenues	(241,100)	(242,300)	(9,400)	3.9	0	0	(251,700)	9,400	3.9
TOTAL REVENUES	(3,196,000)	(2,815,300)	132,900	(4.7)	0	(345,200)	(3,027,600)	212,300	7.5
NET LEVY REQUIREMENT	18,087,700	18,985,600	1,449,400	7.6	0	186,300	20,621,300	1,635,700	8.6
STAFFING COMPLEMENT		26.04	(1.00)		0.00	2.00	27.04	1.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Environmental & Infrastructure Services Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	408,300	495,300	(142,700)	(28.8)	0	0	352,600	(142,700)	(28.8)
Materials & Supplies	9,900	15,400	(5,100)	(33.1)	0	0	10,300	(5,100)	(33.1)
Services	35,300	12,500	(1,200)	(9.6)	0	0	11,300	(1,200)	(9.6)
Interdepartmental Charges	101,500	101,500	(28,800)	(28.4)	0	0	72,700	(28,800)	(28.4)
Financial	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	555,000	624,700	(177,800)	(28.5)	0	0	446,900	(177,800)	(28.5)
REVENUES									
Interdepartmental Recoveries	(175,100)	(256,300)	185,700	(72.5)	0	0	(70,600)	(185,700)	(72.5)
TOTAL REVENUES	(175,100)	(256,300)	185,700	(72.5)	0	0	(70,600)	(185,700)	(72.5)
NET LEVY REQUIREMENT	379,900	368,400	7,900	2.1	0	0	376,300	7,900	2.1
STAFFING COMPLEMENT		4.00	(1.00)		0.00	0.00	3.00	(1.00)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Asset Management
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	157,500	209,500	25,500	12.2	0	0	235,000	25,500	12.2
Materials & Supplies	400	500	0	0.0	0	0	500	0	0.0
Services	19,900	20,800	(11,000)	(52.9)	0	125,000	134,800	114,000	548.1
Interdepartmental Charges	7,800	7,800	400	5.1	0	0	8,200	400	5.1
TOTAL EXPENDITURES	185,500	238,600	14,900	6.2	0	125,000	378,500	139,900	58.6
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(93,500)	(89,000)	7,800	(8.8)	0	(41,900)	(123,100)	34,100	38.3
TOTAL REVENUES	(93,500)	(89,000)	7,800	(8.8)	0	(41,900)	(123,100)	34,100	38.3
NET LEVY REQUIREMENT	92,000	149,600	22,700	15.2	0	83,100	255,400	105,800	70.7
STAFFING COMPLEMENT		2.00	0.00		0.00	0.00	2.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Engineering
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,665,500	1,737,400	121,300	7.0	0	202,500	2,061,200	323,800	18.6
Materials & Supplies	30,000	35,900	2,600	7.2	0	4,000	42,500	6,600	18.4
Services	320,500	448,700	89,400	19.9	0	200,000	738,100	289,400	64.5
Interdepartmental Charges	402,700	399,600	69,700	17.4	0	0	469,300	69,700	17.4
Financial	237,800	50,000	0	0.0	0	0	50,000	0	0.0
Infrastructure Funding	7,089,200	7,012,200	807,000	11.5	0	0	7,819,200	807,000	11.5
Capital	537,000	537,000	228,000	42.5	0	0	765,000	228,000	42.5
TOTAL EXPENDITURES	10,282,700	10,220,800	1,318,000	12.9	0	406,500	11,945,300	1,724,500	16.9
REVENUES									
Federal/Provincial Grants	(125,000)	(125,000)	(2,500)	2.0	0	0	(127,500)	2,500	2.0
Fees & Service Charges	(54,500)	(56,300)	(40,600)	72.1	0	(303,300)	(400,200)	343,900	610.8
Interdepartmental Recoveries	(170,700)	(170,700)	(8,100)	4.7	0	0	(178,800)	8,100	4.7
Other Revenues	(202,300)	(203,500)	(9,400)	4.6	0	0	(212,900)	9,400	4.6
TOTAL REVENUES	(552,500)	(555,500)	(60,600)	10.9	0	(303,300)	(919,400)	363,900	65.5
NET LEVY REQUIREMENT	9,730,200	9,665,300	1,257,400	13.0	0	103,200	11,025,900	1,360,600	14.1
STAFFING COMPLEMENT		16.19	0.00		0.00	2.00	18.19	2.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Environmental Services - Waste Management
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	313,400	324,200	18,300	5.6	0	0	342,500	18,300	5.6
Materials & Supplies	54,000	91,900	(43,900)	(47.8)	0	0	48,000	(43,900)	(47.8)
Services	6,266,000	6,269,100	468,400	7.5	0	0	6,737,500	468,400	7.5
Transfer Payments/Grants	2,018,900	2,434,900	(311,800)	(12.8)	0	0	2,123,100	(311,800)	(12.8)
Interdepartmental Charges	398,700	389,200	6,900	1.8	0	0	396,100	6,900	1.8
Financial	9,600	7,800	3,300	42.3	0	0	11,100	3,300	42.3
Infrastructure Funding	1,199,700	1,199,700	200	0.0	0	0	1,199,900	200	0.0
Capital	0	0	20,000	100.0	0	0	20,000	20,000	100.0
TOTAL EXPENDITURES	10,260,400	10,716,800	161,400	1.5	0	0	10,878,200	161,400	1.5
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	(5,200)	(200)	3.8	0	0	(5,400)	200	3.8
Federal/Provincial Grants	(804,400)	(804,400)	(44,400)	5.5	0	0	(848,800)	44,400	5.5
Fees & Service Charges	(1,400,700)	(940,300)	74,900	(8.0)	0	0	(865,400)	(74,900)	(8.0)
Interdepartmental Recoveries	(125,800)	(125,800)	(30,300)	24.1	0	0	(156,100)	30,300	24.1
Other Revenues	(38,800)	(38,800)	0	0.0	0	0	(38,800)	0	0.0
TOTAL REVENUES	(2,374,900)	(1,914,500)	0	0.0	0	0	(1,914,500)	0	0.0
NET LEVY REQUIREMENT	7,885,500	8,802,300	161,400	1.8	0	0	8,963,700	161,400	1.8
STAFFING COMPLEMENT		3.85	0.00		0.00	0.00	3.85	0.00	

HEALTH & SOCIAL SERVICES

HEALTH & SOCIAL SERVICES DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Health & Social Services Administration	0	0	0	0.0	0	0	0	0	0.0
Social Services	1,480,600	1,272,000	158,200	12.4	0	0	1,430,200	158,200	12.4
Norview Lodge	5,610,700	5,678,100	487,800	8.6	6,400	0	6,172,300	494,200	8.7
Housing Services	2,642,700	3,118,400	144,000	4.6	0	125,000	3,387,400	269,000	8.6
Haldimand-Norfolk Health Unit	1,261,700	1,677,000	250,200	14.9	0	0	1,927,200	250,200	14.9
TOTAL	10,995,700	11,745,500	1,040,200	8.9	6,400	125,000	12,917,100	1,171,600	10.0

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	32,410,700	28,973,800	2,613,900	9.0	2,851,000	0	34,438,700	5,464,900	18.9
Materials & Supplies	2,301,100	2,364,900	53,500	2.3	10,400	0	2,428,800	63,900	2.7
Services	3,097,500	3,392,900	(274,400)	(8.1)	6,628,500	0	9,747,000	6,354,100	187.3
Transfer Payments/Grants	39,471,300	29,994,100	(2,832,700)	(9.4)	152,900	507,800	27,822,100	(2,172,000)	(7.2)
Interdepartmental Charges	3,946,500	5,147,300	(1,631,900)	(31.7)	0	0	3,515,400	(1,631,900)	(31.7)
Financial	26,000	11,100	18,400	165.8	0	0	29,500	18,400	165.8
Infrastructure Funding	2,213,100	2,213,100	0	0.0	0	0	2,213,100	0	0.0
Capital	95,500	60,000	28,700	47.8	0	0	88,700	28,700	47.8
TOTAL EXPENDITURES	83,561,800	72,157,200	(2,024,500)	(2.8)	9,642,800	507,800	80,283,300	8,126,100	11.3
REVENUES									
Federal/Provincial Grants	(62,796,100)	(48,951,000)	1,199,800	(2.5)	(9,636,400)	0	(57,387,600)	8,436,600	17.2
Municipal Recoveries	(2,728,100)	(3,152,800)	(294,000)	9.3	0	0	(3,446,800)	294,000	9.3
Fees & Service Charges	(4,444,000)	(4,671,600)	139,700	(3.0)	0	0	(4,531,900)	(139,700)	(3.0)
Transfer From Reserve & Reserve Funds	(184,300)	(254,300)	254,300	(100.0)	0	(382,800)	(382,800)	128,500	50.5
Interdepartmental Recoveries	(2,009,000)	(2,968,600)	1,717,300	(57.8)	0	0	(1,251,300)	(1,717,300)	(57.8)
Other Revenues	(404,500)	(413,400)	47,600	(11.5)	0	0	(365,800)	(47,600)	(11.5)
TOTAL REVENUES	(72,566,100)	(60,411,700)	3,064,700	(5.1)	(9,636,400)	(382,800)	(67,366,200)	6,954,500	11.5
NET LEVY REQUIREMENT	10,995,700	11,745,500	1,040,200	8.9	6,400	125,000	12,917,100	1,171,600	10.0
STAFFING COMPLEMENT		315.02	4.53		33.47	0.00	353.02	38.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Health & Social Services Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	492,900	638,600	34,800	5.4	0	0	673,400	34,800	5.4
Materials & Supplies	29,000	40,600	(400)	(1.0)	0	0	40,200	(400)	(1.0)
Services	101,500	108,600	26,400	24.3	0	0	135,000	26,400	24.3
Interdepartmental Charges	27,500	27,500	5,200	18.9	0	0	32,700	5,200	18.9
Financial	800	0	900	100.0	0	0	900	900	100.0
TOTAL EXPENDITURES	651,700	815,300	66,900	8.2	0	0	882,200	66,900	8.2
REVENUES									
Interdepartmental Recoveries	(648,600)	(815,300)	(66,900)	8.2	0	0	(882,200)	66,900	8.2
Other Revenues	(3,100)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(651,700)	(815,300)	(66,900)	8.2	0	0	(882,200)	66,900	8.2
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		7.00	0.00		0.00	0.00	7.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,238,500	3,480,600	243,700	7.0	105,700	0	3,830,000	349,400	10.0
Materials & Supplies	49,300	82,500	(13,300)	(16.1)	4,000	0	73,200	(9,300)	(11.3)
Services	1,251,400	1,749,200	(573,300)	(32.8)	6,600,300	0	7,776,200	6,027,000	344.6
Transfer Payments/Grants	20,468,900	21,832,200	(1,728,500)	(7.9)	152,900	0	20,256,600	(1,575,600)	(7.2)
Interdepartmental Charges	820,300	946,700	48,700	5.1	0	0	995,400	48,700	5.1
Financial	26,600	6,400	19,500	304.7	0	0	25,900	19,500	304.7
Infrastructure Funding	382,800	0	0	0.0	0	0	0	0	0.0
Capital	100	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	26,237,900	28,097,600	(2,003,200)	(7.1)	6,862,900	0	32,957,300	4,859,700	17.3
REVENUES									
Federal/Provincial Grants	(23,116,200)	(25,053,200)	2,085,600	(8.3)	(6,862,900)	0	(29,830,500)	4,777,300	19.1
Fees & Service Charges	(332,900)	(343,200)	55,200	(16.1)	0	0	(288,000)	(55,200)	(16.1)
Interdepartmental Recoveries	(131,100)	(131,100)	9,300	(7.1)	0	0	(121,800)	(9,300)	(7.1)
Other Revenues	(315,400)	(335,100)	38,100	(11.4)	0	0	(297,000)	(38,100)	(11.4)
TOTAL REVENUES	(23,895,600)	(25,862,600)	2,188,200	(8.5)	(6,862,900)	0	(30,537,300)	4,674,700	18.1
NET LEVY REQUIREMENT	2,342,300	2,235,000	185,000	8.3	0	0	2,420,000	185,000	8.3
HALDIMAND SHARE	861,700	963,000	26,800	2.8	0	0	989,800	26,800	2.8
NORFOLK SHARE	1,480,600	1,272,000	158,200	12.4	0	0	1,430,200	158,200	12.4
STAFFING COMPLEMENT		42.60	0.00		1.00	0.00	43.60	1.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	16,532,300	15,034,300	910,200	6.1	2,745,300	0	18,689,800	3,655,500	24.3
Materials & Supplies	1,905,600	1,826,600	121,600	6.7	6,400	0	1,954,600	128,000	7.0
Services	718,500	658,300	74,600	11.3	28,200	0	761,100	102,800	15.6
Interdepartmental Charges	592,700	600,100	36,200	6.0	0	0	636,300	36,200	6.0
Financial	(4,200)	900	0	0.0	0	0	900	0	0.0
Infrastructure Funding	1,830,300	1,830,300	0	0.0	0	0	1,830,300	0	0.0
Capital	88,900	60,000	8,700	14.5	0	0	68,700	8,700	14.5
TOTAL EXPENDITURES	21,664,000	20,010,500	1,151,300	5.8	2,779,900	0	23,941,700	3,931,200	19.6
REVENUES									
Federal/Provincial Grants	(11,788,700)	(9,781,200)	(1,063,700)	10.9	(2,773,500)	0	(13,618,400)	3,837,200	39.2
Fees & Service Charges	(4,040,800)	(4,244,300)	150,900	(3.6)	0	0	(4,093,400)	(150,900)	(3.6)
Transfer From Reserve & Reserve Funds	(184,300)	(254,300)	254,300	(100.0)	0	0	0	(254,300)	(100.0)
Other Revenues	(39,400)	(52,600)	(5,000)	9.5	0	0	(57,600)	5,000	9.5
TOTAL REVENUES	(16,053,300)	(14,332,400)	(663,500)	4.6	(2,773,500)	0	(17,769,400)	3,437,000	24.0
NET LEVY REQUIREMENT	5,610,700	5,678,100	487,800	8.6	6,400	0	6,172,300	494,200	8.7
STAFFING COMPLEMENT		170.26	(3.15)		32.47	0.00	199.58	29.32	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET

Housing Services

DEPARTMENT SUMMARY

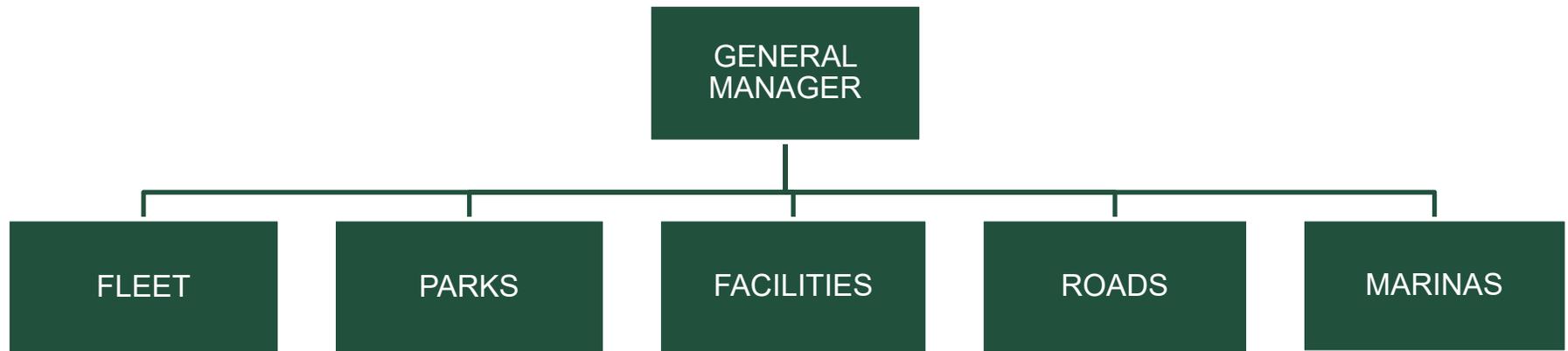
	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	715,100	850,600	43,300	5.1	0	0	893,900	43,300	5.1
Materials & Supplies	48,300	45,400	(15,200)	(33.5)	0	0	30,200	(15,200)	(33.5)
Services	82,900	79,300	(51,300)	(64.7)	0	0	28,000	(51,300)	(64.7)
Transfer Payments/Grants	19,002,400	8,161,900	(1,104,200)	(13.5)	0	507,800	7,565,500	(596,400)	(7.3)
Interdepartmental Charges	333,700	357,700	(25,400)	(7.1)	0	0	332,300	(25,400)	(7.1)
Financial	500	400	0	0.0	0	0	400	0	0.0
Infrastructure Funding	0	382,800	0	0.0	0	0	382,800	0	0.0
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	20,182,900	9,878,100	(1,152,800)	(11.7)	0	507,800	9,233,100	(645,000)	(6.5)
REVENUES									
Federal/Provincial Grants	(16,363,800)	(5,546,700)	1,438,500	(25.9)	0	0	(4,108,200)	(1,438,500)	(25.9)
Fees & Service Charges	0	0	(60,000)	100.0	0	0	(60,000)	60,000	100.0
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	(382,800)	(382,800)	382,800	100.0
Interdepartmental Recoveries	(182,500)	(182,500)	3,400	(1.9)	0	0	(179,100)	(3,400)	(1.9)
Other Revenues	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(16,546,300)	(5,729,200)	1,381,900	(24.1)	0	(382,800)	(4,730,100)	(999,100)	(17.4)
NET LEVY REQUIREMENT	3,636,600	4,148,900	229,100	5.5	0	125,000	4,503,000	354,100	8.5
HALDIMAND SHARE	993,900	1,030,500	85,100	8.3	0	0	1,115,600	85,100	8.3
NORFOLK SHARE	2,642,700	3,118,400	144,000	4.6	0	125,000	3,387,400	269,000	8.6
STAFFING COMPLEMENT		9.49	0.00		0.00	0.00	9.49	0.00	

HALDIMAND-NORFOLK HEALTH UNIT

DETAILS HAVE BEEN INCLUDED UNDER SEPARATE COVER

OPERATIONS

OPERATIONS DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
OPERATIONS
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Operations Administration	410,900	415,600	13,000	3.1	0	0	428,600	13,000	3.1
Parks	6,535,500	6,863,300	855,900	12.5	0	0	7,719,200	855,900	12.5
Marinas	(291,300)	(254,800)	(36,200)	(14.2)	0	0	(291,000)	(36,200)	(14.2)
Fleet	969,600	670,800	(53,100)	(7.9)	(41,600)	0	576,100	(94,700)	(14.1)
Facilities	2,987,800	3,179,000	(411,900)	(13.0)	0	0	2,767,100	(411,900)	(13.0)
Roads	21,807,300	22,764,000	2,303,700	10.1	76,400	0	25,144,100	2,380,100	10.5
TOTAL	32,419,800	33,637,900	2,671,400	7.9	34,800	0	36,344,100	2,706,200	8.0

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
OPERATIONS
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	12,070,200	12,268,100	516,100	4.2	5,100	0	12,789,300	521,200	4.2
Materials & Supplies	7,383,100	7,916,300	266,100	3.4	(17,000)	0	8,165,400	249,100	3.1
Services	7,692,100	8,284,800	811,800	9.8	0	0	9,096,600	811,800	9.8
Transfer Payments/Grants	35,300	35,300	(3,000)	(8.5)	0	0	32,300	(3,000)	(8.5)
Interdepartmental Charges	6,788,800	6,743,900	856,800	12.7	(97,700)	0	7,503,000	759,100	11.3
Financial	46,000	39,100	9,600	24.6	0	0	48,700	9,600	24.6
Infrastructure Funding	8,093,600	8,093,600	1,392,700	17.2	(307,300)	0	9,179,000	1,085,400	13.4
Capital	444,700	467,100	197,900	42.4	0	0	665,000	197,900	42.4
TOTAL EXPENDITURES	42,553,800	43,848,200	4,048,000	9.2	(416,900)	0	47,479,300	3,631,100	8.3
REVENUES									
Federal/Provincial Grants	(33,700)	(33,700)	25,600	(76.0)	0	0	(8,100)	(25,600)	(76.0)
Fees & Service Charges	(3,339,100)	(3,317,800)	(142,700)	4.3	0	0	(3,460,500)	142,700	4.3
Transfer From Reserve & Reserve Funds	(167,500)	(167,500)	102,100	(61.0)	0	0	(65,400)	(102,100)	(61.0)
Interdepartmental Recoveries	(6,193,100)	(6,178,500)	(1,353,700)	21.9	97,700	0	(7,434,500)	1,256,000	20.3
Other Revenues	(400,700)	(512,800)	(7,900)	1.5	354,000	0	(166,700)	(346,100)	(67.5)
TOTAL REVENUES	(10,134,000)	(10,210,300)	(1,376,600)	13.5	451,700	0	(11,135,200)	924,900	9.1
NET LEVY REQUIREMENT	32,419,800	33,637,900	2,671,400	7.9	34,800	0	36,344,100	2,706,200	8.0
STAFFING COMPLEMENT		142.65	(0.69)		0.00	0.00	141.96	(0.69)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Operations Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	347,800	345,900	16,000	4.6	0	0	361,900	16,000	4.6
Materials & Supplies	6,600	9,200	(400)	(4.3)	0	0	8,800	(400)	(4.3)
Services	6,600	10,600	(3,900)	(36.8)	0	0	6,700	(3,900)	(36.8)
Interdepartmental Charges	49,900	49,900	1,300	2.6	0	0	51,200	1,300	2.6
TOTAL EXPENDITURES	410,900	415,600	13,000	3.1	0	0	428,600	13,000	3.1
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	410,900	415,600	13,000	3.1	0	0	428,600	13,000	3.1
STAFFING COMPLEMENT		3.00	0.00		0.00	0.00	3.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Parks
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	4,012,500	4,073,700	198,000	4.9	0	0	4,271,700	198,000	4.9
Materials & Supplies	1,337,500	1,512,200	(22,200)	(1.5)	0	0	1,490,000	(22,200)	(1.5)
Services	1,359,500	1,476,500	138,400	9.4	0	0	1,614,900	138,400	9.4
Transfer Payments/Grants	35,300	35,300	(3,000)	(8.5)	0	0	32,300	(3,000)	(8.5)
Interdepartmental Charges	1,435,900	1,403,900	260,300	18.5	0	0	1,664,200	260,300	18.5
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	236,300	236,300	(45,100)	(19.1)	0	0	191,200	(45,100)	(19.1)
Capital	136,700	154,100	332,900	216.0	0	0	487,000	332,900	216.0
TOTAL EXPENDITURES	8,553,700	8,892,000	859,300	9.7	0	0	9,751,300	859,300	9.7
REVENUES									
Federal/Provincial Grants	(33,700)	(33,700)	25,600	(76.0)	0	0	(8,100)	(25,600)	(76.0)
Fees & Service Charges	(1,580,000)	(1,576,100)	7,500	(0.5)	0	0	(1,568,600)	(7,500)	(0.5)
Transfer From Reserve & Reserve Funds	(70,900)	(70,900)	45,800	(64.6)	0	0	(25,100)	(45,800)	(64.6)
Interdepartmental Recoveries	(220,500)	(242,900)	(87,800)	36.1	0	0	(330,700)	87,800	36.1
Other Revenues	(113,000)	(105,100)	5,500	(5.2)	0	0	(99,600)	(5,500)	(5.2)
TOTAL REVENUES	(2,018,200)	(2,028,700)	(3,400)	0.2	0	0	(2,032,100)	3,400	0.2
NET LEVY REQUIREMENT	6,535,500	6,863,300	855,900	12.5	0	0	7,719,200	855,900	12.5
STAFFING COMPLEMENT		54.36	(0.20)		0.00	0.00	54.16	(0.20)	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Marinas
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	321,300	351,000	14,900	4.2	0	0	365,900	14,900	4.2
Materials & Supplies	360,300	344,800	80,100	23.2	0	0	424,900	80,100	23.2
Services	74,500	98,300	(200)	(0.2)	0	0	98,100	(200)	(0.2)
Interdepartmental Charges	128,000	127,800	9,300	7.3	0	0	137,100	9,300	7.3
Financial	36,900	30,000	8,000	26.7	0	0	38,000	8,000	26.7
Infrastructure Funding	260,000	260,000	0	0.0	0	0	260,000	0	0.0
Capital	3,000	3,000	(3,000)	(100.0)	0	0	0	3,000	100.0
TOTAL EXPENDITURES	1,184,100	1,214,900	109,100	9.0	0	0	1,324,000	109,100	9.0
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(1,460,400)	(1,459,000)	(145,300)	10.0	0	0	(1,604,300)	145,300	10.0
Other Revenues	(14,900)	(10,700)	0	0.0	0	0	(10,700)	0	0.0
TOTAL REVENUES	(1,475,400)	(1,469,700)	(145,300)	9.9	0	0	(1,615,000)	145,300	9.9
NET LEVY REQUIREMENT	(291,300)	(254,800)	(36,200)	(14.2)	0	0	(291,000)	(36,200)	(14.2)
STAFFING COMPLEMENT		4.96	0.01		0.00	0.00	4.97	0.01	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Fleet
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	969,000	995,000	49,300	5.0	0	0	1,044,300	49,300	5.0
Materials & Supplies	2,051,900	1,750,500	403,400	23.0	(17,000)	0	2,136,900	386,400	22.1
Services	900,100	832,600	77,400	9.3	0	0	910,000	77,400	9.3
Interdepartmental Charges	320,500	320,500	(3,400)	(1.1)	0	0	317,100	(3,400)	(1.1)
Infrastructure Funding	1,561,900	1,561,900	125,000	8.0	(122,300)	0	1,564,600	2,700	0.2
Capital	62,000	62,000	(22,000)	(35.5)	0	0	40,000	(22,000)	(35.5)
TOTAL EXPENDITURES	5,865,400	5,522,500	629,700	11.4	(139,300)	0	6,012,900	490,400	8.9
REVENUES									
Fees & Service Charges	(14,500)	(14,500)	0	0.0	0	0	(14,500)	0	0.0
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(4,876,200)	(4,833,700)	(682,800)	14.1	97,700	0	(5,418,800)	585,100	12.1
Other Revenues	(5,200)	(3,500)	0	0.0	0	0	(3,500)	0	0.0
TOTAL REVENUES	(4,895,900)	(4,851,700)	(682,800)	14.1	97,700	0	(5,436,800)	585,100	12.1
NET LEVY REQUIREMENT	969,600	670,800	(53,100)	(7.9)	(41,600)	0	576,100	(94,700)	(14.1)
STAFFING COMPLEMENT		10.00	0.00		0.00	0.00	10.00	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Facilities
DEPARTMENT SUMMARY

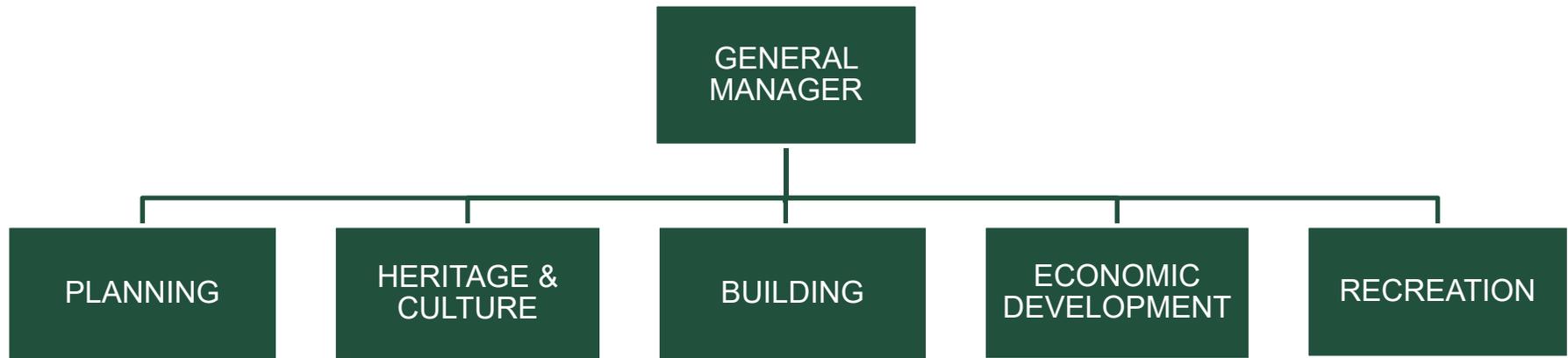
	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	707,200	769,600	43,500	5.7	0	0	813,100	43,500	5.7
Materials & Supplies	438,700	450,800	47,700	10.6	0	0	498,500	47,700	10.6
Services	1,826,500	1,944,900	11,300	0.6	0	0	1,956,200	11,300	0.6
Transfer Payments/Grants	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Charges	324,600	323,900	29,800	9.2	0	0	353,700	29,800	9.2
Financial	9,100	9,100	1,600	17.6	0	0	10,700	1,600	17.6
Infrastructure Funding	706,900	706,900	149,000	21.1	0	0	855,900	149,000	21.1
Capital	158,000	163,000	(103,000)	(63.2)	0	0	60,000	(103,000)	(63.2)
TOTAL EXPENDITURES	4,171,000	4,368,200	179,900	4.1	0	0	4,548,100	179,900	4.1
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(58,000)	(58,500)	0	0.0	0	0	(58,500)	0	0.0
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(1,096,400)	(1,101,900)	(583,100)	52.9	0	0	(1,685,000)	583,100	52.9
Other Revenues	(28,800)	(28,800)	(8,700)	30.2	0	0	(37,500)	8,700	30.2
TOTAL REVENUES	(1,183,200)	(1,189,200)	(591,800)	49.8	0	0	(1,781,000)	591,800	49.8
NET LEVY REQUIREMENT	2,987,800	3,179,000	(411,900)	(13.0)	0	0	2,767,100	(411,900)	(13.0)
STAFFING COMPLEMENT		7.35	0.00		0.00	0.00	7.35	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Roads
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,712,400	5,732,900	194,400	3.4	5,100	0	5,932,400	199,500	3.5
Materials & Supplies	3,188,100	3,848,800	(242,500)	(6.3)	0	0	3,606,300	(242,500)	(6.3)
Services	3,524,800	3,921,900	588,800	15.0	0	0	4,510,700	588,800	15.0
Interdepartmental Charges	4,529,900	4,517,900	559,500	12.4	(97,700)	0	4,979,700	461,800	10.2
Infrastructure Funding	5,328,500	5,328,500	1,163,800	21.8	(185,000)	0	6,307,300	978,800	18.4
Capital	85,000	85,000	(7,000)	(8.2)	0	0	78,000	(7,000)	(8.2)
TOTAL EXPENDITURES	22,368,700	23,435,000	2,257,000	9.6	(277,600)	0	25,414,400	1,979,400	8.4
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(226,100)	(209,700)	(4,900)	2.3	0	0	(214,600)	4,900	2.3
Transfer From Reserve & Reserve Funds	(96,600)	(96,600)	56,300	(58.3)	0	0	(40,300)	(56,300)	(58.3)
Other Revenues	(238,700)	(364,700)	(4,700)	1.3	354,000	0	(15,400)	(349,300)	(95.8)
TOTAL REVENUES	(561,400)	(671,000)	46,700	(7.0)	354,000	0	(270,300)	(400,700)	(59.7)
NET LEVY REQUIREMENT	21,807,300	22,764,000	2,303,700	10.1	76,400	0	25,144,100	2,380,100	10.5
STAFFING COMPLEMENT		62.98	(0.50)		0.00	0.00	62.48	(0.50)	

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT DIVISION



FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY DEVELOPMENT SUMMARY
DIVISION NET LEVY REQUIREMENT

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Community Development Administration	486,700	456,800	13,900	3.0	0	0	470,700	13,900	3.0
Building	0	0	0	0.0	0	0	0	0	0.0
Planning	681,200	1,045,200	113,100	10.8	0	0	1,158,300	113,100	10.8
Economic Development	990,400	938,600	115,900	12.3	0	0	1,054,500	115,900	12.3
Heritage & Culture	1,001,300	1,068,200	88,100	8.2	0	118,700	1,275,000	206,800	19.4
Recreation	1,648,400	1,744,200	340,700	19.5	0	0	2,084,900	340,700	19.5
TOTAL	4,808,000	5,253,000	671,700	12.8	0	118,700	6,043,400	790,400	15.0

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY DEVELOPMENT SUMMARY
DIVISION SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,935,800	6,263,400	327,400	5.2	0	388,100	6,978,900	715,500	11.4
Materials & Supplies	368,700	466,100	(16,000)	(3.4)	0	0	450,100	(16,000)	(3.4)
Services	1,283,200	1,254,800	427,600	34.1	0	0	1,682,400	427,600	34.1
Transfer Payments/Grants	222,600	352,700	(79,200)	(22.5)	0	0	273,500	(79,200)	(22.5)
Interdepartmental Charges	1,196,600	1,198,000	133,100	11.1	0	0	1,331,100	133,100	11.1
Financial	32,000	40,700	100,000	245.7	0	0	140,700	100,000	245.7
Infrastructure Funding	688,800	120,200	(24,800)	(20.6)	0	0	95,400	(24,800)	(20.6)
Capital	145,100	99,100	312,500	315.3	0	0	411,600	312,500	315.3
TOTAL EXPENDITURES	9,872,900	9,795,000	1,180,600	12.1	0	388,100	11,363,700	1,568,700	16.0
REVENUES									
Federal/Provincial Grants	(521,800)	(325,700)	(34,400)	10.6	0	0	(360,100)	34,400	10.6
Fees & Service Charges	(3,865,800)	(3,111,700)	(339,400)	10.9	0	(269,400)	(3,720,500)	608,800	19.6
Transfer From Reserve & Reserve Funds	(410,000)	(816,500)	48,400	(5.9)	0	0	(768,100)	(48,400)	(5.9)
Interdepartmental Recoveries	(129,100)	(106,700)	0	0.0	0	0	(106,700)	0	0.0
Other Revenues	(138,000)	(181,400)	(183,500)	101.2	0	0	(364,900)	183,500	101.2
TOTAL REVENUES	(5,064,800)	(4,542,000)	(508,900)	11.2	0	(269,400)	(5,320,300)	778,300	17.1
NET LEVY REQUIREMENT	4,808,000	5,253,000	671,700	12.8	0	118,700	6,043,400	790,400	15.0
STAFFING COMPLEMENT		70.39	0.99		0.00	3.00	74.38	3.99	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Community Development Administration
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	313,700	319,700	14,800	4.6	0	0	334,500	14,800	4.6
Materials & Supplies	27,100	50,100	1,600	3.2	0	0	51,700	1,600	3.2
Services	27,500	28,300	22,000	77.7	0	0	50,300	22,000	77.7
Interdepartmental Charges	76,500	35,200	1,000	2.8	0	0	36,200	1,000	2.8
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	48,500	48,500	(24,900)	(51.3)	0	0	23,600	(24,900)	(51.3)
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	493,300	481,800	14,500	3.0	0	0	496,300	14,500	3.0
REVENUES									
Other Revenues	(6,500)	(25,000)	(600)	2.4	0	0	(25,600)	600	2.4
TOTAL REVENUES	(6,500)	(25,000)	(600)	2.4	0	0	(25,600)	600	2.4
NET LEVY REQUIREMENT	486,700	456,800	13,900	3.0	0	0	470,700	13,900	3.0
STAFFING COMPLEMENT		2.80	0.00		0.00	0.00	2.80	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Building
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,405,600	1,470,500	85,700	5.8	0	0	1,556,200	85,700	5.8
Materials & Supplies	51,100	57,100	4,300	7.5	0	0	61,400	4,300	7.5
Services	154,400	58,600	52,300	89.2	0	0	110,900	52,300	89.2
Interdepartmental Charges	424,800	418,900	18,600	4.4	0	0	437,500	18,600	4.4
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	568,600	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	2,604,500	2,005,100	160,900	8.0	0	0	2,166,000	160,900	8.0
REVENUES									
Fees & Service Charges	(2,491,600)	(1,772,700)	(281,500)	15.9	0	0	(2,054,200)	281,500	15.9
Transfer From Reserve & Reserve Funds	(102,500)	(228,000)	122,600	(53.8)	0	0	(105,400)	(122,600)	(53.8)
Other Revenues	(10,400)	(4,400)	(2,000)	45.5	0	0	(6,400)	2,000	45.5
TOTAL REVENUES	(2,604,500)	(2,005,100)	(160,900)	8.0	0	0	(2,166,000)	160,900	8.0
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		15.20	0.00		0.00	0.00	15.20	0.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Planning
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,067,400	1,227,000	63,600	5.2	0	269,400	1,560,000	333,000	27.1
Materials & Supplies	17,200	25,600	(4,300)	(16.8)	0	0	21,300	(4,300)	(16.8)
Services	84,400	94,200	16,000	17.0	0	0	110,200	16,000	17.0
Interdepartmental Charges	355,700	353,600	14,000	4.0	0	0	367,600	14,000	4.0
Financial	0	0	100,000	100.0	0	0	100,000	100,000	100.0
Capital	87,000	87,000	49,000	56.3	0	0	136,000	49,000	56.3
TOTAL EXPENDITURES	1,611,700	1,787,400	238,300	13.3	0	269,400	2,295,100	507,700	28.4
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(773,300)	(581,500)	(125,200)	21.5	0	(269,400)	(976,100)	394,600	67.9
Interdepartmental Recoveries	(106,700)	(106,700)	0	0.0	0	0	(106,700)	0	0.0
Other Revenues	(50,500)	(54,000)	0	0.0	0	0	(54,000)	0	0.0
TOTAL REVENUES	(930,500)	(742,200)	(125,200)	16.9	0	(269,400)	(1,136,800)	394,600	53.2
NET LEVY REQUIREMENT	681,200	1,045,200	113,100	10.8	0	0	1,158,300	113,100	10.8
STAFFING COMPLEMENT		12.80	0.00		0.00	2.00	14.80	2.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Economic Development
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	477,900	418,100	60,800	14.5	0	0	478,900	60,800	14.5
Materials & Supplies	13,300	27,900	(9,700)	(34.8)	0	0	18,200	(9,700)	(34.8)
Services	728,800	715,100	306,500	42.9	0	0	1,021,600	306,500	42.9
Transfer Payments/Grants	219,500	349,500	(80,000)	(22.9)	0	0	269,500	(80,000)	(22.9)
Interdepartmental Charges	86,100	114,900	42,000	36.6	0	0	156,900	42,000	36.6
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	34,900	34,900	0	0.0	0	0	34,900	0	0.0
Capital	5,000	5,000	81,000	1,620.0	0	0	86,000	81,000	1,620.0
TOTAL EXPENDITURES	1,565,500	1,665,400	400,600	24.1	0	0	2,066,000	400,600	24.1
REVENUES									
Federal/Provincial Grants	(245,700)	(190,500)	(34,400)	18.1	0	0	(224,900)	34,400	18.1
Fees & Service Charges	(56,900)	(69,600)	0	0.0	0	0	(69,600)	0	0.0
Transfer From Reserve & Reserve Funds	(267,500)	(448,500)	(74,200)	16.5	0	0	(522,700)	74,200	16.5
Other Revenues	(5,000)	(18,200)	(176,100)	967.6	0	0	(194,300)	176,100	967.6
TOTAL REVENUES	(575,100)	(726,800)	(284,700)	39.2	0	0	(1,011,500)	284,700	39.2
NET LEVY REQUIREMENT	990,400	938,600	115,900	12.3	0	0	1,054,500	115,900	12.3
STAFFING COMPLEMENT		3.74	1.00		0.00	0.00	4.74	1.00	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Heritage & Culture
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	720,700	706,000	34,700	4.9	0	118,700	859,400	153,400	21.7
Materials & Supplies	164,400	185,100	(6,500)	(3.5)	0	0	178,600	(6,500)	(3.5)
Services	151,000	171,200	19,000	11.1	0	0	190,200	19,000	11.1
Interdepartmental Charges	129,100	128,100	9,500	7.4	0	0	137,600	9,500	7.4
Financial	3,500	3,100	0	0.0	0	0	3,100	0	0.0
Infrastructure Funding	36,800	36,800	100	0.3	0	0	36,900	100	0.3
Capital	10,000	0	6,000	100.0	0	0	6,000	6,000	100.0
TOTAL EXPENDITURES	1,215,500	1,230,300	62,800	5.1	0	118,700	1,411,800	181,500	14.8
REVENUES									
Federal/Provincial Grants	(149,800)	(49,800)	0	0.0	0	0	(49,800)	0	0.0
Fees & Service Charges	(45,300)	(79,900)	23,300	(29.2)	0	0	(56,600)	(23,300)	(29.2)
Transfer From Reserve & Reserve Funds	0	(20,000)	0	0.0	0	0	(20,000)	0	0.0
Other Revenues	(19,000)	(12,400)	2,000	(16.1)	0	0	(10,400)	(2,000)	(16.1)
TOTAL REVENUES	(214,200)	(162,100)	25,300	(15.6)	0	0	(136,800)	(25,300)	(15.6)
NET LEVY REQUIREMENT	1,001,300	1,068,200	88,100	8.2	0	118,700	1,275,000	206,800	19.4
STAFFING COMPLEMENT		7.90	(0.01)		0.00	1.00	8.89	0.99	

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
Recreation
DEPARTMENT SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,950,400	2,122,100	67,800	3.2	0	0	2,189,900	67,800	3.2
Materials & Supplies	95,700	120,300	(1,400)	(1.2)	0	0	118,900	(1,400)	(1.2)
Services	137,100	187,400	11,800	6.3	0	0	199,200	11,800	6.3
Transfer Payments/Grants	3,100	3,200	800	25.0	0	0	4,000	800	25.0
Interdepartmental Charges	124,400	147,300	48,000	32.6	0	0	195,300	48,000	32.6
Financial	28,500	37,600	0	0.0	0	0	37,600	0	0.0
Capital	43,100	7,100	176,500	2,485.9	0	0	183,600	176,500	2,485.9
TOTAL EXPENDITURES	2,382,300	2,625,000	303,500	11.6	0	0	2,928,500	303,500	11.6
REVENUES									
Federal/Provincial Grants	(126,400)	(85,400)	0	0.0	0	0	(85,400)	0	0.0
Fees & Service Charges	(498,700)	(608,000)	44,000	(7.2)	0	0	(564,000)	(44,000)	(7.2)
Transfer From Reserve & Reserve Funds	(40,000)	(120,000)	0	0.0	0	0	(120,000)	0	0.0
Interdepartmental Recoveries	(22,400)	0	0	0.0	0	0	0	0	0.0
Other Revenues	(46,500)	(67,400)	(6,800)	10.1	0	0	(74,200)	6,800	10.1
TOTAL REVENUES	(734,000)	(880,800)	37,200	(4.2)	0	0	(843,600)	(37,200)	(4.2)
NET LEVY REQUIREMENT	1,648,400	1,744,200	340,700	19.5	0	0	2,084,900	340,700	19.5
STAFFING COMPLEMENT		27.95	0.00		0.00	0.00	27.95	0.00	

COVID-19

FINAL 2023 LEVY SUPPORTED OPERATING BUDGET
COVID-19
SUMMARY

	2022 Forecasted Actuals	2022 APPROVED BUDGET	Base Budget Adjustments	2023 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2023 APPROVED BUDGET	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	127,300	20,000	(20,000)	(100.0)	0	0	0	20,000	100.0
Materials & Supplies	38,500	215,000	(115,000)	(53.5)	0	0	100,000	(115,000)	(53.5)
Services	174,200	193,700	(190,000)	(98.1)	0	0	3,700	(190,000)	(98.1)
Interdepartmental Charges	41,600	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
Capital	22,200	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	403,900	428,700	(325,000)	(75.8)	0	0	103,700	(325,000)	(75.8)
REVENUES									
Federal/Provincial Grants	0	0	(103,700)	100.0	0	0	(103,700)	103,700	100.0
Fees & Service Charges	0	200,000	(200,000)	100.0	0	0	0	200,000	100.0
Interdepartmental Recoveries	0	0	0	0.0	0	0	0	0	0.0
Other Revenues	(200)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(200)	200,000	(303,700)	151.9	0	0	(103,700)	303,700	151.9
NET LEVY REQUIREMENT	403,700	628,700	(628,700)	(100.0)	0	0	0	(628,700)	(100.0)
STAFFING COMPLEMENT		0.25	(0.25)		0.00	0.00	0.00	0.25	

SUPPLEMENTARY INFORMATION



FINAL 2023 NEW BUDGET INITIATIVES

Department	Name	Description	2023 Net Levy Impact (\$)	FTEs
Planning, Building and Engineering	BUILD Norfolk (Development Resourcing)	BUILD Norfolk is a strategy from the Economic Recovery Plan as streamlining and improving the development process/timelines remains an important provincial, Council and staff priority. Although a number of strategies have, and are, being deployed to streamline, additional efforts are needed to bolster capacity, have appropriate resources in place to achieve legislated timelines, reduce issues, deliver on development all the way to construction and work together with our community as we grow.	0	3.00
Clerk's and By-Law	Information and Privacy Coordinator	The service level related to FOI is a legislated requirement for municipalities. This position will ensure the County meets its legislated requirements under MFIPPA in a timely, efficient and consistent manner. The position will also provide oversight to the records and digitization program that is also a legislated requirement. This program and will be a key priority for the Clerks department over the new few years as the County moves into a digital environment for corporate records management processes.	108,200	1.00
Information Technology	Managed IT Security Services	To monitor, manage and protect the County's technology assets from cyber-attacks that will minimize or reduce the risk of a serious long-term system outage.	223,700	1.00
Asset Management	Asset Management	Norfolk County is required to develop a comprehensive Asset Management Plan (AMP) to comply with O. Reg 588/17 (Asset Management Planning for Municipal Infrastructure). A comprehensive AMP must incorporate all municipal assets and includes current and future service levels with associated capital investment plans. The successful delivery of an AMP requires adjusting existing resources and supplementing with consulting services that bring industry knowledge and expertise in the various disciplines (roads, water, structures, transportation, facilities, parks, climate adaptation, etc.) that encompass Norfolk County services.	186,300	1.00
HN Social Services & Housing	HNHC Regeneration Master Plan - Repair and Renewal	Refer to staff presentation and report CS-22-105.	125,000	0.00
Subtotal			643,200	6.00
Water & Wastewater	Vertical Program	Approved during the Proposed 2023 Rate Supported Operating Budget.	11,900	0.00
Water & Wastewater	Preventative Maintenance Materials Supplies & Services	Approved during the Proposed 2023 Rate Supported Operating Budget.	53,400	0.00
Heritage & Culture	Curator	Approved during the Proposed 2023 Levy Supported Operating Budget.	118,700	1.00
Norfolk County Public Library	Library Assistants - Hour Increases	Approved during the Proposed 2023 Levy Supported Operating Budget.	92,100	1.27
Total Levy Funded New Budget Initiatives			919,300	8.27



FINAL 2023 COUNCIL APPROVED INITIATIVES

Department	Name	Council Report	2023 Net Levy Impact (\$)	FTEs
Social Services	Canada-Wide Early Learning & Child Care Plan	HSS-22-019 Canada-Wide Early Learning Child Care Program	0	1.00
Norview Lodge	Direct Care Staffing	HSS-22-003 NVL Increase to Direct Care Time for Residents through Increased Staffing	6,400	32.47
Roads and Fleet	Outsourcing of Surface Treatment Program	OPS-22-034 Surface Treatment Program	34,800	0.00
Total Levy Funded Council Approved Initiatives			41,200	33.47