

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET



2021 BUDGET



FINAL 2021 LEVY SUPPORTED OPERATING BUDGET TABLE OF CONTENTS

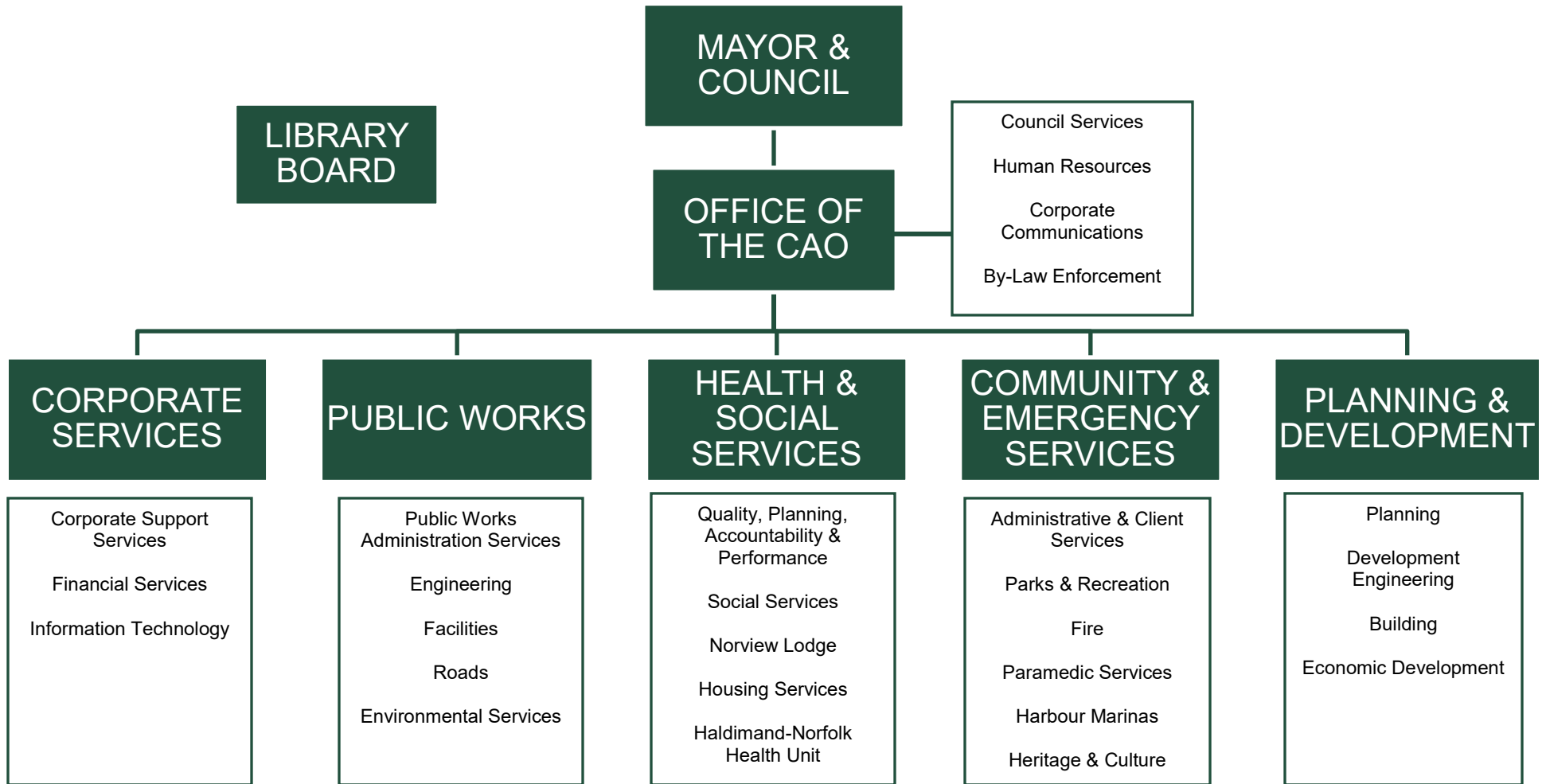
GENERAL ORGANIZATIONAL INFORMATION	
Norfolk County Government Structure	1
FINAL 2021 LEVY BUDGET OPTIONS	2
NORFOLK COUNTY OPERATING LEVY	6
CORPORATE REVENUES & EXPENDITURES	9
MAYOR & COUNCIL SERVICES	11
OFFICE OF THE CAO	13
Office of the CAO General Operations	16
Council Services	17
Human Resources	18
Corporate Communications	19
By-Law Enforcement	20
CORPORATE SERVICES	21
Corporate Services Administration	24
Corporate Support Services General Operations	25
Provincial Offences Act Administration	26
Financial Services	27
Information Technology	28
PUBLIC WORKS	29
Public Works Administration	32
Public Works Administration Services	33
Engineering	34
Facilities	35
Roads	36
Environmental Services - Waste Management	37
HEALTH & SOCIAL SERVICES	38
Health & Social Services Administration	41
Quality, Planning, Accountability & Performance	42
Social Services	43
Norview Lodge	44
Housing Services	45



FINAL 2021 LEVY SUPPORTED OPERATING BUDGET TABLE OF CONTENTS

HALDIMAND-NORFOLK HEALTH UNIT (details under separate cover).....	46
COMMUNITY & EMERGENCY SERVICES	48
Community & Emergency Services Administration.....	51
Administrative & Client Services General Operations	52
Ride Norfolk	53
Parks & Recreation	54
Fire.....	55
Paramedic Services	56
Harbour Marinas	57
Heritage & Culture	58
PLANNING & DEVELOPMENT.....	59
Planning & Development Administration.....	62
Planning	63
Development Engineering.....	64
Building	65
Economic Development.....	66
COVID-19.....	67
REQUISITIONS FROM BOARDS & AGENCIES	69
Long Point Region Conservation Authority	71
Grand River Conservation Authority	72
Norfolk County Public Library.....	73
Police Services	74
COUNCIL APPROVED INITIATIVES & NEW BUDGET INITIATIVES.....	75
Council Approved Initiatives Summary.....	76
Council Approved Initiatives Details	77
New Budget Initiatives Summary	88
New Budget Initiatives Details.....	89

NORFOLK COUNTY GOVERNMENT STRUCTURE



FINAL 2021 LEVY BUDGET OPTIONS



Final 2021 Levy Budget Options

		2021 Impact
Revenues		
1	<p>Recreation User Fees - Other Arenas - Consider reviewing the cost recovery portion of recreational user fees to reduce the levy impact of these services. Options include:</p> <ul style="list-style-type: none"> a) Arenas b) Other recreation <p>Further, consider introducing a grant program to reduce the impact of any associated income barriers. The savings included in this option assumes a 1/2 year implementation in 2021 with a full year's savings expected in 2022.</p>	(76,000)
2	<p>Donation Revenue - Consider installing donation boxes for the transient slips in Port Dover and implementing a donation campaign for the care and maintenance of cemeteries assumed by Norfolk County.</p>	(1)
3	<p>Other Additional / Increasing Select User Fees - Consider implementing additional user fees or increasing the cost recoveries on specific existing fees for the following:</p> <ul style="list-style-type: none"> a) General fees including: special permit, road allowances, site plan, property tax, poa space rental, recycling boxes, marriage licenses, by-law fines etc. b) Marina fees as directed by Council. c) Seasonal housing and other inspections. 	(170,000)
Service Changes		
4	<p>In-Sourcing Services</p> <ul style="list-style-type: none"> a) Consider pilot project to complete upcoming studies (such as growth management) in-house rather than outsourced by adding a temporary FTE, which will result in savings to the tax levy and developers. As these services are ongoing this option provides sustained savings. b) Consider shifting work performed by external legal counsel to in-house by adding 1 FTE. As these services are ongoing this option provides sustained savings. 	(15,000)
5	<p>Assessment Base Management & Assessment Review Board - Consider hiring an external contractor to manage the property tax assessment base and to represent Norfolk County at Assessment Review Board Hearings. This service will generate savings in subsequent years by reducing tax assessment write-offs and by increasing the property tax assessment base.</p>	55,000
7	<p>South Walsingham Transfer Station</p> <ul style="list-style-type: none"> a) Consider reducing operating hours for the transfer stations while to align with demand. b) Consider the closure of the transfer station. 	(12,200)
6	<p>Bulky Item Collection - Consider replacing the bi-annual county wide bulky pick-up service with a call in pick-up service supported by a fee for service charge.</p>	(75,000)
8	<p>Centralized Communication Strategy - Consider consolidating the budgets for advertising and printing within Corporate Communications and using a centralized digital strategy to reduce costs and add 1.0 FTE.</p>	(5,000)
9	<p>Relocation of Simcoe Skate Park - Consider reallocating the Simcoe skate park to County owned property to eliminate land rental costs as directed during the Capital Budget deliberations.</p>	(6,700)

		2021 Impact
10	Pilot Projects a) Consider reducing costs by repairing damaged phones rather than replacing them and standardizing equipment. b) Consider redirecting the budget for the ash tree replacement program and replace with an extended zone maintenance program.	(10,000)
11	Property Reminder Notice Reductions - Consider reducing the mailing frequency of overdue tax reminder notices to reduce postage costs and to create operational efficiencies.	(8,000)
12	Centralized Office Furniture Sourcing - Consider reducing the costs associated with the delivery and set up of office furniture by centralizing purchases to co-ordinate deliveries.	(5,000)
13	Review of Expense Policies - Consider reviewing the mileage and per-diem policy to find savings and administrative efficiencies.	(10,000)
14	Reduced Street Sweeping - Consider reducing the frequency of street sweeping in urban areas.	(15,000)
15	Ontario Works Service Adjustments - Consider modifying program delivery in response to the transfer of the Employment Services program to the Ministry of Training Colleges & Universities which resulted in funding reductions to the Ontario Works program.	(381,400)
16	Child Care Expansion Program - No applications by Child Care providers have been made at this time for childcare expansions in 2021 (build or retrofit additional spaces), which is assumed to be related to COVID-19 pressures experienced in this industry. As a result, the Ministry recommended 20% levy contribution is suggested to be removed in the 2021 budget. The Ministry funded 80% portion is anticipated to be sufficient to cover program costs for the 2021 year, however Health and Social Services will bring a request forward for Council's decision if levy funding will be required in a future years.	(159,000)
17	Service Reductions on Some Statutory Holidays - Consider closing pools, arenas and other recreational programming on some statutory holidays.	(10,000)
18	Temporary Reduction of Museums Operating Hours - Consider re-deploying staff to assist with the museums study and strategy by rotating operating hours at museums.	-
19	Reduce the Annual Transfer to the Council Initiative Reserve - Consider reducing the contribution to the Council Initiative Reserve to provide a projected opening balance of \$1 million (M) dollars for 2021.	(718,600)
20	Discontinue South Coast Shuttle - Consider discontinuing the seasonal tourism shuttle servicing local wineries and breweries.	(25,000)
21	7.5% Reduction in Transfer to the Library - Consider implementing a 7.5% reduction in the transfer to the Norfolk County Public Library Board.	(216,200)
22	SCOR - Consider withdrawing SCOR membership. Savings of \$25,000 anticipated in 2022.	
23	Collective Agreements - Work with unions on collective agreement provisions such as the standard work hours.	
24	Targeted Labour Reduction - Targeted reduction of FTEs to reduce the tax rate.	(662,700)

		2021 Impact
Infrastructure Adjustments		
25	Delay or Remove Levy Funded Capital Projects - Consider delaying or reducing levy funded capital projects approved in the 2021 included in the 2021 Capital Budget. Outlined in attachment 1.1	(266,000)
26	Shifting the Funding from Levy Supported to Debt Funded for Select Capital Projects - Consider shifting the funding source for select levy funded projects to debt funded in order to reduce the current year commitment to that of the annual debt payment.	(715,000)
27	In-Sourcing Capital Projects - Consider using some of the internal efficiencies generated by the corporate re-alignment to complete some capital projects (such as parking lots, paving and walkways projects) in-house rather than contracting.	(50,000)
Provision for estimation, delayed implementation and unforeseen circumstances		350,000
TOTAL OPTIONS		(3,206,801)
Levy Relief Strategy		
	Implements levy stabilization loan from the Legacy Fund in the amount of \$2.0M to protect the required investments in the levy budget (specifically infrastructure financing).	(2,000,000)
TOTAL LEVY RELIEF STRATEGY		(2,000,000)

Modifications to Options

Items highlighted in blue represent modifications to the originally proposed options presented in the Proposed 2021 Levy Supported Operating Budget document.

NORFOLK COUNTY OPERATING LEVY

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
NORFOLK COUNTY OPERATING REQUIRE									
CORPORATE REVENUES & EXPENDITURE	(6,131,100)	(4,214,800)	167,000	(4,047,800)	(2,083,300)	(34.0)	(2,959,500)	(6,574,812)	(9,599,362)
MAYOR & COUNCIL SERVICES	789,500	738,200	0	738,200	(51,300)	(6.5)	764,700	866,776	793,981
OFFICE OF THE CAO	2,777,000	3,121,500	0	3,121,500	344,500	12.4	2,554,200	2,132,228	2,191,222
CORPORATE SERVICES	4,432,000	5,545,400	0	5,545,400	1,113,400	25.1	4,497,900	3,919,277	3,889,004
PUBLIC WORKS	43,061,200	43,403,600	112,800	43,516,400	455,200	1.1	40,181,400	38,789,435	36,933,126
HEALTH & SOCIAL SERVICES	11,164,800	11,502,500	791,500	12,294,000	1,129,200	10.1	10,896,300	10,204,982	9,955,524
COMMUNITY & EMERGENCY SERVICES	24,661,900	24,756,200	143,700	24,899,900	238,000	1.0	22,077,600	21,960,930	21,318,906
PLANNING & DEVELOPMENT	3,079,200	2,599,000	0	2,599,000	(480,200)	(15.6)	2,297,000	2,638,874	2,977,758
COVID-19	0	1,515,900	0	1,515,900	1,515,900	100.0	1,171,000	0	0
TOTAL NORFOLK REQUIREMENT	83,834,500	88,967,500	1,215,000	90,182,500	6,348,000	7.6	81,480,600	73,937,690	68,460,159
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORIT	28,600	29,000	0	29,000	400	1.4	28,600	27,947	27,566
LONG POINT REGIONAL CONSERVATION /	1,292,500	1,133,600	0	1,133,600	(158,900)	(12.3)	1,292,500	1,098,088	1,017,854
NORFOLK COUNTY PUBLIC LIBRARY	2,884,600	2,668,400	0	2,668,400	(216,200)	(7.5)	2,884,600	2,793,800	2,736,500
POLICE SERVICES	12,828,400	13,018,100	0	13,018,100	189,700	1.5	12,874,100	12,666,800	12,283,700
TOTAL BOARDS & AGENCIES	17,034,100	16,849,100	0	16,849,100	(185,000)	(1.1)	17,079,800	16,586,635	16,065,620
TOTAL NET LEVY REQUIREMENT	100,868,600	105,816,600	1,215,000	107,031,600	6,163,000	6.1	98,560,400	90,524,325	84,525,779

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	69,954,900	70,411,500	3,692,800	74,104,300	4,149,400	5.9	68,120,900	67,701,991	66,082,951
Materials & Supplies	12,235,900	13,138,200	734,500	13,872,700	1,636,800	13.4	12,958,300	12,408,730	12,486,380
Services	24,475,100	24,312,600	369,000	24,681,600	206,500	0.8	22,032,900	23,761,911	22,897,796
Transfer Payments/Grants	49,003,000	48,881,100	2,204,800	51,085,900	2,082,900	4.3	49,863,300	50,037,071	46,382,687
Interdepartmental Charges	16,901,200	18,039,800	82,900	18,122,700	1,221,500	7.2	15,844,200	15,537,565	14,009,474
Financial	3,179,200	4,594,800	167,000	4,761,800	1,582,600	49.8	5,653,900	4,136,365	3,504,357
Infrastructure Funding	25,836,200	26,510,600	100,000	26,610,600	774,400	3.0	24,400,500	21,110,270	17,448,437
Capital	2,335,800	2,618,800	0	2,618,800	283,000	12.1	2,420,500	1,026,611	1,300,119
TOTAL EXPENDITURES	203,921,300	208,507,400	7,351,000	215,858,400	11,937,100	5.9	201,294,500	195,720,514	184,112,201
REVENUES									
PIL's-Supplementaries-Local Improvements	(2,995,700)	(3,016,300)	0	(3,016,300)	20,600	0.7	(3,114,700)	(3,051,694)	(3,365,345)
Federal/Provincial Grants	(58,775,000)	(57,672,700)	(5,086,500)	(62,759,200)	3,984,200	6.8	(63,941,400)	(59,680,099)	(57,333,689)
Municipal Recoveries	(3,254,200)	(3,732,500)	(530,400)	(4,262,900)	1,008,700	31.0	(2,493,400)	(2,923,986)	(2,630,921)
Fees & Service Charges	(12,015,200)	(11,696,100)	(70,000)	(11,766,100)	(249,100)	(2.1)	(10,495,500)	(12,957,336)	(12,809,682)
Transfer From Reserve & Reserve Funds	(2,437,000)	(4,341,800)	(251,200)	(4,593,000)	2,156,000	88.5	(2,155,600)	(5,222,130)	(4,125,632)
Interdepartmental Recoveries	(16,330,100)	(17,584,100)	(82,900)	(17,667,000)	1,336,900	8.2	(15,302,000)	(15,002,797)	(13,518,700)
Other Revenues	(7,245,500)	(4,647,300)	(115,000)	(4,762,300)	(2,483,200)	(34.3)	(5,178,700)	(6,121,675)	(5,639,261)
TOTAL REVENUES	(103,052,700)	(102,690,800)	(6,136,000)	(108,826,800)	5,774,100	5.6	(102,681,200)	(104,959,717)	(99,423,230)
NET LEVY REQUIREMENT	100,868,600	105,816,600	1,215,000	107,031,600	6,163,000	6.1	98,613,300	90,760,797	84,688,971
STAFFING COMPLEMENT	764.10	755.77	44.40	800.17	36.07				

CORPORATE REVENUES & EXPENDITURES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATE REVENUES & EXPENDITURES SUMMARY
SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	190,000	520,000	0	520,000	330,000	173.7	770,000	819,618	474,004
Materials & Supplies	0	(10,000)	0	(10,000)	(10,000)	(100.0)	1,000	0	0
Services	23,400	75,000	0	75,000	51,600	220.5	30,300	23,983	49,044
Transfer Payments/Grants	500,000	850,000	0	850,000	350,000	70.0	825,000	2,130,537	0
Interdepartmental Charges	6,500	6,800	0	6,800	300	4.6	9,800	7,688	0
Financial	969,000	1,620,900	167,000	1,787,900	818,900	84.5	3,477,100	1,575,157	1,017,984
Infrastructure Funding	6,147,900	6,472,500	0	6,472,500	324,600	5.3	3,993,900	4,318,283	2,065,151
Capital	50,000	0	0	0	(50,000)	(100.0)	50,000	17,296	0
TOTAL EXPENDITURES	7,886,800	9,535,200	167,000	9,702,200	1,815,400	23.0	9,157,100	8,892,562	3,606,183
REVENUES									
PIL's-Supplementaries-Local Improvements	(2,990,500)	(3,011,800)	0	(3,011,800)	21,300	0.7	(3,110,200)	(3,051,694)	(3,360,132)
Federal/Provincial Grants	(6,133,000)	(6,135,800)	0	(6,135,800)	2,800	0.0	(6,133,000)	(6,805,646)	(5,842,200)
Fees & Service Charges	0	0	0	0	0	0.0	0	(941)	(9,500)
Transfer From Reserve & Reserve Funds	(500,000)	(2,500,000)	0	(2,500,000)	2,000,000	400.0	(500,000)	(3,116,364)	(812,600)
Other Revenues	(4,394,400)	(2,102,400)	0	(2,102,400)	(2,292,000)	(52.2)	(2,320,600)	(2,312,931)	(2,810,928)
TOTAL REVENUES	(14,017,900)	(13,750,000)	0	(13,750,000)	(267,900)	(1.9)	(12,063,700)	(15,287,576)	(12,835,360)
NET LEVY REQUIREMENT	(6,131,100)	(4,214,800)	167,000	(4,047,800)	2,083,300	34.0	(2,906,600)	(6,395,014)	(9,229,177)

MAYOR & COUNCIL SERVICES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	535,600	496,700	0	496,700	(38,900)	(7.3)	534,200	491,664	441,879
Materials & Supplies	23,200	25,500	0	25,500	2,300	9.9	15,000	18,434	23,305
Services	43,400	44,800	0	44,800	1,400	3.2	28,800	47,879	38,992
Transfer Payments/Grants	83,500	51,500	0	51,500	(32,000)	(38.3)	66,500	208,227	252,708
Interdepartmental Charges	103,800	119,700	0	119,700	15,900	15.3	120,200	100,572	87,097
TOTAL EXPENDITURES	789,500	738,200	0	738,200	(51,300)	(6.5)	764,700	866,776	843,981
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	0	(50,000)
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	(50,000)
NET LEVY REQUIREMENT	789,500	738,200	0	738,200	(51,300)	(6.5)	764,700	866,776	793,981
STAFFING COMPLEMENT	10.00	9.50	0.00	9.50	(0.50)				

OFFICE OF THE CAO

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Office of the CAO General Operations	497,100	583,300	0	583,300	86,200	17.3	446,700	481,751	599,113
Council Services	772,800	785,200	0	785,200	12,400	1.6	761,100	870,958	679,120
Human Resources	416,700	501,800	0	501,800	85,100	20.4	340,200	59,165	(11,623)
Corporate Communications	(2,400)	162,000	0	162,000	164,400	6,850.0	9,400	(7,835)	40,001
By-Law Enforcement	1,092,800	1,089,200	0	1,089,200	(3,600)	(0.3)	996,900	728,190	884,618
TOTAL	2,777,000	3,121,500	0	3,121,500	344,500	12.4	2,554,200	2,132,229	2,191,229

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	3,333,200	3,551,300	11,800	3,563,100	229,900	6.9	3,440,200	3,156,358	2,753,351
Materials & Supplies	155,000	100,100	0	100,100	(54,900)	(35.4)	121,000	149,198	159,149
Services	1,127,100	1,301,700	0	1,301,700	174,600	15.5	1,411,300	1,166,520	862,426
Interdepartmental Charges	552,000	648,000	0	648,000	96,000	17.4	541,400	563,265	353,557
Financial	188,800	231,800	0	231,800	43,000	22.8	225,700	220,807	184,880
Infrastructure Funding	120,500	75,000	0	75,000	(45,500)	(37.8)	120,500	75,000	85,000
Capital	83,500	15,000	0	15,000	(68,500)	(82.0)	83,500	4,357	17,307
TOTAL EXPENDITURES	5,560,100	5,922,900	11,800	5,934,700	374,600	6.7	5,943,600	5,335,505	4,415,670
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(49,600)	(180,549)	0
Fees & Service Charges	(141,200)	(140,500)	0	(140,500)	(700)	(0.5)	(128,000)	(188,805)	(169,880)
Transfer From Reserve & Reserve Funds	(636,700)	(628,600)	(11,800)	(640,400)	3,700	0.6	(698,100)	(706,928)	(795,068)
Interdepartmental Recoveries	(1,859,300)	(1,935,000)	0	(1,935,000)	75,700	4.1	(2,375,500)	(2,015,839)	(1,151,300)
Other Revenues	(145,900)	(97,300)	0	(97,300)	(48,600)	(33.3)	(138,300)	(111,154)	(108,196)
TOTAL REVENUES	(2,783,100)	(2,801,400)	(11,800)	(2,813,200)	30,100	1.1	(3,389,300)	(3,203,275)	(2,224,444)
NET LEVY REQUIREMENT	2,777,000	3,121,500	0	3,121,500	344,500	12.4	2,554,200	2,132,230	2,191,226
STAFFING COMPLEMENT	32.85	34.45	0.15	34.60	1.75				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO General Operations

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	515,500	650,200	0	650,200	134,700	26.1	523,500	479,755	460,706
Materials & Supplies	26,600	14,500	0	14,500	(12,100)	(45.5)	20,700	22,807	15,147
Services	290,500	268,200	0	268,200	(22,300)	(7.7)	797,000	394,993	78,122
Interdepartmental Charges	76,500	87,600	0	87,600	11,100	14.5	67,100	75,917	45,716
TOTAL EXPENDITURES	909,100	1,020,500	0	1,020,500	111,400	12.3	1,408,400	973,472	599,691
REVENUES									
Fees & Service Charges	0	(4,500)	0	(4,500)	4,500	100.0	(100)	(1,383)	(20)
Interdepartmental Recoveries	(411,400)	(432,700)	0	(432,700)	21,300	5.2	(961,700)	(490,339)	0
Other Revenues	(600)	0	0	0	(600)	0.0	0	0	(560)
TOTAL REVENUES	(412,000)	(437,200)	0	(437,200)	25,200	6.1	(961,700)	(491,722)	(580)
NET LEVY REQUIREMENT	497,100	583,300	0	583,300	86,200	17.3	446,700	481,750	599,111
STAFFING COMPLEMENT	3.00	4.00	0.00	4.00	1.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Council Services
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	683,100	664,300	0	664,300	(18,800)	(2.8)	679,800	744,185	807,361
Materials & Supplies	20,600	14,300	0	14,300	(6,300)	(30.6)	14,900	22,472	39,422
Services	121,200	123,500	0	123,500	2,300	1.9	110,200	165,058	234,988
Interdepartmental Charges	203,300	221,500	0	221,500	18,200	9.0	201,600	204,432	119,127
Infrastructure Funding	75,000	75,000	0	75,000	0	0.0	75,000	75,000	85,000
Capital	5,000	15,000	0	15,000	10,000	200.0	5,000	0	0
TOTAL EXPENDITURES	1,108,200	1,113,600	0	1,113,600	5,400	0.5	1,086,500	1,211,147	1,285,898
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	0	(1,950)	0
Fees & Service Charges	(87,500)	(83,300)	0	(83,300)	(4,200)	(4.8)	(77,500)	(99,819)	(112,959)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	0	(246,526)
Interdepartmental Recoveries	(235,400)	(242,600)	0	(242,600)	7,200	3.1	(235,400)	(235,600)	(230,800)
Other Revenues	(12,500)	(2,500)	0	(2,500)	(10,000)	(80.0)	(12,500)	(2,820)	(16,496)
TOTAL REVENUES	(335,400)	(328,400)	0	(328,400)	(7,000)	(2.1)	(325,400)	(340,189)	(606,781)
NET LEVY REQUIREMENT	772,800	785,200	0	785,200	12,400	1.6	761,100	870,958	679,117
STAFFING COMPLEMENT	8.00	7.60	0.00	7.60	(0.40)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Human Resources

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,182,000	1,280,800	0	1,280,800	98,800	8.4	1,187,500	1,091,959	975,054
Materials & Supplies	52,200	53,100	0	53,100	900	1.7	40,800	44,972	46,103
Services	233,000	245,400	0	245,400	12,400	5.3	161,600	174,205	150,953
Interdepartmental Charges	173,800	209,400	0	209,400	35,600	20.5	173,000	187,547	123,058
Financial	188,200	231,500	0	231,500	43,300	23.0	225,700	220,807	184,880
Infrastructure Funding	45,500	0	0	0	(45,500)	(100.0)	45,500	0	0
Capital	0	0	0	0	0	0.0	0	4,357	0
TOTAL EXPENDITURES	1,874,700	2,020,200	0	2,020,200	145,500	7.8	1,834,000	1,723,847	1,480,048
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(3,900)	(1,950)	0
Fees & Service Charges	(15,500)	(16,300)	0	(16,300)	800	5.2	(15,900)	(15,454)	(15,004)
Transfer From Reserve & Reserve Funds	(576,200)	(628,600)	0	(628,600)	52,400	9.1	(598,700)	(706,928)	(548,542)
Interdepartmental Recoveries	(856,300)	(861,500)	0	(861,500)	5,200	0.6	(856,300)	(940,100)	(920,500)
Other Revenues	(10,000)	(12,000)	0	(12,000)	2,000	20.0	(18,900)	(250)	(7,626)
TOTAL REVENUES	(1,458,000)	(1,518,400)	0	(1,518,400)	60,400	4.1	(1,493,800)	(1,664,682)	(1,491,672)
NET LEVY REQUIREMENT	416,700	501,800	0	501,800	85,100	20.4	340,200	59,165	(11,624)
STAFFING COMPLEMENT	11.75	11.75	0.00	11.75	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Corporate Communications
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	276,800	333,900	11,800	345,700	68,900	24.9	311,100	299,307	17,700
Materials & Supplies	4,600	4,000	0	4,000	(600)	(13.0)	2,600	2,829	3,932
Services	51,300	197,800	0	197,800	146,500	285.6	36,100	47,133	1,062
Interdepartmental Charges	21,100	24,500	0	24,500	3,400	16.1	19,900	21,800	0
Capital	0	0	0	0	0	0.0	0	0	17,307
TOTAL EXPENDITURES	353,800	560,200	11,800	572,000	218,200	61.7	369,700	371,069	40,001
REVENUES									
Fees & Service Charges	0	0	0	0	0	0.0	600	(29,104)	0
Transfer From Reserve & Reserve Funds	0	0	(11,800)	(11,800)	11,800	100.0	(38,800)	0	0
Interdepartmental Recoveries	(356,200)	(398,200)	0	(398,200)	42,000	11.8	(322,100)	(349,800)	0
TOTAL REVENUES	(356,200)	(398,200)	(11,800)	(410,000)	53,800	15.1	(360,300)	(378,904)	0
NET LEVY REQUIREMENT	(2,400)	162,000	0	162,000	164,400	6,850.0	9,400	(7,835)	40,001
STAFFING COMPLEMENT	3.00	4.00	0.15	4.15	1.15				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	675,800	622,100	0	622,100	(53,700)	(7.9)	738,300	541,154	492,528
Materials & Supplies	51,000	14,200	0	14,200	(36,800)	(72.2)	42,000	56,115	54,543
Services	431,100	466,800	0	466,800	35,700	8.3	306,400	385,132	397,303
Interdepartmental Charges	77,300	105,000	0	105,000	27,700	35.8	79,800	73,569	65,656
Financial	600	300	0	300	(300)	(50.0)	0	0	0
Capital	78,500	0	0	0	(78,500)	(100.0)	78,500	0	0
TOTAL EXPENDITURES	1,314,300	1,208,400	0	1,208,400	(105,900)	(8.1)	1,244,900	1,055,970	1,010,030
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(45,700)	(176,650)	0
Fees & Service Charges	(38,200)	(36,400)	0	(36,400)	(1,800)	(4.7)	(35,100)	(43,045)	(41,898)
Transfer From Reserve & Reserve Funds	(60,500)	0	0	0	(60,500)	(100.0)	(60,500)	0	0
Other Revenues	(122,800)	(82,800)	0	(82,800)	(40,000)	(32.6)	(106,800)	(108,084)	(83,514)
TOTAL REVENUES	(221,500)	(119,200)	0	(119,200)	(102,300)	(46.2)	(248,100)	(327,779)	(125,412)
NET LEVY REQUIREMENT	1,092,800	1,089,200	0	1,089,200	(3,600)	(0.3)	996,900	728,191	884,618
STAFFING COMPLEMENT	7.10	7.10	0.00	7.10	0.00				

CORPORATE SERVICES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Corporate Services Administration	284,800	957,300	0	957,300	672,500	236.1	(71,500)	194,262	310,856
Corporate Support Services									
Corporate Support Services General Operat	1,236,700	1,398,700		1,398,700	162,000	13.1	1,250,300	1,048,774	950,451
Provincial Offences Act Administration	(81,700)	(84,500)		(84,500)	(2,800)	(3.4)	108,300	(46,625)	(92,309)
Total Corporate Support Services	1,155,000	1,314,200		1,314,200	159,200	13.8	1,358,600	1,002,149	858,142
Financial Services	2,487,300	2,531,300	0	2,531,300	44,000	1.8	2,769,900	2,489,419	2,402,846
Information Technology	504,900	742,600	0	742,600	237,700	47.1	441,000	233,445	317,157
TOTAL	4,432,000	5,545,400	0	5,545,400	1,113,400	25.1	4,497,900	3,919,275	3,889,001

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	4,817,700	4,909,900	139,400	5,049,300	231,600	4.8	4,969,500	4,683,758	4,384,596
Materials & Supplies	238,500	254,000	0	254,000	15,500	6.5	247,900	281,949	282,826
Services	2,277,600	2,227,100	100,000	2,327,100	49,500	2.2	2,007,300	2,042,432	2,108,753
Interdepartmental Charges	738,800	857,200	0	857,200	118,400	16.0	742,400	748,956	683,566
Financial	2,124,300	2,622,200	0	2,622,200	497,900	23.4	1,730,800	2,047,288	2,032,387
Infrastructure Funding	616,700	1,014,200	0	1,014,200	397,500	64.5	1,274,400	1,074,803	578,091
Capital	22,000	865,500	0	865,500	843,500	3,834.1	3,500	1,948	61,005
TOTAL EXPENDITURES	10,835,600	12,750,100	239,400	12,989,500	2,153,900	19.9	10,975,800	10,881,134	10,131,224
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(11,800)	(53,253)	0
Fees & Service Charges	(258,300)	(347,300)	0	(347,300)	89,000	34.5	(165,400)	(269,599)	(275,831)
Transfer From Reserve & Reserve Funds	(105,300)	0	(239,400)	(239,400)	134,100	127.4	(158,900)	(208,352)	(140,421)
Interdepartmental Recoveries	(5,177,400)	(6,036,200)	0	(6,036,200)	858,800	16.6	(5,179,600)	(4,863,382)	(4,755,100)
Other Revenues	(862,600)	(821,200)	0	(821,200)	(41,400)	(4.8)	(962,100)	(1,567,277)	(1,070,866)
TOTAL REVENUES	(6,403,600)	(7,204,700)	(239,400)	(7,444,100)	1,040,500	16.2	(6,477,900)	(6,961,863)	(6,242,218)
NET LEVY REQUIREMENT	4,432,000	5,545,400	0	5,545,400	1,113,400	25.1	4,497,900	3,919,271	3,889,006
STAFFING COMPLEMENT	52.00	53.27	2.00	55.27	3.27				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Corporate Services Administration

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	247,500	270,200	0	270,200	22,700	9.2	0	290,898	314,957
Materials & Supplies	5,000	4,700	0	4,700	(300)	(6.0)	200	1,967	3,847
Services	105,800	6,300	0	6,300	(99,500)	(94.0)	0	1,911	6,781
Interdepartmental Charges	16,500	20,000	0	20,000	3,500	21.2	17,800	17,600	136,600
Capital	0	745,000	0	745,000	745,000	100.0	0	0	0
TOTAL EXPENDITURES	374,800	1,046,200	0	1,046,200	671,400	179.1	18,000	312,376	462,185
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	(28,514)	(63,347)
Interdepartmental Recoveries	(89,500)	(88,400)	0	(88,400)	(1,100)	(1.2)	(89,500)	(89,600)	(87,800)
Other Revenues	(500)	(500)	0	(500)	0	0.0	0	0	(182)
TOTAL REVENUES	(90,000)	(88,900)	0	(88,900)	(1,100)	(1.2)	(89,500)	(118,114)	(151,329)
NET LEVY REQUIREMENT	284,800	957,300	0	957,300	672,500	236.1	(71,500)	194,262	310,856
STAFFING COMPLEMENT	2.00	2.00	0.00	2.00	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services General Operation

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,310,800	1,345,800	0	1,345,800	35,000	2.7	1,368,100	1,146,323	980,440
Materials & Supplies	30,400	26,900	0	26,900	(3,500)	(11.5)	32,700	23,725	34,132
Services	160,700	143,200	0	143,200	(17,500)	(10.9)	90,400	99,363	146,980
Interdepartmental Charges	198,600	238,000	0	238,000	39,400	19.8	200,600	220,150	146,094
Financial	2,110,500	2,608,500	0	2,608,500	498,000	23.6	2,127,000	2,032,504	2,009,703
Infrastructure Funding	102,600	200,000	0	200,000	97,400	94.9	379,400	702,503	213,091
Capital	3,000	20,500	0	20,500	17,500	583.3	1,000	5,101	15,652
TOTAL EXPENDITURES	3,916,600	4,582,900	0	4,582,900	666,300	17.0	4,199,200	4,229,669	3,546,092
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(3,900)	(1,950)	0
Fees & Service Charges	(24,800)	(29,900)	0	(29,900)	5,100	20.6	(17,400)	(18,570)	(31,555)
Transfer From Reserve & Reserve Funds	(105,300)	0	0	0	(105,300)	(100.0)	(105,300)	(156,495)	(44,858)
Interdepartmental Recoveries	(2,351,700)	(2,971,600)	0	(2,971,600)	619,900	26.4	(2,353,900)	(2,078,182)	(2,097,198)
Other Revenues	(198,100)	(182,700)	0	(182,700)	(15,400)	(7.8)	(468,400)	(925,698)	(422,029)
TOTAL REVENUES	(2,679,900)	(3,184,200)	0	(3,184,200)	504,300	18.8	(2,948,900)	(3,180,895)	(2,595,640)
NET LEVY REQUIREMENT	1,236,700	1,398,700	0	1,398,700	162,000	13.1	1,250,300	1,048,774	950,452
STAFFING COMPLEMENT	12.95	13.95	0.00	13.95	1.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Provincial Offences Act Administration
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	303,400	262,900	0	262,900	(40,500)	(13.3)	356,200	327,079	301,646
Materials & Supplies	8,400	6,900	0	6,900	(1,500)	(17.9)	4,600	7,393	6,341
Services	111,200	107,100	0	107,100	(4,100)	(3.7)	97,300	101,919	182,842
Interdepartmental Charges	145,900	163,300	0	163,300	17,400	11.9	132,300	143,202	43,182
Financial	13,800	13,700	0	13,700	(100)	(0.7)	12,000	13,589	13,193
TOTAL EXPENDITURES	582,700	553,900	0	553,900	(28,800)	(4.9)	602,400	593,182	547,204
REVENUES									
Fees & Service Charges	(400)	(400)	0	(400)	0	0.0	(400)	(701)	(405)
Other Revenues	(664,000)	(638,000)	0	(638,000)	(26,000)	(3.9)	(493,700)	(639,106)	(639,108)
TOTAL REVENUES	(664,400)	(638,400)	0	(638,400)	(26,000)	(3.9)	(494,100)	(639,807)	(639,513)
NET LEVY REQUIREMENT	(81,700)	(84,500)	0	(84,500)	(2,800)	(3.4)	108,300	(46,625)	(92,309)
STAFFING COMPLEMENT	3.40	3.40	0.00	3.40	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Financial Services

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,907,400	1,966,900	139,400	2,106,300	198,900	10.4	2,239,000	2,175,387	2,021,132
Materials & Supplies	24,700	22,300	0	22,300	(2,400)	(9.7)	18,200	23,191	27,770
Services	1,532,200	1,537,400	100,000	1,637,400	105,200	6.9	1,485,800	1,505,245	1,486,062
Interdepartmental Charges	260,400	287,600	0	287,600	27,200	10.4	273,300	255,736	257,443
Financial	0	0	0	0	0	0.0	(408,200)	1,195	9,491
Infrastructure Funding	112,600	212,700	0	212,700	100,100	88.9	493,500	0	0
Capital	15,000	0	0	0	(15,000)	(100.0)	1,500	2,163	13,784
TOTAL EXPENDITURES	3,852,300	4,026,900	239,400	4,266,300	414,000	10.7	4,103,100	3,962,917	3,815,682
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	0	(49,354)	0
Fees & Service Charges	(233,100)	(317,000)	0	(317,000)	83,900	36.0	(147,700)	(250,328)	(243,871)
Transfer From Reserve & Reserve Funds	0	0	(239,400)	(239,400)	239,400	100.0	(53,600)	(23,343)	(32,216)
Interdepartmental Recoveries	(1,131,900)	(1,178,600)	0	(1,178,600)	46,700	4.1	(1,131,900)	(1,148,000)	(1,127,202)
Other Revenues	0	0	0	0	0	0.0	0	(2,473)	(9,547)
TOTAL REVENUES	(1,365,000)	(1,495,600)	(239,400)	(1,735,000)	370,000	27.1	(1,333,200)	(1,473,498)	(1,412,836)
NET LEVY REQUIREMENT	2,487,300	2,531,300	0	2,531,300	44,000	1.8	2,769,900	2,489,419	2,402,846
STAFFING COMPLEMENT	21.95	22.22	2.00	24.22	2.27				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Information Technology

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,048,600	1,064,100	0	1,064,100	15,500	1.5	1,006,200	744,074	766,421
Materials & Supplies	170,000	193,200	0	193,200	23,200	13.6	192,300	225,673	210,733
Services	367,700	433,100	0	433,100	65,400	17.8	333,700	333,994	286,089
Interdepartmental Charges	117,400	148,300	0	148,300	30,900	26.3	118,500	112,268	100,247
Infrastructure Funding	401,500	601,500	0	601,500	200,000	49.8	401,500	372,300	365,000
Capital	4,000	100,000	0	100,000	96,000	2,400.0	1,000	(5,316)	31,568
TOTAL EXPENDITURES	2,109,200	2,540,200	0	2,540,200	431,000	20.4	2,053,100	1,782,993	1,760,058
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(7,800)	(1,950)	0
Interdepartmental Recoveries	(1,604,300)	(1,797,600)	0	(1,797,600)	193,300	12.0	(1,604,300)	(1,547,600)	(1,442,900)
TOTAL REVENUES	(1,604,300)	(1,797,600)	0	(1,797,600)	193,300	12.0	(1,612,100)	(1,549,550)	(1,442,900)
NET LEVY REQUIREMENT	504,900	742,600	0	742,600	237,700	47.1	441,000	233,443	317,158
STAFFING COMPLEMENT	11.70	11.70	0.00	11.70	0.00				

PUBLIC WORKS

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Public Works Administration	400,700	389,800	0	389,800	(10,900)	(2.7)	359,400	387,222	412,188
Public Works Administration Services	1,476,500	997,700	0	997,700	(478,800)	(32.4)	1,053,400	1,386,596	1,288,231
Engineering	7,350,400	7,611,400	12,800	7,624,200	273,800	3.7	7,230,200	6,509,753	6,253,121
Facilities	3,076,500	2,973,500	100,000	3,073,500	(3,000)	(0.1)	2,701,800	2,159,164	2,065,773
Roads	22,029,200	22,519,800	0	22,519,800	490,600	2.2	20,386,800	20,559,463	20,151,437
Environmental Services - Waste Management	8,727,900	8,911,400	0	8,911,400	183,500	2.1	8,449,700	7,787,234	6,762,380
TOTAL	43,061,200	43,403,600	112,800	43,516,400	455,200	1.1	40,181,400	38,789,432	36,933,130

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS SUMMARY
DIVISION SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	10,104,900	10,154,500	0	10,154,500	49,600	0.5	9,163,600	9,522,653	9,213,211
Materials & Supplies	6,158,800	6,245,400	0	6,245,400	86,600	1.4	5,287,600	6,709,693	6,549,001
Services	13,221,800	13,042,800	12,800	13,055,600	(166,200)	(1.3)	12,278,300	13,714,930	12,669,910
Transfer Payments/Grants	2,287,100	2,407,400	0	2,407,400	120,300	5.3	2,357,100	2,131,262	2,258,981
Interdepartmental Charges	5,272,500	5,625,100	0	5,625,100	352,600	6.7	5,212,600	5,025,327	4,856,066
Financial	15,200	67,400	0	67,400	52,200	343.4	144,200	141,850	77,395
Infrastructure Funding	14,000,400	14,349,000	100,000	14,449,000	448,600	3.2	14,000,100	11,033,048	10,580,593
Capital	1,161,000	478,000	0	478,000	(683,000)	(58.8)	695,000	134,912	445,339
TOTAL EXPENDITURES	52,221,700	52,369,600	112,800	52,482,400	260,700	0.5	49,138,400	48,413,675	46,650,496
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	(4,500)	0	(4,500)	(700)	(13.5)	(4,500)	0	(5,213)
Federal/Provincial Grants	(1,044,900)	(938,200)	0	(938,200)	(106,700)	(10.2)	(896,600)	(999,814)	(952,934)
Fees & Service Charges	(1,156,300)	(1,101,400)	0	(1,101,400)	(54,900)	(4.7)	(1,151,800)	(1,321,910)	(1,370,019)
Transfer From Reserve & Reserve Funds	(207,400)	0	0	0	(207,400)	(100.0)	(207,400)	(607,784)	(1,401,467)
Interdepartmental Recoveries	(5,896,700)	(6,267,500)	0	(6,267,500)	370,800	6.3	(5,851,100)	(5,950,248)	(5,498,383)
Other Revenues	(850,000)	(654,400)	0	(654,400)	(195,600)	(23.0)	(845,600)	(744,476)	(489,354)
TOTAL REVENUES	(9,160,500)	(8,966,000)	0	(8,966,000)	(194,500)	(2.1)	(8,957,000)	(9,624,232)	(9,717,370)
NET LEVY REQUIREMENT	43,061,200	43,403,600	112,800	43,516,400	455,200	1.1	40,181,400	38,789,443	36,933,126
STAFFING COMPLEMENT	110.65	109.92	0.00	109.92	(0.73)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Public Works Administration

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	378,900	385,200	0	385,200	6,300	1.7	338,700	405,221	382,476
Materials & Supplies	7,400	7,700	0	7,700	300	4.1	4,700	6,101	7,754
Services	8,400	7,300	0	7,300	(1,100)	(13.1)	8,100	7,246	8,805
Interdepartmental Charges	80,000	83,800	0	83,800	3,800	4.8	81,800	73,637	87,700
Financial	0	0	0	0	0	0.0	100	17	21
Capital	0	0	0	0	0	0.0	0	0	3,632
TOTAL EXPENDITURES	474,700	484,000	0	484,000	9,300	2.0	433,400	492,222	490,388
REVENUES									
Federal/Provincial Grants	0	(25,000)	0	(25,000)	25,000	100.0	0	0	0
Transfer From Reserve & Reserve Funds	(5,000)	0	0	0	(5,000)	(100.0)	(5,000)	(37,200)	(12,000)
Interdepartmental Recoveries	(69,000)	(69,200)	0	(69,200)	200	0.3	(69,000)	(67,800)	(66,200)
TOTAL REVENUES	(74,000)	(94,200)	0	(94,200)	20,200	27.3	(74,000)	(105,000)	(78,200)
NET LEVY REQUIREMENT	400,700	389,800	0	389,800	(10,900)	(2.7)	359,400	387,222	412,188
STAFFING COMPLEMENT	3.00	3.00	0.00	3.00	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Public Works Administration Services

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,576,100	1,553,000	0	1,553,000	(23,100)	(1.5)	1,377,700	1,634,288	1,560,056
Materials & Supplies	1,746,200	1,734,000	0	1,734,000	(12,200)	(0.7)	1,657,800	1,789,561	1,712,750
Services	692,800	755,700	0	755,700	62,900	9.1	697,900	1,041,471	623,127
Interdepartmental Charges	357,000	322,800	0	322,800	(34,200)	(9.6)	357,900	267,552	264,640
Financial	700	900	0	900	200	28.6	900	717	683
Infrastructure Funding	1,432,700	1,501,800	0	1,501,800	69,100	4.8	1,432,700	1,400,700	1,373,200
Capital	321,000	55,000	0	55,000	(266,000)	(82.9)	140,000	0	13,612
TOTAL EXPENDITURES	6,126,500	5,923,200	0	5,923,200	(203,300)	(3.3)	5,664,700	6,134,289	5,548,068
REVENUES									
Fees & Service Charges	(7,600)	(17,300)	0	(17,300)	9,700	127.6	(22,100)	(17,069)	(18,652)
Interdepartmental Recoveries	(4,637,400)	(4,904,200)	0	(4,904,200)	266,800	5.8	(4,585,600)	(4,682,147)	(4,200,979)
Other Revenues	(5,000)	(4,000)	0	(4,000)	(1,000)	(20.0)	(3,600)	(48,475)	(40,205)
TOTAL REVENUES	(4,650,000)	(4,925,500)	0	(4,925,500)	275,500	5.9	(4,611,300)	(4,747,691)	(4,259,836)
NET LEVY REQUIREMENT	1,476,500	997,700	0	997,700	(478,800)	(32.4)	1,053,400	1,386,598	1,288,232
STAFFING COMPLEMENT	17.00	17.00	0.00	17.00	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Engineering
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,331,000	1,370,000	0	1,370,000	39,000	2.9	1,045,400	1,007,635	871,586
Materials & Supplies	33,600	31,000	0	31,000	(2,600)	(7.7)	25,300	19,699	30,286
Services	375,900	431,900	12,800	444,700	68,800	18.3	442,200	756,484	859,122
Interdepartmental Charges	296,800	300,400	0	300,400	3,600	1.2	284,900	238,635	233,903
Financial	0	50,000	0	50,000	50,000	100.0	130,000	125,032	62,347
Infrastructure Funding	5,268,600	5,875,500	0	5,875,500	606,900	11.5	5,268,600	4,607,800	4,373,100
Capital	400,000	30,000	0	30,000	(370,000)	(92.5)	400,000	3,932	162,944
TOTAL EXPENDITURES	7,705,900	8,088,800	12,800	8,101,600	395,700	5.1	7,596,400	6,759,217	6,593,288
REVENUES									
Federal/Provincial Grants	(108,900)	(125,000)	0	(125,000)	16,100	14.8	(103,100)	(125,078)	(103,095)
Fees & Service Charges	(38,700)	(40,700)	0	(40,700)	2,000	5.2	(46,400)	(37,857)	(40,229)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	(20,629)	(127,022)
Interdepartmental Recoveries	(67,200)	(166,600)	0	(166,600)	99,400	147.9	(67,200)	(65,900)	(64,700)
Other Revenues	(140,700)	(145,100)	0	(145,100)	4,400	3.1	(149,500)	0	(5,122)
TOTAL REVENUES	(355,500)	(477,400)	0	(477,400)	121,900	34.3	(366,200)	(249,464)	(340,168)
NET LEVY REQUIREMENT	7,350,400	7,611,400	12,800	7,624,200	273,800	3.7	7,230,200	6,509,753	6,253,120
STAFFING COMPLEMENT	13.19	13.19	0.00	13.19	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	728,900	731,500	0	731,500	2,600	0.4	691,200	689,219	644,287
Materials & Supplies	406,700	401,700	0	401,700	(5,000)	(1.2)	377,900	397,779	389,078
Services	1,951,400	1,960,800	0	1,960,800	9,400	0.5	1,685,800	1,731,048	1,674,066
Interdepartmental Charges	281,600	276,900	0	276,900	(4,700)	(1.7)	278,400	293,524	237,544
Financial	7,500	9,100	0	9,100	1,600	21.3	5,600	7,879	7,303
Infrastructure Funding	762,900	573,800	100,000	673,800	(89,100)	(11.7)	763,200	268,330	220,605
Capital	132,000	116,000	0	116,000	(16,000)	(12.1)	63,500	37,294	121,146
TOTAL EXPENDITURES	4,271,000	4,069,800	100,000	4,169,800	(101,200)	(2.4)	3,865,600	3,425,073	3,294,029
REVENUES									
Federal/Provincial Grants	(76,700)	(17,500)	0	(17,500)	(59,200)	(77.2)	(30,400)	(19,222)	0
Fees & Service Charges	(47,500)	(44,500)	0	(44,500)	(3,000)	(6.3)	(55,100)	(113,771)	(142,777)
Transfer From Reserve & Reserve Funds	(25,000)	0	0	0	(25,000)	(100.0)	(25,000)	(21,455)	(12,275)
Interdepartmental Recoveries	(1,016,500)	(1,005,500)	0	(1,005,500)	(11,000)	(1.1)	(1,022,700)	(1,021,501)	(1,055,304)
Other Revenues	(28,800)	(28,800)	0	(28,800)	0	0.0	(30,500)	(89,959)	(17,899)
TOTAL REVENUES	(1,194,500)	(1,096,300)	0	(1,096,300)	(98,200)	(8.2)	(1,163,800)	(1,265,908)	(1,228,255)
NET LEVY REQUIREMENT	3,076,500	2,973,500	100,000	3,073,500	(3,000)	(0.1)	2,701,800	2,159,165	2,065,774
STAFFING COMPLEMENT	7.35	7.35	0.00	7.35	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	5,760,400	5,789,300	0	5,789,300	28,900	0.5	5,435,400	5,504,760	5,487,091
Materials & Supplies	3,867,500	3,994,700	0	3,994,700	127,200	3.3	3,149,800	4,421,342	4,341,511
Services	3,469,700	3,627,000	0	3,627,000	157,300	4.5	3,215,800	3,782,500	3,358,879
Interdepartmental Charges	3,977,200	4,290,300	0	4,290,300	313,100	7.9	3,917,100	3,882,544	3,738,200
Infrastructure Funding	5,542,400	5,197,900	0	5,197,900	(344,500)	(6.2)	5,541,900	3,749,071	3,706,541
Capital	308,000	272,000	0	272,000	(36,000)	(11.7)	91,500	93,686	144,005
TOTAL EXPENDITURES	22,925,200	23,171,200	0	23,171,200	246,000	1.1	21,351,500	21,433,903	20,776,227
REVENUES									
Fees & Service Charges	(166,500)	(185,700)	0	(185,700)	19,200	11.5	(240,500)	(210,608)	(143,329)
Transfer From Reserve & Reserve Funds	(71,400)	0	0	0	(71,400)	(100.0)	(71,400)	(71,400)	(69,900)
Other Revenues	(658,100)	(465,700)	0	(465,700)	(192,400)	(29.2)	(652,700)	(592,432)	(411,566)
TOTAL REVENUES	(896,000)	(651,400)	0	(651,400)	(244,600)	(27.3)	(964,600)	(874,440)	(624,795)
NET LEVY REQUIREMENT	22,029,200	22,519,800	0	22,519,800	490,600	2.2	20,386,800	20,559,463	20,151,432
STAFFING COMPLEMENT	66.06	65.38	0.00	65.38	(0.68)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Environmental Services - Waste Management

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	329,600	325,500	0	325,500	(4,100)	(1.2)	275,300	281,529	267,712
Materials & Supplies	97,400	76,300	0	76,300	(21,100)	(21.7)	72,100	75,210	67,623
Services	6,723,600	6,260,100	0	6,260,100	(463,500)	(6.9)	6,228,500	6,396,178	6,145,912
Transfer Payments/Grants	2,287,100	2,407,400	0	2,407,400	120,300	5.3	2,357,100	2,131,262	2,258,981
Interdepartmental Charges	279,900	350,900	0	350,900	71,000	25.4	292,600	269,434	294,078
Financial	7,000	7,400	0	7,400	400	5.7	7,600	8,204	7,042
Infrastructure Funding	993,800	1,200,000	0	1,200,000	206,200	20.7	993,600	1,007,146	907,147
Capital	0	5,000	0	5,000	5,000	100.0	0	0	0
TOTAL EXPENDITURES	10,718,400	10,632,600	0	10,632,600	(85,800)	(0.8)	10,226,800	10,168,963	9,948,495
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	(4,500)	0	(4,500)	(700)	(13.5)	(4,500)	0	(5,213)
Federal/Provincial Grants	(859,300)	(770,700)	0	(770,700)	(88,600)	(10.3)	(763,000)	(855,514)	(849,839)
Fees & Service Charges	(896,000)	(813,200)	0	(813,200)	(82,800)	(9.2)	(787,700)	(942,605)	(1,025,033)
Transfer From Reserve & Reserve Funds	(106,000)	0	0	0	(106,000)	(100.0)	(106,000)	(457,100)	(1,180,270)
Interdepartmental Recoveries	(106,600)	(122,000)	0	(122,000)	15,400	14.4	(106,600)	(112,900)	(111,200)
Other Revenues	(17,400)	(10,800)	0	(10,800)	(6,600)	(37.9)	(9,200)	(13,610)	(14,560)
TOTAL REVENUES	(1,990,500)	(1,721,200)	0	(1,721,200)	(269,300)	(13.5)	(1,777,100)	(2,381,729)	(3,186,115)
NET LEVY REQUIREMENT	8,727,900	8,911,400	0	8,911,400	183,500	2.1	8,449,700	7,787,234	6,762,380
STAFFING COMPLEMENT	4.05	4.00	0.00	4.00	(0.05)				

HEALTH & SOCIAL SERVICES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Health & Social Services Administration	0	0	0	0	0	0.0	0	(2)	177
Quality, Planning, Accountability & Performance	0	0	0	0	0	0.0	0	3	0
Social Services	1,607,800	1,650,200	(138,500)	1,511,700	(96,100)	(6.0)	1,201,000	1,246,493	1,199,692
Norview Lodge	5,294,400	5,499,100	0	5,499,100	204,700	3.9	4,911,500	5,131,817	5,141,945
Housing Services	2,630,700	2,623,900	(54,100)	2,569,800	(60,900)	(2.3)	2,432,300	2,391,539	2,391,507
Haldimand-Norfolk Health Unit	1,631,900	1,729,300	984,100	2,713,400	1,081,500	66.3	2,351,500	1,435,132	1,222,199
TOTAL	11,164,800	11,502,500	791,500	12,294,000	1,129,200	10.1	10,896,300	10,204,982	9,955,520

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	27,560,800	27,265,200	3,331,600	30,596,800	3,036,000	11.0	24,660,300	27,007,149	26,516,697
Materials & Supplies	2,358,500	2,337,600	714,500	3,052,100	693,600	29.4	2,277,600	2,283,990	2,268,016
Services	3,438,500	3,647,300	157,500	3,804,800	366,300	10.7	2,485,700	3,203,233	3,291,430
Transfer Payments/Grants	28,887,300	28,477,100	2,204,800	30,681,900	1,794,600	6.2	29,426,600	28,743,155	27,818,115
Interdepartmental Charges	4,864,700	4,923,900	82,900	5,006,800	142,100	2.9	3,262,700	3,604,318	3,307,324
Financial	(107,500)	9,100	0	9,100	116,600	108.5	19,400	55,810	60,216
Infrastructure Funding	2,013,200	1,976,500	0	1,976,500	(36,700)	(1.8)	2,013,200	2,013,522	2,013,707
Capital	31,800	55,100	0	55,100	23,300	73.3	593,000	73,363	176,721
TOTAL EXPENDITURES	69,047,300	68,691,800	6,491,300	75,183,100	6,135,800	8.9	64,738,500	66,984,540	65,452,226
REVENUES									
Federal/Provincial Grants	(46,238,000)	(45,082,400)	(5,086,500)	(50,168,900)	3,930,900	8.5	(44,566,400)	(46,607,805)	(45,737,781)
Municipal Recoveries	(3,219,200)	(3,697,500)	(530,400)	(4,227,900)	1,008,700	31.3	(2,388,000)	(2,862,553)	(2,620,225)
Fees & Service Charges	(4,571,000)	(4,639,100)	0	(4,639,100)	68,100	1.5	(4,620,700)	(4,820,944)	(4,890,529)
Transfer From Reserve & Reserve Funds	(378,700)	(399,600)	0	(399,600)	20,900	5.5	(378,700)	(150,948)	(116,648)
Interdepartmental Recoveries	(2,990,600)	(2,923,700)	(82,900)	(3,006,600)	16,000	0.5	(1,489,800)	(1,773,653)	(1,735,517)
Other Revenues	(485,000)	(447,000)	0	(447,000)	(38,000)	(7.8)	(398,500)	(563,668)	(396,002)
TOTAL REVENUES	(57,882,500)	(57,189,300)	(5,699,800)	(62,889,100)	5,006,600	8.6	(53,842,100)	(56,779,571)	(55,496,702)
NET LEVY REQUIREMENT	11,164,800	11,502,500	791,500	12,294,000	1,129,200	10.1	10,896,300	10,204,969	9,955,524
STAFFING COMPLEMENT	310.25	300.25	39.80	340.05	29.80				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Health & Social Services Administration
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	261,700	249,700	0	249,700	(12,000)	(4.6)	198,200	236,932	257,442
Materials & Supplies	20,600	21,300	0	21,300	700	3.4	20,800	25,495	38,517
Services	119,400	111,600	0	111,600	(7,800)	(6.5)	103,900	156,306	168,191
Interdepartmental Charges	21,600	22,500	0	22,500	900	4.2	21,600	14,443	21,549
Capital	0	0	0	0	0	0.0	0	0	4,862
TOTAL EXPENDITURES	423,300	405,100	0	405,100	(18,200)	(4.3)	344,500	433,176	490,561
REVENUES									
Interdepartmental Recoveries	(421,500)	(403,300)	0	(403,300)	(18,200)	(4.3)	(342,700)	(431,376)	(489,035)
Other Revenues	(1,800)	(1,800)	0	(1,800)	0	0.0	(1,800)	(1,800)	(1,350)
TOTAL REVENUES	(423,300)	(405,100)	0	(405,100)	(18,200)	(4.3)	(344,500)	(433,176)	(490,385)
NET LEVY REQUIREMENT	0	0	0	0	0	0.0	0	0	176
STAFFING COMPLEMENT	1.90	1.90	0.00	1.90	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Quality, Planning, Accountability & Performance

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,964,800	1,955,500	0	1,955,500	(9,300)	(0.5)	684,400	861,048	938,214
Materials & Supplies	46,100	41,700	0	41,700	(4,400)	(9.5)	27,400	23,144	27,043
Services	19,900	19,200	0	19,200	(700)	(3.5)	10,800	6,828	6,996
Interdepartmental Charges	262,700	269,800	0	269,800	7,100	2.7	148,400	238,316	30,029
TOTAL EXPENDITURES	2,293,500	2,286,200	0	2,286,200	(7,300)	(0.3)	871,100	1,129,336	1,002,282
REVENUES									
Interdepartmental Recoveries	(2,293,100)	(2,286,200)	0	(2,286,200)	(6,900)	(0.3)	(871,100)	(1,129,333)	(1,001,772)
Other Revenues	(400)	0	0	0	(400)	0.0	0	0	(510)
TOTAL REVENUES	(2,293,500)	(2,286,200)	0	(2,286,200)	(7,300)	(0.3)	(871,100)	(1,129,333)	(1,002,282)
NET LEVY REQUIREMENT	0	0	0	0	0	0.0	0	3	0
STAFFING COMPLEMENT	20.60	20.60	0.00	20.60	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	4,278,400	3,861,400	0	3,861,400	(417,000)	(9.7)	3,768,000	3,975,736	3,980,464
Materials & Supplies	112,800	108,000	0	108,000	(4,800)	(4.3)	74,000	88,517	89,959
Services	1,681,700	2,054,700	0	2,054,700	373,000	22.2	1,039,400	2,106,790	2,149,096
Transfer Payments/Grants	22,433,800	21,782,100	0	21,782,100	(651,700)	(2.9)	21,112,000	20,903,472	21,852,729
Interdepartmental Charges	1,042,200	1,052,700	0	1,052,700	10,500	1.0	960,600	1,001,992	977,549
Financial	(12,400)	4,400	0	4,400	16,800	135.5	11,300	19,347	6,322
Capital	0	0	0	0	0	0.0	156,000	0	4,050
TOTAL EXPENDITURES	29,536,500	28,863,300	0	28,863,300	(673,200)	(2.3)	27,121,300	28,095,854	29,060,169
REVENUES									
Federal/Provincial Grants	(25,891,000)	(24,967,500)	(259,700)	(25,227,200)	(663,800)	(2.6)	(24,264,000)	(24,993,656)	(26,107,162)
Fees & Service Charges	(317,700)	(314,400)	0	(314,400)	(3,300)	(1.0)	(263,000)	(352,729)	(382,473)
Interdepartmental Recoveries	(155,000)	(114,600)	0	(114,600)	(40,400)	(26.1)	(155,000)	(175,868)	(126,910)
Other Revenues	(402,400)	(368,700)	0	(368,700)	(33,700)	(8.4)	(308,500)	(364,078)	(310,007)
TOTAL REVENUES	(26,766,100)	(25,765,200)	(259,700)	(26,024,900)	(741,200)	(2.8)	(24,990,500)	(25,886,331)	(26,926,552)
NET LEVY REQUIREMENT	2,770,400	3,098,100	(259,700)	2,838,400	68,000	2.5	2,130,800	2,209,523	2,133,617
HALDIMAND SHARE	1,162,600	1,447,900	(121,200)	1,326,700	164,100	14.1	929,800	963,031	933,926
NORFOLK SHARE	1,607,800	1,650,200	(138,500)	1,511,700	(96,100)	(6.0)	1,201,000	1,246,492	1,199,691
STAFFING COMPLEMENT	53.60	47.60	0.00	47.60	(6.00)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	14,217,200	14,652,400	738,400	15,390,800	1,173,600	8.3	14,493,300	13,674,422	13,587,687
Materials & Supplies	1,742,500	1,800,300	599,600	2,399,900	657,400	37.7	1,688,400	1,735,662	1,659,190
Services	704,000	659,700	0	659,700	(44,300)	(6.3)	638,800	579,652	540,983
Interdepartmental Charges	526,400	549,500	0	549,500	23,100	4.4	500,500	523,489	543,949
Financial	900	900	0	900	0	0.0	6,800	14,198	17,824
Infrastructure Funding	2,013,200	1,976,500	0	1,976,500	(36,700)	(1.8)	2,013,200	2,013,522	2,013,707
Capital	31,800	55,100	0	55,100	23,300	73.3	6,900	54,113	96,342
TOTAL EXPENDITURES	19,236,000	19,694,400	1,338,000	21,032,400	1,796,400	9.3	19,347,900	18,595,058	18,459,682
REVENUES									
Federal/Provincial Grants	(9,518,400)	(9,502,500)	(1,338,000)	(10,840,500)	1,322,100	13.9	(9,979,000)	(9,162,982)	(9,049,053)
Fees & Service Charges	(4,154,200)	(4,244,000)	0	(4,244,000)	89,800	2.2	(4,167,900)	(4,214,149)	(4,108,676)
Transfer From Reserve & Reserve Funds	(215,700)	(399,600)	0	(399,600)	183,900	85.3	(215,700)	(12,856)	(116,648)
Other Revenues	(53,300)	(49,200)	0	(49,200)	(4,100)	(7.7)	(73,800)	(73,251)	(43,362)
TOTAL REVENUES	(13,941,600)	(14,195,300)	(1,338,000)	(15,533,300)	1,591,700	11.4	(14,436,400)	(13,463,238)	(13,317,739)
NET LEVY REQUIREMENT	5,294,400	5,499,100	0	5,499,100	204,700	3.9	4,911,500	5,131,820	5,141,943
STAFFING COMPLEMENT	166.11	166.11	12.00	178.11	12.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Housing Services

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	832,000	416,500	435,300	851,800	19,800	2.4	665,600	686,818	381,211
Materials & Supplies	47,200	5,000	42,300	47,300	100	0.2	38,500	30,114	16,600
Services	100,100	23,700	27,500	51,200	(48,900)	(48.9)	113,300	72,629	48,956
Transfer Payments/Grants	6,453,500	6,695,000	2,204,800	8,899,800	2,446,300	37.9	8,314,600	7,839,683	5,962,411
Interdepartmental Charges	274,800	229,000	82,900	311,900	37,100	13.5	255,500	230,787	211,266
Financial	400	400	0	400	0	0.0	400	21,619	396
Capital	0	0	0	0	0	0.0	0	6,069	8,331
TOTAL EXPENDITURES	7,708,000	7,369,600	2,792,800	10,162,400	2,454,400	31.8	9,387,800	8,887,719	6,629,171
REVENUES									
Federal/Provincial Grants	(3,855,900)	(3,622,600)	(2,792,800)	(6,415,400)	2,559,500	66.4	(5,716,900)	(5,145,904)	(3,072,368)
Fees & Service Charges	0	0	0	0	0	0.0	(129,800)	(184,889)	(231,974)
Transfer From Reserve & Reserve Funds	(163,000)	0	0	0	(163,000)	(100.0)	(163,000)	(138,092)	0
Interdepartmental Recoveries	(121,000)	(70,700)	(82,900)	(153,600)	32,600	26.9	(121,000)	(37,074)	(117,800)
Other Revenues	0	0	0	0	0	0.0	0	(75,076)	0
TOTAL REVENUES	(4,139,900)	(3,693,300)	(2,875,700)	(6,569,000)	2,429,100	58.7	(6,130,700)	(5,581,035)	(3,422,142)
NET LEVY REQUIREMENT	3,568,100	3,676,300	(82,900)	3,593,400	25,300	0.7	3,257,100	3,306,684	3,207,029
HALDIMAND SHARE	937,400	1,052,400	(28,800)	1,023,600	86,200	9.2	824,800	915,150	815,520
NORFOLK SHARE	2,630,700	2,623,900	(54,100)	2,569,800	(60,900)	(2.3)	2,432,300	2,391,534	2,391,509
STAFFING COMPLEMENT	8.49	4.49	5.00	9.49	1.00				

HALDIMAND-NORFOLK HEALTH UNIT

DETAILS HAVE BEEN INCLUDED UNDER SEPARATE COVER

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Haldimand-Norfolk Health Unit

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	6,006,700	6,129,700	2,157,900	8,287,600	2,280,900	38.0	4,850,700	7,572,195	7,371,678
Materials & Supplies	389,300	361,300	72,600	433,900	44,600	11.5	428,500	381,059	436,708
Services	813,400	778,400	130,000	908,400	95,000	11.7	579,600	281,031	377,206
Transfer Payments/Grants	0	0	0	0	0	0.0	0	0	2,975
Interdepartmental Charges	2,737,000	2,800,400	0	2,800,400	63,400	2.3	1,376,100	1,595,293	1,522,984
Financial	(96,400)	3,400	0	3,400	99,800	103.5	800	648	35,674
Capital	0	0	0	0	0	0.0	430,100	13,181	63,136
TOTAL EXPENDITURES	9,850,000	10,073,200	2,360,500	12,433,700	2,583,700	26.2	7,665,900	9,843,407	9,810,361
REVENUES									
Federal/Provincial Grants	(6,972,700)	(6,989,800)	(696,000)	(7,685,800)	713,100	10.2	(4,606,600)	(7,305,263)	(7,509,199)
Fees & Service Charges	(99,100)	(80,700)	0	(80,700)	(18,400)	(18.6)	(60,000)	(69,177)	(167,408)
Interdepartmental Recoveries	0	(48,900)	0	(48,900)	48,900	100.0	0	0	0
Other Revenues	(27,100)	(27,300)	0	(27,300)	200	0.7	(14,400)	(49,462)	(40,772)
TOTAL REVENUES	(7,098,900)	(7,146,700)	(696,000)	(7,842,700)	743,800	10.5	(4,681,000)	(7,423,902)	(7,717,379)
NET LEVY REQUIREMENT	2,751,100	2,926,500	1,664,500	4,591,000	1,839,900	66.9	2,984,900	2,419,505	2,092,982
HALDIMAND SHARE	1,119,200	1,197,200	680,400	1,877,600	758,400	67.8	633,400	984,372	870,778
NORFOLK SHARE	1,631,900	1,729,300	984,100	2,713,400	1,081,500	66.3	2,351,500	1,435,133	1,222,204
STAFFING COMPLEMENT	59.55	59.55	22.80	82.35	22.80				

COMMUNITY & EMERGENCY SERVICES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY & EMERGENCY SERVICES SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Community & Emergency Services Administra	329,100	339,000	0	339,000	9,900	3.0	332,500	335,571	300,862
Administrative & Client Services									
Administrative & Client Services General Op	637,000	724,800		724,800	87,800	13.8	481,100	587,178	615,473
Ride Norfolk	163,200	117,300		117,300	(45,900)	(28.1)	111,000	142,190	220,291
Total Administrative & Client Services	800,200	842,100		842,100	41,900	5.2	592,100	729,368	835,764
Parks & Recreation	8,635,400	8,918,000	98,700	9,016,700	381,300	4.4	7,208,200	8,309,254	7,946,589
Fire	7,551,900	7,749,400	45,000	7,794,400	242,500	3.2	7,379,700	6,676,558	6,091,348
Paramedic Services	5,981,500	5,861,400	0	5,861,400	(120,100)	(2.0)	5,626,900	4,729,696	4,981,620
Harbour Marinas	(140,400)	(286,500)	0	(286,500)	(146,100)	(104.1)	(29,100)	(228,637)	(153,581)
Heritage & Culture	1,504,200	1,332,800	0	1,332,800	(171,400)	(11.4)	967,300	1,409,121	1,316,300
TOTAL	24,661,900	24,756,200	143,700	24,899,900	238,000	1.0	22,077,600	21,960,931	21,318,902

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY & EMERGENCY SERVICES SUMMARY
DIVISION SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	19,723,900	19,824,400	210,000	20,034,400	310,500	1.6	17,727,500	18,523,610	18,503,595
Materials & Supplies	3,108,900	3,057,200	20,000	3,077,200	(31,700)	(1.0)	2,460,400	2,803,053	2,989,879
Services	3,512,500	3,147,900	98,700	3,246,600	(265,900)	(7.6)	2,642,200	3,088,480	3,179,034
Transfer Payments/Grants	51,500	96,500	0	96,500	45,000	87.4	48,300	58,070	40,300
Interdepartmental Charges	4,551,600	4,988,800	0	4,988,800	437,200	9.6	4,535,400	4,619,596	4,092,260
Financial	(15,600)	43,400	0	43,400	59,000	378.2	56,800	95,454	99,096
Infrastructure Funding	2,798,900	2,514,900	0	2,514,900	(284,000)	(10.1)	2,859,800	2,120,456	1,864,304
Capital	853,000	1,195,200	0	1,195,200	342,200	40.1	539,400	763,768	564,011
TOTAL EXPENDITURES	34,584,700	34,868,300	328,700	35,197,000	612,300	1.8	30,869,900	32,072,487	31,332,479
REVENUES									
Federal/Provincial Grants	(5,359,100)	(5,516,300)	0	(5,516,300)	157,200	2.9	(5,411,500)	(4,985,155)	(4,762,407)
Municipal Recoveries	(35,000)	(35,000)	0	(35,000)	0	0.0	(39,300)	(61,433)	(10,696)
Fees & Service Charges	(3,640,400)	(3,743,500)	(70,000)	(3,813,500)	173,100	4.8	(2,469,500)	(3,629,186)	(3,683,720)
Transfer From Reserve & Reserve Funds	(185,100)	(134,400)	0	(134,400)	(50,700)	(27.4)	(145,700)	(366,463)	(604,105)
Interdepartmental Recoveries	(302,400)	(315,000)	0	(315,000)	12,600	4.2	(302,400)	(297,736)	(278,600)
Other Revenues	(400,800)	(367,900)	(115,000)	(482,900)	82,100	20.5	(423,900)	(771,578)	(674,049)
TOTAL REVENUES	(9,922,800)	(10,112,100)	(185,000)	(10,297,100)	374,300	3.8	(8,792,300)	(10,111,551)	(10,013,577)
NET LEVY REQUIREMENT	24,661,900	24,756,200	143,700	24,899,900	238,000	1.0	22,077,600	21,960,936	21,318,902
STAFFING COMPLEMENT	210.92	211.29	2.45	213.74	2.82				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Community & Emergency Services Administration

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	262,500	269,400	0	269,400	6,900	2.6	265,100	270,096	244,615
Materials & Supplies	13,500	12,600	0	12,600	(900)	(6.7)	12,400	8,991	12,333
Services	12,700	10,300	0	10,300	(2,400)	(18.9)	12,600	11,026	8,914
Interdepartmental Charges	40,400	46,700	0	46,700	6,300	15.6	42,400	45,458	35,000
TOTAL EXPENDITURES	329,100	339,000	0	339,000	9,900	3.0	332,500	335,571	300,862
REVENUES									
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	0
NET LEVY REQUIREMENT	329,100	339,000	0	339,000	9,900	3.0	332,500	335,571	300,862
STAFFING COMPLEMENT	2.00	2.00	0.00	2.00	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Administrative & Client Services General Operations

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	634,800	645,600	0	645,600	10,800	1.7	455,700	598,829	631,387
Materials & Supplies	31,100	42,700	0	42,700	11,600	37.3	16,400	20,338	11,584
Services	33,600	39,200	0	39,200	5,600	16.7	37,000	6,839	39,160
Interdepartmental Charges	50,100	45,000	0	45,000	(5,100)	(10.2)	53,500	49,142	43,200
Financial	35,200	37,900	0	37,900	2,700	7.7	37,800	41,685	39,083
Capital	2,000	0	0	0	(2,000)	(100.0)	2,000	2,346	1,162
TOTAL EXPENDITURES	786,800	810,400	0	810,400	23,600	3.0	602,400	719,179	765,576
REVENUES									
Fees & Service Charges	(64,200)	(59,700)	0	(59,700)	(4,500)	(7.0)	(34,200)	(46,332)	(77,035)
Transfer From Reserve & Reserve Funds	(60,100)	0	0	0	(60,100)	(100.0)	(60,100)	(61,619)	(69,033)
Interdepartmental Recoveries	(22,000)	(22,400)	0	(22,400)	400	1.8	(22,000)	(22,000)	0
Other Revenues	(3,500)	(3,500)	0	(3,500)	0	0.0	(4,900)	(2,050)	(4,035)
TOTAL REVENUES	(149,800)	(85,600)	0	(85,600)	(64,200)	(42.9)	(121,200)	(132,001)	(150,103)
NET LEVY REQUIREMENT	637,000	724,800	0	724,800	87,800	13.8	481,100	587,178	615,473
STAFFING COMPLEMENT	7.48	8.48	0.00	8.48	1.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	65,800	69,600	0	69,600	3,800	5.8	67,600	61,635	61,151
Materials & Supplies	5,700	5,700	0	5,700	0	0.0	4,100	4,681	1,457
Services	462,600	400,300	0	400,300	(62,300)	(13.5)	354,300	327,642	212,760
Interdepartmental Charges	800	6,300	0	6,300	5,500	687.5	800	800	0
Financial	0	0	0	0	0	0.0	0	(30)	(20)
Capital	0	0	0	0	0	0.0	0	0	20,000
TOTAL EXPENDITURES	534,900	481,900	0	481,900	(53,000)	(9.9)	426,800	394,728	295,348
REVENUES									
Federal/Provincial Grants	(220,000)	(215,000)	0	(215,000)	(5,000)	(2.3)	(207,100)	(137,180)	0
Fees & Service Charges	(36,700)	(35,200)	0	(35,200)	(1,500)	(4.1)	(24,700)	(40,977)	(20,152)
Transfer From Reserve & Reserve Funds	(105,000)	(114,400)	0	(114,400)	9,400	9.0	(84,000)	(68,900)	(45,405)
Other Revenues	(10,000)	0	0	0	(10,000)	0.0	0	(5,481)	(9,500)
TOTAL REVENUES	(371,700)	(364,600)	0	(364,600)	(7,100)	(1.9)	(315,900)	(252,538)	(75,057)
NET LEVY REQUIREMENT	163,200	117,300	0	117,300	(45,900)	(28.1)	111,000	142,190	220,291
STAFFING COMPLEMENT	0.90	0.90	0.00	0.90	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Parks & Recreation

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	5,724,100	5,690,000	136,000	5,826,000	101,900	1.8	4,490,800	5,597,236	5,474,702
Materials & Supplies	1,780,600	1,747,300	10,000	1,757,300	(23,300)	(1.3)	1,383,400	1,639,262	1,604,616
Services	1,716,100	1,596,300	22,700	1,619,000	(97,100)	(5.7)	1,121,800	1,601,889	1,829,723
Transfer Payments/Grants	51,500	46,500	0	46,500	(5,000)	(9.7)	48,300	58,070	40,300
Interdepartmental Charges	1,183,900	1,335,300	0	1,335,300	151,400	12.8	1,173,100	1,215,586	1,123,132
Financial	(184,200)	0	0	0	184,200	100.0	0	1,413	1,850
Infrastructure Funding	475,700	281,500	0	281,500	(194,200)	(40.8)	506,200	420,713	416,227
Capital	439,300	807,000	0	807,000	367,700	83.7	193,400	465,406	153,522
TOTAL EXPENDITURES	11,187,000	11,503,900	168,700	11,672,600	485,600	4.3	8,917,100	10,999,575	10,644,072
REVENUES									
Federal/Provincial Grants	(53,400)	(53,400)	0	(53,400)	0	0.0	(50,500)	(72,222)	(72,516)
Fees & Service Charges	(2,034,300)	(2,107,700)	(70,000)	(2,177,700)	143,400	7.0	(1,213,800)	(2,067,892)	(2,101,469)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	(10,897)	(18,821)
Interdepartmental Recoveries	(270,600)	(282,600)	0	(282,600)	12,000	4.4	(270,600)	(265,736)	(269,500)
Other Revenues	(193,300)	(142,200)	0	(142,200)	(51,100)	(26.4)	(173,900)	(273,575)	(235,176)
TOTAL REVENUES	(2,551,600)	(2,585,900)	(70,000)	(2,655,900)	104,300	4.1	(1,708,900)	(2,690,322)	(2,697,482)
NET LEVY REQUIREMENT	8,635,400	8,918,000	98,700	9,016,700	381,300	4.4	7,208,200	8,309,253	7,946,590
STAFFING COMPLEMENT	77.96	79.66	1.95	81.61	3.65				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	2,389,600	2,345,900	0	2,345,900	(43,700)	(1.8)	2,246,400	2,185,221	2,198,924
Materials & Supplies	405,800	418,700	0	418,700	12,900	3.2	349,400	342,085	386,929
Services	680,200	602,400	45,000	647,400	(32,800)	(4.8)	668,200	683,687	645,010
Interdepartmental Charges	2,580,000	2,797,400	0	2,797,400	217,400	8.4	2,569,500	2,635,305	2,401,529
Financial	0	0	0	0	0	0.0	0	487	0
Infrastructure Funding	1,344,400	1,326,200	0	1,326,200	(18,200)	(1.4)	1,344,400	1,097,050	882,693
Capital	293,500	325,000	0	325,000	31,500	10.7	269,100	225,168	295,669
TOTAL EXPENDITURES	7,693,500	7,815,600	45,000	7,860,600	167,100	2.2	7,446,900	7,169,003	6,810,754
REVENUES									
Federal/Provincial Grants	(75,000)	0	0	0	(75,000)	(100.0)	0	(1,950)	0
Fees & Service Charges	(34,800)	(34,900)	0	(34,900)	100	0.3	(30,700)	(34,051)	(30,687)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	(219,000)	(438,000)
Interdepartmental Recoveries	(9,800)	(10,000)	0	(10,000)	200	2.0	(9,800)	(10,000)	(9,100)
Other Revenues	(22,000)	(21,300)	0	(21,300)	(700)	(3.2)	(26,700)	(227,447)	(241,618)
TOTAL REVENUES	(141,600)	(66,200)	0	(66,200)	(75,400)	(53.2)	(67,200)	(492,448)	(719,405)
NET LEVY REQUIREMENT	7,551,900	7,749,400	45,000	7,794,400	242,500	3.2	7,379,700	6,676,555	6,091,349
STAFFING COMPLEMENT	33.67	32.77	0.00	32.77	(0.90)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Paramedic Services
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	9,379,000	9,634,600	74,000	9,708,600	329,600	3.5	9,248,800	8,424,277	8,586,788
Materials & Supplies	331,000	325,400	10,000	335,400	4,400	1.3	327,400	275,814	416,133
Services	285,000	197,900	31,000	228,900	(56,100)	(19.7)	241,500	140,547	149,806
Interdepartmental Charges	470,100	513,200	0	513,200	43,100	9.2	468,900	461,186	308,422
Financial	0	(17,300)	0	(17,300)	(17,300)	(100.0)	0	26,575	33,997
Infrastructure Funding	600,600	579,200	0	579,200	(21,400)	(3.6)	600,600	305,075	275,876
Capital	63,000	43,000	0	43,000	(20,000)	(31.7)	57,800	34,999	65,021
TOTAL EXPENDITURES	11,128,700	11,276,000	115,000	11,391,000	262,300	2.4	10,945,000	9,668,473	9,836,043
REVENUES									
Federal/Provincial Grants	(4,961,100)	(5,198,100)	0	(5,198,100)	237,000	4.8	(5,104,100)	(4,716,200)	(4,637,200)
Municipal Recoveries	(35,000)	(35,000)	0	(35,000)	0	0.0	(39,300)	(61,433)	(10,696)
Fees & Service Charges	(1,900)	(1,900)	0	(1,900)	0	0.0	(500)	(914)	(12,900)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	0	(32,846)
Other Revenues	(149,200)	(179,600)	(115,000)	(294,600)	145,400	97.5	(174,200)	(160,233)	(160,783)
TOTAL REVENUES	(5,147,200)	(5,414,600)	(115,000)	(5,529,600)	382,400	7.4	(5,318,100)	(4,938,780)	(4,854,425)
NET LEVY REQUIREMENT	5,981,500	5,861,400	0	5,861,400	(120,100)	(2.0)	5,626,900	4,729,693	4,981,618
STAFFING COMPLEMENT	72.32	72.82	0.50	73.32	1.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Harbour Marinas

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	328,000	331,200	0	331,200	3,200	1.0	321,100	385,839	354,982
Materials & Supplies	351,200	322,800	0	322,800	(28,400)	(8.1)	274,200	323,617	364,904
Services	100,500	93,000	0	93,000	(7,500)	(7.5)	99,300	97,555	117,220
Interdepartmental Charges	98,400	116,100	0	116,100	17,700	18.0	95,800	87,383	63,020
Financial	20,000	20,200	0	20,200	200	1.0	15,300	21,563	20,231
Infrastructure Funding	310,100	260,000	0	260,000	(50,100)	(16.2)	310,100	177,000	251,657
Capital	39,900	4,900	0	4,900	(35,000)	(87.7)	17,100	19,427	26,203
TOTAL EXPENDITURES	1,248,100	1,148,200	0	1,148,200	(99,900)	(8.0)	1,132,700	1,112,384	1,198,217
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	0	(1,950)	0
Fees & Service Charges	(1,377,800)	(1,424,200)	0	(1,424,200)	46,400	3.4	(1,154,400)	(1,323,707)	(1,342,400)
Transfer From Reserve & Reserve Funds	0	0	0	0	0	0.0	0	(6,047)	0
Other Revenues	(10,700)	(10,500)	0	(10,500)	(200)	(1.9)	(7,500)	(9,318)	(9,398)
TOTAL REVENUES	(1,388,500)	(1,434,700)	0	(1,434,700)	46,200	3.3	(1,161,800)	(1,341,022)	(1,351,798)
NET LEVY REQUIREMENT	(140,400)	(286,500)	0	(286,500)	(146,100)	(104.1)	(29,100)	(228,638)	(153,581)
STAFFING COMPLEMENT	4.89	4.89	0.00	4.89	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Heritage & Culture
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	940,100	838,100	0	838,100	(102,000)	(10.8)	632,100	1,000,476	951,046
Materials & Supplies	190,000	182,000	0	182,000	(8,000)	(4.2)	93,100	188,262	191,922
Services	221,800	208,500	0	208,500	(13,300)	(6.0)	107,600	219,294	176,444
Transfer Payments/Grants	0	50,000	0	50,000	50,000	100.0	0	0	0
Interdepartmental Charges	127,900	128,800	0	128,800	900	0.7	131,500	124,736	117,959
Financial	113,400	2,600	0	2,600	(110,800)	(97.7)	3,700	3,761	3,955
Infrastructure Funding	68,100	68,000	0	68,000	(100)	(0.1)	98,500	120,617	37,851
Capital	15,300	15,300	0	15,300	0	0.0	0	16,422	2,434
TOTAL EXPENDITURES	1,676,600	1,493,300	0	1,493,300	(183,300)	(10.9)	1,066,500	1,673,568	1,481,611
REVENUES									
Federal/Provincial Grants	(49,600)	(49,800)	0	(49,800)	200	0.4	(49,700)	(55,654)	(52,691)
Fees & Service Charges	(90,700)	(79,900)	0	(79,900)	(10,800)	(11.9)	(11,200)	(115,314)	(99,077)
Transfer From Reserve & Reserve Funds	(20,000)	(20,000)	0	(20,000)	0	0.0	(1,600)	0	0
Other Revenues	(12,100)	(10,800)	0	(10,800)	(1,300)	(10.7)	(36,700)	(93,475)	(13,539)
TOTAL REVENUES	(172,400)	(160,500)	0	(160,500)	(11,900)	(6.9)	(99,200)	(264,443)	(165,307)
NET LEVY REQUIREMENT	1,504,200	1,332,800	0	1,332,800	(171,400)	(11.4)	967,300	1,409,125	1,316,304
STAFFING COMPLEMENT	11.70	9.77	0.00	9.77	(1.93)				

PLANNING & DEVELOPMENT

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
PLANNING & DEVELOPMENT SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Planning & Development Administration	487,500	492,600	0	492,600	5,100	1.0	409,700	592,953	563,167
Planning	1,088,000	929,300	0	929,300	(158,700)	(14.6)	955,500	863,764	992,725
Development Engineering	506,100	404,200	0	404,200	(101,900)	(20.1)	410,400	423,294	344,259
Building	131,500	0	0	0	(131,500)	(100.0)	0	(1)	2
Economic Development	866,100	772,900	0	772,900	(93,200)	(10.8)	521,400	758,869	1,077,605
TOTAL	3,079,200	2,599,000	0	2,599,000	(480,200)	(15.6)	2,297,000	2,638,879	2,977,758

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
PLANNING & DEVELOPMENT SUMMARY
DIVISION SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	3,688,800	3,689,500	0	3,689,500	700	0.0	3,004,200	3,497,182	3,795,622
Materials & Supplies	193,000	128,400	0	128,400	(64,600)	(33.5)	118,400	162,406	214,201
Services	830,800	714,100	0	714,100	(116,700)	(14.0)	402,700	474,447	698,205
Transfer Payments/Grants	159,500	149,500	0	149,500	(10,000)	(6.3)	60,000	122,521	153,966
Interdepartmental Charges	811,300	870,300	0	870,300	59,000	7.3	819,600	867,845	629,604
Financial	5,000	0	0	0	(5,000)	(100.0)	0	0	32,399
Infrastructure Funding	138,600	108,500	0	108,500	(30,100)	(21.7)	138,600	475,159	261,592
Capital	134,500	10,000	0	10,000	(124,500)	(92.6)	130,400	30,969	35,735
TOTAL EXPENDITURES	5,961,500	5,670,300	0	5,670,300	(291,200)	(4.9)	4,673,900	5,630,529	5,821,324
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(175,000)	(47,878)	(38,367)
Fees & Service Charges	(2,248,000)	(2,128,300)	0	(2,128,300)	(119,700)	(5.3)	(1,960,000)	(2,725,952)	(2,410,205)
Transfer From Reserve & Reserve Funds	(423,800)	(679,200)	0	(679,200)	255,400	60.3	(66,800)	(65,290)	(205,323)
Interdepartmental Recoveries	(103,700)	(106,700)	0	(106,700)	3,000	2.9	(103,700)	(101,940)	(99,800)
Other Revenues	(106,800)	(157,100)	0	(157,100)	50,300	47.1	(71,500)	(50,592)	(89,868)
TOTAL REVENUES	(2,882,300)	(3,071,300)	0	(3,071,300)	189,000	6.6	(2,376,900)	(2,991,652)	(2,843,563)
NET LEVY REQUIREMENT	3,079,200	2,599,000	0	2,599,000	(480,200)	(15.6)	2,297,000	2,638,877	2,977,761
STAFFING COMPLEMENT	37.43	37.09	0.00	37.09	(0.34)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Planning & Development Administration

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	222,100	240,700	0	240,700	18,600	8.4	174,500	151,467	264,975
Materials & Supplies	21,600	16,800	0	16,800	(4,800)	(22.2)	13,300	28,137	30,476
Services	44,100	35,200	0	35,200	(8,900)	(20.2)	34,000	170,686	172,761
Transfer Payments/Grants	0	0	0	0	0	0.0	0	24,040	3,522
Interdepartmental Charges	123,700	126,300	0	126,300	2,600	2.1	115,900	190,570	53,400
Financial	0	0	0	0	0	0.0	0	0	30
Infrastructure Funding	73,500	73,600	0	73,600	100	0.1	73,500	73,543	73,544
Capital	2,500	0	0	0	(2,500)	(100.0)	0	3,093	4,823
TOTAL EXPENDITURES	487,500	492,600	0	492,600	5,100	1.0	411,300	641,536	603,531
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	0	(47,878)	(38,367)
Fees & Service Charges	0	0	0	0	0	0.0	0	(105)	(688)
Interdepartmental Recoveries	0	0	0	0	0	0.0	0	0	0
Other Revenues	0	0	0	0	0	0.0	(1,600)	(600)	(1,308)
TOTAL REVENUES	0	0	0	0	0	0.0	(1,600)	(48,583)	(40,363)
NET LEVY REQUIREMENT	487,500	492,600	0	492,600	5,100	1.0	409,700	592,953	563,168
STAFFING COMPLEMENT	1.80	1.80	0.00	1.80	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Planning

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,208,300	1,263,000	0	1,263,000	54,700	4.5	945,900	1,103,231	1,200,340
Materials & Supplies	35,400	26,800	0	26,800	(8,600)	(24.3)	14,700	28,865	36,140
Services	105,700	95,200	0	95,200	(10,500)	(9.9)	67,200	83,421	116,760
Interdepartmental Charges	293,500	321,100	0	321,100	27,600	9.4	330,700	312,650	242,730
Infrastructure Funding	30,200	0	0	0	(30,200)	(100.0)	30,200	30,381	30,434
Capital	118,000	0	0	0	(118,000)	(100.0)	116,400	1,668	3,581
TOTAL EXPENDITURES	1,791,100	1,706,100	0	1,706,100	(85,000)	(4.7)	1,505,100	1,560,216	1,629,985
REVENUES									
Fees & Service Charges	(555,400)	(571,100)	0	(571,100)	15,700	2.8	(445,900)	(594,117)	(533,177)
Interdepartmental Recoveries	(103,700)	(106,700)	0	(106,700)	3,000	2.9	(103,700)	(101,940)	(99,800)
Other Revenues	(44,000)	(99,000)	0	(99,000)	55,000	125.0	0	(398)	(4,283)
TOTAL REVENUES	(703,100)	(776,800)	0	(776,800)	73,700	10.5	(549,600)	(696,455)	(637,260)
NET LEVY REQUIREMENT	1,088,000	929,300	0	929,300	(158,700)	(14.6)	955,500	863,761	992,725
STAFFING COMPLEMENT	13.10	13.76	0.00	13.76	0.66				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Development Engineering
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	418,300	328,700	0	328,700	(89,600)	(21.4)	334,400	370,678	321,683
Materials & Supplies	9,600	5,200	0	5,200	(4,400)	(45.8)	5,400	3,643	7,078
Services	66,700	76,700	0	76,700	10,000	15.0	69,300	61,950	57,189
Interdepartmental Charges	43,500	49,800	0	49,800	6,300	14.5	43,600	42,542	0
Capital	14,000	10,000	0	10,000	(4,000)	(28.6)	14,000	0	0
TOTAL EXPENDITURES	552,100	470,400	0	470,400	(81,700)	(14.8)	466,700	478,813	385,950
REVENUES									
Fees & Service Charges	(11,000)	(11,200)	0	(11,200)	200	1.8	(11,200)	(10,774)	(34,537)
Other Revenues	(35,000)	(55,000)	0	(55,000)	20,000	57.1	(45,100)	(44,745)	(7,154)
TOTAL REVENUES	(46,000)	(66,200)	0	(66,200)	20,200	43.9	(56,300)	(55,519)	(41,691)
NET LEVY REQUIREMENT	506,100	404,200	0	404,200	(101,900)	(20.1)	410,400	423,294	344,259
STAFFING COMPLEMENT	4.00	3.00	0.00	3.00	(1.00)				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	1,578,900	1,595,500	0	1,595,500	16,600	1.1	1,190,600	1,393,398	1,505,193
Materials & Supplies	67,400	55,000	0	55,000	(12,400)	(18.4)	52,100	57,084	67,667
Services	232,800	231,500	0	231,500	(1,300)	(0.6)	36,300	44,490	45,564
Interdepartmental Charges	274,700	291,900	0	291,900	17,200	6.3	266,500	256,685	255,292
Financial	0	0	0	0	0	0.0	0	0	9,970
Infrastructure Funding	0	0	0	0	0	0.0	0	336,342	122,722
Capital	0	0	0	0	0	0.0	0	0	3,168
TOTAL EXPENDITURES	2,153,800	2,173,900	0	2,173,900	20,100	0.9	1,545,600	2,087,999	2,009,576
REVENUES									
Fees & Service Charges	(1,590,200)	(1,491,600)	0	(1,491,600)	(98,600)	(6.2)	(1,474,500)	(2,018,699)	(1,761,951)
Transfer From Reserve & Reserve Funds	(423,800)	(679,200)	0	(679,200)	255,400	60.3	(66,800)	(65,290)	(205,323)
Other Revenues	(8,300)	(3,100)	0	(3,100)	(5,200)	(62.7)	(4,300)	(4,010)	(42,300)
TOTAL REVENUES	(2,022,300)	(2,173,900)	0	(2,173,900)	151,600	7.5	(1,545,600)	(2,087,999)	(2,009,574)
NET LEVY REQUIREMENT	131,500	0	0	0	(131,500)	(100.0)	0	0	2
STAFFING COMPLEMENT	16.53	16.53	0.00	16.53	0.00				

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Economic Development
DEPARTMENT SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	261,200	261,600	0	261,600	400	0.2	358,800	478,408	503,432
Materials & Supplies	59,000	24,600	0	24,600	(34,400)	(58.3)	32,800	44,677	72,837
Services	381,500	275,500	0	275,500	(106,000)	(27.8)	195,900	113,899	305,932
Transfer Payments/Grants	159,500	149,500	0	149,500	(10,000)	(6.3)	60,000	98,481	150,444
Interdepartmental Charges	75,900	81,200	0	81,200	5,300	7.0	62,800	65,397	78,182
Financial	5,000	0	0	0	(5,000)	(100.0)	0	0	22,399
Infrastructure Funding	34,900	34,900	0	34,900	0	0.0	34,900	34,892	34,892
Capital	0	0	0	0	0	0.0	0	26,208	24,162
TOTAL EXPENDITURES	977,000	827,300	0	827,300	(149,700)	(15.3)	745,200	861,962	1,192,280
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(175,000)	0	0
Fees & Service Charges	(91,400)	(54,400)	0	(54,400)	(37,000)	(40.5)	(28,400)	(102,257)	(79,852)
Other Revenues	(19,500)	0	0	0	(19,500)	0.0	(20,500)	(839)	(34,824)
TOTAL REVENUES	(110,900)	(54,400)	0	(54,400)	(56,500)	(50.9)	(223,800)	(103,096)	(114,676)
NET LEVY REQUIREMENT	866,100	772,900	0	772,900	(93,200)	(10.8)	521,400	758,866	1,077,604
STAFFING COMPLEMENT	2.00	2.00	0.00	2.00	0.00				

COVID-19

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
 COVID-19
SUMMARY

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Salaries & Benefits	0	0	0	0	0	0.0	3,851,500	0	0
Materials & Supplies	0	1,000,000	0	1,000,000	1,000,000	100.0	2,429,300	0	0
Services	0	111,900	0	111,900	111,900	100.0	746,300	0	0
Interdepartmental Charges	0	0	0	0	0	0.0	600,000	0	0
Capital	0	0	0	0	0	0.0	325,700	0	0
TOTAL EXPENDITURES	0	1,111,900	0	1,111,900	1,111,900	100.0	7,952,900	0	0
REVENUES									
Federal/Provincial Grants	0	0	0	0	0	0.0	(6,697,700)	0	0
Municipal Recoveries	0	0	0	0	0	0.0	(66,200)	0	0
Fees & Service Charges	0	404,000	0	404,000	404,000	100.0	0	0	0
Other Revenues	0	0	0	0	0	0.0	(18,200)	0	0
TOTAL REVENUES	0	404,000	0	404,000	404,000	100.0	(6,782,000)	0	0
NET LEVY REQUIREMENT	0	1,515,900	0	1,515,900	1,515,900	0.0	1,171,000	0	0

REQUISITIONS FROM BOARDS & AGENCIES

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY
NET LEVY REQUIREMENT

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
Long Point Region Conservation Authority	1,292,500	1,133,600	0	1,133,600	(158,900)	(12.3)	1,292,500	1,098,088	1,017,854
Grand River Conservation Authority	28,600	29,000	0	29,000	400	1.4	28,600	27,947	27,566
Norfolk County Public Library	2,884,600	2,668,400	0	2,668,400	(216,200)	(7.5)	2,884,600	2,793,800	2,736,500
Police Services	12,828,400	13,018,100	0	13,018,100	189,700	1.5	12,874,100	12,666,800	12,283,700
TOTAL	17,034,100	16,849,100	0	16,849,100	(185,000)	(1.1)	17,079,800	16,586,635	16,065,620

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Long Point Region Conservation Authority

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Transfer Payments/Grants	1,292,500	1,133,600	0	1,133,600	(158,900)	(12.3)	1,292,500	1,098,088	1,017,854
TOTAL EXPENDITURES	1,292,500	1,133,600	0	1,133,600	(158,900)	(12.3)	1,292,500	1,098,088	1,017,854
REVENUES									
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	0
NET LEVY REQUIREMENT	1,292,500	1,133,600	0	1,133,600	(158,900)	(12.3)	1,292,500	1,098,088	1,017,854

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Grand River Conservation Authority

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Transfer Payments/Grants	28,600	29,000	0	29,000	400	1.4	28,600	27,947	27,566
TOTAL EXPENDITURES	28,600	29,000	0	29,000	400	1.4	28,600	27,947	27,566
REVENUES									
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	0
NET LEVY REQUIREMENT	28,600	29,000	0	29,000	400	1.4	28,600	27,947	27,566

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Norfolk County Public Library

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Transfer Payments/Grants	2,884,600	2,668,400	0	2,668,400	(216,200)	(7.5)	2,884,600	2,793,800	2,736,500
TOTAL EXPENDITURES	2,884,600	2,668,400	0	2,668,400	(216,200)	(7.5)	2,884,600	2,793,800	2,736,500
REVENUES									
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	0
NET LEVY REQUIREMENT	2,884,600	2,668,400	0	2,668,400	(216,200)	(7.5)	2,884,600	2,793,800	2,736,500

FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
Police Services

	BUDGET						ACTUALS		
	2020 APPROVED BUDGET	2021 Adjusted Budget	CAIs & NBIs	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)	2020 Forecasted Actuals	2019 Actuals	2018 Actuals
EXPENDITURES									
Transfer Payments/Grants	12,828,400	13,018,100	0	13,018,100	189,700	1.5	12,874,100	12,666,800	12,283,700
TOTAL EXPENDITURES	12,828,400	13,018,100	0	13,018,100	189,700	1.5	12,874,100	12,666,800	12,283,700
REVENUES									
TOTAL REVENUES	0	0	0	0	0	0.0	0	0	0
NET LEVY REQUIREMENT	12,828,400	13,018,100	0	13,018,100	189,700	1.5	12,874,100	12,666,800	12,283,700

COUNCIL APPROVED & NEW BUDGET INITIATIVES



FINAL 2021 COUNCIL APPROVED INITIATIVES

Number	Name	Description	2021 Net Levy Impact (\$)	FTEs	Page Number
CMG-370-2021-002	Temporary Assistant for Change Communication	Per June 9, 2020 Information Package Memo to Council, which outlined the Modernization Funding Project Allocation, a temporary assistant for change communication was approved to be hired.	-	0.15	77
CSD-730-2021-070	Return to Play - Arenas	CES 20-15 Return to Play Adult Hockey Users - Approval of reopening plan for arenas, including staffing increase of up to 12 TPT janitorial/maintenance staff due to COVID-19 protocols - Council Meeting (Resolution #4 - September 22, 2020).	76,000	1.95	78
CSD-750-2021-069	High Intensity CP Program One-Time Funding 2021	Per December 15, 2020 Information Package Memo to Council, Paramedic Services staff have been approved for one-time funding of \$115,000 to support the High Intensity Community Paramedicine (CP) Program activities.	-	0.50	79
FSD-410-2021-004	Modernizing Payment Options for On-line and In-Person Services	CS 20-18 Modernizing Payment Options for On-line and In-Person Services presented at Council-in-Committee meeting (Resolution #24 - August 18, 2020).	167,000	-	80
HSS-630-2021-072	Norview Lodge COVID-19 Pandemic Additional Staffing	HSS 20-20 NVL (Norview Lodge) COVID-19 Pandemic Additional Staffing - Council-in-Committee meeting (Resolution #10 - December 8, 2020).	-	12.00	81
HSS-640-2021-064	Homeless Prevention Services	HSS 20-14 Homeless Prevention Services - Council-in-Committee meeting (Resolution #12 - July 14, 2020).	(54,100)	5.00	82
HSS-640-2021-069	Social Services Relief Fund - Phase 1	As communicated by the Ministry of Municipal Affairs and Housing (MMAH) on April 1, 2020 and authorized on June 19, 2020.	-	-	83
Subtotal			188,900	19.60	
HSS-650-2021-065	School-Focused Nurses Initiative	HSS 20-11 Annual Service Plan, Budget Submission and Funding Update - Board of Health meeting (Resolution #4 - November 3, 2020).	-	5.00	84
HSS-650-2021-066	COVID-19 Response Team	HSS 20-21 COVID-19 Update and Sustainability Plan-Additional Information - Board of Health meeting (Resolution #6 - October 27, 2020).	1,176,500	17.20	85
HSS-650-2021-067	70/30 Cost Share Mitigation Funding	HSS 20-11 Annual Service Plan, Budget Submission and Funding Update - Board of Health meeting (Resolution #4 - November 3, 2020).	(192,400)	-	86
HSS-650-2021-071	Harm Reduction Surveillance Project	HSS 20-26 Public Health Agency of Canada Funding Grant for Harm Reduction Surveillance - Board of Health meeting (January 5, 2021).	-	0.60	87
Total Board of Health			984,100	22.80	
Total Levy Funded Council Approved Initiatives			1,173,000	42.40	

Norfolk County Final 2021 Council-Approved Initiative

Name	CMG-370-2021-002 Temporary Assistant for Change Communication		SLT Priority Ranking	1
Department	Corporate Communications	Position Type	Temporary Part-Time	
Strategic Theme	Community	FTEs	0.15	
Strategic Direction	Community Values and Identity	Budget Impact	\$ 0	
Strategic Goal	Foster Support for Boards and Community Based Projects	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-January-2021	New or Existing	New Program	
End Date	March 2021			

DESCRIPTION

Per June 9, 2020 Information Package Memo to Council, which outlined the Modernization Funding Project Allocation, a temporary assistant for change communication was approved to be hired.

JUSTIFICATION

Within the Information Memo to Council on June 9, 2020, the project for Temporary Assistant for Change Communication was approved .

As per the memo: This initiative included "the hiring of one temporary (0.6 FTE) position to introduce community engagement to participate in the establishment of service enhancement and efficiencies."

This CAI brings forward the remaining portion of this initiative, which will end in March of 2021. Funding for this project will be provided from the Municipal Modernization Grant funding received in 2020.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

	(\$)
Expenditures:	(\$)
Salaries and Benefits	11,800
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	11,800
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	11,800
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	11,800
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 0

Norfolk County Final 2021 Council-Approved Initiative

Name	CSD-730-2021-070 Return to Play - Arenas		SLT Priority Ranking	1
Department	Parks & Recreation	Position Type	Temporary Part-Time	
Strategic Theme	Community	FTEs	1.95	
Strategic Direction	Community Well-Being	Budget Impact	\$ 76,000	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	\$ 76,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	17-October-2020	New or Existing	Existing Program	
End Date	April 2021			

DESCRIPTION
CES 20-15 Return to Play Adult Hockey Users - Approval of reopening plan for arenas, including staffing increase of up to 12 TPT janitorial/maintenance staff due to COVID-19 protocols - Council Meeting (Resolution #4 - September 22, 2020)

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Upon consideration of Provincial return to play guidelines, present staffing resources, and additional costs associated with opening arenas for the 2020-2021 ice season, staff presented their recommendation to Council on September 22, 2020 via CES 20-15 Return to Play Adult Hockey Users report. Staff's recommendation included the hiring of up to 12 additional Temporary part-time (TPT) staff to ensure adequate staffing levels to facilitate additional COVID-19 protocols such as entrance control and additional cleaning between user groups.</p> <p>The 2021 impact was calculated based on opening of all 5 arenas with 2 additional staff per arena to be scheduled as needed up to a maximum of 24 hours per week per staff member and is dependant on total ice hours being requested for the season, which is lower than the approved amount in CES 20-15. Parks and Recreation staff anticipate that a total of 5 TPT janitorial staff and 5 TPT maintenance staff will be required for the January to April 2021 period scheduled 24 hours per week for 17 weeks at a cost of approximately \$136,000.</p> <p>These additional staffing and cleaning costs are intended to be partially recovered through an additional \$25 surcharge per hour of ice time levied to user groups. Based on ice hours estimated from January to April 2021, estimated additional revenue is estimated at \$70,000.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">136,000</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">10,000</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">146,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td style="text-align: right;">70,000</td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">70,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">76,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 76,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	136,000	Materials, Supplies and Services	10,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	146,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges	70,000	Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	70,000	BUDGET IMPACT	76,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 76,000
EXPENDITURE AND REVENUE ITEMS																																									
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Norfolk County Final 2021 Council-Approved Initiative

Name	CSD-750-2021-069 High Intensity CP Program One-Time Funding 2021		SLT Priority Ranking	1
Department	Paramedic Services	Position Type	Temporary Full-Time	
Strategic Theme	Community	FTEs	0.50	
Strategic Direction	Community Well-Being	Budget Impact	\$ 0	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	March 2021			

DESCRIPTION
Per December 15, 2020 Information Package Memo to Council, Paramedic Services staff have been approved for one-time funding of \$115,000 to support the High Intensity Community Paramedicine (CP) Program activities.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County was allocated \$115,000 in one-time funding in 2020-21 to support the implementation of the Expansion of Community Paramedicine as part of the Ministry of Health's Integrated Capacity Plan for the response to a potential second wave of COVID-19 and the annual flu season.</p> <p>The Integrated Capacity Plan provides the framework for the health system's preparedness to address four interconnected challenges expected this fall:</p> <ul style="list-style-type: none"> •Ensuring capacity exists to respond to a potential resurgence of COVID-19; •Preparing for influenza season; •Addressing waitlists and backlogs for surgeries and other health services; and •Preventing overcrowding in hospitals, long-term care homes and other congregate settings to prepare for any surges. <p>As both hospitals and long-term care homes will have significantly reduced bed capacity to service patients/residents in order to maintain infection control (long-term care homes) and prepare for COVID/seasonal flu surge (hospitals), there is a need and an opportunity for home and community care to undertake an enhanced role in supporting system capacity, particularly for high needs clients.</p> <p>It is expected that the expansion of Community Paramedicine will ensure high needs patients continue to receive timely, high quality, and safe care at home and in other community-based settings when beds are in short supply.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">74,000</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">41,000</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">115,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td style="text-align: right;">115,000</td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">115,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	74,000	Materials, Supplies and Services	41,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	115,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations	115,000	Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	115,000	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 0
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BUDGET IMPACT	0																																								
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2021 NET LEVY IMPACT	\$ 0																																								

Norfolk County Final 2021 Council-Approved Initiative

Name	FSD-410-2021-004 Modernizing Payment Options for On-line and In-Person Services		SLT Priority Ranking	1
Department	Financial Services	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 167,000	
Strategic Goal	Continue to Provide Valued Services to Residents in Norfolk County at an Affordable	Net Levy Impact	\$ 167,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	New Program	
End Date	No end date			

DESCRIPTION

CS 20-18 Modernizing Payment Options for On-line and In-Person Services presented at Council-in-Committee meeting (Resolution #24 - August 18, 2020).

JUSTIFICATION

To improve choice, flexibility and convenience for taxpayers and customers, this report recommended that Norfolk County offer credit card payment options corporately. A single source, 5-year agreement with Paymentus was executed to provide the County's credit card payment solution for on-line payments for a 5-year term.

To facilitate in-person payments for fees and property taxes, it was recommended that all corporate Moneris point of sale machines accept payment by credit card.

Providing more choice and flexibility improves the customer service experience but also comes at a cost. For most businesses, credit card fees are considered a necessary cost in order to remain competitive and offer convenience for customers. To increase payment options as well as mitigate the levy impact of processing fees, Staff recommended full cost recovery of processing fees associated with property tax or development charge payments by credit card. For all other services, costs for processing credit card processing fees is to be covered by Norfolk County.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	167,000
TOTAL EXPENDITURES	167,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	167,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 167,000

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-630-2021-072 Norview Lodge COVID-19 Pandemic Additional Staffing		SLT Priority Ranking	1
Department	Norview Lodge	Position Type	Temporary Full-Time	
Strategic Theme	Community	FTEs	12.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 0	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-January-2021	New or Existing	New Program	
End Date	Subject to Funding			

DESCRIPTION

HSS 20-20 NVL (Norview Lodge) COVID-19 Pandemic Additional Staffing - Council-in-Committee meeting (Resolution #10 - December 8, 2020).

JUSTIFICATION

At the request of Senior Leadership Team (SLT) as a temporary pilot project, the report requested approval to hire eight temporary full-time and two temporary part-time (1.20 FTE) employees to assist with Resident care and up to five temporary part-time (2.80 FTE) employees to conduct health screening of all persons entering Norview Lodge.

The estimated annualized salaries and benefits cost for the 12.00 FTE temporary employees is \$738,400 and a further \$599,600 is set aside for PPE and other operating costs as allowed by the Ministry of Long-Term Care. This will be fully offset by COVID-19 Prevention and Containment Funding from the Ministry. These temporary positions are conditional upon continued receipt of the COVID-19 Prevention and Containment Funding. Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery in accordance with the Ministry of Long-Term Care' Reconciliation and Recovery Policy.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	738,400
Materials, Supplies and Services	599,600
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	1,338,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	1,338,000
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	1,338,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 0

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-640-2021-064 Homeless Prevention Services		SLT Priority Ranking	1
Department	Social Housing	Position Type	Permanent Full-Time	
Strategic Theme	Community	FTEs	5.00	
Strategic Direction	Community Well-Being	Budget Impact	-\$ 54,100	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	-\$ 54,100	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-October-2020	New or Existing	Existing Program	
End Date	Subject to Funding			

DESCRIPTION

HSS 20-14 Homeless Prevention Services - Council-in-Committee meeting (Resolution #12 - July 14, 2020).

JUSTIFICATION

Since September 2018, the Social Services & Housing department has been internally delivering homeless prevention services as a two year pilot project. The program has been successful with the implementation of coordinated access to service, diversion from emergency housing where possible, the securing of emergency housing rooms at lower than market rates and housing support for vulnerable people to maintain housing stability and prevent homelessness.

Staff recommended that Social Services & Housing permanently deliver these programs with the five FTE's that were temporary positions within the department. Homeless prevention services are 100% funded by provincial Community Homelessness Prevention Initiative (CHPI) funding and staff will ensure that these programs continue to not have a levy impact for either County. As administrative support is being provided to CHPI by Housing Services, funding is being utilized to offset some existing administration costs, resulting in net savings to the levy. As costs within CHPI increase, the funding available for administrative support will decrease.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	435,300
Materials, Supplies and Services	44,800
Transfer Payments and Grants to Others	1,078,200
Interdepartmental Charges	82,900
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	1,641,200
Revenues:	(\$)
Provincial/Federal Grants/Funding	1,641,200
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	(28,800)
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	82,900
Other Revenues	
TOTAL REVENUES	1,695,300
BUDGET IMPACT	(54,100)
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	(\$ 54,100)

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-640-2021-069 Social Services Relief Fund - Phase 1		SLT Priority Ranking	1
Department	Social Housing	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 0	
Strategic Goal	Assure Determinants of Health are Addressed	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Mandatory	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	March 2021			

DESCRIPTION

As communicated by the Ministry of Municipal Affairs and Housing (MMAH) on April 1, 2020 and authorized on June 19, 2020.

JUSTIFICATION

Under the Social Services Relief Fund (SSRF) - Phase 1, the MMAH allocated \$2,017,300 for the period running March 1, 2020 to March 31, 2021. The program is being delivered through Housing Services' Community Homelessness Prevention Initiative (CHPI). The amount included is the anticipated funding remaining for the January 1, 2021 - March 31, 2021 period. The investment plan for the program, including both the program total and January-March (Q1) 2021, is outlined in Table 1.

Table 1 - SSRF Phase 1 Investment Plan

Service Category	Total (\$)	Q1 2021 (\$)
Emergency Shelter Solutions	358,500	252,000
Homelessness Prevention	525,000	425,000
Housing with Related Supports	55,000	30,000
Program Administration	100,200	25,000
Services & Supports	978,600	419,600
Total	2,017,300	1,151,600

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	25,000
Transfer Payments and Grants to Others	1,126,600
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	1,151,600
Revenues:	(\$)
Provincial/Federal Grants/Funding	1,151,600
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	1,151,600
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 0

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-650-2021-065 School-Focused Nurses Initiative		SLT Priority Ranking	1
Department	Haldimand Norfolk Health Unit	Position Type	Temporary Full-Time	
Strategic Theme	Health Unit Strategic Plan	FTEs	5.00	
Strategic Direction	Use A Determinants of Health (DOH) Framework to Inform our Practices	Budget Impact	\$ 0	
Strategic Goal	Improved health for the residents of Haldimand and Norfolk	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Mandatory	
Start Date	01-August-2020	New or Existing	Existing Program	
End Date	July 2021			

DESCRIPTION
HSS 20-11 Annual Service Plan, Budget Submission and Funding Update - Board of Health meeting (Resolution #4 - November 3, 2020).

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The Ministry of Health (MOH) created the School-Focused Nurses Initiative to support additional Nursing FTEs (5.0) in response to the pandemic.</p> <p>The school-focused nurses will contribute to the following activities in support of school boards and schools:</p> <ul style="list-style-type: none"> Providing support in the development and implementation of COVID-19 health and safety plans; Providing sector specific support for infection prevention; surveillance, screening and testing; outbreak management; and, case and contact management; and, Supporting communication and engagement with local school communities, as well as the broader health care sector. <p>One-time funding must be used by the Board of Health to create new temporary FTEs for school-focused nurses as specified in Schedule A of the Agreement. Funding is for nursing salaries, wages, and benefits only and cannot be used to support other operating costs. Additional costs incurred by the Board of Health to support school re-opening initiatives that cannot be managed within the existing budget of the Board of Health, are admissible through the COVID-19 extraordinary costs process.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">290,600</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td></td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">290,600</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">290,600</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">290,600</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	290,600	Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	290,600	Revenues:	(\$)	Provincial/Federal Grants/Funding	290,600	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	290,600	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 0
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ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2021 NET LEVY IMPACT	\$ 0																																								

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-650-2021-066 COVID-19 Response Team		SLT Priority Ranking	1
Department	Haldimand Norfolk Health Unit	Position Type	Temporary Full-Time	
Strategic Theme	Health Unit Strategic Plan	FTEs	17.20	
Strategic Direction	Use A Determinants of Health (DOH) Framework to Inform our Practices	Budget Impact	\$ 1,176,500	
Strategic Goal	Improved health for the residents of Haldimand and Norfolk	Net Levy Impact	\$ 1,176,500	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-October-2020	New or Existing	New Program	
End Date	June 2022			

DESCRIPTION

HSS 20-21 COVID-19 Update and Sustainability Plan-Additional Information - Board of Health meeting (Resolution #6 - October 27, 2020).

JUSTIFICATION

The HNHU (Haldimand-Norfolk Health Unit) and BOH (Board of Health) must continue to be responsive to COVID-19, adapting to response requirements, as well as provincial direction and guidance to manage the pandemic. At the same time, it is imperative that programs and services reopen to continue to protect the population health, not just COVID-19. The added FTEs and Electronic Medical Records (EMR) resources will enable the HNHU to continue to respond to COVID-19 and safely reopen the mandated programs and services outlined in the OPHS (Ontario Public Health Standards). Table 1 outlines the approved scenario, which included 17.20 FTEs.

Table 1 - COVID-19 Response Team Budget

Description	Budget (\$)
COVID-19 Team Compensation Budget	1,792,300
COVID-19 Team Materials & Supplies Costs	67,600
EMR	130,000
Total	1,989,900

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	1,792,300
Materials, Supplies and Services	197,600
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	1,989,900
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	813,400
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	813,400
BUDGET IMPACT	1,176,500
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 1,176,500

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-650-2021-067 70/30 Cost Share Mitigation Funding		SLT Priority Ranking	1
Department	Haldimand Norfolk Health Unit	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	-\$ 192,400	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	-\$ 192,400	
Included in Business Plan?	No	Request Need	Council Directed	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	December 2021			

DESCRIPTION

HSS 20-11 Annual Service Plan, Budget Submission and Funding Update - Board of Health meeting (Resolution #4 - November 3, 2020).

JUSTIFICATION

Health Units have been provided one-time funding from the Ministry of Health (MOH) to offset increased Municipal levy costs from the change in cost share concerning the Mandatory and Related programs. The base funding change to 70/30 from 75/25 (Mandatory programs) and 100/0 (Related programs) is equal to the one-time funding amount. At this point staff anticipate the 2022 funding allocation from the MOH will include only the 70/30 base amount. The Board of Health will be updated once the Ministry has communicated 2022 funding allocations. The funding has been presented within the CAI package to ensure the Board of Health is aware it is one-time funding that is for the 2021 calendar year. The mitigation funding represents a Health Unit levy savings of 7.1%. Table 1 outlines the Health Unit levy impact had mitigation funding not been allocated by the MOH.

Table 1 - Budget Impact without Mitigation Funding

Description	Haldimand Share (\$)	Norfolk Share (\$)	Total (\$)
Proposed 2021 HNHU Net Levy with Mitigation Funding	1,874,100	2,710,400	4,584,500
One-Time Mitigation Funding Impact	133,000	192,400	325,400
Proposed 2021 HNHU Net Levy without Mitigation Funding	2,007,100	2,902,800	4,909,900

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	0
Revenues:	(\$)
Provincial/Federal Grants/Funding	325,400
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	(133,000)
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	192,400
BUDGET IMPACT	(192,400)
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	(\$ 192,400)

Norfolk County Final 2021 Council-Approved Initiative

Name	HSS-650-2021-071 Harm Reduction Surveillance Project		SLT Priority Ranking	1
Department	Haldimand Norfolk Health Unit	Position Type	Temporary Part-Time	
Strategic Theme	Health Unit Strategic Plan	FTEs	0.60	
Strategic Direction	Use A Determinants of Health (DOH) Framework to Inform our Practices	Budget Impact	\$ 0	
Strategic Goal	Improved health for the residents of Haldimand and Norfolk	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	New Program	
End Date	March 2022			

DESCRIPTION

HSS 20-26 Public Health Agency of Canada Funding Grant for Harm Reduction Surveillance - Board of Health meeting (January 5, 2021).

JUSTIFICATION

The Public Health Agency of Canada (PHAC) has provided one-time funding support to the Haldimand-Norfolk Health Unit (HNHU) harm reduction team's effort in surveillance measures of fatal and non-fatal drug-related harms. The report advised the Board of Health (BOH) about the capital-funding grant for the adaptation of a surveillance tool to track substance use related harms in Haldimand and Norfolk counties, and requested approval for the recruitment of one (0.6 FTE) Temporary Part-Time staff for the implementation of the project.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	75,000
Materials, Supplies and Services	5,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	80,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	80,000
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	80,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 0

Number	Name	Description	2021 Net Levy Impact (\$)	FTEs	Page Number
CSD-730-2021-067	Gypsy Moth Removal	Treatment of approximately 283 acres of woodlot and parkland for protection against gypsy moth. Treatment involves aerial application of trees with a pesticide product containing Bacillus thuringiensis var. kurstaki (Btk). Btk is a bacteria that is not harmful to plants, humans or other mammals. It targets Lepidoptera species (caterpillars) and so is suitable for protecting against gypsy moth.	22,700	-	89
CSD-740-2021-068	Forestry Farm Gas Well - Project Manager	Request to engage the services of a project manager with technical expertise related to the leaking gas wells issue (specifically Forestry Farm Road sites).	45,000	-	90
FSD-410-2021-005	Financial Information and System Improvements	Strategic improvements in the financial system for greater efficiencies and timely financial information.	-	2.00	91
HSS-620-2021-070	Child Care Funding Approach	The Ministry of Education announced in 2019 that cost share changes would be occurring from 2020 to 2022. This year, the Ministry is requiring all administration costs to be cost shared at 50/50 (formerly a minimum levy requirement). However, due to the pandemic, the Ministry has allocated one-time mitigation funding to offset the cost share change.	(138,500)	-	92
PWE-530-2021-037	Climate Change Adaptation Plan Implementation	Recommended increase to the General Building Reserve contribution (0.1% of overall tax levy or approx. \$100,000 for 2021) to support the Climate Change Adaptation Plan Implementation.	100,000	-	93
PWE-550-2021-036	Traffic Counting Program	This program is to engage a Contractor to complete annual traffic counts across the County. The Contractor will collect data twice a year at designated count stations to determine annual average daily traffic (AADT) volumes as well as information on vehicles classifications and speeds. The County will also be able to engage the Contractor to complete turning movement counts at intersections considered for all way stop control.	12,800	-	94
Total Levy Funded New Budget Initiatives			42,000	2.00	

Norfolk County Final 2021 New Budget Initiative

Name	CSD-730-2021-067 Gypsy Moth Removal		SLT Priority Ranking	3
Department	Parks & Recreation	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 22,700	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 22,700	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	New Program	
End Date	December 2021			

DESCRIPTION
Treatment of approximately 283 acres of woodlot and parkland for protection against gypsy moth. Treatment involves aerial application of trees with a pesticide product containing <i>Bacillus thuringiensis var. kurstaki</i> (Btk). Btk is a bacteria that is not harmful to plants, humans or other mammals. It targets Lepidoptera species (caterpillars) and so is suitable for protecting against gypsy moth.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>As presented in a Memo to Council at the August 18, 2020 Special Council meeting (Re: Gypsy Moth in Norfolk County), Norfolk County has been experiencing a building gypsy moth population for the past 3 years. Next year, 2021, is forecasted to be a year with an extremely high gypsy moth population locally. Trees become at risk of long-term damage and mortality after several years of repeated defoliation.</p> <p>Properties selected for treatment are in areas that are a high risk for gypsy moth defoliation in 2021, have experienced defoliation due to gypsy moths within the past couple of years, and/or contain high value oak trees at risk of damage due to next years' forecasted gypsy moth population.</p> <p>Norfolk County would need to secure an agreement with a contractor to treat selected properties, well in advance of the treatment period, preferably by February 2021. Note that this initiative is not intended to treat all Norfolk County trees.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">22,700</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">22,700</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">22,700</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 22,700</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	22,700	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	22,700	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	22,700	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 22,700
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Norfolk County Final 2021 New Budget Initiative

Name	CSD-740-2021-068 Forestry Farm Gas Well - Project Manager		SLT Priority Ranking	3
Department	Fire	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 45,000	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 45,000	
Included in Business Plan?	No	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	New Program	
End Date	December 2021			

DESCRIPTION
Request to engage the services of a project manager with technical expertise related to the leaking gas wells issue (specifically Forestry Farm Road sites).

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>As Council has been made aware the first approach to correcting this emerging public health issue was unsuccessful as we were not able to put a monitoring well in place. Subsequent to the first approach being unsuccessful, staff engaged with the Ministry of Natural Resources and Forestry (MNRF) as to next steps. Though MNRF would not commit to any additional funding, they noted that if there was to be additional funding a third party engineering report would have to be developed that evaluated options for stopping the leaking well.</p> <p>Staff have engaged a project manager to assist in the development of the request for proposal (RFP) for a hydrological study as well as continued project management on this item as staff lacks the technical knowledge or experience in this matter. The RFP for a hydrological study has closed and will be awarded in December 2020 with work to be completed in 2021. Staff are requesting continued support for the 2021 budget year to retain a project manager to continue efforts to resolve this issue.</p> <p>Note: This is a request for the continuation of the 2020 budget amendment to hire the Project Manager, which was approved via report CAO 20-18 Use of Council Directed Strategic Funds, presented to Council on August 18, 2020.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td style="padding: 2px;">Salaries and Benefits</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Materials, Supplies and Services</td> <td style="text-align: right; padding: 2px;">45,000</td> </tr> <tr> <td style="padding: 2px;">Transfer Payments and Grants to Others</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Interdepartmental Charges</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Capital Expenditures</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Expenditures</td> <td style="padding: 2px;"></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">TOTAL EXPENDITURES</td> <td style="text-align: right; padding: 2px;">45,000</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td style="padding: 2px;">Provincial/Federal Grants/Funding</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">User Fees and /or Service Charges</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Recoveries/Collections/Sponsorships/Donations</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Transfers from Reserve/Reserve Funds</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Interdepartmental Recoveries</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Revenues</td> <td style="padding: 2px;"></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">TOTAL REVENUES</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">BUDGET IMPACT</td> <td style="text-align: right; padding: 2px;">45,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">2021 NET LEVY IMPACT</td> <td style="text-align: right; padding: 2px;">\$ 45,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	45,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	45,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	45,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 45,000
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Norfolk County Final 2021 New Budget Initiative

Name	FSD-410-2021-005 Financial Information and System Improvements		SLT Priority Ranking	2
Department	Financial Services	Position Type	Temporary Full-Time	
Strategic Theme	Corporate	FTEs	2.00	
Strategic Direction	Financial Sustainability	Budget Impact	\$ 0	
Strategic Goal	Ensure Timely and Accurate Financial Reporting	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	December 2021			

DESCRIPTION
Strategic improvements in the financial system for greater efficiencies and timely financial information.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County's Financial System was implemented in 2015 and had a well laid out plan, however, careful planning for this project did not prevent the encounter of many challenges. These challenges resulted in some features not being implemented, delays in fully implementing certain processes or streamlining some business processes.</p> <p>The purpose of this request is to ensure that the organization utilizes a modern and fully integrated system to enable Council and Staff more effective and timely financial planning and management. Following feedback from users it is clear that the current systems do not facilitate the reporting and budget management opportunities that the Council and Staff require to operate efficiently within a challenging financial environment. One challenge that has affected implementation is not having a full-time project manager to lead and work directly with the vendor and staff throughout the process. As a result, it is recommended to engage a project manager to implement and resolve system issues experienced to date. In addition, it is recommended to second 2 current staff to work with the project manager and recruit two temporary full-time staff to ensure the day-day business continues to be carried out.</p> <p>Initially, the priority will be resolving system issues surrounding timely information, easily accessible information and accurate data for variance reporting, including encumbrance accounting and to streamline processes to produce Reserve and Reserve Fund and Salary and Benefit Analysis.</p> <p>This request is recommended to be funded through unutilized Municipal Modernization Grant Funding with the balance to be redirected from the Financial Sustainability Capital Project.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e1f5fe;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">139,400</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">239,400</td> </tr> <tr> <td style="text-align: left;">Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td style="text-align: right;">239,400</td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">239,400</td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	139,400	Materials, Supplies and Services	100,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	239,400	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds	239,400	Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	239,400	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 0
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Norfolk County Final 2021 New Budget Initiative

Name	HSS-620-2021-070 Child Care Funding Approach		SLT Priority Ranking	2
Department	Child Care	Position Type	Not Applicable	
Strategic Theme	Corporate	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	-\$ 138,500	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	-\$ 138,500	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	December 2021			

DESCRIPTION
<p>The Ministry of Education announced in 2019 that cost share changes would be occurring from 2020 to 2022. This year, the Ministry is requiring all administration costs to be cost shared at 50/50 (formerly a minimum levy requirement). However, due to the pandemic, the Ministry has allocated one-time mitigation funding to offset the cost share change.</p>

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The cost share changes communicated by the Ministry in 2019 included:</p> <ul style="list-style-type: none"> January 1, 2020 - Consolidated Municipal Service Managers (CMSM) will be asked to cost share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. Note that the Ministry is committing 80 percent of this funding regardless of the CMSM contribution. January 1, 2021 - CMSMs will be required to cost share all administrative funding at a rate of 50/50. January 1, 2022 - CMSMs administrative funding threshold will be reduced from 10% to 5%. <p>The requirement to share all administrative funding at a rate of 50/50 in 2021 has been included within the base budget. This NBI provides for the one-time mitigation funding that was announced as a result of the pandemic; to offset municipal financial pressures from the funding change.</p> <p>The impact has been presented within this NBI to ensure Council is aware that this is <u>one-time funding</u> and to outline that the removal of this funding will have an unfavourable impact on the 2022 levy budget. The impact on the Proposed 2021 Social Services levy is a 9.4% reduction.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td></td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: left;">Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">259,700</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td style="text-align: right;">(121,200)</td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">138,500</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">(138,500)</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">(\$ 138,500)</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	0	Revenues:	(\$)	Provincial/Federal Grants/Funding	259,700	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations	(121,200)	Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	138,500	BUDGET IMPACT	(138,500)	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	(\$ 138,500)
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Norfolk County Final 2021 New Budget Initiative

Name	PWE-530-2021-037 Climate Change Adaptation Plan Implementation		SLT Priority Ranking	3
Department	Facilities	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 100,000	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 100,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Recommended increase to the General Building Reserve contribution (0.1% of overall tax levy or approx. \$100,000 for 2021) to support the Climate Change Adaptation Plan Implementation.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Per PW 20-47 Norfolk County Climate Change Adaptation Plan Council-in-Committee (December 8, 2020):</p> <p>As outlined in the Norfolk County Climate Change Adaptation Plan, a number of studies have demonstrated that implementing municipal climate change adaptation plans not only improves the well-being of the community, but is also a strong financial decision. For example, a recent study completed by the Insurance Bureau of Canada (IBC) shows that investments in climate resilient infrastructure have a return on investment of \$6 in avoided future losses for every \$1 spent proactively. The initial investment of 0.1% of the municipal tax levy that is being recommended by the Committee would equate to approximately \$100,000 in 2020.</p> <p>Moving forward, the Committee's recommendation is to allocate 0.1% of the municipal tax levy for the Climate Change Adaption Plan on an annual basis. At this time the Approved Capital Plan contains a budget allocation of \$100,000 for the Climate Change Adaption Measures Program in 2021 with funding from the General Building Reserve however, Council approval is required to include a 0.1% levy contribution to the General Building Reserve on an annual basis.</p> <p>Staff are continuing to work with the Norfolk County Climate Change Adaptation Committee to develop a prioritized, detailed and costed implementation plan prior to September 1, 2021.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td></td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td style="text-align: right;">100,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">100,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">100,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2021 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 100,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures	100,000	TOTAL EXPENDITURES	100,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	100,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2021 NET LEVY IMPACT	\$ 100,000
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Norfolk County Final 2021 New Budget Initiative

Name	PWE-550-2021-036 Traffic Counting Program		SLT Priority Ranking	3
Department	Engineering Services	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 12,800	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 12,800	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2021	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION

This program is to engage a Contractor to complete annual traffic counts across the County. The Contractor will collect data twice a year at designated count stations to determine annual average daily traffic (AADT) volumes as well as information on vehicles classifications and speeds. The County will also be able to engage the Contractor to complete turning movement counts at intersections considered for all way stop control.

JUSTIFICATION

AADT counts are an important component to determine and update the class of County roads. The road class is used to determine required maintenance needs under the Minimum Maintenance Standards legislation. The road class is also an important input to the Road Needs Study, which is critical in preparing the road reconstruction and resurfacing 10 year Capital Plan projections.

Having up to date traffic information also aids staff when dealing with requests for speed reductions or all way stops. Staff use traffic data and turning movement counts at intersections to help determine if these requests are warranted.

In the past the County has retained traffic consultants to collect data on a case by case basis and in a reactive response to requests from the public. This method provides a very high level of detail, however, comes with a higher cost. Staff feel that with a coordinated approach of an annual traffic counting program, and the ability to collect turning movement data that many of these requests can be handled in house without the reliance of an outside consultant. The County also partners with the OPP to exchange data relating to traffic volumes and speeds.

Current Practice

Norfolk County has 225 established traffic counter locations. It is recommended that another 15 be added to fill in the voids and ensure uniformity across the County. It is recommended that AADT data be collected every three to five years. The data should be collected two to three times a year to give a true volume as it can fluctuate seasonally. Staff are proposing that the 240 count locations be done on a three year cycle (80 per year) and counted twice per year in the spring and fall. In addition pricing would be sought to complete turning movement counts to assist in analysis for all way stop requests.

Over the past few years the collection of traffic data has not been consistent. In the years 2007 to 2013 staff collected data on a three year cycle three times a year. From 2013 to 2018 the data was only collected once per year. Since 2018 due to staffing and equipment issues almost no data has been collected.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	12,800
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	12,800
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	12,800
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2021 NET LEVY IMPACT	\$ 12,800

NORFOLK COUNTY OPERATING LEVY PSAB FORMAT



FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2020 APPROVED BUDGET	2021 Adjusted Budget	2021 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	69,954,900	70,411,500	0.7	3,553,400	139,400	74,104,300	4,149,400	5.9
Materials & Supplies	12,235,900	13,138,200	7.4	734,500	0	13,872,700	1,636,800	13.4
Services	24,475,100	24,312,600	(0.7)	188,500	180,500	24,681,600	206,500	0.8
Transfer Payments/Grants	49,003,000	48,881,100	(0.2)	2,204,800	0	51,085,900	2,082,900	4.3
Interdepartmental Charges	16,901,200	18,039,800	6.7	82,900	0	18,122,700	1,221,500	7.2
Operating Capital Expenditures	487,800	500,800	2.7	0	0	500,800	13,000	2.7
Financial	3,179,200	4,594,800	44.5	167,000	0	4,761,800	1,582,600	49.8
Long Term Debt Interest	2,042,300	2,066,400	1.2	0	0	2,066,400	24,100	1.2
Amortization	19,950,400	21,230,300	6.4	0	0	21,230,300	1,279,900	6.4
Total Expenditures	198,229,800	203,175,500	2.5	6,931,100	319,900	210,426,500	12,196,700	6.2
Revenues								
PIL's-Supplementaries-Local Improvements	(2,995,700)	(3,016,300)	0.7	0	0	(3,016,300)	20,600	0.7
Federal/Provincial Grants	(58,775,000)	(57,672,700)	(1.9)	(4,826,800)	(259,700)	(62,759,200)	3,984,200	6.8
Municipal Recoveries	(3,254,200)	(3,732,500)	14.7	(651,600)	121,200	(4,262,900)	1,008,700	31.0
Financial Charges/Investment Income	(6,598,000)	(4,105,000)	(37.8)	(115,000)	0	(4,220,000)	(2,378,000)	(36.0)
Fees & Service Charges	(12,015,200)	(11,696,100)	(2.7)	(70,000)	0	(11,766,100)	(249,100)	(2.1)
Other Revenues	(647,500)	(542,300)	(16.2)	0	0	(542,300)	(105,200)	(16.2)
Interdepartmental Recoveries	(16,330,100)	(17,584,100)	7.7	(82,900)	0	(17,667,000)	1,336,900	8.2
Total Revenues	(100,615,700)	(98,349,000)	(2.3)	(5,746,300)	(138,500)	(104,233,800)	3,618,100	3.6
OPERATING RATE	97,614,100	104,826,500	7.4	1,184,800	181,400	106,192,700	8,578,600	8.8
FINANCING BUDGET								
Long Term Debt Principal	4,759,800	5,590,600	17.5	0	0	5,590,600	830,800	17.5
Transfer From Reserve & Reserve Funds	(2,437,000)	(4,341,800)	78.2	(11,800)	(239,400)	(4,593,000)	2,156,000	88.5



FINAL 2021 LEVY SUPPORTED OPERATING BUDGET
 CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2020 APPROVED BUDGET	2021 Adjusted Budget	2021 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2021 APPROVED BUDGET	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Transfer To Reserves & Reserve Funds	19,034,100	18,853,600	(0.9)	0	100,000	18,953,600	(80,500)	(0.4)
Interfund Transfers	1,848,000	2,118,000	14.6	0	0	2,118,000	270,000	14.6
Amortization	(19,950,400)	(21,230,300)	(6.4)	0	0	(21,230,300)	(1,279,900)	(6.4)
FINANCE RATE	3,254,500	990,100	69.6	(11,800)	(139,400)	838,900	2,415,600	74.2
NET LEVY REQUIREMENT	100,868,600	105,816,600	4.9	1,173,000	42,000	107,031,600	6,163,000	6.1
STAFFING COMPLEMENT	764.10	755.77		42.40	2.00	800.17	36.07	