

2020 BUDGET

FINAL 2020 LEVY SUPPORTED
OPERATING BUDGET



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET TABLE OF CONTENTS

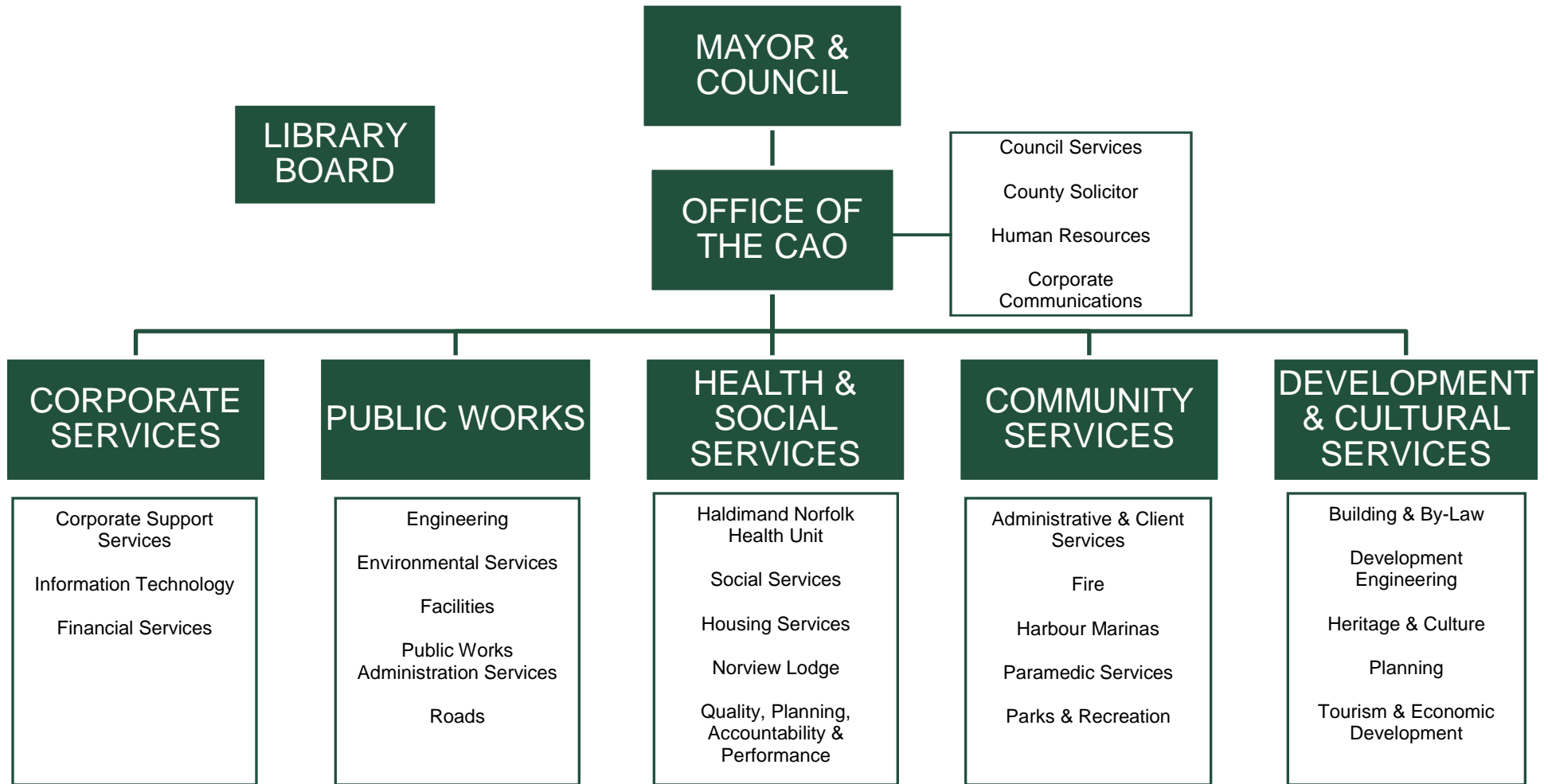
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NORFOLK COUNTY GOVERNMENT STRUCTURE





NORFOLK COUNTY COUNCIL & SENIOR STAFF

Norfolk County Council 2018 - 2022

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

Norfolk County Senior Staff

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

NORFOLK COUNTY OPERATING LEVY

FINAL 2020 LEVY SUPPORTED
OPERATING BUDGET





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

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
NORFOLK COUNTY OPERATING REQUIREMENT									
CORPORATE REVENUES & EXPENDITURES	(6,928,000)	(7,112,000)	(5,665,000)	20.3	0	0	(5,665,000)	1,447,000	20.3
MAYOR & COUNCIL SERVICES	905,700	905,100	819,500	(9.5)	0	0	819,500	(85,600)	(9.5)
OFFICE OF THE CAO	1,469,000	1,415,500	1,773,100	25.3	0	118,500	1,891,600	476,100	33.6
CORPORATE SERVICES	3,938,400	3,938,600	4,606,300	17.0	0	99,000	4,705,300	766,700	19.5
PUBLIC WORKS	38,493,500	37,209,900	43,480,900	16.9	(326,700)	0	43,154,200	5,944,300	16.0
HEALTH & SOCIAL SERVICES	8,915,600	9,223,800	9,478,500	2.8	(12,900)	159,000	9,624,600	400,800	4.3
HALDIMAND NORFOLK HEALTH UNIT	1,393,100	1,632,800	1,964,400	20.3	(41,000)	0	1,923,400	290,600	17.8
COMMUNITY SERVICES	20,588,800	20,532,300	22,798,400	11.0	41,600	706,400	23,546,400	3,014,100	14.7
DEVELOPMENT & CULTURAL SERVICES	4,965,100	5,541,500	5,782,300	4.3	0	0	5,782,300	240,800	4.3
TOTAL NOFOLK COUNTY REQUIREMENT	73,741,400	73,287,500	85,038,400	16.0	(339,000)	1,082,900	85,782,300	12,494,800	17.0
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORITY	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
LONG POINT REGION CONSERVATION AUTHORITY	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
NORFOLK COUNTY PUBLIC LIBRARY	2,793,800	2,793,800	2,884,600	3.3	0	0	2,884,600	90,800	3.3
POLICE SERVICES	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
TOTAL BOARDS & AGENCIES	16,501,600	16,586,600	17,034,100	2.7	0	0	17,034,100	447,500	2.7
TOTAL NET LEVY REQUIREMENT	90,243,000	89,874,100	102,072,500	13.6	(339,000)	1,082,900	102,816,400	12,942,300	14.4
Open Session Options	-	-	-	-	-	-	(892,600)		
Closed Session Options	-	-	-	-	-	-	(1,055,200)		
TOTAL NET LEVY REQUIREMENT - Including Options	90,243,000	89,874,100	102,072,500	13.6	(339,000)	1,082,900	100,868,600	10,994,500	12.2



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	69,001,000	71,384,100	3.5	(460,300)	871,200	71,795,000	2,794,000	4.0
Materials & Supplies	11,815,400	12,394,700	4.9	(22,300)	3,500	12,375,900	560,500	4.7
Services	22,339,000	23,391,900	4.7	441,000	574,800	24,407,700	2,068,700	9.3
Transfer Payments/Grants	48,754,800	46,964,000	(3.7)	610,600	1,458,400	49,033,000	278,200	0.6
Interdepartmental Charges	15,514,400	15,964,600	2.9	(54,700)	5,200	15,915,100	400,700	2.6
Operating Capital Expenditures	491,800	483,800	(1.6)	0	4,000	487,800	(4,000)	(0.8)
Financial	3,138,000	3,370,900	7.4	0	0	3,370,900	232,900	7.4
Long Term Debt Interest	1,244,900	2,042,300	64.1	0	0	2,042,300	797,400	64.1
Amortization	19,532,600	19,950,400	2.1	0	0	19,950,400	417,800	2.1
Total Expenditures	191,831,900	195,946,700	2.1	514,300	2,917,100	199,378,100	7,546,200	3.9
Revenues								
PIL's-Supplementaries-Local Improvements	(2,995,700)	(2,995,700)	0.0	0	0	(2,995,700)	0	0.0
Federal/Provincial Grants	(59,650,400)	(56,795,200)	(4.8)	(682,400)	(1,446,300)	(58,923,900)	(726,500)	(1.2)
Municipal Recoveries	(3,116,100)	(3,499,800)	12.3	34,100	(132,700)	(3,598,400)	482,300	15.5
Financial Charges/Investment Income	(6,897,300)	(6,622,800)	(4.0)	16,800	0	(6,606,000)	(291,300)	(4.2)
Fees & Service Charges	(12,315,200)	(12,153,600)	(1.3)	0	0	(12,153,600)	(161,600)	(1.3)
Other Revenues	(589,000)	(644,700)	9.5	(2,800)	0	(647,500)	58,500	9.9
Interdepartmental Recoveries	(14,999,000)	(15,318,000)	2.1	(19,000)	(5,200)	(15,342,200)	343,200	2.3
Total Revenues	(100,562,700)	(98,029,800)	(2.5)	(653,300)	(1,584,200)	(100,267,300)	(295,400)	(0.3)
OPERATING RATE	91,269,200	97,916,900	7.3	(139,000)	1,332,900	99,110,800	7,841,600	8.6
FINANCING BUDGET								
Long Term Debt Principal	3,214,400	4,759,800	48.1	0	0	4,759,800	1,545,400	48.1
Transfer From Reserve & Reserve Funds	(3,275,800)	(2,087,000)	(36.3)	(100,000)	(250,000)	(2,437,000)	(838,800)	(25.6)
Transfer To Reserves & Reserve Funds	17,085,400	19,648,200	15.0	(100,000)	0	19,548,200	2,462,800	14.4
Interfund Transfers	1,113,500	1,785,000	60.3	0	0	1,785,000	671,500	60.3



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
 CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
Amortization	(19,532,600)	(19,950,400)	(2.1)	0	0	(19,950,400)	(417,800)	(2.1)
FINANCE RATE	(1,395,100)	4,155,600	(397.9)	(200,000)	(250,000)	3,705,600	(5,100,700)	(365.6)
NET LEVY REQUIREMENT	89,874,100	102,072,500	13.6	(339,000)	1,082,900	102,816,400	12,942,300	14.4
STAFFING COMPLEMENT	778.68	784.67		(5.30)	7.18	786.55	7.87	



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

CORPORATION OF NORFOLK COUNTY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	66,885,800	69,001,000	71,384,100	3.5	(460,300)	871,200	71,795,000	2,794,000	4.0
Materials & Supplies	12,843,800	11,815,400	12,394,700	4.9	(22,300)	3,500	12,375,900	560,500	4.7
Services	23,668,200	22,339,000	23,391,900	4.7	441,000	574,800	24,407,700	2,068,700	9.3
Transfer Payments/Grants	47,621,700	48,754,800	46,964,000	(3.7)	610,600	1,458,400	49,033,000	278,200	0.6
Interdepartmental Charges	15,397,600	15,514,400	15,964,600	2.9	(54,700)	5,200	15,915,100	400,700	2.6
Financial	3,662,200	3,138,000	3,370,900	7.4	0	0	3,370,900	232,900	7.4
Infrastructure Funding	21,071,900	21,544,700	26,450,300	22.8	(100,000)	0	26,350,300	4,805,600	22.3
Capital	1,487,500	1,605,300	2,268,800	41.3	0	4,000	2,272,800	667,500	41.6
TOTAL EXPENDITURES	192,638,700	193,712,600	202,189,300	4.4	414,300	2,917,100	205,520,700	11,808,100	6.1
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,207,900)	(2,995,700)	(2,995,700)	0.0	0	0	(2,995,700)	0	0.0
Federal/Provincial Grants	(58,633,300)	(59,650,400)	(56,795,200)	(4.8)	(682,400)	(1,446,300)	(58,923,900)	(726,500)	(1.2)
Municipal Recoveries	(2,841,100)	(3,116,100)	(3,499,800)	12.3	34,100	(132,700)	(3,598,400)	482,300	15.5
Fees & Service Charges	(12,774,300)	(12,315,200)	(12,153,600)	(1.3)	0	0	(12,153,600)	(161,600)	(1.3)
Transfer From Reserve & Reserve Funds	(3,088,900)	(3,275,800)	(2,087,000)	(36.3)	(100,000)	(250,000)	(2,437,000)	(838,800)	(25.6)
Interdepartmental Recoveries	(14,874,000)	(14,999,000)	(15,318,000)	2.1	(19,000)	(5,200)	(15,342,200)	343,200	2.3
Other Revenues	(6,976,300)	(7,486,300)	(7,267,500)	2.9	14,000	0	(7,253,500)	(232,800)	(3.1)
TOTAL REVENUES	(102,395,800)	(103,838,500)	(100,116,800)	(3.6)	(753,300)	(1,834,200)	(102,704,300)	(1,134,200)	(1.1)
NET LEVY REQUIREMENT	90,243,000	89,874,100	102,072,500	13.6	(339,000)	1,082,900	102,816,400	12,942,300	14.4
Open Session Options	-	-	-	-	-	-	(892,600)		
Closed Session Options	-	-	-	-	-	-	(1,055,200)		
NET LEVY REQUIREMENT - Including Options	90,243,000	89,874,100	102,072,500	13.6	(339,000)	1,082,900	100,868,600	10,994,500	12.2
STAFFING COMPLEMENT		778.68	784.67		(5.30)	7.18	786.55	7.87	
Option Impact to Staffing Complement							(22.46)		
STAFFING COMPLEMENT - Including Options		778.68					764.09	(14.59)	

CORPORATE REVENUES & EXPENDITURES



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

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

MAYOR & COUNCIL SERVICES



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

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

OFFICE OF THE CAO

FINAL 2020 LEVY SUPPORTED
OPERATING BUDGET





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

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO General Operations

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Council Services
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Human Resources
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Communications

DEPARTMENT SUMMARY

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

CORPORATE SERVICES



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Services Administration

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,394,800	1,602,100	1,664,200	3.9	0	0	1,664,200	62,100	3.9
Materials & Supplies	39,800	37,900	38,800	2.4	0	0	38,800	900	2.4
Services	245,900	283,500	274,900	(3.0)	0	0	274,900	(8,600)	(3.0)
Interdepartmental Charges	334,000	327,200	345,800	5.7	0	0	345,800	18,600	5.7
Financial	2,031,300	1,973,000	2,123,800	7.6	0	0	2,123,800	150,800	7.6
Infrastructure Funding	1,144,600	12,000	102,600	755.0	0	0	102,600	90,600	755.0
Capital	13,000	13,000	3,000	(76.9)	0	0	3,000	(10,000)	(76.9)
TOTAL EXPENDITURES	5,203,300	4,248,700	4,553,100	7.2	0	0	4,553,100	304,400	7.2
REVENUES									
Fees & Service Charges	(23,000)	(26,200)	(25,200)	(3.8)	0	0	(25,200)	(1,000)	(3.8)
Transfer From Reserve & Reserve Funds	(149,800)	(149,800)	(105,300)	(29.7)	0	0	(105,300)	(44,500)	(29.7)
Interdepartmental Recoveries	(2,078,200)	(2,160,400)	(2,351,200)	8.8	0	0	(2,351,200)	190,800	8.8
Other Revenues	(1,943,500)	(1,079,100)	(862,100)	(20.1)	0	0	(862,100)	(217,000)	(20.1)
TOTAL REVENUES	(4,194,500)	(3,415,500)	(3,343,800)	(2.1)	0	0	(3,343,800)	(71,700)	(2.1)
NET LEVY REQUIREMENT	1,008,800	833,200	1,209,300	45.1	0	0	1,209,300	376,100	45.1
STAFFING COMPLEMENT		17.35	17.35		0.00	0.00	17.35	0.00	



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Financial Services

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Information Technology
DEPARTMENT SUMMARY

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

PUBLIC WORKS



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS SUMMARY
DIVISION SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Public Works Administration
DEPARTMENT SUMMARY

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Engineering
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

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



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

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

HEALTH & SOCIAL SERVICES



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

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



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

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Quality, Planning, Accountability & Performance

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Housing Services
DEPARTMENT SUMMARY

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

HALDIMAND-NORFOLK HEALTH UNIT

DETAILS HAVE BEEN INCLUDED UNDER SEPARATE COVER



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Haldimand-Norfolk Health Unit

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	7,456,700	7,862,200	8,002,800	1.8	(460,300)	0	7,542,500	(319,700)	(4.1)
Materials & Supplies	377,100	394,900	426,900	8.1	(22,300)	0	404,600	9,700	2.5
Services	421,000	322,900	334,000	3.4	484,900	0	818,900	496,000	153.6
Transfer Payments/Grants	2,500	2,500	0	(100.0)	0	0	0	(2,500)	(100.0)
Interdepartmental Charges	1,621,000	1,736,200	1,807,700	4.1	(73,700)	0	1,734,000	(2,200)	(0.1)
Financial	700	3,500	3,400	(2.9)	0	0	3,400	(100)	(2.9)
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
Capital	8,800	14,900	0	(100.0)	0	0	0	(14,900)	(100.0)
TOTAL EXPENDITURES	9,887,800	10,337,100	10,574,800	2.3	(71,400)	0	10,503,400	166,300	1.6
REVENUES									
Federal/Provincial Grants	(7,405,900)	(7,457,600)	(7,104,700)	(4.7)	(14,400)	0	(7,119,100)	(338,500)	(4.5)
Fees & Service Charges	(76,100)	(95,200)	(99,100)	4.1	0	0	(99,100)	3,900	4.1
Other Revenues	(45,500)	(32,300)	(43,900)	35.9	16,800	0	(27,100)	(5,200)	(16.1)
TOTAL REVENUES	(7,527,600)	(7,585,100)	(7,247,700)	(4.4)	2,400	0	(7,245,300)	(339,800)	(4.5)
NET LEVY REQUIREMENT	2,360,300	2,752,000	3,327,100	20.9	(69,000)	0	3,258,100	506,100	18.4
HALDIMAND SHARE	967,200	1,119,200	1,362,700	21.8	(28,000)	0	1,334,700	215,500	19.3
NORFOLK SHARE	1,393,100	1,632,800	1,964,400	20.3	(41,000)	0	1,923,400	290,600	17.8
STAFFING COMPLEMENT		80.00	79.85		(5.30)	0.00	74.55	(5.45)	

COMMUNITY SERVICES



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

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Community Services Administration	311,600	316,600	329,300	4.0	0	0	329,300	12,700	4.0
Administrative & Client Services									
Administrative & Client Services General Operations	568,200	622,100	637,000	2.4			637,000	14,900	2.4
Ride Norfolk	150,800	158,900	163,400	2.8			163,400	4,500	2.8
Total Administrative & Client Services	719,000	781,000	800,400	2.5			800,400	19,400	2.5
Parks & Recreation	8,037,200	8,129,900	8,763,600	7.8	0	96,000	8,859,600	729,700	9.0
Fire	6,822,500	6,817,600	7,687,600	12.8	0	0	7,687,600	870,000	12.8
Paramedic Services	4,909,100	4,725,800	5,329,500	12.8	41,600	610,400	5,981,500	1,255,700	26.6
Harbour Marinas	(210,600)	(238,600)	(112,000)	53.1	0	0	(112,000)	126,600	53.1
TOTAL	20,588,900	20,532,300	22,798,400	11.0	41,600	706,400	23,546,400	3,014,100	14.7



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	17,416,900	17,300,900	18,162,300	5.0	0	671,200	18,833,500	1,532,600	8.9
Materials & Supplies	2,756,800	3,004,400	2,973,600	(1.0)	0	0	2,973,600	(30,800)	(1.0)
Services	2,906,200	2,779,700	3,137,200	12.9	41,600	180,000	3,358,800	579,100	20.8
Transfer Payments/Grants	59,600	51,200	51,500	0.6	0	0	51,500	300	0.6
Interdepartmental Charges	4,376,100	4,284,400	4,423,800	3.3	0	5,200	4,429,000	144,600	3.4
Financial	88,600	89,200	56,500	(36.7)	0	0	56,500	(32,700)	(36.7)
Infrastructure Funding	1,996,600	2,074,400	2,866,800	38.2	0	0	2,866,800	792,400	38.2
Capital	798,700	816,500	837,700	2.6	0	0	837,700	21,200	2.6
TOTAL EXPENDITURES	30,399,500	30,400,700	32,509,400	6.9	41,600	856,400	33,407,400	3,006,700	9.9
REVENUES									
Federal/Provincial Grants	(4,902,400)	(5,111,600)	(5,159,500)	0.9	0	(150,000)	(5,309,500)	197,900	3.9
Municipal Recoveries	(61,400)	(10,000)	(35,000)	250.0	0	0	(35,000)	25,000	250.0
Fees & Service Charges	(3,554,200)	(3,777,800)	(3,654,800)	(3.3)	0	0	(3,654,800)	(123,000)	(3.3)
Transfer From Reserve & Reserve Funds	(362,000)	(401,700)	(165,100)	(58.9)	0	0	(165,100)	(236,600)	(58.9)
Interdepartmental Recoveries	(287,700)	(284,500)	(302,400)	6.3	0	0	(302,400)	17,900	6.3
Other Revenues	(642,800)	(282,800)	(394,200)	39.4	0	0	(394,200)	111,400	39.4
TOTAL REVENUES	(9,810,600)	(9,868,400)	(9,711,000)	(1.6)	0	(150,000)	(9,861,000)	(7,400)	(0.1)
NET LEVY REQUIREMENT	20,588,800	20,532,300	22,798,400	11.0	41,600	706,400	23,546,400	3,014,100	14.7
STAFFING COMPLEMENT		191.96	198.49		0.00	5.18	203.67	11.71	



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Community Services Administration
DEPARTMENT SUMMARY

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Parks & Recreation
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,400,900	5,284,300	5,679,400	7.5	0	66,000	5,745,400	461,100	8.7
Materials & Supplies	1,644,800	1,851,000	1,835,300	(0.8)	0	0	1,835,300	(15,700)	(0.8)
Services	1,512,700	1,574,500	1,752,600	11.3	0	30,000	1,782,600	208,100	13.2
Transfer Payments/Grants	59,600	51,200	51,500	0.6	0	0	51,500	300	0.6
Interdepartmental Charges	1,159,700	1,175,700	1,185,700	0.9	0	0	1,185,700	10,000	0.9
Financial	1,400	34,500	1,300	(96.2)	0	0	1,300	(33,200)	(96.2)
Infrastructure Funding	417,700	403,100	480,700	19.3	0	0	480,700	77,600	19.3
Capital	510,300	512,600	439,300	(14.3)	0	0	439,300	(73,300)	(14.3)
TOTAL EXPENDITURES	10,707,100	10,886,900	11,425,800	4.9	0	96,000	11,521,800	634,900	5.8
REVENUES									
Federal/Provincial Grants	(42,700)	(53,400)	(53,400)	0.0	0	0	(53,400)	0	0.0
Fees & Service Charges	(2,120,700)	(2,260,700)	(2,139,400)	(5.4)	0	0	(2,139,400)	(121,300)	(5.4)
Transfer From Reserve & Reserve Funds	(8,500)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(272,200)	(269,000)	(270,600)	0.6	0	0	(270,600)	1,600	0.6
Other Revenues	(225,900)	(173,900)	(198,800)	14.3	0	0	(198,800)	24,900	14.3
TOTAL REVENUES	(2,669,900)	(2,757,000)	(2,662,200)	(3.4)	0	0	(2,662,200)	(94,800)	(3.4)
NET LEVY REQUIREMENT	8,037,200	8,129,900	8,763,600	7.8	0	96,000	8,859,600	729,700	9.0
STAFFING COMPLEMENT		75.92	80.90		0.00	0.80	81.70	5.78	



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Paramedic Services
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Harbour Marinas
DEPARTMENT SUMMARY

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

DEVELOPMENT & CULTURAL SERVICES



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

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



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

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Planning
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Development Engineering
DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
By-Law Enforcement
DEPARTMENT SUMMARY

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



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

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Heritage & Culture
DEPARTMENT SUMMARY

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

REQUISITIONS FROM BOARDS & AGENCIES



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

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Long Point Region Conservation Authority	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
Grand River Conservation Authority	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
Norfolk County Public Library	2,793,800	2,793,800	2,884,600	3.3	0	0	2,884,600	90,800	3.3
Police Services	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
TOTAL	16,501,600	16,586,600	17,034,100	2.7	0	0	17,034,100	447,500	2.7



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET

Long Point Region Conservation Authority

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Grand River Conservation Authority

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



FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Norfolk County Public Library
SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,884,700	1,906,200	1,947,200	2.2	0	49,500	1,996,700	90,500	4.7
Materials & Supplies	178,000	192,400	196,400	2.1	0	4,000	200,400	8,000	4.2
Services	328,600	330,300	352,500	6.7	0	(38,900)	313,600	(16,700)	(5.1)
Interdepartmental Charges	186,500	187,300	171,100	(8.6)	0	0	171,100	(16,200)	(8.6)
Financial	2,500	2,400	2,600	8.3	0	0	2,600	200	8.3
Infrastructure Funding	405,300	410,700	431,800	5.1	0	0	431,800	21,100	5.1
Capital	6,500	4,000	11,600	190.0	0	0	11,600	7,600	190.0
TOTAL EXPENDITURES	2,992,000	3,033,300	3,113,200	2.6	0	14,600	3,127,800	94,500	3.1
REVENUES									
Federal/Provincial Grants	(119,000)	(134,000)	(134,000)	0.0	0	0	(134,000)	0	0.0
Fees & Service Charges	(30,100)	(27,000)	(30,700)	13.7	0	0	(30,700)	3,700	13.7
Other Revenues	(77,000)	(78,500)	(78,500)	0.0	0	0	(78,500)	0	0.0
TOTAL REVENUES	(226,200)	(239,500)	(243,200)	1.5	0	0	(243,200)	3,700	1.5
NET LEVY REQUIREMENT	2,765,900	2,793,800	2,870,000	2.7	0	14,600	2,884,600	90,800	3.3

Norfolk County Final 2020 New Budget Initiative

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>This Library Assistant currently works during the school year at Lakewood Elementary . This partnership has been in place since 2013 and NCPL continues to provide dedicated staff to Lakewood students and staff. The NCPL would like to increase the current 15 hours per week to 20 hours per week to accommodate continued growth in programs and events. The additional staffing hours is required to support early literacy and STEAM programs at the Waterford and Delhi Branches.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> <tr> <td style="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">13,400</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td></td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">13,400</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">13,400</td> </tr> <tr> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 13,400</td> </tr> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	13,400	Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	13,400	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	13,400	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 13,400
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Norfolk County Final 2020 New Budget Initiative

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the Norfolk County cleaning contract in 2019. A janitor has been hired for 15 hours per week to clean the Delhi and Waterford Branches. The janitor will dedicate 9 hours per week in Delhi and 6 hours per week in Waterford. Offset savings will be realized from a reduction in contracted services.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">18,100</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(18,100)</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: yellow;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	18,100	Materials, Supplies and Services	(18,100)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	0	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Norfolk County Final 2020 New Budget Initiative

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

DESCRIPTION
Hire a janitor for the Port Rowan branch.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the County cleaning contract in 2019. A janitor has been hired for 6 hours per week to clean the Port Rowan Branch. Offset savings will be realized from a reduction in contracted services.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td 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="text-align: right; padding: 2px;">6,900</td> </tr> <tr> <td style="padding: 2px;">Materials, Supplies and Services</td> <td style="text-align: right; padding: 2px;">(6,900)</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> <td style="padding: 2px; text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right; padding: 2px;">0</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> <td style="padding: 2px; text-align: right;">TOTAL REVENUES</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px; text-align: right;">BUDGET IMPACT</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px; text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr style="background-color: yellow;"> <td style="padding: 2px; text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right; padding: 2px;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	6,900	Materials, Supplies and Services	(6,900)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	0	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Norfolk County Final 2020 New Budget Initiative

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the County cleaning contract in 2019. The Caretaker has assumed the maintenance and janitorial care of the facility. The position has moved from a 20 hour per week to 29 hours per week. Offset savings will be realized from a reduction in contracted services.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">11,100</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(9,900)</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">1,200</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">1,200</td> </tr> <tr> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 1,200</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	11,100	Materials, Supplies and Services	(9,900)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	1,200	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	1,200	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 1,200
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FINAL 2020 LEVY SUPPORTED OPERATING BUDGET
Police Services

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 APPROVED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
TOTAL EXPENDITURES	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3

COUNCIL APPROVED & NEW BUDGET INITIATIVES

Number	Name	Description	2020 Net Levy Impact (\$)	FTEs	Page Number
CSD-750-2020-062	Paramedic Technology	CS 19-23 Paramedic technology Council-in-Committee meeting (Resolution #7 - September 3, 2019).	41,600	-	65
HSS-640-2020-061	OPHI and COCHI Funding and Investment Plan	HSS 19-35 Provincial Allocation of Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Funding and Investment Plan 2019-2020 Council meeting (Resolution #19 - August 22, 2019).	(12,900)	-	66
PWE-530-2020-031	FCM Climate Change Staff Grant	PW 19-16 Acceptance of the Federation of Canadian Municipalities (FCM) Climate Change Staff Grant Council-in-Committee meeting (Resolution #15 - February 19, 2019).	4,100	-	67
PWE-570-2020-032	Waste Management Review	PW 19-54 Waste Management Review Council-in-Committee meeting (Resolution #9 - September 3, 2019). As part of the Council deliberations on February 20th, Staff was directed to undertake an overall WM review including green bin and organic disposal options. The Green Bin program (originally included at a cost of \$25,000 for a consultant) has since been removed by SLT based on the estimated high cost for a program and the need for greater clarity on Norfolk County's role with the shift to a producer responsible recycling program with a goal to revisit this study during the 2021 budget deliberations.	184,100	-	68
PWE-570-2020-034	Redirection of Curbside Garbage to Landfill	PW 20-09 Redirecting Curbside Garbage from Incineration to Landfill (January 14, 2020).	(514,900)	-	69
Subtotal			(298,000)	0.00	
HSS-650-2020-058	Preschool Speech & Language Program	As per the Council-in-Committee closed session meeting (July 2, 2019).	(41,000)	(5.80)	70
HSS-650-2020-063	Ontario Seniors Dental Care Program	HSS 19-42 Ministry of Health and Long-Term Care 2019 Operational Funding for Ontario Seniors Dental Care Program Update Board of Health meeting (Resolution #2 - September 17, 2019).	-	0.50	71
Total Board of Health			(41,000)	(5.30)	
Total Levy Funded Council Approved Initiatives			(339,000)	(5.30)	

Norfolk County Final 2020 Council-Approved Initiative

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

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

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

Norfolk County Final 2020 Council-Approved Initiative

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

DESCRIPTION

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

JUSTIFICATION

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

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

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

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

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

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

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

Norfolk County Final 2020 Council-Approved Initiative

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

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

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

Norfolk County Final 2020 Council-Approved Initiative

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

DESCRIPTION

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

JUSTIFICATION

Leaf & Yard Waste Program

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

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

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

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

Bulky Item Program

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

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

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

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

Norfolk County Final 2020 Council-Approved Initiative

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

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

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

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

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

JUSTIFICATION	FINANCIAL IMPACT																																						
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Norfolk County Final 2020 Council-Approved Initiative

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The report was to advise the Board of Health of the alternate service delivery models supported by the MOH and request an exemption from the purchasing policy of procurement rules for efficient implementation of the Ontario Seniors Dental Care Program.</p> <p>THAT Staff Report HSS 19-42, Ministry of Health 2019 Operational Funding for Ontario Seniors Dental Care Program Update, be received as information;</p> <p>AND THAT the Board of Health exempt staff from Norfolk County Policy ECS-02 to permit a modified procurement process by way of informal proposal for dental services for the Ontario Seniors Dental Care Program (OSDCP);</p> <p>AND FURTHER THAT the General Manager, Health and Social Services be directed to execute the necessary contract documents for dental services for a period of approximately six months from October 15, 2019 to April 30, 2020 for mid-year program implementation and use of funding for OSDCP;</p> <p>AND FURTHER THAT the Board of Health approves the addition of one Program Assistant (0.5) Full Time Equivalent to deliver the Ontario Seniors Dental Care Program;</p> <p>AND FURTHER THAT the Board of Health writes a letter to continue to advocate for dental funding for seniors and enable local Boards to explore and utilize efficient and effective service delivery models to meet local rural needs.</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;">37,900</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">500,000</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> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">537,900</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;">537,900</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">537,900</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: yellow;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	37,900	Materials, Supplies and Services	500,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	537,900	Revenues:	(\$)	Provincial/Federal Grants/Funding	537,900	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	537,900	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Number	Name	Description	2020 Net Levy Impact (\$)	FTEs	Page Number
CSD-710-2020-061	EMS and Fire Optimization Study	Collaborative operational study of emergency services in Norfolk County, including station location, deployment, best practices, unit hour utilization and legislative requirements in order to optimize future strategic planning.	-	-	73
CSD-730-2020-059	Community Tree Maintenance Program Contracted Services	The objective is to Implement a Community Tree Maintenance Program for the responsible management of Norfolk County owned trees. An increase to the Urban Forestry Contracted Services budget is being requested to address increased demand for tree maintenance and transition to a more proactive, scheduled approach to maintaining County owned trees.	30,000	-	74
CSD-730-2020-065	Cemeteries and Simcoe Panorama Seasonal TFT	(1) Seasonal TFT Simcoe Panorama Setup Staff from September 1- November 30 (3 months) (0.23 FTE) to assist with the installation of Panorama lights and displays (1) Seasonal TFT Cemeteries Maintenance Staff from May 1-Nov 30 (7 months) (0.57 FTE) to perform ongoing maintenance and operational duties due to resource constraints created by the acquisition of additional rural active Cemeteries on already limited maintenance staff capacity.	66,000	0.80	75
CSD-750-2020-056	Paramedic Staffing	Additional Paramedic staffing required to meet increased call volume and improve response to emergency calls. One additional ambulance to be staffed 24 hours a day, 365 days a year. (Paramedics - 8.76 FTE Required/Requested - 50% deferred to 2021 - cost of 4.38 FTE). FTE includes relief hours.	610,400	4.38	77
DCS-850-2020-052	Digital Building File Conversion	Transfer of building hard copy files into digital format. Approximately 30,000 files.	-	-	80
EBS-340-2020-012	Application Support Analyst	An additional Application Support Analyst position will continue to enhance the County's digital strategy making improvements to application development to be utilized by the public through online services.	59,000	1.00	81
EBS-340-2020-013	Desktop Productivity Software Cloud Services	Provide Microsoft Office 365 annual subscription services to members of Council, Senior Leadership, and all management staff.	40,000	-	83
EBS-350-2020-016	Human Resources Position	To add a Permanent Full-Time position for Human Resources.	118,500	1.00	84
HSS-620-2020-062	Child Care Expansion 80/20 Cost Share	The Ministry of Education has extended the Child Care Expansion Plan program into 2020. The funding component has changed from being 100% Provincial to an 80/20 (Provincial/Municipal) cost share.	159,000	-	85
HSS-640-2020-060	Haldimand Norfolk Housing Corporation - Asset Management Plan	It has been identified that the HNHC needs a current and comprehensive asset management plan and capital forecast for the public housing that they own and operate in Haldimand and Norfolk Counties.	-	-	86
Total Levy Funded New Budget Initiatives			1,082,900	7.18	

Norfolk County Final 2020 New Budget Initiative

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

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

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

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

DESCRIPTION

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

JUSTIFICATION

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

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

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

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

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

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

Norfolk County Final 2020 New Budget Initiative

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Seasonal TFT Simcoe Panorama Setup Staff (0.23 FTE): Further to CS 19-05 Report to Council and subsequent approval of a budget amendment to provide Seasonal TFT support for the Simcoe Panorama setup, staff wishes to continue with this arrangement on an ongoing basis based on its successful implementation for the 2019 season.</p> <p>Seasonal TFT Cemeteries Maintenance Staff (0.57 FTE): Norfolk County Cemeteries Department has an existing compliment of three (3) year round Cemeteries maintenance staff that perform opening and closing of graves for full and cremation burials, columbarium interments, as well as ongoing maintenance activities at Oakwood Cemetery and 14 rural Cemeteries to the West that are under the County's license. Our current requested student allotment for Cemeteries is four (4) University/College students and one (1) Landscape laborer high school student.</p> <p>During the summer months (May-Sept), one (1) Full-Time staff member (with the help of 1 student staff) is allocated as a landscape labourer to maintain the grounds at various county owned buildings, and one (1) of the remaining Full-Time staff (with the help of 2 student staff) is typically delegated to perform grounds maintenance for all 14 rural Cemeteries. Grass cutting maintenance is best completed by county staff as they receive specific training related to the protection of monuments while completing this task. This leaves only one (1) Full-Time staff member with the help of 2 student staff to operate and maintain Oakwood Cemetery, which contains more than 15,000 monuments, as well as the operation of the rural active Cemeteries under the County's license.</p> <p><i>Further justification attached</i></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>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">66,000</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: #fff9c4;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">66,000</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: #fff9c4;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #fff9c4;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">66,000</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;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 66,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	66,000	Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	66,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	66,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 66,000
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CSD-730-2020-065 – Cemeteries and Simcoe Panorama Seasonal TFT

Further Justification:

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

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

Norfolk County Final 2020 New Budget Initiative

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

DESCRIPTION

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

JUSTIFICATION

In the past ten years, while staffing enhancements have not occurred, Paramedic Services has addressed the increasing call volume pressures through institution of a robust Community Paramedicine program, improved public education/awareness, and adjustments to deployment and response to lower priority calls. While these measures slow the pace of call volume increases and assist in emergency response, they do not sufficiently counterbalance the increase experienced over the past decade.

In order to begin to address the significant needs outlined above, one (1) additional ambulance is required to be staffed twenty-four (24) hours a day. Staffing one ambulance 24 hours a day will require an additional eight (8) Full-Time Paramedics. To recognize the financial impact of implementing the full recommendation of 8 Full-Time Paramedics in 2020, a phase-in approach is being requested for four (4) Full-Time Paramedics in 2020 and an additional four (4) Full-Time Paramedics in 2021 to provide greater access to emergency medical care for our community.

As Norfolk County receives funding in the year following incurred expenses, the first year of implementation would not include potential 50% funding for this increase. We anticipate receiving funding for 2021 operations based on 2020 expenditures, however, funding is not guaranteed.

	2020	2021	2022
Expenditures	610,400	1,220,900	1,220,900
Revenue	-	302,600	605,200
Net Levy Cost	610,400	918,300	615,700
FTE	4.38	8.76	8.76

Further justification attached

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

NBI CSD-750-2020-056 Paramedic Staffing

Additional Details Provided To Support Recommendation:

Overview and Demographic Trends

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

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

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

Impact on Response Times and Available Resources

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

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

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

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

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

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

Norfolk County Final 2020 New Budget Initiative

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

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

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

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

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

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

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

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

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

Norfolk County Final 2020 New Budget Initiative

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

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

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

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

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

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

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

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

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The Expansion Plan recommended CMSM contribution is \$291,700. The contribution is not mandatory however staff are requesting the amount for the following reasons:</p> <p>Funding for the program has been reduced by \$663,100 compared with the 2019 allocations. Overall, Child Care has seen a reduction in funding by \$742,600 since 2019, not including any additional impacts that could be seen from a breakdown in Provincial/Federal Government funding negotiations. This has put considerable pressures on Child Care, including but not limited to, the implementation of a fee subsidy wait list, increased fees to parents/caregivers and a reduction in operating funds for child care operators.</p> <p>The \$291,700 is budgeted to be funded by Haldimand (\$132,700) and Norfolk (\$159,000) Counties as per the latest annual reconciliation. The share amount is subject to change once the 2020 reconciliation has been completed.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">129,600</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td style="text-align: right;">1,458,400</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;">1,588,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">1,296,300</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;">132,700</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;">1,429,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">159,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 159,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	129,600	Transfer Payments and Grants to Others	1,458,400	Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	1,588,000	Revenues:	(\$)	Provincial/Federal Grants/Funding	1,296,300	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations	132,700	Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	1,429,000	BUDGET IMPACT	159,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 159,000
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Provincial/Federal Grants/Funding	1,296,300																																								
User Fees and /or Service Charges																																									
Other Recoveries/Collections/Sponsorships/Donations	132,700																																								
Transfers from Reserve/Reserve Funds																																									
Interdepartmental Recoveries																																									
Other Revenues																																									
TOTAL REVENUES	1,429,000																																								
BUDGET IMPACT	159,000																																								
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2020 NET LEVY IMPACT	\$ 159,000																																								

Norfolk County Final 2020 New Budget Initiative

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

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

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