

Proposed 2025 Levy Operating Budget



NorfolkCounty.ca/Budget



2025 BUDGET

Page Left Blank Intentionally

Table of Contents

Section 1 – Overview and Report

▪ 2025 Levy Budget Overview	7
▪ Message from the Treasurer	9
▪ Staff Report	11
▪ Budget Package Guide	29
▪ General Organizational Information	33
▪ Norfolk County Operating Levy	39

Section 2 – Requisitions

▪ Requisitions from Boards and Agencies Summary	45
▪ Long Point Region Conservation Authority	47
▪ Grand River Conservation Authority	51
▪ Lynnwood Arts Centre	55
▪ Norfolk County Public Library	59
▪ Police Services	65
▪ Grand Erie Public Health	71

Section 3 – Divisions & Departments

▪ Corporate Revenues & Expenditures	77
▪ Mayor & Council Services	83
▪ Office of the CAO	89
▪ Corporate Services	125
▪ Environmental & Infrastructure Services	163
▪ Health & Social Services	201
▪ Operations	231
▪ Community Development	267

Section 4 – Debt & Reserve Related Impacts

▪ Debt Levels and Annual Repayment Limit	299
▪ Reserves and Reserve Fund Projections	302

Section 5 – Supplementary Information

▪ New Budget Initiatives	321
▪ Council Approved Initiatives	322
▪ Full-Time Equivalents (FTE) Guide & Report	323
▪ Interdepartmental Charges	327
▪ Cost Shared Programs	331
▪ Variance Summary	341
▪ BIA Budgets – Simcoe and Delhi	343

Page Left Blank Intentionally



SECTION 1

Overview and Report

Page Left Blank Intentionally

BUDGET 2025

Levy Operating Overview

4.0%

Average
Residential
Impact

Impact on a
median home
valued at
\$240,000

+ 5.8% Net Levy

\$145.81
per year

Property Tax Increase

\$2.80
per week



2025

\$3,767

STRATEGIC BUDGETARY INVESTMENTS

New Budget Initiatives

- Strengthening Paramedic Services
- Project Lead, Facilities Capital Projects
- Storm Water Management Program
- Transportation Engineering Specialist
- Realty Services Specialist
- Network / System Analyst

Key Council Approved Initiatives

- Community Paramedicine for Long Term Care Program
- Infrastructure Funding to support Capital Plan
- HNHC Delhi Build Funding
- Energy Conservation and Demand Management Plan
- Revenue Services User Fee Review
- Acquisition of the Delhi Cemetery
- Increased funding for Norview Lodge

BUDGET DRIVER HIGHLIGHTS

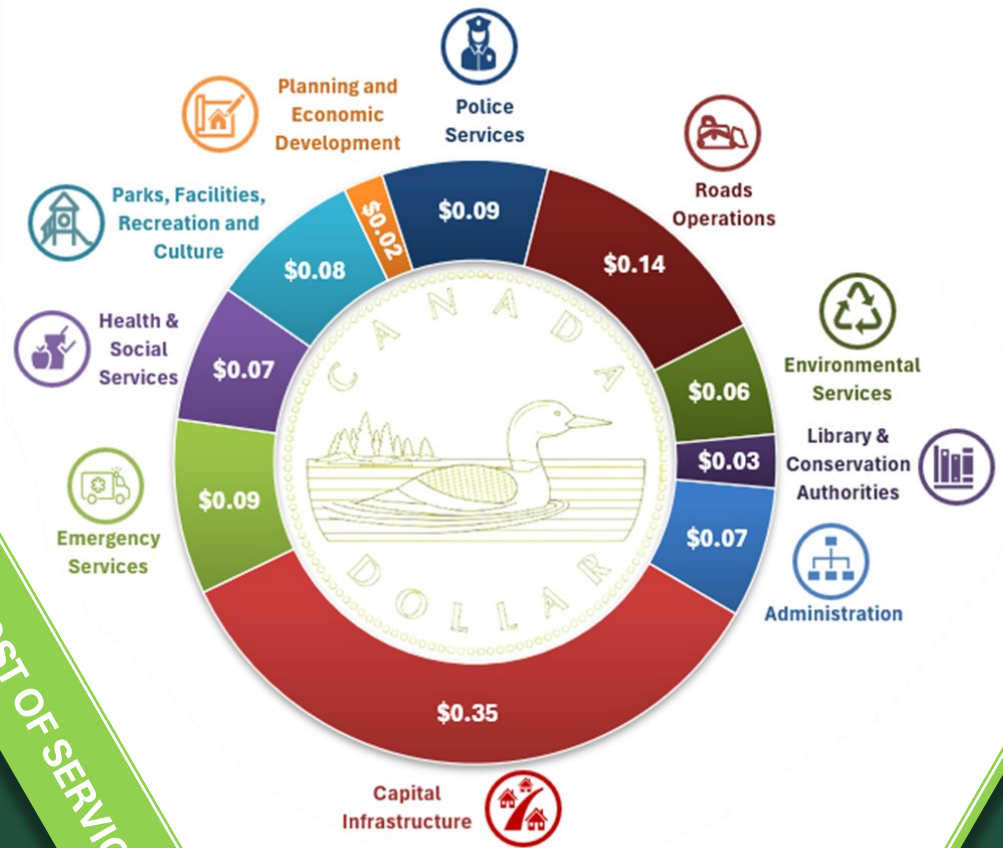
- 
 New Budget & Council Approved Initiatives
+\$2,473,700
- 
 Salaries & Benefits
+\$1,860,000
- 
 Infrastructure & Capital Impacts
+\$5,141,700
- 
 Policing Contract Increase
+\$917,400
- 
 OMPF Funding Increase
-\$1,284,600
- 
 Estimated Assessment Growth
-\$1,285,000

ECONOMIC INDICATORS

- Challenges and uncertain economic future in the near-term
- Issues with supply chains, labour markets, and high inflation have continued to subside, but remain challenges
- Statistics Canada has reported that the Consumer Price Index rose 2.0% on a year-over-year basis in October 2024

COST OF SERVICES

PER TAX DOLLAR



Norfolk County provides many services to its residents, so Council and Staff have to make difficult decisions to **balance the budget**. These decisions are also guided by public input and provincial legislation.

MESSAGE FROM THE TREASURER

The 2025 Levy Supported Operating Budget represents the final document in the 2025 budget cycle. This budget follows the Rate Budget and the Levy Capital Budget which were approved in late 2024. The Levy Operating Budget lays the foundation for 2025 detailing how resources will be spent to provide safe and reliable services to residents, how levy supported infrastructure will be funded, and how staff will operationalize Council's strategic priorities.

Financial sustainability was identified as a strategic priority for Council and the team in Financial Management and Planning understands how critical this priority is both now and for future generations of Norfolk residents. It is no secret that Norfolk is in a challenging financial position. The cost of capital needs for asset repair and replacement is rising faster than reserve transfers and this is leading to increased levels of debt being projected for the organization. Additionally, as the population of the County continues to grow and the legislative and environmental landscape continues to change, so do the staffing levels required to provide the services that residents expect and deserve. This budget attempts to balance those needs with affordability, combining increased infrastructure funding with some key new budget initiatives, as a lower cost increase than originally projected.

The 2025 Levy Operating Budget is proposing a 5.8% net levy increase over 2024 for a total net levy requirement of \$136M. That 5.8% increase is made up of 4.00% in infrastructure funding, 0.9% in new budget initiatives, and other inflationary adjustments along with offsetting reductions resulting from staff review and increased Provincial funding. After considering assessment growth and education impacts, property taxes for the average residential property in Norfolk are proposed to increase by 4.0%. Staff recognize that number, though lower than originally proposed, is still significant and that the challenge of balancing the cost of operations and capital impacts with affordability is a difficult one.

Upon approval of the final document in the 2025 budget cycle staff will ensure that appropriate reporting is in place to continue to provide updates to Council through finance comments in reports, variance reporting, capital status reporting, and year end reporting. This will ensure that detailed and transparent communications continue throughout the year regarding adherence to the budget.

The positive and tough decisions of Council together with Council's support of staff recommendations are improving our financial foundations and the 2025 Levy Supported Operating Budget marks another step toward improved financial sustainability.



Amy Fanning, CPA
Treasurer / Director, Financial Management & Planning

Page Left Blank Intentionally



Working together with our community

Budget Committee Meeting – January 15, 2025

Subject: Proposed 2025 Levy Operating Budget
Report Number: CS-25-002
Division: Corporate Services
Department: Financial Management & Planning
Ward: All Wards
Purpose: For Decision

Recommendation(s):

That report CS-25-002 Proposed 2025 Levy Operating Budget be received as information; and

That the 2025 Levy Operating Budget, with a Net Levy Requirement of \$136,028,800 be approved; and

That Delhi and Simcoe Business Improvement Areas 2025 Operating Budgets be approved as submitted; and

Further that staff prepare the By-Law to approve the special BIA levy to all applicable properties within the Delhi and Simcoe BIAs.

Executive Summary:

For taxpayers, the Proposed 2025 Levy Operating Budget (Proposed 2025 Budget) represents a 5.8% net levy increase over the 2024 budget. For the median residential property (assessed at \$240,000), the proposed budget results in \$3,766.97 in property taxes in 2025. This represents an increase of \$145.81 annually, or 4.0%.

The Proposed 2025 Budget is largely a “business as usual” budget that addresses inflation and financial sustainability goals, though there are a few notable new investments planned. Contract increases, rising prices on many goods and services, and the critical need to address reserve balances are driving substantial impacts to the budget. The new

CS-25-002

investments include addressing the County's stormwater management needs, paramedic leadership and support for front line staff, transportation engineering specialist, project lead for facilities capital projects, realty services specialist and a network/system analyst.

The Proposed 2025 Budget shows the County's considerable progress, along with increased provincial funding, in building a strong financial future. This is demonstrated by the ability to present a tax increase for the average residential property below budget guidance levels, while also addressing some critical needs of the corporation. It should be noted that the tax rate increase of 4.0% for the median residential property is lower than the projection presented to Council in July at 7.5%, which staff recognize as a significant achievement. This progress is due several factors including a significant increase to the provincial OMPF funding, a reduction in the OPP Billing statement previously presented to Council in October, and several meaningful adjustments made to departmental budgets to mitigate the potential increase. These changes are compounded by difficult decisions made by the senior leadership team, and the efforts and oversight taken by Council and staff over the last few budgetary cycles, where the budget was modified after significant deficits were realized over the last decade. These modifications resulted in higher-than-normal tax increases, though partially mitigated through difficult service level decisions, and was the key in positioning Norfolk to be able to moderate a more significant taxation increase for 2025, as well as to put the County on the path toward long-term financial sustainability.

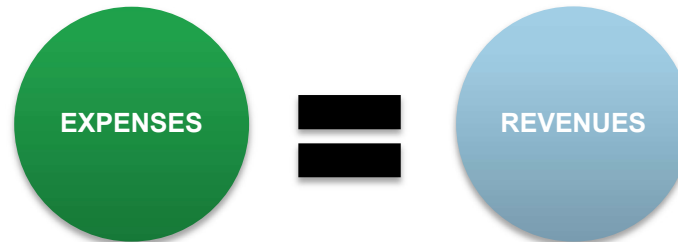
Discussion:

Balanced Budget Basics

The Levy Operating Budget outlines the business priorities and service levels for levy operations in Norfolk County and sets the level of taxation required to support those activities. The requirement to prepare and adopt this annual budget is set out in Section 290 (1) of the *Municipal Act, 2001*, which requires that each year local municipalities prepare and adopt estimates for the purposes of operating the municipality including amounts sufficient to pay all debts falling due within the year, and amounts required for any board, commission, or other body.

At the most basic level, this means municipalities are required to prepare balanced budgets or in other words, annual expenditures must equal revenues. This basic balanced budget equation is presented in the graphic below:

Basic Balanced Budget Equation



Expenses can be categorized as operating or capital (infrastructure) expenses. Generally operating expenses include employment compensation, materials and supplies, services and transfers or grants to third parties. In addition to operating expenses, costs required to finance current and future infrastructure replacements plus costs for new infrastructure that has no other available source of funding also fall within expenses. Infrastructure funding includes contributions to reserves and reserve funds as well as debt servicing costs (principal and interest payments).

On the revenue side, Norfolk County uses several revenue sources to fund the annual operating expenses. The primary types of revenue sources include property tax revenues and non-property tax revenues such as federal/provincial funding, user fees and service charges. Property tax revenue is the largest source of revenue required to deliver municipal services.

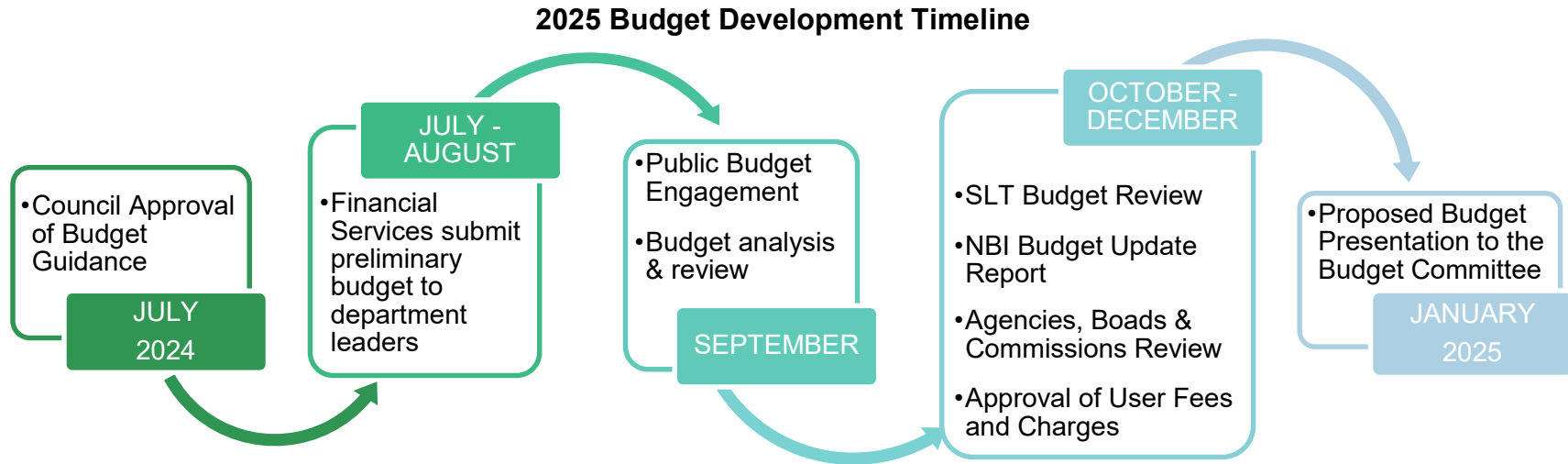
During the budgetary process, requirements for the future year's expenditures are estimated and non-property tax revenues are forecasted. The net of these two items is what outlines the amount of revenue that is needed to be collected through property taxation and is referred to as the Net Levy Requirement.

Calculation of the Net Levy Requirement



Developing the Proposed 2025 Levy Operating Budget

Developing the Proposed 2025 Budget has been a challenging exercise; a collaborative process involving budget projections to Council, public input, as well as staff involvement from every Division and Department within the County. This collaborative process started in July of 2024 and is displayed in graphic 3 below.



In the first phase of budget development, it was important that a framework be set to work within for developing the proposed budgets. Council adopted the following guidance principles. Results of these targets are also displayed below:

2025 Guidance:

1. Average residential property tax increase of 7.5% targeted
2. The first 1% of assessment growth revenue be applied against 2025 increase
3. Staff report outlining NBIs to be presented to Council prior to inclusion in budget
4. Key financial and budgetary policies remain in force



Results:

1. Tax increase less than guidance; average residential increase of 4.0%
2. Actual assessment growth estimated at 1.2% vs 1.0%
3. 6 NBIs included in Budget with \$1.2M impact
4. Remain in force, with impacts resulting from Capital Budget

CS-25-002

After the guidance was set, the starting point for developing the Proposed 2025 Budget is the underlying principle that levels of service, in the Approved 2024 Budget, will remain. Staff review these services for the most cost-effective service delivery method when preparing the budget requirements for 2025. Any changes in levels of service come from two sources: firstly, from reports approved by Council throughout the year, referred to as Council Approved Initiatives (CAI's), and secondly, from proposals presented as New Budget Initiatives (NBI's) in the Proposed 2025 Budget.

Throughout this process, the budget projection established was the overall targeted maximum levy increase, but all efforts attempted to deliver a lower impact. During the development, staff were increasingly concerned that the projected tax increase of 8.5% would not be met, however several strategies were used to ensure this target would be the highest level proposed to the Budget Committee. These strategies are outlined in the listing below:

REACHING THE TARGET



1. Clear communication on the increase projected to Council early in the budget process.
2. The projection factors were communicated from Senior Leadership Team (SLT) and Financial Management and Planning (FMP) to County staff. Prior to departmental changes and budget requests, FMP completed detailed analysis and made recommendations for adjustments. These adjustments were presented to departmental leaders and General Managers, who reviewed and suggested further changes based on operational knowledge and anticipated needs.
3. Early discussions on the estimated increase were had at SLT meetings, and strategies were discussed on how the team would meet the targeted tax increase.
4. New Budget Initiative Requests were heavily analyzed and deliberated. Ultimate recommendations from SLT were limited to critical service delivery items, while keeping the target in mind.
5. The process ended with several SLT review meetings, where difficult decisions and budget adjustments were made.

Overall, the ultimate success in reaching the target was the result of these strategies combined with strong base budget numbers, due to the rightsizing completed over recent budget cycles and increases in provincial funding. Through this process, financial policies were upheld, and staff feel this budget will continue to move the County in the direction of financial sustainability.

This process was difficult as reducing the impact meant making hard decisions about which priorities to move forward and embeds additional risk in the budget. Some of the items removed, or reduced, include prioritized NBIs and minor capital expenditures. An additional risk is that, while transfers to reserves are increasing, contributions are not growing at the pace they should be given the cost increases that the County has been experiencing on capital projects, and anticipated asset management needs. As reviewed and approved in November, the 2025 Levy Capital Plan is over \$684 million in the 10-year forecast. These risks will continue to result in levy impacts in future budgets, as planned reserve and reserve fund contributions will have to continue to climb to prepare for upcoming capital pressures.

Another key aspect of the budget development was the 2025 budget engagement campaign, which was launched on September 9th. The campaign included a dedicated webpage, budget survey, ideas board engagement tool, and targeted promotional marketing and communications. Below is a summary of survey results related to services provided to Norfolk County residents and property owners, as received from the survey involving all members of the public.

Tax Increases



Full details of the budget engagement campaign were shared with Budget Committee through report [CS-24-132](#) at the October 17, 2024 Meeting.

Economic Indicators

Current factors in the economy impact the County's annual budget, and result in budgetary pressures. Some economic factors for 2025 have been provided below along with an explanation on how these items are impacting the County.



Macro-Economic Outlook

The Canadian and global economies continue to recover in the post-pandemic environment. Businesses still face major challenges and an uncertain economic future in the near-term. Many of the issues with supply chains, labour markets, and high levels of inflation have continued to subside, but remain challenges for many. Specifically, for inflation, Statistics Canada has reported that the Consumer Price Index rose 2.0% on a year-over-year basis in October 2024. Throughout 2024, inflation has been declining closer to more normalized levels compared to the 10-year highs experienced through 2022. Lower inflation directly impacts the operating budget, as it helps to stabilize the cost of many goods and services and increases confidence in budget estimates.



Inflationary Budget Pressures

Inflationary pressures are still being felt by all residents and businesses as a result of economic factors noted. Below are some examples of inflationary pressures Norfolk County is experiencing in this budget.

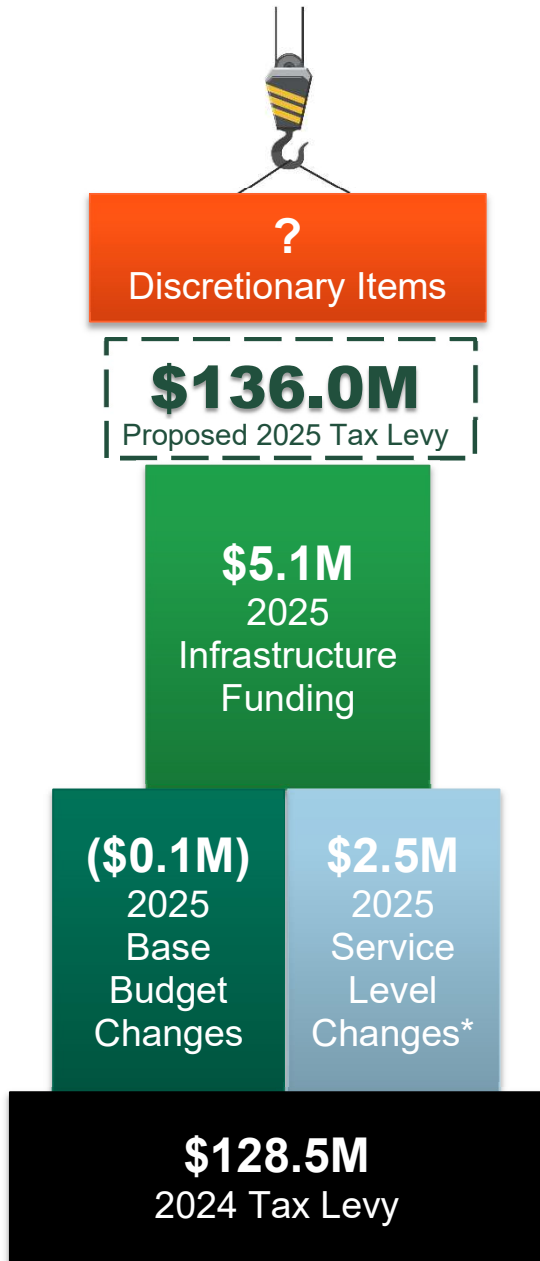
- Recent tenders continue to indicate ongoing pricing pressures on goods and services.
- Most materials and supplies used by the County are construction-related like asphalt, pipes, etc., which generally rise higher than similar household items.
- Labour market challenges continue for many sectors, but especially within the municipal field. This will continue to drive higher than typical wage growth in coming years.

Throughout the budget preparation process, Financial Management and Planning staff, together with SLT, have continued to monitor the current economic challenges noted above. These areas do add risk to the budget but have been mitigated by estimates included within each department, where applicable.

2025 High Level Budget Drivers

The Net Levy Requirement of \$136.0 million is the amount that is required from property taxation to fund the Proposed 2025 Budget, which represents an increase of \$7.5 Million, or 5.8%, over the tax levy in 2024. Overall, the 2025 budget drivers can be grouped into three main changes: infrastructure funding requirements, net operational changes, and service level enhancements, as displayed below:

CS-25-002



*Excluding Infrastructure Funding CAI

Building the 2025 Net Levy Requirement

The overall net levy requirement above is impacted by several factors that developed as themes within the 2025 budget. To the left, the impacts have been presented as building blocks to depict how the different components build upon each other to generate the net levy requirement for 2025. These impacts have been divided into four categories:

- 1 **Infrastructure Impacts** – primarily transfers to reserves and debt servicing costs, as approved during the review of the 2025 Capital Plan. Additional transfers recommended to address specific pressures.
- 2 **Net Operational Changes** – operational, inflationary and contract changes to maintain existing service levels, in addition to known savings for items no longer required or due to revised estimates.
- 3 **Service Level Changes** – proposed New Budget Initiatives and approved Council Approved Initiatives.
- 4 **Discretionary Items** – requests of deputations to Budget Committee at the October 17, 2024 meeting, as well as items referred to budget deliberations by Council. These increases have not been included in the proposed budget. Further details on these items will be provided with the agenda for January 15 and 16, 2025 deliberations as required.

Included in Proposed Budget

For Council Consideration

For 2025, infrastructure requirements as approved within the 2025 Capital Budget have been included as a Council Approved Initiative, demonstrating Council's commitment to addressing the County's inadequate reserve balances.

Table 1 below outlines the major budget drivers that are impacting the budget. The drivers listed within the “Money Going Out” section represent drivers that are increasing the net levy requirement, and the drivers listed within the “Money Coming In” section represent drivers that are reducing the net levy requirement.

Table 1: Major Budget Drivers

2025 MAJOR BUDGET DRIVERS	Budget Driver	\$ Change		
	Infrastructure Funding	5,141,700	}	Money Going Out
	Additional Reserve Impacts	386,000		
	Service Level Changes – NBIs & CAIs (excl. Infrastructure Funding)	2,473,700		
	Salaries & Benefits – excludes funded areas	1,860,000		
	OPP Services	917,400		
	Road – Pavement Markings	209,200		
	Increase to Winter Control	254,400		
	Maintenance and Repair Services	196,800		
	Rents and Leases	170,000		
	Net Other Operational Pressures	199,600		
	Operating Capital	(224,400)	}	Money Coming In
	Paramedic Services Funding (excl. S&B)	(439,600)		
	User Fees	(660,000)		
Waste Management (Blue Box and MRF Changes)	(965,500)			
Investment Income	(750,000)			
OMPF Funding Increase	(1,284,600)			
2025 Net Changes		\$7,484,800		

Included in these operational changes, there are numerous adjustments to County services and additional investments that are being made. Some of these strategic budgetary changes are highlighted in the section below.

Strategic Budgetary Investments – New items included in 2025’s Proposed Tax Increase

New Budget Initiatives (NBIs):

- Stormwater Management Program
- Strengthen Paramedic Services
- Transportation Engineering Specialist
- Project Lead, Facilities Capital Projects
- Realty Services Specialist
- Network/System Analyst

Council Approved Initiatives (CAIs):

- Community Paramedicine for Long Term Care Program
- Paid Parking Program
- Organizational Specialist
- Fire Protection
- Recreation Facilities Review Position
- Land Monetization Program
- POA Part III Prosecution Services
- Revenue Services User Fee Review
- Infrastructure Funding to Support Capital Plan
- Simcoe BIA Garbage Collection
- HNHC Delhi Build Funding
- Norview Lodge Additional Funding
- Energy Conservation and Demand Management Plan
- Rental Agreement with NCPL
- Fleet GPS Provider Change
- Portable Toilets Increase in Service
- Acquisition of the Delhi Cemetery

Details for each of the NBIs are included within the respective department’s budget in Section 3 and a summary with the net levy impact for each is included in Section 5 of the budget document.

It is noted that there were a significant number of CAIs approved throughout the year in 2024, of which five (5) had no impact on the net levy requirement and three (3) were savings to the net levy requirement for 2025. A summary list of CAIs and their impact on the net levy requirement are included in Section 5 of the budget document.

Assessment Changes & Assessment Growth

In 1997, the Province introduced Current Value Assessment (CVA) as the basis for property taxation by municipalities. In 2012 the province announced that CVA values would be updated every four years with increases in CVA values being phased in over four years and decreases in CVA values being implemented immediately and not phased in. The updating of CVA values for all properties represents an “inflationary increase” in the assessment roll and does not represent a true increase in assessment for taxation. This “inflationary increase” in CVA values cannot be used to generate new tax revenue. The increase in CVA values must be applied to reduce the base tax rate to create a revenue–neutral situation which eliminates any false tax revenue increase resulting from the “inflationary increase” in assessment values.

The assessment update planned for 2020 has been postponed for another year by the Ontario Government. This means that property assessments for the 2025 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (or the same valuation date used for the 2020 to 2024 taxation years).

Based on the 2024 Assessment data, the increase in weighted assessment of \$95,191,208 is equal to an increase of 396 homes at the median residential property assessment level, based on the 2024 tax rates.



\$95,191,208 Weighted Assessment Increase
\$240,000 Median Residential Property Assessment
 = 396 Homes

	2024 Returned Roll	2024 Revised Roll	Change	Change %
Assessment	10,965,901,547	11,055,926,904	90,025,357	0.82%
Weighted Roll (based on tax ratios)	9,480,933,186	9,576,124,394	95,191,208	1.00%
Levy (based on 2024 rates)	\$128,544,018	\$129,834,635	1,290,618	1.00%

For 2025, to raise 1.2% of the proposed tax levy, approximately \$1,650,000, at the median residential assessment rate of \$240,000 that would be equal to an increase of roughly 500 homes.



Growth in assessment for properties added to the assessment roll for taxation in 2025 is estimated at 1.2% over the 2024 assessment. This growth in assessment will generate approximately \$1,650,000 in new tax revenue starting in 2025.

In prior years, assessment growth has been applied against the budget to fund the additional volume of municipal services the existing taxpayers receive. Beginning in 2023, approved budget guidance directed that the first 1% of assessment growth would be applied to reduce the levy increase, and anything over the 1% was intended for infrastructure purposes to be allocated to prioritized reserves. Assessment growth was less than 1% in 2023 and 2024. The 2025 budget is applying the first 1% of assessment growth to the levy with the additional 0.2% (\$366,000) being applied to the Fleet Reserve to help address the additional pressures on this reserve from the new fire vehicle cost increases experienced at tender recently and discussed when the 2025 Levy Capital Plan was reviewed by Budget Committee.

Impact on Property Taxes

There are a couple of factors that have an impact on property taxes from 2024 to 2025, including:

1. Growth in assessment for new or improved properties
2. A change in the Education Tax Rate provided by the Province

The Proposed 2025 Budget produces a Net Levy Requirement of \$136,028,800 for County operating costs, which represents an increase of 5.8% over the approved 2024 Net Levy Requirement. To determine the impact of the proposed 2025 tax rates on a residential property tax bill, both the Municipal Tax Rate and the Education Tax Rate must be included.

Education tax rates are set by the Province. For residential property the rate is unified across the province, whereas education tax rates for business vary across the province. For a number of years prior to 2021, education rates decreased each year. In 2021 education rates for residential properties remained at 2020 levels as a result of the delayed reassessment, however at the same time, the business education rates were reduced. 2022 through 2024 education rates continued at the same level as 2021 for all classes. For 2025, education rates have been announced and there is no change over 2024.

Table 2 presents the residential tax impact of the Proposed 2025 Budget on a single family detached property. For this purpose, staff have used the median assessment value of \$240,000 for a single family detached property which is the same level as 2020 to 2024 as there is no change in CVA's planned for 2025.

**Table 2: Residential Tax Impact of Proposed 2025 Budget –
(Including County and Education Tax Rates)**

	2024 Actual Tax Levy	Proposed 2025 Tax Levy	Change	% Change
Municipal Tax Levy	\$ 3,253.96	\$ 3,399.77	\$ 145.81	4.5%
Education Tax Levy	\$ 367.20	\$ 367.20	\$ 0.00	0.0%
Total Tax Levy	\$ 3,621.16	\$ 3,766.97	\$ 145.81	4.0%

This lowers the combined municipal and education estimated impact to 4.0% for residential taxpayers. The total increase is lower than the increase anticipated for the municipal tax levy, as the education portion has been assumed to stay status quo while the municipal tax levy is estimated to increase by 4.5%.

Financial Services Comments:

For taxpayers, the Proposed 2025 Budget represents a 5.8% net levy increase over the 2024 budget. For the median residential property (assessed at \$240,000), the proposed budget results in \$3,766.97 in property taxes in 2025. This represents an increase of \$145.81 annually, or 4.0%.

OPP Billing Impacts

As presented in report CS-24-118, on the October 17, 2024, Budget Committee meeting, staff received the 2025 OPP Annual Billing Statement from the Ontario Provincial Police on October 4, 2024. The statement indicated significant increases to Norfolk County's contract for policing services in 2025 that had not been previously communicated or planned for. The increase included in that billing statement was \$2.06M for the base 2025 estimated cost increase and \$1.04M for the 2023 year-end adjustment over the 2024 budget, for an estimated \$3.1M (2.4% net levy impact) increase over 2024 budget.

On November 29, 2024, staff received a letter from the Office of the Solicitor General stating the province is stepping up with additional provincial support to reduce the impact of the initial billing statement for affected municipalities across

Ontario. For Norfolk, the result is a reduction from the initial billing of \$15,554,800 to \$13,369,200, a reduction of \$2,185,500. The revised impact represents a \$917,400 (0.07%) increase over the 2024 budget. A revised 2025 Billing Statement will be provided incorporating these changes.

Ontario Municipal Partnership Fund (OMPF)

On October 30, 2024, staff received a letter from the Office of the Minister of Finance stating that the Province was increasing the OMPF by \$100M over two years. As a result, Norfolk's allocation of the fund for 2025 would increase by \$1,284,600. This fund is used to directly offset operating costs for the County, the increase in funding is a decrease of 1% towards the net levy requirement for 2025.

Base Budget Reductions

Department staff along with Finance staff were thorough and diligent in their review of all base budgets, resulting in a reduction of approximately \$1.1 million dollars. This reduction is made up of a significant number of small reductions across the County with a few large reductions including \$245,000 in natural gas costs, \$397,000 in contracted services, \$56,000 in consulting services and \$50,000 in write-offs. It is noted that in some cases these reductions in one department were offset by increases in another department. The overall result is a reduction of 0.1% or approximately \$124,000 on the base budget.

Capital Plan Impacts

The net levy increases related to the capital plan, as a result of the Council Approved Initiative for infrastructure funding, is consistent with the 4.0% presented in the Proposed 2025 Capital Plan and 2025 Budget Guidance. By approving the required infrastructure funding at the time of Capital Budget review, Council has demonstrated a strong commitment to addressing the County's long-term financing challenges. This allowed for optimization of financing to accommodate the expenditures within the capital plan and will streamline the review of the levy operating budget. The approved capital reserve contributions remain unchanged, with some additional contributions recommended within the proposed operating budget, as follows:

- As noted in the budget guidance any assessment growth revenue over 1% would be allocated to prioritized reserves. For 2025, the additional assessment growth revenue of \$366,000 has been allocated to the Fleet Reserve and has been shown as a base budget adjustment.
- As presented in report OPS-24-007, as part of the Delhi Cemetery acquisition a one-time transfer of 50% of the funds received would be transferred to the Cemetery Reserve, this amount is estimated to be \$50,000 and is shown in the Parks budget as a CAI.

- As presented in reports HSS-24-016 and CS-24-064 for the Delhi Housing Project, Council approved the financing of the project, utilizing a 50-year mortgage with the plan to repay the mortgage in its entirety at the time of the 10-year renewal, while providing HNHC with the mortgage payments until repayment and property taxes for the life of the building. The estimated requirements are shown as transferred to the reserve for 2025. Once the building is granted occupancy, the portion for the mortgage payment and property taxes will be directed to HNHC rather than the reserve. This will allow for the payment of the property's reassessed taxes, without a one-time increase to the budget in the given year. For 2025, the transfer to the Social Housing Norfolk Reserve is \$770,000, as shown in the Housing Services Budget as a CAI.
- As approved in report OPS-24-003, a portion of the paid parking revenue, \$10,000 is to be directed towards the Roadway Construction Reserve. This transfer is showing in the Clerks & By-law Budget as a CAI.

The noted changes above total \$1.2M in additional capital reserve transfers. Overall, the result is a proposed total infrastructure funding impact of \$7.09M for 2025 to address the capital plan needs and make further progress toward sustainable reserve levels.

NBI Impacts

Impacts of the proposed NBIs have been included within the budget. The total levy impact of the proposed initiatives is \$1,188,200, or 0.9% increase to the levy over 2024. Budgets for any capital impacts resulting from proposed NBIs have been included within the initiatives for clarity. At the time of the first 2025 Capital Status Report, Financial Management and Planning staff will make recommendations to amend the capital plan to move the capital portion to the appropriate budget. In future years, staff will investigate the ability of the budget system to better accommodate capital impacts from operating.

Variance Report

The June 30, 2024 Operating Variance Report (CS-24-113) was provided to Council in September, with the recommendation within the report for staff to monitor the 2024 Operating Budgets and take any reasonable steps to reduce or eliminate negative variances while mitigating any negative impact on service levels. To provide a further update on the status of the 2024 operating variance, a review of the actuals to September 30 in comparison to the Q2 estimates was undertaken and updates to the estimated 2024 Total Forecast were completed as required. The result of this review was an increase in the projected surplus of \$2.4 million being anticipated, for an overall projected surplus of \$9.2 million.

The main drivers of this increase remain are salaries and benefits, supplemental taxes and payments-in-lieu of taxes, fees and service charges, fines and penalties and interest income. Section 5 of this report provides a comparison of the Quarter 2 and Quarter 3 total forecast and projected surplus estimates at the overall County level.

It should be noted that investment income is generating surplus revenue in 2024. In alignment with Policy CS-23, the anticipated surplus revenue has been offset by additional transfer to reserves in the revised forecast as this is how the surplus revenue will be treated at year-end. However, this level of investment income is not anticipated to continue as interest rates are dropping.

Cost Shared Programs – Federal and Provincial

The County operates several programs for which Provincial and Federal government funding is provided. The funding for these programs varies by program; there are several funding methodologies in place for example: 50% funding based on the prior year budget; 100% up to a set limit (cap); and a set overall limit with a required County funded portion. Section 5 of the budget document contains summaries for each of the County's funded programs including: Ontario Works, Children's Services, Norview, Housing Services, Paramedic Services and Ride Norfolk Public Transportation. Each summary outlines the type(s) of funding for the program area(s) and relates each to the total levy requirement for the 2025 budget.

Discretionary Items

Items requested or proposed that have not been prioritized by SLT for inclusion in the budget are being presented as discretionary for Council's consideration. These are not included in the levy impact and would result in further required levy increase if approved. All discretionary items are outlined in information memo CS-25-003 on the January 15, 2025 Budget Committee agenda.

BIA Budgets

The Simcoe and Delhi BIA budgets for 2025 have been included in Section 5 of the Budget. Recommendations for approval of these budgets have been included in this report. Upon approval of the Simcoe and Delhi BIA budgets, the final tax levy by-law will include the appropriate rates to raise the special charges outlined within their budgets. The Simcoe BIA approved a budget of \$204,500 with a proposed levy of \$180,000 and the Delhi BIA approved a budget with a proposed levy of \$28,850 for 2025.

Interdepartmental Implications:

The levy operating budget includes charges for a variety of services from divisions/departments and also includes recoveries from the 2025 Rate Budget to offset various costs.

Consultation(s):

Chief Administrative Officer, Senior Leadership Team (SLT), Norfolk County Directors and Managers, Haldimand County Corporate & Social Services and Finance Management Teams, Police Services Board, Norfolk County Library Board, Long Point Conservation Authority, Grand River Conservation Authority, Lynnwood Arts Centre, Health and Social Services Advisory Committee and Grand Erie Public Health.

The Proposed 2025 Budget is as approved by SLT and recommended to the Budget Committee for consideration.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priority Serving Norfolk - Ensuring a fiscally responsible organization with engaged employees who value excellent service.

Explanation:

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

Conclusion:

The Proposed 2025 Budget continues to deliver on areas contained within Norfolk County's Strategic Priorities and also continues the County's longer-term plan to reach financial sustainability. However, the County's financial planning is subject to risk and future uncertainties.

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

Attachment(s):

Attachment 1 – Proposed 2025 Levy Operating Budget

Approval:

Approved By:

Heidy VanDyk, General Manager, Corporate Services

Reviewed By:

Amy Fanning, CPA, Treasurer & Director, Financial Management & Planning

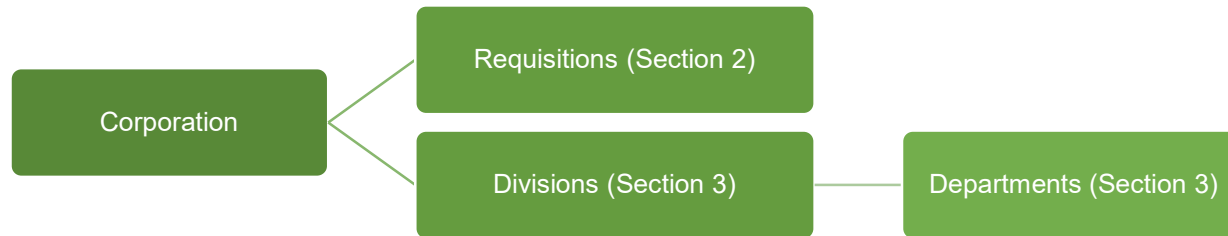
Prepared By:

Chris Everets, Manager, Financial Planning & Reporting

Amy Vesprini, Supervisor, Financial Planning & Reporting

The Levy Operating Budget is presented within four summary reports levels: Corporation (all of Norfolk County), Division (Community Development, Operations, etc.), Department (Roads, Planning, Norview Lodge, etc.) and Requisitions (Norfolk County Public Library, Conservation Authorities, etc.). Image 1 outlines how each level rolls into the Corporation.

Image 1: Net Levy Flowchart



Executive Summaries

Each department provides a high-level overview of operations, including short descriptions of the services they provide, tracked performance measures, prior year achievements, upcoming objectives, budget drivers and current and future challenges. These qualitative and quantitative items provide a story of what occurs throughout the corporation, and support the requests put forward for Council’s consideration. Senior management, along with the assistance of Financial Management and Planning, compile the executive summaries.

Financial Reports

Each level for the Corporation, Division and Requisitions includes two reports that present the same information in different formats. The Levy Operating Budget report provides a breakdown of expenditure and revenue categories, such as Salaries & Benefits and Fees & Service Charges. The Net Levy Requirement report provides a summary of the tax levy request from each Division or Department. Each report contains the following information:

1. Forecasted Actuals (prior year): Expenditures estimated to year end, based on the most recent operating variance analysis
2. Approved Budget (prior year): Council’s prior approved budget forms the base budget for the current year



PROPOSED 2025 LEVY OPERATING BUDGET OPERATING BUDGET FINANCIAL REPORT & PRESENTATION GUIDE

3. Base Budget Adjustments (current year): Net changes to the base budget as recommended by staff, based on providing the same level of service
4. Council Approved Initiatives (CAI) (current year): Council's approved budget amendments from a previous year, based on the service level change outlined in a staff report
5. New Budget Initiatives (NBI) (current year): Staff proposed initiatives that have not yet been approved by Council
6. Proposed Budget (current year): Summation of the combined Approved Budget, Base Budget Adjustments, CAIs and NBIs

Levy Operating Budget Report

The corporate, division, department and requisition reports include a breakdown of expenditures and revenues as required to continue base operations and provide additional services, when requested. These additional details assist Council with their decision making and are outlined below:

Expenditures

1. Salaries & Benefits: Based on approved FTE levels, or proposed initiatives, Financial Management & Planning calculate salary projections. These projections are based on current collective agreements, and in the absence of an agreement, an estimate will be established. Benefit changes are based on rate trends.
2. Materials & Supplies: Consumable items required by staff to provide services to residents. Examples include salt for roads, utilities and safety supplies.
3. Services: Payments made to external organizations to complete work on behalf of the county. Examples include snowplowing, transportation and waste collection.
4. Transfer Payments/Grants: Organizational grants provided to external sources based on a contract, understanding or other form of agreement.
5. Interdepartmental Charges: These are cost allocations to certain departments based on quantitative information such as the number of computers or FTEs in a department. These charges are offset by a recovery within the charging department and help demonstrate the true cost of the operational areas.
6. Financial Expenditures: Includes bank service charges and write-offs.
7. Debt Servicing Costs: Includes current repayment schedules and planned debenture financing.
8. Capital Reserve Contributions: Includes the replenishment of capital reserve and reserve funds based on Council direction and policy.

9. Operating Reserve Contributions: Includes the replenishment of operating reserve and reserve funds based on Council direction and policy.
10. Minor Capital: Includes minor capital projects that do not meet the requirements to be included in the capital plan.

Revenues

1. PIL's – Supplementaries – Local Improvements: Includes supplemental amounts for updated assessment information from MPAC (e.g. new houses being assessed) and payments in lieu of taxes (PIL).
2. Federal/Provincial Grants: Includes funding from upper levels of government, based on agreements and known announcements.
3. Municipal Recoveries: Includes funds recovered from other Municipalities for the use of Norfolk County or Shared Services, such as Health & Social Services.
4. Fees & Service Charges: Recoverable charges for services as per the User Fee By-Law approved by Council on an annual basis.
5. Transfer from Reserve & Reserve Funds: Use of reserves to fund operations, each fund has a specific Council approved use.
6. Interdepartmental Recoveries: Offset for interdepartmental charges, these recoveries equal the charges between the entire corporation's operations.
7. Other Revenues: Anything that has not been identified above; this includes items such as fines, donations and investment income.

Net Levy Requirement Report

These reports are used as a summary view of the Net Levy change requested within each Division/Department and Requisition. The Corporate report is separated into Norfolk County Operations and Boards & Agencies. The Division reports include a list of each Department within the respective Division.

Council Approved & New Budget Initiatives

When a service level change is requested, either during budget deliberations (NBI) or from a previously approved Council report (CAI), Council is presented with information that provides a business case summary for the initiative. This information is included in the budget package. The budgetary amounts and details for each request have been included in their respective areas, including the Corporation's report. A summary of all NBI's and CAI's is included in Section 5 of the budget document.



PROPOSED 2025 LEVY OPERATING BUDGET OPERATING BUDGET FINANCIAL REPORT & PRESENTATION GUIDE

Reviewing a Department

Proposed 2025 Levy Operating Budget Fleet

Top Base Budget Drivers

1. (\$149,400) Interdepartmental Recoveries
2. \$13,200 Salaries & Benefits
3. \$77,300 Maintenance & Repair Supplies
4. \$30,200 Training & Development
5. \$22,100 2025 One-time Operating Capital requirements vs. 2024

Top Budget Driver Explanations

Interdepartmental recoveries increase is driven by an inflationary increase applied to departments utilizing fleet vehicles and equipment.

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, and impacts of CA0-24-043 Talent Management Strategy offset by staff turnover and re-organization savings.

Higher maintenance and repair supply costs reflect more work being completed in-house. External maintenance and repair services have remained stable as a result.

Training & development costs are increasing based on the training requirements for the current staffing complement. 50% of the increase is related to one-time EVT training.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Lev Impact (\$)	FTEs
CAI - 2025 Infrastructure Funding	Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	636,600	-
CAI - Fleet AVL/GPS Operational Savings	New service provider for GPS system for Norfolk County Fleet provides ongoing operating savings. One-time implementation costs are supported by a capital project.	(24,900)	-

Base Budget Adjustments

The *Top Base Budget Adjustment Drivers* in the executive summary will outline the largest items within each department that are driving changes to the Net Levy, to provide the same level of service as the prior year.

Service Level Adjustments

Financial and FTE impacts of Service Level Adjustments are displayed in the *Council Approved Initiatives* and *New Budget Initiatives* columns. Details of the individual initiatives are included following the Department Report and in Section 5.

PROPOSED 2025 LEVY SUPPORTED OPERATING BUDGET

Fleet DEPARTMENT SUMMARY

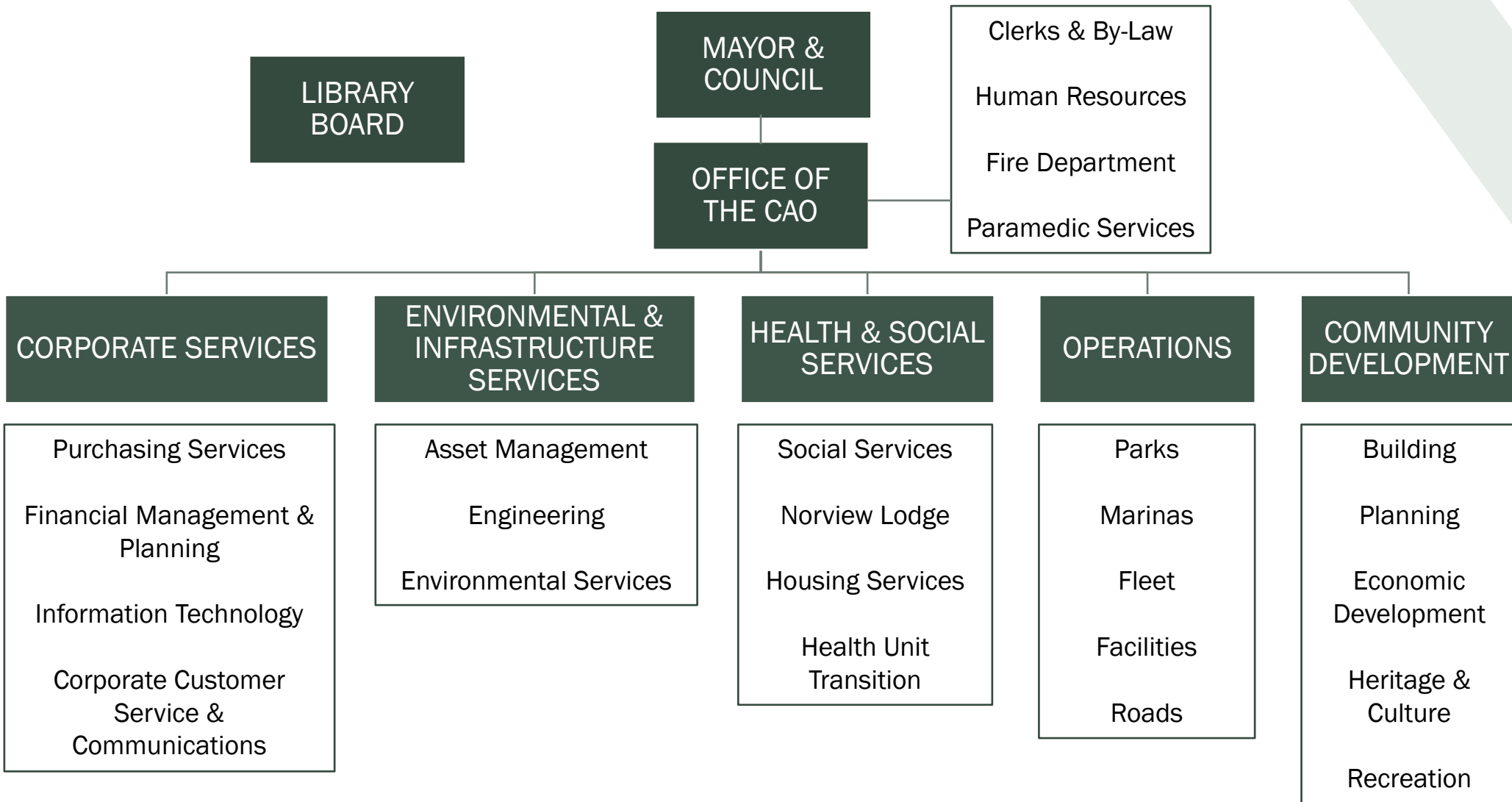
	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,011,000	1,130,200	13,200	1.2	0	0	1,143,400	13,200	1.2
Materials & Supplies	1,898,500	1,979,100	77,300	3.9	0	0	2,056,400	77,300	3.9
Services	989,700	908,100	17,700	1.9	(24,900)	0	900,900	(7,200)	(0.8)
Interdepartmental Charges	291,900	291,900	2,600	0.9	0	0	294,500	2,600	0.9
Capital Reserve Contributions	2,259,800	2,353,400	0	0.0	636,600	0	2,990,000	636,600	27.1
Minor Capital	9,000	0	22,100	100.0	0	0	22,100	22,100	100.0
TOTAL EXPENDITURES	6,450,900	6,662,700	110,800	1.7	611,700	0	7,385,200	722,500	10.8
REVENUES									
Fees & Service Charges	(14,500)	(14,500)	0	0.0	0	0	(14,500)	0	0.0
Interdepartmental Recoveries	(5,511,500)	(5,549,600)	(149,400)	2.7	(11,100)	0	(5,710,100)	160,500	2.9
Other Revenues	(2,000)	(4,000)	0	0.0	0	0	(4,000)	0	0.0
TOTAL REVENUES	(5,528,000)	(5,568,100)	(149,400)	2.7	(11,100)	0	(5,728,600)	160,500	2.9
NET LEVY REQUIREMENT	922,900	1,094,600	(38,600)	(3.5)	600,600	0	1,656,600	562,000	51.3
STAFFING COMPLEMENT		10.00	0.00		0.00	0.00	10.00	0.00	

General Organizational Information



Page Left Blank Intentionally

Norfolk County Government Structure



Norfolk County Council 2022-2026

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



Norfolk County Senior Leadership

Chief Administrative Officer

Al Meneses

General Managers:

Corporate Services

Heidy Van Dyk

Community Development

Brandon Sloan

Environmental & Infrastructure Services

Andrew Grice

Health & Social Services

Stephanie Rice (acting)

Health Unit Merger

Sarah Page (secondment)

Operations

Bill Cridland

Page Left Blank Intentionally

Norfolk County Operating Levy



Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	74,591,400	79,655,300	2,096,900	2.6	1,421,500	1,195,100	84,368,800	4,713,500	5.9
Materials & Supplies	11,935,800	12,826,500	(40,400)	(0.3)	66,000	84,100	12,936,200	109,700	0.9
Services	39,302,100	40,399,100	1,512,400	3.7	155,200	210,000	42,276,700	1,877,600	4.6
Transfer Payments/Grants	47,471,700	43,646,200	11,671,500	26.7	0	0	55,317,700	11,671,500	26.7
Interdepartmental Charges	19,836,500	19,688,700	997,000	5.1	818,300	0	21,504,000	1,815,300	9.2
Financial	5,019,500	5,508,900	(80,900)	(1.5)	32,400	0	5,460,400	(48,500)	(0.9)
Debt Servicing Costs	6,335,500	9,358,100	0	0.0	(1,033,800)	0	8,324,300	(1,033,800)	(11.0)
Capital Reserve Contributions	32,993,900	29,835,200	741,000	2.5	7,087,300	0	37,663,500	7,828,300	26.2
Operating Reserve Contributions	2,548,900	1,553,000	20,000	1.3	88,100	0	1,661,100	108,100	7.0
Minor Capital	1,598,800	1,149,600	(224,400)	(19.5)	117,000	0	1,042,200	(107,400)	(9.3)
TOTAL EXPENDITURES	241,634,200	243,620,600	16,693,100	6.9	8,752,000	1,489,200	270,554,900	26,934,300	11.1
REVENUES									
PIL's-Supplementaries-Local Improvements	(4,566,900)	(3,815,000)	(150,100)	3.9	0	0	(3,965,100)	150,100	3.9
Federal/Provincial Grants	(70,176,000)	(67,140,900)	(13,172,800)	19.6	(1,191,600)	(301,000)	(81,806,300)	14,665,400	21.8
Municipal Recoveries	(3,264,000)	(2,204,200)	(221,800)	10.1	0	0	(2,426,000)	221,800	10.1
Fees & Service Charges	(15,732,900)	(14,391,600)	(327,100)	2.3	(411,100)	0	(15,129,800)	738,200	5.1
Transfer From Reserve & Reserve Funds	(2,297,300)	(2,753,000)	326,200	(11.8)	(282,000)	0	(2,708,800)	(44,200)	(1.6)
Interdepartmental Recoveries	(20,292,500)	(20,158,100)	(417,000)	2.1	(340,300)	0	(20,915,400)	757,300	3.8
Other Revenues	(6,196,500)	(4,614,000)	(2,860,800)	(62.0)	(100,000)	0	(7,574,800)	2,960,800	64.2
TOTAL REVENUES	(122,526,100)	(115,076,800)	(16,823,400)	14.6	(2,325,000)	(301,000)	(134,526,200)	19,449,400	16.9
NET LEVY REQUIREMENT	119,108,200	128,543,800	(130,300)	(0.1)	6,427,000	1,188,200	136,028,700	7,484,900	5.8
STAFFING COMPLEMENT		780.61	(12.61)		11.97	9.00	788.97	8.36	

PROPOSED 2025 LEVY OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY
NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
NORFOLK COUNTY OPERATING REQUIREMENT									
CORPORATE REVENUES & EXPENDITURES	(2,348,500)	(766,900)	(2,537,800)	330.9	(553,700)	0	(3,858,400)	(3,091,500)	(403.1)
MAYOR & COUNCIL SERVICES	1,203,800	1,256,300	3,000	0.2	0	0	1,259,300	3,000	0.2
OFFICE OF THE CAO	18,838,800	19,809,400	(168,900)	(0.9)	1,526,900	301,000	21,468,400	1,659,000	8.4
CORPORATE SERVICES	7,672,500	8,326,900	(34,600)	(0.4)	39,900	259,700	8,591,900	265,000	3.2
ENVIRONMENTAL & INFRASTRUCTURE SERVICES	23,594,600	24,640,300	17,200	0.1	2,532,800	496,500	27,686,800	3,046,500	12.4
HEALTH & SOCIAL SERVICES	10,696,400	11,824,000	118,200	1.0	372,500	0	12,314,700	490,700	4.2
OPERATIONS	35,839,200	38,311,600	1,209,900	3.2	1,117,000	131,000	40,769,500	2,457,900	6.4
COMMUNITY DEVELOPMENT	5,379,500	6,141,200	119,000	1.9	1,031,200	0	7,291,400	1,150,200	18.7
TOTAL NOFOLK COUNTY REQUIREMENT	100,876,300	109,542,800	(1,274,000)	(1.2)	6,066,600	1,188,200	115,523,600	5,980,800	5.5
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORITY	41,300	31,000	600	1.9	0	0	31,600	600	1.9
LONG POINT REGION CONSERVATION AUTHORITY	1,724,100	1,699,900	17,200	1.0	31,200	0	1,748,300	48,400	2.8
LYNNWOOD ARTS CENTRE	66,700	50,000	(10,000)	(20.0)	0	0	40,000	(10,000)	(20.0)
NORFOLK COUNTY PUBLIC LIBRARY	2,926,300	2,961,600	122,000	4.1	329,200	0	3,412,800	451,200	15.2
POLICE SERVICES	11,932,200	12,281,100	883,100	7.2	0	0	13,164,200	883,100	7.2
GRAND ERIE HEALTH UNIT	1,790,400	1,977,400	130,800	6.6	0	0	2,108,200	130,800	6.6
TOTAL BOARDS & AGENCIES	18,480,900	19,001,000	1,143,700	6.0	360,400	0	20,505,100	1,504,100	7.9
TOTAL NET LEVY REQUIREMENT	119,357,300	128,543,800	(130,300)	(0.1)	6,427,000	1,188,200	136,028,700	7,484,900	5.8



SECTION 2

Requisitions

Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,120,900	2,225,900	71,200	3.2	0	0	2,297,100	71,200	3.2
Materials & Supplies	206,000	118,600	(1,200)	(1.0)	0	0	117,400	(1,200)	(1.0)
Services	12,580,900	12,754,500	917,600	7.2	0	0	13,672,100	917,600	7.2
Transfer Payments/Grants	3,130,500	3,266,300	138,600	4.2	0	0	3,404,900	138,600	4.2
Interdepartmental Charges	195,700	201,200	7,100	3.5	329,200	0	537,500	336,300	167.1
Financial	3,600	4,000	0	0.0	0	0	4,000	0	0.0
Debt Servicing Costs	101,300	40,800	0	0.0	0	0	40,800	0	0.0
Capital Reserve Contributions	865,000	865,000	0	0.0	31,200	0	896,200	31,200	3.6
Operating Reserve Contributions	118,600	0	0	0.0	0	0	0	0	0.0
Minor Capital	310,200	7,000	27,000	385.7	0	0	34,000	27,000	385.7
TOTAL EXPENDITURES	19,632,800	19,483,300	1,160,300	6.0	360,400	0	21,004,000	1,520,700	7.8
REVENUES									
Federal/Provincial Grants	(684,200)	(262,700)	0	0.0	0	0	(262,700)	0	0.0
Fees & Service Charges	(89,800)	(83,600)	(9,800)	11.7	0	0	(93,400)	9,800	11.7
Transfer From Reserve & Reserve Funds	(74,000)	0	0	0.0	0	0	0	0	0.0
Other Revenues	(303,800)	(136,000)	(6,800)	5.0	0	0	(142,800)	6,800	5.0
TOTAL REVENUES	(1,151,800)	(482,300)	(16,600)	3.4	0	0	(498,900)	16,600	3.4
NET LEVY REQUIREMENT	18,480,900	19,001,000	1,143,700	6.0	360,400	0	20,505,100	1,504,100	7.9
STAFFING COMPLEMENT		30.07	(1.00)		0.00	0.00	29.07	(1.00)	

PROPOSED 2025 LEVY OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY
NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Long Point Region Conservation Authority	1,724,100	1,699,900	17,200	1.0	31,200	0	1,748,300	48,400	2.8
Grand River Conservation Authority	41,300	31,000	600	1.9	0	0	31,600	600	1.9
Lynnwood Arts Centre	66,700	50,000	(10,000)	(20.0)	0	0	40,000	(10,000)	(20.0)
Norfolk County Public Library	2,926,300	2,961,600	122,000	4.1	329,200	0	3,412,800	451,200	15.2
Police Services	11,932,200	12,281,100	883,100	7.2	0	0	13,164,200	883,100	7.2
Grand Erie Public Health	1,790,400	1,977,400	130,800	6.6	0	0	2,108,200	130,800	6.6
TOTAL	18,480,900	19,001,000	1,143,700	6.0	360,400	0	20,505,100	1,504,100	7.9

Long Point Region Conservation Authority



Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
Long Point Region Conservation Authority
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	1,224,100	1,199,900	17,200	1.4	0	0	1,217,100	17,200	1.4
Capital Reserve Contributions	500,000	500,000	0	0.0	31,200	0	531,200	31,200	6.2
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	1,724,100	1,699,900	17,200	1.0	31,200	0	1,748,300	48,400	2.8
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	1,724,100	1,699,900	17,200	1.0	31,200	0	1,748,300	48,400	2.8

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - The increase in proposed reserve contributions, for planned capital projects	31,200	-

Page Left Blank Intentionally

Grand River Conservation Authority



Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
Grand River Conservation Authority
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	41,300	31,000	600	1.9	0	0	31,600	600	1.9
TOTAL EXPENDITURES	41,300	31,000	600	1.9	0	0	31,600	600	1.9
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	41,300	31,000	600	1.9	0	0	31,600	600	1.9

Page Left Blank Intentionally

Lynnwood Arts Centre



Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
Lynnwood Arts Centre
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	66,700	50,000	(10,000)	(20.0)	0	0	40,000	(10,000)	(20.0)
TOTAL EXPENDITURES	66,700	50,000	(10,000)	(20.0)	0	0	40,000	(10,000)	(20.0)
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	66,700	50,000	(10,000)	(20.0)	0	0	40,000	(10,000)	(20.0)

The reduction in transfer payments is based on the signed operating agreement with the County. The payments are scheduled to decline annually over the next four years.

Page Left Blank Intentionally

Norfolk County Public Library



Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Norfolk County Public Library

Local Board Function/Services

- *Inclusive*: Ensures equal access to technology, information, and diverse resources, supporting personal and educational growth
- *Literacy and Social Inclusion*: Promotes lifelong learning and fosters community belonging and civic engagement
- *Operational Sustainability*: Strategic partnerships, accessibility, and data-driven practices drive operational responsiveness

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30*
Total Library Visits	158,617	183,379	165,068
Total Programs Offered	813	950	1,051
Electronic Downloads	70,607	108,571	96,957
Public Computer Usage	6,759	8,860	7,584

Prior Year Achievements

1. Port Rowan Branch reconfiguration boosted accessibility, supporting Norfolk’s “Building Norfolk” priority and NCPL’s goal of inclusive spaces
2. NCPL’s organizational review aligns with “Empowering Norfolk,” preparing staff for growth and constituent needs
3. NCPL’s SROI analysis shows a 696% return on investment, generating \$6.96 per municipal dollar and highlighting our value in education, wellness, and economic growth for Norfolk County

Upcoming Main Objectives, Initiatives or Milestones

1. Create youth-focused programs with schools and community groups on digital literacy, environmental awareness, and culture
2. Build collaborations with businesses, non-profits, educational institutions, and community groups
3. Increase library operating hours across branches to accommodate the diverse schedules of Norfolk County constituents and better support access to library resources, services, and spaces

Challenges, Emerging Trends, Service Issues

1. Demand for tech and outreach programs exceeds current staffing, limiting reach across branches.
2. To meet the County’s "Connecting Norfolk" goal, the library needs more resources to adapt to rapid technological advancements, especially in underserved areas
3. Growing diversity and varied needs require more staffing to provide inclusive, tailored programming, fostering community connection and enrichment

Proposed 2025 Levy Operating Budget

Norfolk County Public Library

Top Base Budget Drivers

1. \$75,700 Salaries & Benefits
2. \$25,000 Annual Security & Technology for Libraries Minor Capital Program
3. \$10,000 Removal of fundraising portion of donations budget

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, and salary grid progression.

The annual security & technology program was moved from the Capital Budget to the Operating Budget as minor capital as these items typically do not meet the capitalization criteria.

The donations budget was reduced by \$10,000 which reflects the fundraising portion of this budget. Initiatives typically have specific objectives and Library staff determined that this shouldn't be utilized to reduce the annual Levy request for the Library.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - NCPL MOU – Facility Lease Agreement	As per Report CA0-24-079 - The Proposed MOU formalizes the Library's arrangement for utilizing County facilities for its branches	329,200	-



PROPOSED 2025 LEVY OPERATING BUDGET
Norfolk County Public Library
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,114,700	2,210,800	75,700	3.4	0	0	2,286,500	75,700	3.4
Materials & Supplies	139,800	116,300	(1,200)	(1.0)	0	0	115,100	(1,200)	(1.0)
Services	273,600	278,200	400	0.1	0	0	278,600	400	0.1
Interdepartmental Charges	177,000	182,000	6,700	3.7	329,200	0	517,900	335,900	184.6
Financial	3,600	4,000	0	0.0	0	0	4,000	0	0.0
Debt Servicing Costs	101,300	40,800	0	0.0	0	0	40,800	0	0.0
Capital Reserve Contributions	360,000	360,000	0	0.0	0	0	360,000	0	0.0
Operating Reserve Contributions	118,600	0	0	0.0	0	0	0	0	0.0
Minor Capital	76,000	7,000	27,000	385.7	0	0	34,000	27,000	385.7
TOTAL EXPENDITURES	3,364,500	3,199,100	108,600	3.4	329,200	0	3,636,900	437,800	13.7
REVENUES									
Federal/Provincial Grants	(115,500)	(127,900)	0	0.0	0	0	(127,900)	0	0.0
Fees & Service Charges	(25,200)	(33,600)	200	(0.6)	0	0	(33,400)	(200)	(0.6)
Transfer From Reserve & Reserve Funds	(74,000)	0	0	0.0	0	0	0	0	0.0
Other Revenues	(223,600)	(76,000)	13,200	(17.4)	0	0	(62,800)	(13,200)	(17.4)
TOTAL REVENUES	(438,300)	(237,500)	13,400	(5.6)	0	0	(224,100)	(13,400)	(5.6)
NET LEVY REQUIREMENT	2,926,300	2,961,600	122,000	4.1	329,200	0	3,412,800	451,200	15.2
STAFFING COMPLEMENT		27.07	0.00		0.00	0.00	27.07	0.00	

Page Left Blank Intentionally

Police Services



Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Police Services

Department Function/Services

- To comply with the statutory requirements of the Community Safety and Policing Act, 2019 (CSPA)
- To ensure adequate and effective police services are provided to the County through a contract with Ontario Provincial Police

Prior Year Achievements

1. Begin review of the Norfolk County Police Services Board Strategic Business Plan
2. Completion of training initiatives: Ministry of the Solicitor General – New Community Safety and Policing Act, 2019 (CSPA)

Upcoming Main Objectives, Initiatives or Milestones

1. Ongoing review and collaboration with the Norfolk O.P.P. on matters of local interest
2. Continue to advocate to the Ontario Provincial Police and senior levels of government on behalf of concerned citizens regarding illegal cannabis cultivation
3. Continue to investigate and implement Community Policing Initiatives to support increased public safety awareness

Challenges, Emerging Trends, Service Issues

1. Meetings have been on hold awaiting Provincial appointments under the new Act; meetings have been scheduled to resume in January 2025
2. Growing concern of speeding in rural areas
3. Increase in people experiencing homelessness and the growing housing crisis
4. Rising O.P.P. Policing Services contract costs

Proposed 2025 Levy Operating Budget

Police Services

Top Base Budget Drivers

1. \$917,200 Increase to O.P.P. Policing Services Contract
2. (\$20,000) Increase to O.P.P. Detachment Revenues
3. (\$10,000) Increase to False Alarm Program Revenues

Top Budget Driver Explanations

Staff received the 2025 OPP Annual Billing Statement from the Ontario Provincial Police on October 4, 2024. The statement indicates significant increases to Norfolk County’s contract for policing services in 2025 that had not been previously communicated or planned for. \$2,063,000 of the increase pertains to an allocation of anticipated 2025 Policing Services costs based on the O.P.P. billing model, and \$1,039,800 pertains to a reconciliation adjustment for the 2023 billing year. On November 29, Staff received a letter from the Office of the Solicitor General reducing the initial impacts by \$2,185,600. The overall impact is now \$917,200.

O.P.P. detachment revenues are increasing based on recent trends.

False alarm program revenues are increasing based on 3-year average weighted towards recent actuals.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Police Services
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	6,200	15,100	(4,500)	(29.8)	0	0	10,600	(4,500)	(29.8)
Materials & Supplies	66,300	2,300	0	0.0	0	0	2,300	0	0.0
Services	12,307,300	12,476,300	917,200	7.4	0	0	13,393,500	917,200	7.4
Transfer Payments/Grants	8,000	8,000	0	0.0	0	0	8,000	0	0.0
Interdepartmental Charges	18,700	19,200	400	2.1	0	0	19,600	400	2.1
Capital Reserve Contributions	5,000	5,000	0	0.0	0	0	5,000	0	0.0
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	234,200	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	12,645,700	12,525,900	913,100	7.3	0	0	13,439,000	913,100	7.3
REVENUES									
Federal/Provincial Grants	(568,800)	(134,800)	0	0.0	0	0	(134,800)	0	0.0
Fees & Service Charges	(64,600)	(50,000)	(10,000)	20.0	0	0	(60,000)	10,000	20.0
Other Revenues	(80,300)	(60,000)	(20,000)	33.3	0	0	(80,000)	20,000	33.3
TOTAL REVENUES	(713,600)	(244,800)	(30,000)	12.3	0	0	(274,800)	30,000	12.3
NET LEVY REQUIREMENT	11,932,200	12,281,100	883,100	7.2	0	0	13,164,200	883,100	7.2
STAFFING COMPLEMENT		3.00	(1.00)		0.00	0.00	2.00	(1.00)	

Page Left Blank Intentionally

Grand Erie Public Health



Page Left Blank Intentionally

PROPOSED 2025 LEVY OPERATING BUDGET
Grand Erie Public Health
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants							2,108,200	130,800	6.6
TOTAL EXPENDITURES							2,108,200	130,800	6.6
REVENUES									
TOTAL REVENUES							0	0	0.0
NET LEVY REQUIREMENT							2,108,200	2,108,200	6.6

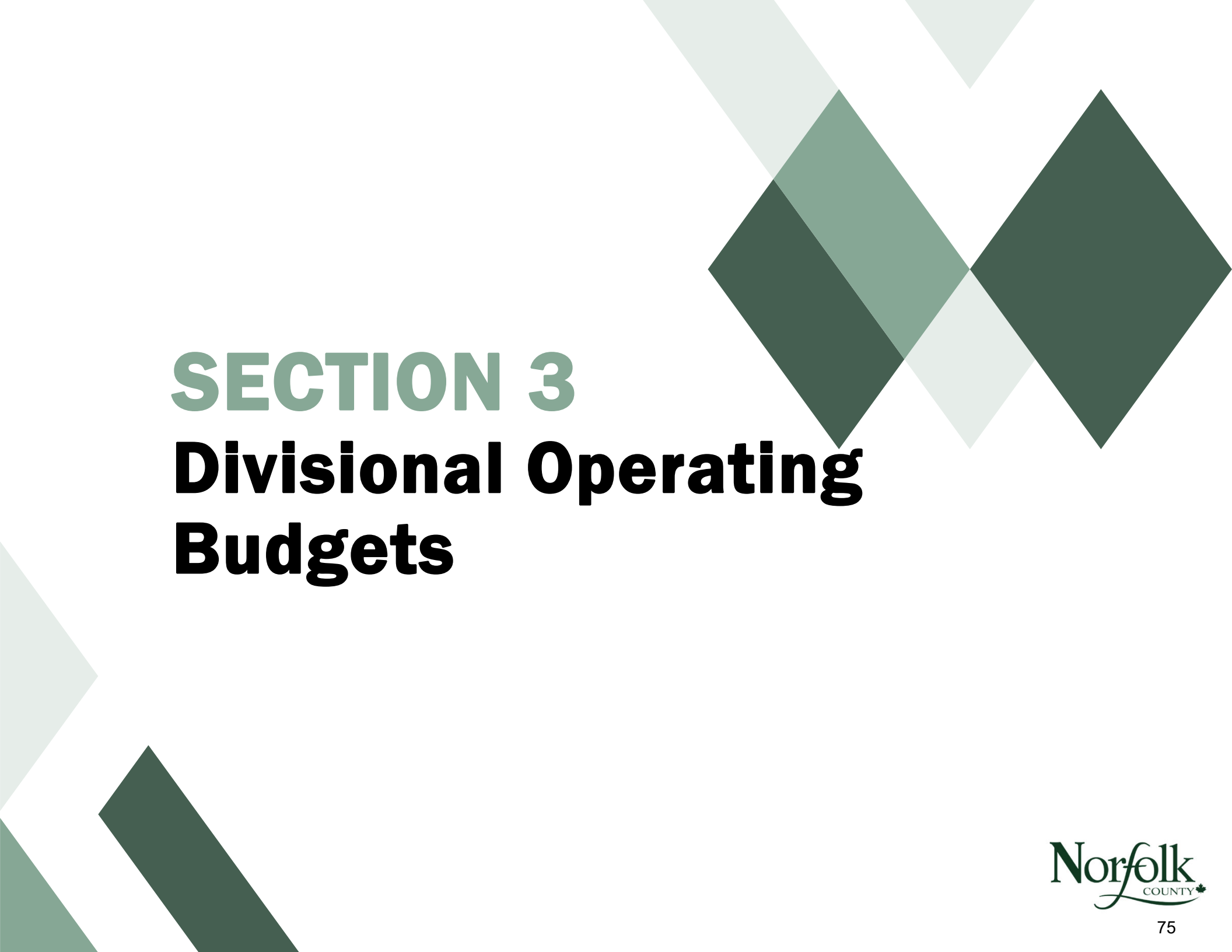
Discussion:

The recent announcement of the merger of the Haldimand-Norfolk and Brant County Health Units, effective January 1, 2025, has initiated a change in the presentation of the Health Unit budget within Norfolk County's overall budget. The new Grand Erie Public Health Unit (GEPH) is a separate board and moving forward the health unit budget will be presented with the Requisitions section of the budget documentation. Presented above is the anticipated budget for 2025 for the GEPH, this budget represents a \$130,800 increase over the 2024 HNHU budget (as shown summarized below). As the new GEPH will not form officially until January 1, 2025, staff of HNHU and BCHU have worked together to create an overall estimated budget and the amount that would be applicable to each member municipality. The figures represented on this page relate to the Norfolk-only portion of the budget.

Haldimand-Norfolk Health Unit
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
TOTAL EXPENDITURES	11,135,800	11,467,900							
REVENUES									
TOTAL REVENUES	(9,345,300)	(9,490,500)							
NET LEVY REQUIREMENT	1,790,400	1,977,400							

Page Left Blank Intentionally



SECTION 3

Divisional Operating Budgets

Page Left Blank Intentionally

Corporate Revenues & Expenditures



Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Corporate Revenues & Expenditures

Department Function/Services

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

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30*
Annual Investment Return – Legacy Fund	(7.1%)	10.7%	11.6%
Total Property Tax Billed (Municipal & Education)	\$129.1M	\$138.3M	\$112.8M
Total Tax Outstanding	\$12.5M	\$14.3M	\$15.4M
Arrears as a percentage of Annual Levy	9.7%	10.3%	13.7%

*Arrears and Municipal levy do not include October 31 installment not yet due at the time of completion

Prior Year Achievements

- Fulfilled objective of conducting two tax sales in 2024 to reduce backlog from pause in activities during COVID-19
- Finalized a review of commercial/industrial vacant/excess land subclass discount with amendments approved by Council
- Finalized a review of the County’s investment and legacy fund policy

Upcoming Main Objectives, Initiatives or Milestones

- Transition to a 2-year tax sale process from current 3-year process
- Initiate and introduce an updated 2025 DC Background Study and By-law
- Implementation of e-billing for taxes

Challenges, Emerging Trends, Service Issues

- Global economic outlook – inflation, interest rates and market conditions continue to impact the County and its residents

Proposed 2025 Levy Operating Budget

Corporate Revenues & Expenditures

Top Base Budget Drivers

1. (\$101,900) Salaries & Benefits
2. (\$149,200) PILs (Payment-in-lieu of Taxes)
3. (\$1,375,000) Investment Income
4. (\$1,284,300) OMPF Funding
5. \$366,000 Transfer to Reserve for Assessment Growth Revenue over 1%

Top Budget Driver Explanations

The decrease in Salaries & Benefits is due to updates to the level of staffing currently in the accommodation program, reduction in liabilities based on recent trends and policy updates

The increase in Payments-in-lieu of Taxes is driven by an increase in the projected PILs received for 2025 by the Manager of Revenue Services based on trending actuals.

The increase in Investment Income is due to a period of higher interest rates and increased balances expected to be available for investment in the long-term compared to previous years.

The increase in Federal/Provincial Grants is due to an increase in Ontario Municipal Partnership Funding based on the 2025 allocation notice received on Oct 30, 2024.

As per budget guidance, assessment growth revenue over 1% is to be applied to infrastructure and allocated to prioritized reserves, the applicable revenue has been allocated to the Fleet Reserve.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 – The decrease in proposed debt funded projects for 2025 and reserve contributions re-allocated to other departments	(553,700)	-



PROPOSED 2025 LEVY OPERATING BUDGET
CORPORATE REVENUES & EXPENDITURES SUMMARY
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	628,000	666,600	(101,900)	(15.3)	0	0	564,700	(101,900)	(15.3)
Materials & Supplies	0	0	0	0.0	0	0	0	0	0.0
Services	111,700	108,800	(25,300)	(23.3)	0	0	83,500	(25,300)	(23.3)
Transfer Payments/Grants	1,500,000	1,500,000	0	0.0	0	0	1,500,000	0	0.0
Interdepartmental Charges	5,400	4,900	1,700	34.7	0	0	6,600	1,700	34.7
Financial	1,982,600	1,992,000	(3,000)	(0.2)	0	0	1,989,000	(3,000)	(0.2)
Debt Servicing Costs	0	3,022,600	0	0.0	(161,800)	0	2,860,800	(161,800)	(5.4)
Capital Reserve Contributions	7,193,100	4,140,500	366,000	8.8	(391,900)	0	4,114,600	(25,900)	(0.6)
Operating Reserve Contributions	1,187,000	613,000	0	0.0	0	0	613,000	0	0.0
TOTAL EXPENDITURES	12,607,800	12,048,400	237,500	2.0	(553,700)	0	11,732,200	(316,200)	(2.6)
REVENUES									
PIL's-Supplementaries-Local Improvements	(4,561,800)	(3,809,400)	(149,200)	3.9	0	0	(3,958,600)	149,200	3.9
Federal/Provincial Grants	(5,984,600)	(5,984,600)	(1,284,300)	21.5	0	0	(7,268,900)	1,284,300	21.5
Transfer From Reserve & Reserve Funds	(724,600)	(783,900)	33,200	(4.2)	0	0	(750,700)	(33,200)	(4.2)
Other Revenues	(3,685,300)	(2,237,400)	(1,375,000)	61.5	0	0	(3,612,400)	1,375,000	61.5
TOTAL REVENUES	(14,956,400)	(12,815,300)	(2,775,300)	21.7	0	0	(15,590,600)	2,775,300	21.7
NET LEVY REQUIREMENT	(2,348,500)	(766,900)	(2,537,800)	(330.9)	(553,700)	0	(3,858,400)	3,091,500	403.1

Page Left Blank Intentionally

Mayor & Council Services



Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Mayor & Council Services

Department Function/Services

- Provide good government and be responsible and accountable respecting matters within municipal jurisdiction and the powers and duties given to Council under the Municipal Act, 2001
- Exercise the broad authority conferred by the Act on the municipality that enable the Council to govern the municipality's affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues
- Ensure administrative policies, practices and procedures are in place for staff to implement the decisions of Council
- To provide the citizens of Norfolk County with quality, efficient and appropriate level of service to those areas of municipal jurisdiction
- Establish and regularly review the policies of the municipality
- Determine which services the municipality provides and service levels
- Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place for staff to implement the decisions of Council
- Ensure accountability and transparency policies are in place governing the operations of the municipality, including the activities of the senior management of the municipality
- Maintain the financial integrity of the municipality

Upcoming Main Objectives, Initiatives or Milestones

1. ROMA and AMO conferences –to delegate on behalf of Norfolk County services and advocate for necessary funding
2. Continuing to building inter-governmental relationships
3. Continued memberships in SCOR and WOWC, to advocate for County needs and building inter-municipal relationships

Challenges, Emerging Trends, Service Issues

1. Balancing resident's requests for services with infrastructure needs while trying to maintain affordability
2. Housing crisis and homelessness

Proposed 2025 Levy Operating Budget

Mayor & Council Services

Top Base Budget Drivers

1. \$4,900 Rising costs to attend ROMA and AMO conferences
2. (\$1,800) Savings in Printing Costs

Top Budget Driver Explanations

An increase of \$4,900 under Services relates to higher anticipated costs for Council members to attend ROMA and AMO conferences based on recent actuals. Mostly related to rising accommodation costs. Travel costs depend on the conference location. This is partially offset by a savings of \$1,800 in printing costs.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	534,600	589,000	2,800	0.5	0	0	591,800	2,800	0.5
Materials & Supplies	19,400	24,400	2,000	8.2	0	0	26,400	2,000	8.2
Services	107,100	107,900	3,100	2.9	0	0	111,000	3,100	2.9
Transfer Payments/Grants	46,800	289,000	0	0.0	0	0	289,000	0	0.0
Interdepartmental Charges	196,000	196,000	(4,900)	(2.5)	0	0	191,100	(4,900)	(2.5)
Operating Reserve Contributions	300,000	300,000	0	0.0	0	0	300,000	0	0.0
TOTAL EXPENDITURES	1,203,800	1,506,300	3,000	0.2	0	0	1,509,300	3,000	0.2
REVENUES									
Transfer From Reserve & Reserve Funds	0	(250,000)	0	0.0	0	0	(250,000)	0	0.0
TOTAL REVENUES	0	(250,000)	0	0.0	0	0	(250,000)	0	0.0
NET LEVY REQUIREMENT	1,203,800	1,256,300	3,000	0.2	0	0	1,259,300	3,000	0.2
STAFFING COMPLEMENT		10.00	0.00		0.00	0.00	10.00	0.00	

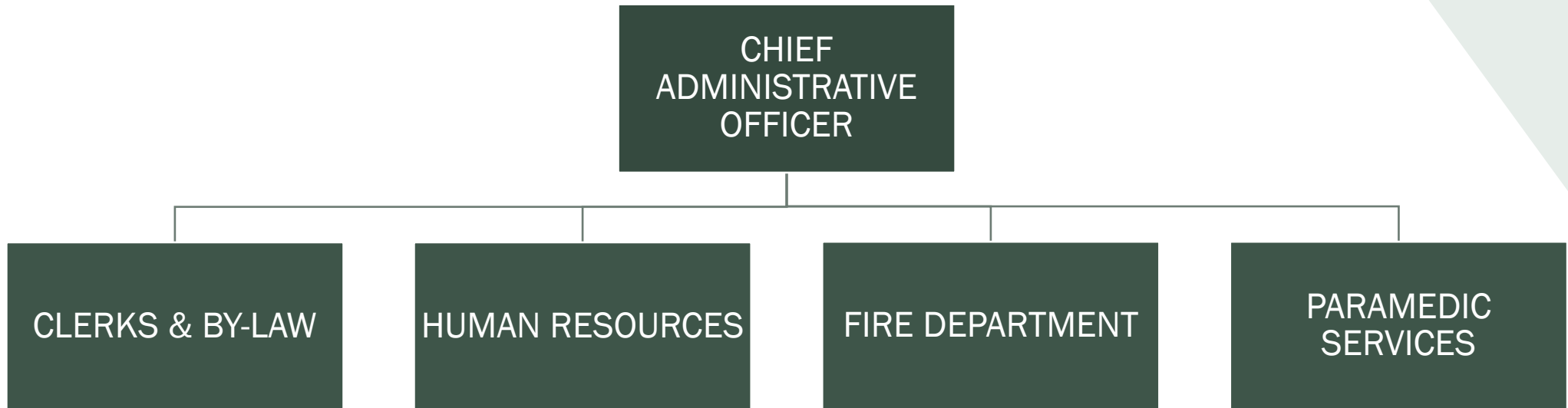
Page Left Blank Intentionally

Office of the CAO



Page Left Blank Intentionally

Office of the CAO



PROPOSED 2025 LEVY OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	16,314,000	17,455,100	(165,800)	(0.9)	911,900	576,000	18,777,200	1,322,100	7.6
Materials & Supplies	917,600	967,500	18,300	1.9	41,500	26,000	1,053,300	85,800	8.9
Services	2,464,900	2,144,900	(151,200)	(7.0)	63,900	0	2,057,600	(87,300)	(4.1)
Interdepartmental Charges	5,362,900	5,358,500	(21,000)	(0.4)	459,100	0	5,796,600	438,100	8.2
Financial	292,600	217,700	15,500	7.1	32,400	0	265,600	47,900	22.0
Debt Servicing Costs	77,900	77,900	0	0.0	(1,800)	0	76,100	(1,800)	(2.3)
Capital Reserve Contributions	3,175,100	3,064,200	0	0.0	1,033,200	0	4,097,400	1,033,200	33.7
Operating Reserve Contributions	110,000	110,000	20,000	18.2	88,100	0	218,100	108,100	98.3
Minor Capital	520,200	380,000	(95,200)	(25.1)	18,300	0	303,100	(76,900)	(20.2)
TOTAL EXPENDITURES	29,235,300	29,775,800	(379,400)	(1.3)	2,646,600	602,000	32,645,000	2,869,200	9.6
REVENUES									
Federal/Provincial Grants	(6,776,400)	(6,845,100)	426,100	(6.2)	(939,700)	(301,000)	(7,659,700)	814,600	11.9
Municipal Recoveries	(68,200)	(40,000)	(10,000)	25.0	0	0	(50,000)	10,000	25.0
Fees & Service Charges	(426,700)	(196,700)	(7,600)	3.9	(180,000)	0	(384,300)	187,600	95.4
Transfer From Reserve & Reserve Funds	(757,400)	(657,400)	(32,800)	5.0	0	0	(690,200)	32,800	5.0
Interdepartmental Recoveries	(2,012,800)	(1,860,800)	(79,500)	4.3	0	0	(1,940,300)	79,500	4.3
Other Revenues	(354,900)	(366,400)	(85,700)	23.4	0	0	(452,100)	85,700	23.4
TOTAL REVENUES	(10,396,500)	(9,966,400)	210,500	(2.1)	(1,119,700)	(301,000)	(11,176,600)	1,210,200	12.1
NET LEVY REQUIREMENT	18,838,800	19,809,400	(168,900)	(0.9)	1,526,900	301,000	21,468,400	1,659,000	8.4
STAFFING COMPLEMENT		140.30	(5.11)		7.35	4.00	146.54	6.24	

PROPOSED 2025 LEVY OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Office of the CAO Administration	875,800	782,900	33,900	4.3	0	0	816,800	33,900	4.3
Clerks and By-Law	1,571,100	1,893,400	56,100	3.0	0	0	1,949,500	56,100	3.0
Human Resources	653,300	718,000	(71,600)	(10.0)	75,300	0	721,700	3,700	0.5
Fire	9,387,300	9,659,500	(47,700)	(0.5)	1,613,000	0	11,224,800	1,565,300	16.2
Paramedic Services	6,351,200	6,755,600	(139,600)	(2.1)	(161,400)	301,000	6,755,600	0	0.0
TOTAL	18,838,800	19,809,400	(168,900)	(0.9)	1,526,900	301,000	21,468,400	1,659,000	8.4

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Office of the CAO Administration

Department Function/Services

- Administrative leadership and direction across the organization, direct oversight of Clerks, By-Law, Human Resources, Paramedic and Fire emergency services
- Provide executive support, guidance and recommendations to the Mayor and Norfolk County Council
- Accountable for providing policy advice and implementing decisions of Council
- Coordinate implementation of the adopted/approved direction, plans and policies of Council, including operating and capital budgets
- Ongoing development of management accountability framework addressing: leadership/strategic direction; results and accountability; people management; financial and asset management; information management; service delivery; and organizational values/culture

Prior Year Achievements

1. Finalized and formally adopted relations with the Library (MOU)
2. Initiated implementation of the Talent Management Strategy

Upcoming Main Objectives, Initiatives or Milestones

1. Completion of the Facilities review project with recommendations for future sustainability and growth
2. Continue to build relations with the Province to obtain necessary funding for major projects including but not limited to IUWS and Campus of Care
3. Continue implementation of the Talent Management Strategy

Challenges, Emerging Trends, Service Issues

1. Balancing resident's requests for services with infrastructure needs while being fiscally responsible

Proposed 2025 Levy Operating Budget

Office of the CAO Administration

Top Base Budget Drivers

1. \$36,700 Salaries & Benefits
2. \$30,000 Services – Legal Fees
3. (\$30,000) Interdepartmental Recoveries

Top Budget Driver Explanations

The increase in Salaries and Benefits is driven by economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy.

The increase of \$30,000 in Services is for legal fees, based on an estimated historical average. The cost of the legal services are allocated out to departments for which the services are applicable, through the interdepartmental recoveries.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET

Office of the CAO Administration

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	601,600	733,100	36,700	5.0	0	0	769,800	36,700	5.0
Materials & Supplies	14,500	17,400	1,700	9.8	0	0	19,100	1,700	9.8
Services	735,900	406,900	33,600	8.3	0	0	440,500	33,600	8.3
Interdepartmental Charges	152,000	99,800	(7,700)	(7.7)	0	0	92,100	(7,700)	(7.7)
TOTAL EXPENDITURES	1,503,900	1,257,200	64,300	5.1	0	0	1,321,500	64,300	5.1
REVENUES									
Fees & Service Charges	(2,600)	(800)	(400)	50.0	0	0	(1,200)	400	50.0
Interdepartmental Recoveries	(625,500)	(473,500)	(30,000)	6.3	0	0	(503,500)	30,000	6.3
Other Revenues	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(628,100)	(474,300)	(30,400)	6.4	0	0	(504,700)	30,400	6.4
NET LEVY REQUIREMENT	875,800	782,900	33,900	4.3	0	0	816,800	33,900	4.3
STAFFING COMPLEMENT		4.00	0.00		0.00	0.00	4.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Clerks & By-law

Department Function/Services

- The Clerk's and By-law Department is responsible for Council secretariat, legislative services, business and lottery licensing, vital statistics, records management, access to information and privacy, municipal elections and mail and courier services, enforcement and resolution of By-law complaints

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Governance (Meetings of Council)	121	91	167
Licensing (Business and Lottery)	619	555	646
By-law (Complaints, investigations, infractions)	4,463	3,775	3,831

Prior Year Achievements

- Continued success in Freedom of Information (FOI) requests, timelines and statistics with the use of software
- Enhanced user experience for Deputations through upgraded registration process and informative video
- By-law successfully implemented enforcement through education and enforcement measures

Upcoming Main Objectives, Initiatives or Milestones

- Implementation of robust user-friendly Records Management Software
- Continue Corporate-wide Policy Development
- Continue work regarding Administrative Monetary Penalty System (AMPS)

Challenges, Emerging Trends, Service Issues

- Increasing workload with increase to meetings, legislative requirements and a rise in FOI requests
- By-law service increase staff workload challenges, including vacant positions and recruitment / retention
- Accountability and transparency expectations can be difficult to manage with limited staff

Proposed 2025 Levy Operating Budget

Clerks and By-Law

Top Base Budget Drivers

1. \$96,600 Salaries & Benefits
2. \$25,900 Net Increase to Software Service Costs
3. \$20,000 Increase to Election Reserve
4. (\$80,000) Parking Fine Revenue

Top Budget Driver Explanations

The increase in Salaries and Benefits is driven by economic and benefit increases, salary grid progression, internal department re-organization costs, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover.

Increase of \$45,200 is related to enhancements to agenda management software which will allow integration with Council videos providing greater transparency to the public and efficiencies for staff. This increase is offset by savings of \$18,700 related to the replacement of the current records management system which began in 2024. Annual hosting and support costs are less than the previous provider.

An increase of \$20,000 to the Election Reserve is based on historical actuals and inflationary assumptions to ensure there are enough funds for the next election.

The increase of \$80,000 in Parking Fine Revenue is a conservative estimate based on 2023/2024 operating results and is partially driven by paid parking related fine revenue.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Seasonal Paid Parking Program	As per Report OPS-24-003 Ongoing seasonal paid parking program - Net proceeds to be held in reserve for future parking related initiatives as directed by Council.	-	0.35

PROPOSED 2025 LEVY OPERATING BUDGET

Clerks and By-Law

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,267,800	1,452,200	96,600	6.7	14,200	0	1,563,000	110,800	7.6
Materials & Supplies	49,200	27,600	(900)	(3.3)	16,300	0	43,000	15,400	55.8
Services	286,400	328,000	15,400	4.7	2,100	0	345,500	17,500	5.3
Interdepartmental Charges	569,400	572,700	17,200	3.0	16,900	0	606,800	34,100	6.0
Financial	30,200	300	0	0.0	32,400	0	32,700	32,400	10,800.0
Capital Reserve Contributions	110,900	0	0	0.0	10,000	0	10,000	10,000	100.0
Operating Reserve Contributions	110,000	110,000	20,000	18.2	88,100	0	218,100	108,100	98.3
TOTAL EXPENDITURES	2,423,900	2,490,800	148,300	6.0	180,000	0	2,819,100	328,300	13.2
REVENUES									
Fees & Service Charges	(383,800)	(158,400)	(2,800)	1.8	(180,000)	0	(341,200)	182,800	115.4
Transfer From Reserve & Reserve Funds	(6,600)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(313,000)	(313,000)	(10,900)	3.5	0	0	(323,900)	10,900	3.5
Other Revenues	(149,400)	(126,000)	(78,500)	62.3	0	0	(204,500)	78,500	62.3
TOTAL REVENUES	(852,800)	(597,400)	(92,200)	15.4	(180,000)	0	(869,600)	272,200	45.6
NET LEVY REQUIREMENT	1,571,100	1,893,400	56,100	3.0	0	0	1,949,500	56,100	3.0
STAFFING COMPLEMENT		14.04	0.00		0.35	0.00	14.39	0.35	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Human Resources

Department Function/Services

- Employee and labour relations and training, development and organizational culture
- Payroll, pension, salary and benefits administration and organizational health, safety and wellness

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as at September 30
Number of Wellness Initiatives	7	9	10
Number of training sessions conducted	84	77	71
Number of Onboardings completed (new Employees)	292	250	286
Internal movement from recruitments	60 internal movement 40 promotions	92 internal movement 34 promotions	59 internal movement 15 promotions

Prior Year Achievements

1. Created two key policies to continue to support staff mental health – Respect and Responsibility and Psychological Health and Safety
2. Created and implemented a “New Employee Check-in” survey at the 3-month mark of employment with Norfolk County
3. Created a new Corporate Training database and in-house e-learning modules available on demand
4. Recruited for several key leadership positions by reviewing and enhancing our recruitment processes including the Employment Opportunities section of the website

Upcoming Main Objectives, Initiatives or Milestones

1. Implementation of the Talent Management Strategy to enhance and improve organizational culture
2. Review and implementation of Norfolk County’s performance appraisal plans for Non-Union staff including pay for performance
3. Implementation of a fulsome leadership training program for current and aspiring leaders
4. Implement Personal Protective Equipment (PPE) contract with vendor to maintain standards and improve staff access to PPE

Challenges, Emerging Trends, Service Issues

1. Continuous changes to the employment legislation including the Occupational Health and Safety Act, Employment Standards Act and case law pertaining to the Ontario Human Rights Code
2. Duty to Accommodate grounds under the Ontario Human Rights Code expanding
3. Resources to support the ever-changing workplace/staff requirements

Proposed 2025 Levy Operating Budget

Human Resources

Top Base Budget Drivers

1. \$115,300 Salaries & Benefits
2. (\$128,900) Net decrease to Interdepartmental Charges
3. (\$38,600) Net increase to Interdepartmental Recoveries
4. (\$32,800) Net increase to funded Occupational Health, Benefits and Wellness programs

Top Budget Driver Explanations

The increase in Salaries and Benefits is driven by economic and benefit increases, salary grid progression, internal department re-organization costs, and impacts of CAO-24-043 Talent Management Strategy.

Decrease in Interdepartmental Charges is due primarily to office space reorganization strategy implemented in 2024.

Increase to Interdepartmental Recoveries is driven by the standard 3.5% inflationary increase applied to HR charges allocated to County departments.

Increase in WSIB Reserve funding related to Occupational Health & Wellness Programs which do not carry a Levy impact.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Organizational Specialist	As per Report CAO-24-043 Organizational Specialist as part of the talent management strategy	75,300	1.0

PROPOSED 2025 LEVY OPERATING BUDGET
Human Resources
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,471,700	1,528,000	115,300	7.5	75,300	0	1,718,600	190,600	12.5
Materials & Supplies	66,200	57,800	1,600	2.8	0	0	59,400	1,600	2.8
Services	262,400	258,700	(3,700)	(1.4)	0	0	255,000	(3,700)	(1.4)
Interdepartmental Charges	406,000	403,100	(128,900)	(32.0)	0	0	274,200	(128,900)	(32.0)
Financial	262,400	217,400	15,500	7.1	0	0	232,900	15,500	7.1
TOTAL EXPENDITURES	2,468,700	2,465,000	(200)	0.0	75,300	0	2,540,100	75,100	3.0
REVENUES									
Transfer From Reserve & Reserve Funds	(725,800)	(657,400)	(32,800)	5.0	0	0	(690,200)	32,800	5.0
Interdepartmental Recoveries	(1,062,600)	(1,062,600)	(38,600)	3.6	0	0	(1,101,200)	38,600	3.6
Other Revenues	(27,000)	(27,000)	0	0.0	0	0	(27,000)	0	0.0
TOTAL REVENUES	(1,815,400)	(1,747,000)	(71,400)	4.1	0	0	(1,818,400)	71,400	4.1
NET LEVY REQUIREMENT	653,300	718,000	(71,600)	(10.0)	75,300	0	721,700	3,700	0.5
STAFFING COMPLEMENT		11.75	0.20		1.00	0.00	12.95	1.20	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Fire Department

Department Function/Services

- Public safety and emergency preparedness education
- Fire Code enforcement
- Fire protection and rescue services

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Total # of Incidents / Emergency Responses (calls)	985	1,040	802
Average response time (in minutes)	11:44	12:35	14:44
Total Number of Volunteer Firefighter Training Hours	14,409	15,732	10,535

Prior Year Achievements

1. Completed Norfolk County's Community Risk Assessment
2. Implementation of a new Records Management System
3. Implementation of a Learning Management System to assist with mandatory firefighter NFPA training

Upcoming Main Objectives, Initiatives or Milestones

1. Continue building on current Emergency Management practices for large scale events
2. Review future fire fleet requirements
3. Train and certify, suppression staff to meet Provincial timelines

Challenges, Emerging Trends, Service Issues

1. Aging infrastructure
2. Replacement of discontinued PPE to meet current best practice
3. Staying current on trending fire protection needs (alternative fuels, high rise buildings, etc.)

Proposed 2025 Levy Operating Budget

Fire Department

Top Base Budget Drivers

1. \$76,500 Salaries & Benefits
2. (\$130,000) Removal of prior year Community Risk Assessment/Master Plan
3. (\$27,000) Reduced Winter Control requirements – Dry Hydrants and Stations

Top Budget Driver Explanations

The increase in Salaries and Benefits is driven by economic and benefit increases, salary grid progression, job evaluation cost, and impacts of CAO-24-043 Talent Management Strategy offset by average call volume adjustments and savings from negotiated agreement.

The decrease in Services mainly attributable to the removal of the prior year one-time legislated Community Risk Assessment and Master Plan project budget.

Reduced winter control requirements across multiple fire stations and dry hydrant locations based on the three-year average.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	1,182,800	-
CAI – Fire Protection	As per Report CS-24-130 - 2025 Rate Budget – Fire Protection Charges (infrastructure and water supply)	430,200	-



PROPOSED 2025 LEVY OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,430,500	2,518,700	76,500	3.0	0	0	2,595,200	76,500	3.0
Materials & Supplies	437,600	463,800	(900)	(0.2)	0	0	462,900	(900)	(0.2)
Services	888,300	887,900	(145,800)	(16.4)	0	0	742,100	(145,800)	(16.4)
Interdepartmental Charges	3,478,700	3,527,600	17,200	0.5	430,200	0	3,975,000	447,400	12.7
Debt Servicing Costs	77,900	77,900	0	0.0	(1,800)	0	76,100	(1,800)	(2.3)
Capital Reserve Contributions	2,027,900	2,027,900	0	0.0	1,184,600	0	3,212,500	1,184,600	58.4
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	435,000	225,000	1,000	0.4	0	0	226,000	1,000	0.4
TOTAL EXPENDITURES	9,775,900	9,728,800	(52,000)	(0.5)	1,613,000	0	11,289,800	1,561,000	16.0
REVENUES									
Federal/Provincial Grants	(326,500)	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(29,300)	(35,600)	4,300	(12.1)	0	0	(31,300)	(4,300)	(12.1)
Interdepartmental Recoveries	(11,700)	(11,700)	0	0.0	0	0	(11,700)	0	0.0
Other Revenues	(21,100)	(22,000)	0	0.0	0	0	(22,000)	0	0.0
TOTAL REVENUES	(388,500)	(69,300)	4,300	(6.2)	0	0	(65,000)	(4,300)	(6.2)
NET LEVY REQUIREMENT	9,387,300	9,659,500	(47,700)	(0.5)	1,613,000	0	11,224,800	1,565,300	16.2
STAFFING COMPLEMENT		32.40	0.00		0.00	0.00	32.40	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Paramedic Services

Department Function/Services

- Provide pre-hospital care and transportation for medical emergencies, including life-threatening situations
- Deliver non-emergency health services focused on prevention, chronic disease management and education
- Offer medical assistance and coordination during mass-casualty incidents, disasters and public events

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
911 Emergency Calls	10,134	10,256	8,091 (10,788 projected)
Community Paramedic Visits	2,404	2,890	2,413 (3,217 projected)
Average 911 Call Response Time	8:50	8:39	9:16

Prior Year Achievements

1. Provided two-day de-escalation training to all Paramedics
2. Improved communication and collaboration with stakeholders including data sharing
3. Recruited and onboarded 15 new Paramedics as well as 3 Commanders
4. Reintroduced Community Paramedic Clinics in congregate setting and increased involvement in Public Relation Events

Upcoming Main Objectives, Initiatives or Milestones

1. Improve frontline support to improve employee morale, retention and attraction to Norfolk County Paramedic Services
2. Continued expansion of Paramedic Medical Directives enabling them to perform additional treatment to the community
3. Implementation of Medical Priority Dispatch System (MPDS)- Unified system used to prioritize higher priority 911 calls

Challenges, Emerging Trends, Service Issues

1. Inadequate frontline support and supervision
2. Increasing trend of Paramedics out of the workforce due to mental stress disorders
3. Facilities are fast approaching the end of their useful lifespan and no longer meet the requirements for training and storage

Proposed 2025 Levy Operating Budget

Paramedic Services

Top Base Budget Drivers

1. \$266,600 LASG (50% funded) Salaries & Benefits
2. \$90,900 Fleet Vehicle and Equipment Repairs and Maintenance & Office Space
3. (\$562,700) Increase to LASG allocation for 2025

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, job evaluation cost and impacts of CAO-24-043 Talent Management Strategy offset partially by staff turnover.

Increase in fleet vehicle and equipment repair and maintenance budget based on rising average requirements. Additionally, the Community Paramedic program moved as part of the office space reorganization strategy implemented in 2024.

Increase to Land Ambulance Services Grant (LASG) allocation for 2025 which is based on the Ministry funding calculation. It is noted that the funding received in 2025 is based on the calculation based on the 2024 budget submission.

Further details on Government funding for Paramedic Services is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
NBI - Strengthening Paramedic Services	Fully staffed addition of 24/7 emergency response vehicle.	301,000	4.0
CAI - 2024-2026 Community Paramedicine for Long-Term Care Program Extension	As per Report CAO-23-119 - 2024-2026 Community Paramedicine for Long-Term Care Program Extension	-	6.0
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	(161,400)	-

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	10,542,400	11,223,100	(490,900)	(4.4)	822,400	576,000	12,130,600	907,500	8.1
Materials & Supplies	350,100	400,900	16,800	4.2	25,200	26,000	468,900	68,000	17.0
Services	291,900	263,400	(50,700)	(19.2)	61,800	0	274,500	11,100	4.2
Interdepartmental Charges	756,900	755,300	81,200	10.8	12,000	0	848,500	93,200	12.3
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
Capital Reserve Contributions	1,036,300	1,036,300	0	0.0	(161,400)	0	874,900	(161,400)	(15.6)
Minor Capital	85,300	155,000	(96,200)	(62.1)	18,300	0	77,100	(77,900)	(50.3)
TOTAL EXPENDITURES	13,062,900	13,834,000	(539,800)	(3.9)	778,300	602,000	14,674,500	840,500	6.1
REVENUES									
Federal/Provincial Grants	(6,450,000)	(6,845,100)	426,100	(6.2)	(939,700)	(301,000)	(7,659,700)	814,600	11.9
Municipal Recoveries	(68,200)	(40,000)	(10,000)	25.0	0	0	(50,000)	10,000	25.0
Fees & Service Charges	(11,100)	(1,900)	(8,700)	457.9	0	0	(10,600)	8,700	457.9
Transfer From Reserve & Reserve Funds	(25,000)	0	0	0.0	0	0	0	0	0.0
Other Revenues	(157,400)	(191,400)	(7,200)	3.8	0	0	(198,600)	7,200	3.8
TOTAL REVENUES	(6,711,600)	(7,078,400)	400,200	(5.7)	(939,700)	(301,000)	(7,918,900)	840,500	11.9
NET LEVY REQUIREMENT	6,351,200	6,755,600	(139,600)	(2.1)	(161,400)	301,000	6,755,600	0	0.0
STAFFING COMPLEMENT		78.11	(5.31)		6.00	4.00	82.80	4.69	

Page Left Blank Intentionally

Strengthening Paramedic Services

Executive Summary

Division	Office of the CAO	New/Existing	New
Department	Paramedic Services	FTEs	4
Start Date	July 15, 2025	Total Expenditures	\$602,500
End Date	N/A	Net Levy Impact	\$301,000

Objective:

To strengthen Norfolk County Paramedic Services foundation by introducing a 24/7 emergency response vehicle, staffed by a Paramedic Superintendent (non-union frontline first-level leadership role). The Paramedic Superintendent will play a critical role in providing frontline support and consultation, optimizing deployment strategies, managing real-time operations, improving service delivery and patient experience. This position will be focusing on improving communication and coordination with hospital and dispatch to reduce patient offload delays, while also responding to incidents as needed. The implementation of this role aims to strengthen both physical and psychological support for frontline staff, eliminate the need for on-call duties, foster professional development opportunities for succession planning, enhance 24/7 stakeholder management and service delivery.

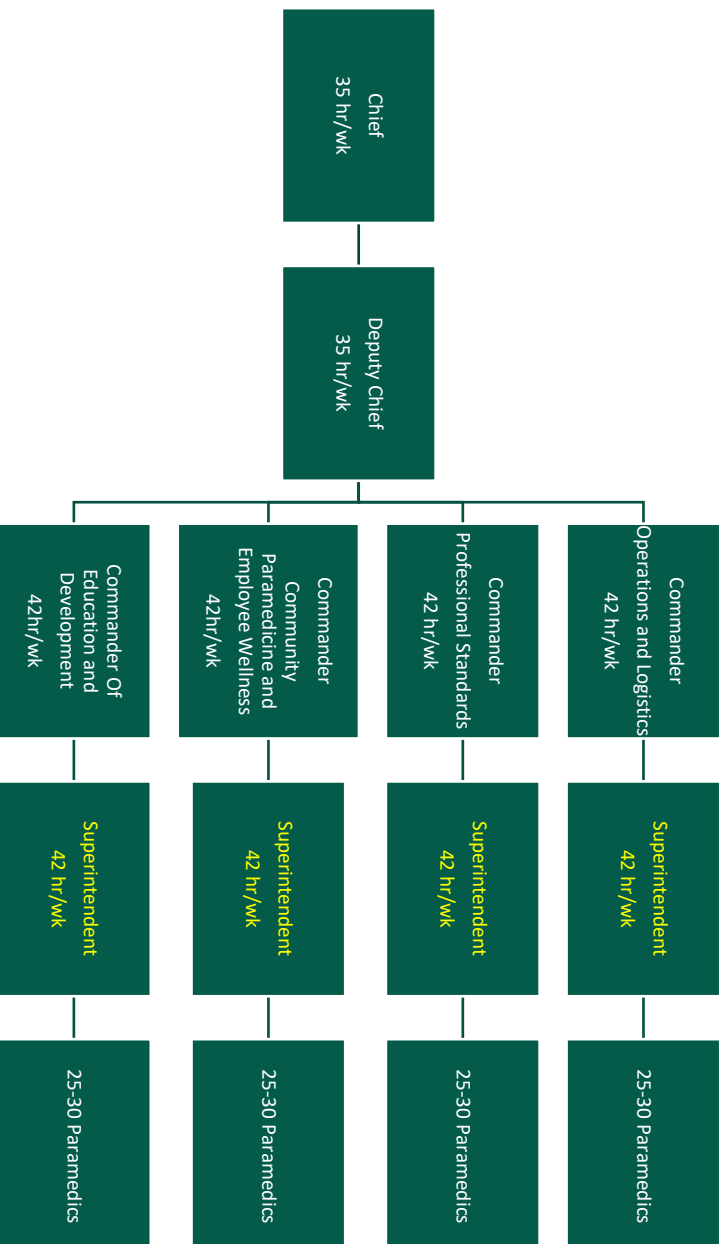
Description

Operational Problem and Opportunity

Over the past 25 years, Paramedic Services has made significant strides, particularly in Emergency Medicine, Symptom Relief, and the introduction of preventive care through Community Paramedicine. However, the leadership model has not evolved since 2002, when 39 Paramedics were employed (23 full-time and 15 part-time) and 6 leadership staff a 6:1 ratio—the same number of leadership staff managing today’s expanded workforce of 102 Paramedics (58 full-time and 44 part-time) a 17:1 ratio. This disparity has led to challenges in meeting the growing demands such as increased training, analysis of Quality Assurance metrics, data reporting, and managing complex employee relations and psychological support. Consequently, leadership has had less time for employee interaction and frontline support, including performance appraisals, guidance, and coaching.

Commander on-call responsibilities have expanded due to call volume, complexity of Paramedic responsibilities, quantity of staff, emergency coverage strategies, and offload delay challenges. These elements result in the Commanders consistently working outside of their scheduled 12-hour shifts.

There is an opportunity to enhance the support system for Paramedics as well as Norfolk County by introducing an additional resource. This includes adding one Emergency Response Vehicle operating 24/7/365, along with continuous frontline support for Paramedics and an increase of emergency coverage for Norfolk County. The proposed new positions, highlighted in yellow, would see each Superintendent assigned to one of the four scheduled platoons, overseeing 25-30 Paramedics, and aligning with their 12-hour shift configuration.



Benefits

- **24/7 Support and Leadership:** Deliver 24/7 support to Paramedics both on and off duty through dedicated platoon Superintendents, fostering strong relationships, rapport, and enhanced leadership, while also offering opportunities for skill development and career advancement through mentorship and coaching.
- **Immediate Guidance and Quality Control:** Provide immediate guidance and consultation to Paramedics on complex calls, ensuring high-quality patient care and compliance with legal requirements.
- **Fiscal Responsibility and Cost-Effective Emergency Coverage:** Promote fiscal responsibility by enhancing 24-hour emergency coverage with a first response unit, offering a cost-effective alternative to deploying a full ambulance around the clock.
- **Increased Responsiveness:** Increase responsiveness to emergency calls, including mass casualty incidents, fire standbys, criminal activity, violent patients, employee injuries, accidents, and improved service with the capability to provide first response when ambulances are occupied or delayed.
- **Employee Wellness:** Enhance employee wellness by monitoring the physical and mental wellbeing of Paramedics and by permitting Commanders to disconnect from work during their off-duty time.

- **Elimination of Overtime:** Eliminate Commander overtime for portfolio-specific tasks such as stakeholder meetings and new hire training as well as on-call overtime.
- **Operational Efficiency:** Improve efficiency by monitoring, liaising with, and resolving concerns with hospitals and dispatch during bottlenecks, streamlining operations, and identifying inefficiencies in real time.
- **24/7 Monitoring and Oversight:** Ensure 24/7 monitoring, oversight of operations, and quality control by adhering to protocols, standards, and regulations.
- **Improved Communication:** Facilitate improved communication between Paramedics, management, and other stakeholders, ensuring clearer and more efficient operations.
- **Optimized Duty Distribution:** Optimize the distribution of duties and responsibilities during internal and external stakeholder business hours, and strategically plan and implement initiatives to meet evolving community needs.
- **Conflict Resolution and Team Harmony:** Mediate disputes and resolve conflicts, promoting a harmonious work environment and improving job satisfaction.
- **Compliance with Funding Requirements:** Comply with Ministry of Health and Long-Term Care requirements for the Community Paramedic Program to provide 24/7 support and monitoring.
- **Community Engagement:** Represent the Paramedic team in community outreach and education programs, building trust and improving public health outcomes.

This structured approach ensures a more effective, responsive, and sustainable Paramedic service, ultimately leading to better customer service, patient care and outcomes.

Current Risks

- **Limited Supervision:** Commanders work 07:00-19:00, with one Commander assigned as Duty Officer each day. The Duty Officer is responsible for overseeing day-to-day operations, including equipment issues, deployment, offload delays, labour relations, and scheduling. During the remaining 12 hours, while off-duty, the Duty Officer is on-call off-site at their personal residence and is responsible for all the same operations but with limited access to radio communication, oversight and has a delayed response to incidents.
- **Reduced Quality of Care:** Currently Paramedics have limited choices for immediate guidance during complex or unusual medical situations, potentially leading to suboptimal patient care. Lack of oversight can result in deviations from standard protocols, increasing the risk of medical errors and corporate liability.
- **Poor Decision-Making:** In high-pressure situations, Paramedics might make decisions without the benefit of experienced oversight. Superintendents can help mediate decisions in situations where multiple treatment options are available, ensuring the best possible outcome.
- **Lack of Accountability:** There may be reduced accountability for actions taken in the field due to lack of physical leadership presence, leading to inconsistent performance and potentially unsafe practices.
- **Decreased Team Coordination:** Paramedic teams may struggle with coordination in the absence of a Superintendent, especially in multi-agency responses or large-scale emergencies. Superintendents help manage communication between team members and other emergency services, ensuring efficient and effective collaboration.
- **Inadequate Training and Development:** Superintendents play a key role in mentoring and developing less experienced Paramedics. Without this guidance, Paramedics may

miss opportunities for growth and skill enhancement. Ongoing training and feedback from a Superintendent are crucial for maintaining and improving clinical skills.

- **Increased Stress and Burnout:** The absence of a Superintendent can place additional stress on Paramedics, who may feel the burden of responsibility without adequate support. This increased stress can contribute to burnout, negatively affecting job satisfaction and retention.
- **Delayed Response to Issues:** It may take longer to identify and address issues such as equipment failures, procedural non-compliance, or interpersonal conflicts within the team. Prompt resolution of such issues is essential for maintaining the effectiveness of the Paramedic response.
- **Inconsistent Patient Care:** Different Paramedics may apply varying approaches to patient care in the absence of standardized oversight, leading to inconsistencies in treatment and patient outcomes. A Superintendent helps ensure that care is uniform and aligned with best practices.
- **Legal and Compliance Risks:** Superintendents are often responsible for ensuring that all activities comply with legal and regulatory standards. Without this oversight, the risk of non-compliance increases, which can result in legal action against the Paramedic Service Provider and Corporation.
- **Ineffective Incident Management:** During major incidents or mass casualty events, the lack of a supervisory presence can lead to chaos, mismanagement of resources, and ineffective scene management. A Superintendent ensures that incidents are managed efficiently, with a clear command structure and proper resource allocation.

These risks highlight the importance of having a Paramedic Superintendent to provide leadership, ensure quality care, and maintain the overall effectiveness of Paramedic operations.

Timeline

The Superintendent position is a well-established role in Paramedic Services, responsible for overseeing operational effectiveness and enhancing service delivery. Norfolk County is currently one of only two Paramedic Services in Southwestern and Central Ontario that do not have this key role.

The development phase, which includes creating a detailed job description, establishing policies and procedures, and designing a comprehensive training and education program, is set to begin in spring 2025. The onboarding and implementation of the Superintendent position are projected for summer 2025. This will include the recruitment and training of the selected candidates, who will play a crucial role in enhancing the overall effectiveness of Paramedic Services in Norfolk County.

Impact on Operations

The Superintendent position will greatly improve operational efficiency in Paramedic Services by supporting response times and expanding coverage for Norfolk County residents. This role will also help ease hospital congestion, reduce offload delays and minimize wasted time. Furthermore, it will promote employee wellness, resulting in fewer absences due to illness or injury, and will create opportunities for growth and development among Paramedics.

Return on Investment

These changes will reduce costs by improving Paramedic retention and will provide opportunities for succession planning and professional growth all while minimizing costs associated with employee attraction, recruitment, and orientation.

Recommended Solution #1 - Strengthening Paramedic Services Foundation

To enhance the Paramedic Services Foundation, we recommend establishing a Superintendent position by hiring 4 full-time equivalents (FTEs), with one Superintendent assigned to each of the four platoons. These positions are set to begin on July 1, 2025. This approach will ensure consistent deployment of Paramedic Services, providing equal service levels to Norfolk County residents and Paramedics.

The Superintendent role will significantly benefit the organization by improving Paramedic decision-making, enhancing support and accountability for Paramedics, demonstrating continuous professional development, implementing effective crisis management, and strengthening community relations.

This solution will also offer additional emergency coverage 24/7/365, serving as an emergency first response unit capable of delivering the same level of care as an ambulance, but with the inability to transport a patient at a fraction of the cost.

Moreover, this strategy will facilitate the updating of Standard Operating Procedures and deployment plans to align with these new practices, ensuring greater consistency and effectiveness in service delivery. This enhanced approach underscores the broader benefits for the organization, Paramedics, and Norfolk County.

Alternatives

Given the significant risks associated with inadequate supervision and its impact on Paramedics' wellness and engagement, the Superintendent position is crucial for the organization's success and patient safety. While the Recommended Solution remains the most favorable, several other options are available, each offering varying levels of service, patient risk, and costs related to recruitment, retention, and employee wellness.

The absence of a consistent robust support system during critical incidents can severely affect employees' mental health, exposing them to additional stressors that could overwhelm their coping mechanisms. Below is a list of alternative solutions, ranked in order of preference based on a risk-benefit balance.

Alternative #2- Reallocate Resources with Superintendent Support

This alternative involves adding two new FTEs and hiring four Superintendents, one for each platoon. To achieve this, service adjustments would occur to free up the additional FTEs.

With the 24/7/365 presence of a Superintendent, emergency coverage service levels will be increased during the day when higher levels of calls are statistically experienced. During off-peak periods emergency response service levels will remain unchanged.

The benefits of this option are consistent with those of the recommended solution. However, the potential risk lies in a service adjustment converting a transport unit (ambulance) into a Emergency Response Vehicle (ERV) during off-peak periods. It's important to note that while the first response unit led by the Superintendent can deliver the same level of care as an ambulance, it does not have transport capabilities (an ambulance requires two paramedics—one to attend to the patient and the other to drive).

Alternative #3: Phased Implementation Over 3 Years

This approach involves a phased implementation of support roles over three years, initially adding 2 FTEs to provide support each day with an additional full-time equivalent (FTE) each year until 4 Superintendents are onboarded. While this alternative offers increased support for both Paramedics and Commanders, it still falls short of the full support levels provided in the first two alternatives. Commanders would continue to face frequent interruptions and on-call requirements, limiting their ability to disconnect from work.

In this phased approach, the two Superintendents hired in 2025 would be assigned to opposite platoons, specifically during peak call volume hours, to help manage Commander priorities and provide some nighttime supervision. Although this alternative does bring some benefits, they remain notably less than those offered by Alternatives #1 and #2. However, it does provide support between the Commanders and Paramedics.

The hours covered by Superintendents would provide some coverage in the evening as well as reduce interruptions during the day. This alternative would have minimal impact on paramedic wellness and rapport-building, as each Superintendent would oversee over 50 paramedics and only be available during peak times. Furthermore, Commanders would continue to face competing priorities and interruptions during critical tasks, such as stakeholder meetings, training, interviews, labor relations, leadership development and does not eliminate on-call periods limiting the ability to disconnect from work and delayed supervisor responses.

Alternative #4: Phased Implementation Over 4 Years

This approach, the least preferred of the alternatives, involves gradually implementing the full support framework over four years, with one additional FTE hired each year. The Superintendent hired in 2025 would provide limited support during peak shifts but only sporadically, addressing immediate competing priorities on high-demand days. However, this solution may negatively impact paramedic mental health due to inconsistent support.

The risks associated with this alternative are substantial, as inconsistent support can increase paramedic stress and decrease resilience. Sporadic shifts are known to affect employee well-being, disrupting work-life balance, mental health, and even physical health factors like sleep and digestion. With limited availability of Superintendents, rapport-building with paramedics would be minimal, potentially leading to a disconnect from the Leadership team and reducing team cohesion.

Additionally, this alternative would not significantly reduce the workload or competing priorities faced by Commanders, who would continue to experience interruptions from tasks and will continue to have interruptions in their homelife with an inability to disconnect from work.

Summary of Solution and Alternatives

The table below summarizes each of the options. The table lists the pros and cons for the first year only. Once full implementation of 4 full FTE's all benefits from solution 1 will be obtained.

	Solution 1	Alternative 2	Alternative 3	Alternative 4
New FTEs	2025- 4FTE	2025- 2FTE 2026- 2 FTE	2025- 2FTE 2026- 1FTE 2027- 1FTE	2025- 1FTE 2026- 1FTE 2027- 1FTE 2028- 1FTE
Day Superintendent	Yes	Yes	Partial	Infrequent
Night Superintendent	Yes	Yes	Partial	Infrequent
Emergency Coverage	Increase for day and night	Increase for peek times, same for remainder	Same for day, increase during night	Same
Service Level	Enhanced-Same Transport Units, Additional Response Coverage	Partial, Service Adjustment exchanging a transport unit for a response unit, maintaining response coverage	Same	Same
Reduction of Front-line Paramedic FTEs	NO	YES	NO	NO
Paramedic Wellness	Improved	Improved	Slight Improvement	Minimal Change
Superintendent Wellness	Improved	Improved	Average	Limited
Commander Competing Interest	Decrease	Decrease	Limited	Very Limited
Overtime	Decrease	Decrease	Slight Decrease	Very Slight Decrease

Justification

The introduction of Paramedic Supervisors within Norfolk County Paramedic Services is essential to meet the growing demands and challenges faced by both the Leadership Team and Paramedics. The current team is under significant strain due to an increasing workload, evolving legislative requirements, continuous on-call duties, and rising needs for employee retention, recruitment, training, and support for Paramedics and stakeholders.

- Since 2002, the leadership structure has remained unchanged, even though the service has grown from 38 Paramedics (23 full-time, 15 part-time) to 102 Paramedics (58 full-time, 44 part-time). The same number of leadership staff is still managing this expanded workforce.
- The current leadership team is operating well beyond the typical span of control for emergency services. In comparison, services like Brant/Brantford, with 16 leadership staff (1 Chief, 3 Deputy Chiefs, 1 Commander, 11 Superintendents), and Oxford County, with 12 leadership staff (1 Chief, 2 Deputy Chiefs, 1 Commander, 8 Superintendents), have similar ambulance deployments but significantly more leadership support.
- Over the past five years, the role of Primary Care Paramedics has significantly expanded to include higher acuity patient care, rapid decision-making, Community Paramedicine, palliative care treatment, expanded treatment options, and new treatment and referral pathways. This role is expected to grow further by 2025-2026 with additional medications and the introduction of scheduled narcotic medications (requiring robust oversight).
- The service currently operates 24/7, but leadership staff are present for only 12 hours each day, relying on on-call support for the remaining hours. This situation is unsustainable, especially with a 115% increase in sick call-ins from 2020 to 2023, totaling 5,835 hours in 2023. Concerns about hospital offloading, transfers, after-hours investigations, complaints, and the need for medical advice from commanders further exacerbate the workload.
- Psychological health and safety remain a top priority to prevent occupational stress injuries and mental health issues common among first responders. Having 24/7 leadership staff trained in crisis intervention, de-escalation, and mental health support is crucial for supporting frontline Paramedics. An employee engagement survey revealed that 80% of Paramedics feel a lack of management support, especially during overnight shifts when risks are heightened. Currently 10.8% of the Paramedic workforce is either off work or is working in an accommodated position because of a mental stress injury.
- The Ministry of Health and Base Hospital have increased quality assurance requirements and reporting demands, including BLS standard oversight, investigations, return-to-work training and testing, and reviews of electronic patient care records, adding further strain on the team.
- Hospital offload delays and systemic healthcare challenges continue to hinder Paramedic service delivery, often requiring immediate action from the Commander or duty officer to mitigate negative impacts on emergency response. In 2022, offload delays increased by 81%, with a further 36% increase in 2023 with a total of 534 hours observed.
- The absence of overnight supervision poses a liability for the County. Without on-site management staff for over 12 hours each day, there are risks of delayed responses for calls of assistance, slower responses to Paramedic injuries or illnesses, health and

safety concerns, delayed reporting of vehicle incidents, and an inability to respond promptly to major incidents.

Alignment with Council's Strategic Plan



Building Norfolk – To ensure the health, safety and well-being of the community and provide accessible and equitable service options. This proposal provides additional support to our frontline Paramedics, improves emergency response capability, while enhancing stakeholder management.

Serving Norfolk – Strengthening service delivery, fostering a positive employee culture, and creating an environment of continuous improvement. Developing a strong and resilient leadership team that supports Paramedics, works collaboratively with partners to provide excellent care and service to the community, and improves overall responsiveness to community need in both emergency response and community health delivery.

Financial Plan

Majority of financial impact is due to salaries and benefits, with expected materials and supplies for initial and ongoing training, uniforms, computers and cell phones.

Expected to be covered up to 50% under the Land Ambulance Services Grant (LASG), in year after submission as with all LASG costs. With a start date of July 1, 2025, this will ensure that the impact on the tax levy for 2025, would be the same as the full year impact in 2026 with the grant funding.

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$	\$576,000	\$576,000
Materials, Supplies & Services		26,000	26,000
Total Expenditures	\$	\$602,000	\$602,000
Revenues			
Grants		\$301,000	\$301,000
Total Revenues	\$0	\$0	\$0
2025 Net Levy Impact	\$	\$301,000	\$301,000
Impact on 2025 Tax Levy			0.2%

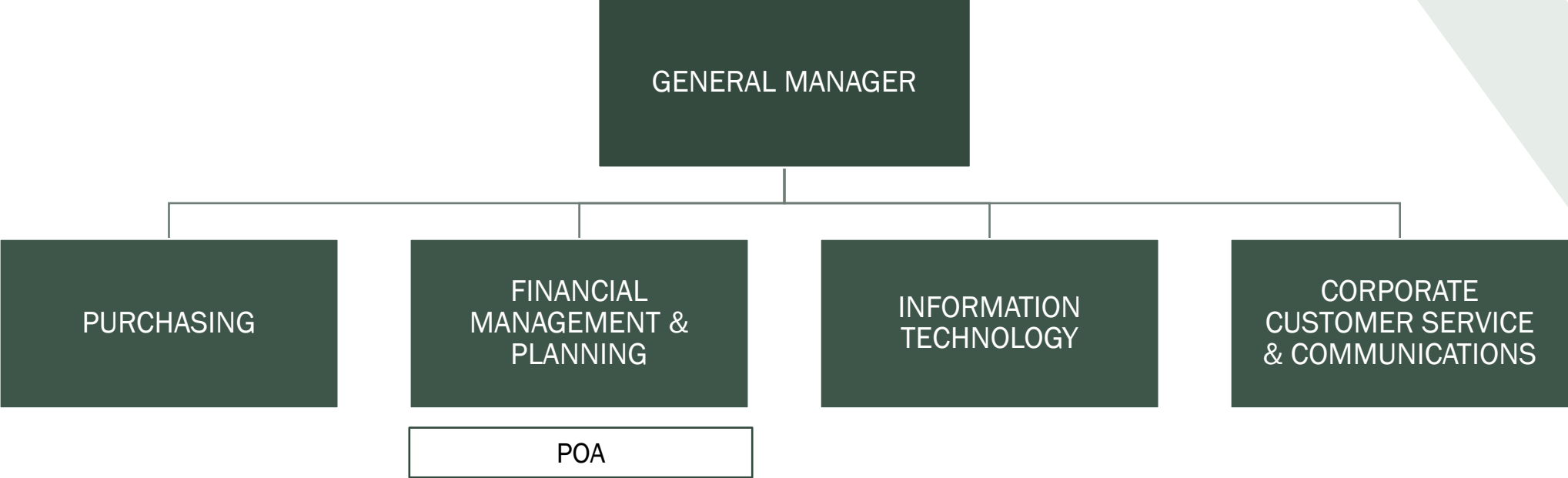
Page Left Blank Intentionally

Corporate Services



Page Left Blank Intentionally

Corporate Services



PROPOSED 2025 LEVY OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	7,267,000	7,932,900	200,400	2.5	80,500	250,600	8,464,400	531,500	6.7
Materials & Supplies	340,100	359,500	37,500	10.4	0	9,100	406,100	46,600	13.0
Services	3,411,200	3,182,600	151,200	4.8	(6,000)	0	3,327,800	145,200	4.6
Interdepartmental Charges	1,793,900	1,796,600	(19,500)	(1.1)	30,000	0	1,807,100	10,500	0.6
Financial	2,737,500	3,086,400	(13,200)	(0.4)	0	0	3,073,200	(13,200)	(0.4)
Debt Servicing Costs	235,000	235,000	0	0.0	(400)	0	234,600	(400)	(0.2)
Capital Reserve Contributions	816,800	750,000	0	0.0	171,600	0	921,600	171,600	22.9
Operating Reserve Contributions	746,400	500,000	0	0.0	0	0	500,000	0	0.0
Minor Capital	0	0	6,000	100.0	0	0	6,000	6,000	100.0
TOTAL EXPENDITURES	17,347,900	17,843,000	362,400	2.0	275,700	259,700	18,740,800	897,800	5.0
REVENUES									
Fees & Service Charges	(535,000)	(408,400)	(203,300)	49.8	(155,300)	0	(767,000)	358,600	87.8
Transfer From Reserve & Reserve Funds	(148,300)	(132,700)	132,700	(100.0)	(80,500)	0	(80,500)	(52,200)	(39.3)
Interdepartmental Recoveries	(8,129,600)	(8,105,400)	(232,800)	2.9	0	0	(8,338,200)	232,800	2.9
Other Revenues	(862,500)	(869,600)	(93,600)	10.8	0	0	(963,200)	93,600	10.8
TOTAL REVENUES	(9,675,300)	(9,516,100)	(397,000)	4.2	(235,800)	0	(10,148,900)	632,800	6.6
NET LEVY REQUIREMENT	7,672,500	8,326,900	(34,600)	(0.4)	39,900	259,700	8,591,900	265,000	3.2
STAFFING COMPLEMENT		74.81	(2.05)		0.67	2.00	75.43	0.62	

PROPOSED 2025 LEVY OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Corporate Services Administration	1,149,800	1,181,300	(52,000)	(4.4)	0	150,000	1,279,300	98,000	8.3
Purchasing Services	487,000	633,500	54,600	8.6	0	0	688,100	54,600	8.6
Financial Management & Planning									
Financial Management & Planning General Operations	3,040,300	3,524,100	(204,700)	(5.8)	(155,900)		3,163,500	(360,600)	(10.2)
Provincial Offences Act Administration	503,600	572,800	(47,800)	(8.3)	24,000		549,000	(23,800)	(4.2)
Total Financial Management & Planning	3,544,000	4,096,900	(252,500)	(6.2)	(131,900)		3,712,500	(384,400)	(9.4)
Information Technology	1,538,100	1,327,900	65,100	4.9	171,800	109,700	1,674,500	346,600	26.1
Corporate Customer Service & Communications	953,700	1,087,300	150,200	13.8	0	0	1,237,500	150,200	13.8
TOTAL	7,672,500	8,326,900	(34,600)	(0.4)	39,900	259,700	8,591,900	265,000	3.2

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Corporate Services Administration

Department Function/Services

- Administration of and strategic planning for all departments within Corporate Services
- Accessibility: compliance with AODA, corporate-wide accessibility initiatives and barrier-free improvements to County facilities
- Special Projects: special events coordination and strategic initiatives supporting the division
- Realty Services: land acquisition and sale of surplus lands and road allowances, administration of municipal realty needs, support to various County departments, external stakeholders, solicitors and members of the public

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of Special Event Permits Issued	39	44	37
Number of Accessibility Complaints and/or Requests for Accessible Formats or Communication Supports	4	6	8
Number of Registrations	67	71	30*
Number of Title Searches	259	310	359
Number of Property Sales	18	8	10

* The number of registrations is significantly lower than prior years as a result of Realty staff requesting other solicitors/external stakeholders to register documentation when applicable as a cost savings to Norfolk as well as some recent changes with the Ministry which no longer allow County staff to register their own documentation requiring the involvement of the County solicitor for registration

Prior Year Achievements

1. Realty Services Property Matters: Sale of 108 Brown Street and four (4) properties in the County Land Review Project with ten (10) additional properties approved for sale. Five (5) road closures with approval received for seven (7) road allowance conveyances
2. County Land Review Project – successful public engagement and sale of multiple properties
3. Completion of a roster of Realty Brokerage Services and a single source surveying procurement
4. Special Events portfolio experiencing continued growth year-over-year
5. Successfully developed and launched the Norfolk County 2024-2028 Multi-Year Accessibility Plan
6. Continued successful expansion of Salesforce CRM software to 13 different Departments across various Divisions within the County, driving significant process improvements and enhancing workforce efficiency

Proposed 2025 Levy Operating Budget

Corporate Services Administration

Upcoming Main Objectives, Initiatives or Milestones

1. Continued efforts with numerous new and ongoing property files along with focused attention on road closure/conveyances, property sales and property acquisitions for multiple properties and approvals already granted by Council
2. Continue to support the increasing various County department inquiries and requests in a timely fashion
3. Additional progress within the County Land Review Project including identifying and disposing of further County properties.
4. Implementation of Norfolk County Multi-Year Accessibility Plan
5. Implementation of Norfolk County Customer Experience Strategy
6. Achieving Web Content Accessibility Guidelines (WCAG) 2.0 AA compliance across all Norfolk County web platforms, aligning with new corporate website

Challenges, Emerging Trends, Service Issues

1. Balancing resource capacities with service needs and priorities within Realty Services. Various departments requiring increased level of service from Realty Services within their processes. This includes departmental projects and initiatives in addition to ongoing Realty files and an influx in new requests being received
2. Dynamic nature of WCAG 2.0 AA compliance levels – difficult to maintain compliance 100% of the time
3. Balancing resource capacities as CRM continues to grow throughout the corporation. No current dedicated staffing resources for this project specifically. Temporary full-time contract – CRM System Coordinator expired at the end of 2024
4. Change management related to process enhancements stemming from the implementation of recommendations coming out of the Norfolk County Customer Experience Strategy

Proposed 2025 Levy Operating Budget

Corporate Services Administration

Top Base Budget Drivers

1. \$153,000 Salaries & Benefits
2. (\$109,300) Interdepartmental Charges
3. (\$52,200) Transfer from Reserve & Reserve Funds

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, as well as impacts of the CAO-24-043 Talent Management Strategy.

The decrease in Interdepartmental Charges is due primarily to the office space reorganization strategy implemented in 2024.

The decrease in the Transfer from Reserve & Reserve Funds is related to the CAI for the Land Monetization Project. Only 8 months of the TFT Realty Specialist position is remaining in 2025 causing an offsetting reduction in the annual amount required from reserves to fund the position.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
NBI - Realty Services Specialist	Addition of 1 FTE to respond to realty related requests from the public and from other County divisions and departments.	150,000	1.0
CAI - Land Monetization Project	As per Report CD-23-C01 - Land Monetization Project Next Steps	-	0.67

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET
Corporate Services Administration
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	838,500	888,700	(73,400)	(8.3)	80,500	145,900	1,041,700	153,000	17.2
Materials & Supplies	13,800	17,100	(2,500)	(14.6)	0	4,100	18,700	1,600	9.4
Services	85,900	85,200	2,500	2.9	0	0	87,700	2,500	2.9
Interdepartmental Charges	371,600	367,900	(109,300)	(29.7)	0	0	258,600	(109,300)	(29.7)
Capital Reserve Contributions	66,800	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	1,376,600	1,358,900	(182,700)	(13.4)	80,500	150,000	1,406,700	47,800	3.5
REVENUES									
Fees & Service Charges	(43,200)	(35,400)	(2,000)	5.6	0	0	(37,400)	2,000	5.6
Transfer From Reserve & Reserve Funds	(109,700)	(132,700)	132,700	(100.0)	(80,500)	0	(80,500)	(52,200)	(39.3)
Other Revenues	(73,800)	(9,500)	0	0.0	0	0	(9,500)	0	0.0
TOTAL REVENUES	(226,700)	(177,600)	130,700	(73.6)	(80,500)	0	(127,400)	(50,200)	(28.3)
NET LEVY REQUIREMENT	1,149,800	1,181,300	(52,000)	(4.4)	0	150,000	1,279,300	98,000	8.3
STAFFING COMPLEMENT		7.35	(1.00)		0.67	1.00	8.02	0.67	

REALTY SERVICES SPECIALIST

Executive Summary

Division	Corporate Services	New/Existing	New
Department	Realty Services	FTEs	1.00
Start Date	January 1, 2025	Total Expenditures	\$150,000
End Date	N/A	Net Levy Impact	\$150,000

Objective:

The addition of a Realty Services Specialist would allow for two (2) staff members to focus specifically on realty matters and to continue the progress that Realty Services staff have made with respect to the disposal of excess municipal lands to generate additional revenue for the Corporation. The additional resource would also allow for the demand by other County departments for the resources of Realty Services to continue in the collaborative processes. Specifically, by adding one FTE Realty Services Specialist, the Realty team will have capacity to assume the encroachment process from the Clerks department and will be able to lead the centralization of all of the County’s leases.

Description

Operational Problem or Opportunity

Realty Services has evolved considerably and is involved in numerous County processes throughout the various departments and encompasses an expansive scope of services. With the continual increase in demand for Realty Services involvement in departmental projects and initiatives, a back log of requests has resulted due to a lack of resources which has delayed processing times and thus revenue generation. When an additional Realty Services position was added in 2021 under succession planning management practices, Realty Services was able to process more requests and provide improved service interdepartmentally as well as to the general public, resulting in an increased revenue generation for the County. In the past year, Council added a temporary full-time Realty Services Specialist to lead the County Land Review project. This position has been key in keeping this project moving forward and has continued to generate revenue for the County.

Corporately, it has been identified that it is not ideal for the encroachment process to sit with the Clerk’s department and that it is better suited to be within the scope of Realty Services. Further, SLT has identified a corporate need to centralize the County’s leases – both properties that the County’s leases for its use and leases that the County has executed with others for the use of County lands and facilities. It would be appropriate for this to be within the scope of the Realty Services team, and this work could be taken on if an additional FTE was added to the team complement.

Benefits

With the addition of a Realty Services Coordinator, the department will be able to process a larger volume of work in a more efficient manner, provide additional staffing resources for special projects, initiatives and interdepartmental requests/meetings, and increase revenue generation by taking a collaborative approach to the demand in responsibility of the department. The team will also be able to assume responsibility for encroachments that is currently sitting within the Clerk's department and centralization of the County's leases which not only generates revenue for the County but reduces risk.

Risk

The addition of the position poses a low level of risk to the Corporation. Realty Services continues to receive numerous inquiries and applications for the sale and leasing of municipal lands. Conversely, there is a high probability of increased revenue generation and efficiency with the addition of one FTE to the Realty Services team.

Impact on Operations

Providing an additional resource to Realty Services would allow for improved efficiency in processing realty matters, including land dispositions and road closure and conveyances, day to day inquiries and service requests from County departments and the general public. The additional resource would also allow Realty Services to provide a greater focus on interdepartmental projects and initiatives and provide an increased level of support to the various departments requiring specialized Realty Services input. The additional resource will also allow Realty Services to relieve some operational pressure from the Clerk's department by assuming responsibility for encroachments and from Facilities by assuming responsibility for the centralization of County leases.

Organizational ability to deliver expected project outcomes

The Realty Services team is a high performing team with demonstrated results of achieving or exceeding expectations, particularly when additional resources are invested. This was demonstrated in 2021 when an additional Realty Services Specialist was added as part of succession planning. With this additional resource, the backlog of service requests was caught up and additional revenues were generated for the County through land sales. This has also been demonstrated this past year with the addition of a temporary Realty Services Specialist to lead the implementation of the County Land Review project. This position has successfully brought forward a number of property sales to Council since they started, again, generating revenue for the County. They are on track to generate an amount of revenue in excess of the expenses associated with the position, including all amounts for salaries and benefits. There is every reason to expect that, if the NBI is approved, the additional permanent FTE will perform in the same manner.

Return on Investment (ROI)

Gaining knowledgeable Realty Services staff would result in savings to the Corporation on external legal services fees due to avoiding some legal services requests. The amount of revenue generated from property sales would exceed the net levy impact of the position as demonstrated in the table below.

Justification

In September 2014, the Property Management Coordinator position was created to address Norfolk County's ever-growing demand of property related issues and complex property matters. This position, over the years, has evolved considerably and is involved in numerous County processes throughout the various departments and encompasses an expansive scope of services. In 2021, through a succession planning approach, as detailed in report CS 21-47 presented to Council-In-Committee (Closed Session) on July 13, 2021, an additional Specialist, Realty Services position was created to assist with the back log of existing requests/services and newly created special projects (County Land Review Project, Port Dover Beach Project) within the municipality that required Realty Services involvement. This subsequently contributed to an increased generation of revenue for Norfolk County due to increased efficiency in processing times and deliverables.

The addition of a Realty Services Coordinator would be a valuable asset for Norfolk County as it would allow for two (2) permanent Realty positions to collaboratively address the continued increase in complex property matters that face the County, including the demand of services by other County departments, special projects/initiatives, and disposal of surplus municipally owned lands. It would also allow Realty Services to assume responsibility for encroachments and County leases.

To ensure responsible management and administration of property matters, the current Specialists, Realty Services perform the following functions, including but not limited to the administration of property matters, conducting, reviewing and interpreting title searches in compliance with the *Land Titles Act* and *Registry Act*, providing complex realty perspectives to various County departments, negotiation of land acquisitions and disposals on behalf of the County including preparation of Agreements of Purchase and Sale, road/lane closures and conveyances that have become more complex as they relate to developments, negotiation and preparation of lease and license agreements, review of Land Titles Absolute Applications, ordering and reviewing complex appraisals and reference plan surveys for multiple municipal properties, legal document preparation and registration, which includes a detailed review and associated comments for some, on planning by-laws, realty by-laws, easements, transfer documents, name change applications, encroachment agreements, site plan agreements, orders to comply, tax liens, and discharges. This position also provides title search and corporate search information to various County departments which includes the retrieval of property information, corporate information, mapping, registered documentation and interpretation of same. The Specialists, Realty Services attend and participate in weekly planning Pre-Consultation meetings, Development Action Team meetings, and Site Plan Review Committee meetings as a support to the Planning Department.

Alignment with Council's Strategic Plan



*Circle with ✓ to move on whichever box applies

Explanation:

Adding 1.0 Realty Services Specialist FTE will allow the team to respond to realty related requests from the public and from other County divisions and departments in a timely fashion. Assuming responsibility for encroachments and leases will ensure a centralized approach to these important files. Ultimately this means not only better service, but increased revenue generation for the County.

Financial Plan

Detailed financial analysis, including levy impacts, capital impacts, funding opportunities and alternatives, etc.

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$	\$145,900	\$145,900
Materials, Supplies & Services		4,100	4,100
Total Expenditures	\$	\$150,000	\$150,000
Revenues			
	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0
2025 Net Levy Impact	\$	\$150,000	\$150,000
Impact on 2025 Tax Levy			0.1%

Proposed 2025 Levy Operating Budget

Purchasing

Department Function/Services

- End-to-end Purchasing functions across the Corporation (from the initial procurement planning stage through all steps of the bidding process up to and including contract award and execution) for all informal and formal bidding opportunities, procurement card administration, cooperative purchasing initiatives and centralized procurement functions

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of Bid Documents Reviewed and Posted	121	135	127
Number of pCardholder Accounts (including Fleet and Repeat Vendor Accounts)	349	362	380
Number of Active Users in Paramount	133	156	200

Prior Year Achievements

1. Development and Implementation of “Bite Sized Training Programs” for procurement related functions
2. Continued expansion of Paramount Workplace with four (4) additional Departments trained and transitioned to Paramount
3. Completed necessary updates to the Procurement Card Policy in collaboration with various Divisions

Upcoming Main Objectives, Initiatives or Milestones

1. Updates to Purchasing Policy and Procedures
2. Development and Implementation of Supplier Evaluation and Supplier Suspension Protocols
3. Sharepoint Site Enhancements to the Purchasing content in effort to provide a more robust and user-friendly resource for internal customers across the Corporation

Challenges, Emerging Trends, Service Issues

1. Lingering pandemic impacts, fluctuating marketplace challenges and disruptions to global supply chains resulting in low product availability, long lead times, dramatic increases in transportation costs and overall high inflationary increases
2. E-Procurement is an emerging trend within the procurement industry, with municipalities increasingly adopting digital solutions for tendering, bidding and contract management in an effort to shorten the procurement cycle, enhance transparency, reduce paperwork and improve efficiency

Proposed 2025 Levy Operating Budget

Purchasing

Top Base Budget Drivers

1. \$37,200 Salaries & Benefits
2. \$19,300 Computer Software Service

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy.

The increase in Services relating to Computer Software has increased due to the E-solutions Annual Support and Hosting contract renewal. The need for additional user licenses and inflationary increases have contributed to the increase in the overall contract renewal cost for this software in 2025.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Purchasing Services
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	602,800	746,700	37,200	5.0	0	0	783,900	37,200	5.0
Materials & Supplies	2,800	4,400	0	0.0	0	0	4,400	0	0.0
Services	43,000	41,700	19,300	46.3	0	0	61,000	19,300	46.3
Interdepartmental Charges	20,500	23,900	1,400	5.9	0	0	25,300	1,400	5.9
Financial	100	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	669,200	816,700	57,900	7.1	0	0	874,600	57,900	7.1
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(93,200)	(93,200)	(3,300)	3.5	0	0	(96,500)	3,300	3.5
Other Revenues	(89,100)	(90,000)	0	0.0	0	0	(90,000)	0	0.0
TOTAL REVENUES	(182,300)	(183,200)	(3,300)	1.8	0	0	(186,500)	3,300	1.8
NET LEVY REQUIREMENT	487,000	633,500	54,600	8.6	0	0	688,100	54,600	8.6
STAFFING COMPLEMENT		7.00	0.00		0.00	0.00	7.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Financial Management & Planning General Operations

Department Function/Services

- Primary function is to fulfill the fiduciary responsibilities, in the Municipal Act, 2001, over the financial assets of the corporation
- Specific responsibilities include providing corporate accounting services, property tax policy/rates, property tax collection, financial planning for capital and operating requirements including salaries & benefits, capital project financing, Reserve/Reserve Fund/Trust Fund management, investment management and POA management
- Risk Management including administration of insurance program, claims management and reporting, risk management identification

Performance Measures and Statistics

- Processed and managed 102 insurance incidents/claims in 2024, as of November 14th. A 6% increase over the same period in 2023
- Provided detailed analysis and comprehensive Finance Comments on over 330 reports and memos for public agendas
- Focus on application based capital grants resulting in over \$26M submissions, with approximately \$17M in confirmed funding to date

Prior Year Achievements

1. EOI completed for Investment Management Services to select an Investment Services Manager
2. Successful adoption of Accounting Standard PS 3280 Asset Retirement Obligation
3. Significant analysis and support in evaluation of potential Health Unit merger (anticipated to continue into 2025)
4. Successfully initiated subrogation process with first billing
5. Tax collection policy updates and implementation
6. Surplus management initiatives utilized including funding changes to reduce reliance on debt
7. Analysis and presentation of report outlining the provincial-municipal funding relationship to support advocacy

Upcoming Main Objectives, Initiatives or Milestones

1. Comprehensive rate study including the investigation of storm water revenues
2. Continued policy development and updates, including capital financing strategy for Asset Management Plan, budget control policy, etc.
3. Initiation of significant project to replace the County's aging Enterprise Resource Management system
4. Preparation of comprehensive report outlining the County's Historical financials

Challenges, Emerging Trends, Service Issues

1. Volatility in interest rates affecting investment income planning and planned debt issuances
2. Financial implications related to the potential Health Unit merger
3. Continued inflationary pressures

Proposed 2025 Levy Operating Budget

Financial Management & Planning General Operations

Top Base Budget Drivers

1. \$83,000 Salaries & Benefits
2. \$45,800 Interdepartmental Charges
3. \$201,300 Fees, Services Charges and Other Revenues (excl. CAI)

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, job evaluation cost and impacts of the CAO-24-043 Talent Management Strategy offset by staff turnover.

The increase in Interdepartmental Charges is due primarily to the office space reorganization strategy implemented in 2024.

The increase in Fee, Service Charge and Other Revenues is due to an anticipated increase in recoveries from insurance claims, tax adjustment fees, financial administration fees and tax sale related charges projected by the Revenue Services Department based on historical actuals.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Revenue Services User Fee Review	As per Report CS-24-008 - Revenue Services User Fee Review	\$155,300	-
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	(600)	-



PROPOSED 2025 LEVY OPERATING BUDGET

Financial Management & Planning General Operations

SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,839,400	3,105,900	83,000	2.7	0	0	3,188,900	83,000	2.7
Materials & Supplies	18,400	24,000	(2,500)	(10.4)	0	0	21,500	(2,500)	(10.4)
Services	1,596,600	1,590,800	7,200	0.5	0	0	1,598,000	7,200	0.5
Interdepartmental Charges	407,600	414,500	45,800	11.0	0	0	460,300	45,800	11.0
Financial	2,722,900	3,072,700	(13,200)	(0.4)	0	0	3,059,500	(13,200)	(0.4)
Debt Servicing Costs	213,200	213,200	0	0.0	(600)	0	212,600	(600)	(0.3)
Capital Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Operating Reserve Contributions	746,400	500,000	0	0.0	0	0	500,000	0	0.0
TOTAL EXPENDITURES	8,544,600	8,921,100	120,300	1.3	(600)	0	9,040,800	119,700	1.3
REVENUES									
Fees & Service Charges	(489,500)	(372,600)	(201,300)	54.0	(155,300)	0	(729,200)	356,600	95.7
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(4,958,500)	(4,934,300)	(69,900)	1.4	0	0	(5,004,200)	69,900	1.4
Other Revenues	(56,200)	(90,100)	(53,800)	59.7	0	0	(143,900)	53,800	59.7
TOTAL REVENUES	(5,504,200)	(5,397,000)	(325,000)	6.0	(155,300)	0	(5,877,300)	480,300	8.9
NET LEVY REQUIREMENT	3,040,300	3,524,100	(204,700)	(5.8)	(155,900)	0	3,163,500	(360,600)	(10.2)
STAFFING COMPLEMENT		28.11	(0.55)		0.00	0.00	27.56	(0.55)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Provincial Offences Administration

Department Functions/Services

- Provincial Offences Administration is responsible for impartial and independent administration of Provincial Offences courts for Norfolk County in accordance with the Provincial Memorandum of Understanding and applicable legislation

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Trial Hours (annual)	150	173	133
Amount Owing Defaulted POA Cases	\$7.3M	\$8.0M	\$8.5M
Amount of Defaulted Fines Added to Tax Roll (in-year)	N/A	N/A	\$75,172

Prior Year Achievements

- Restructured Revenue Services operations including POA to achieve enhanced corporate collections
- Received Council endorsement of newly created POA Fine Collection Policy
- Transferred responsibility of Part 3 Prosecution to the County

Upcoming Main Objectives, Initiatives or Milestones

- Advance and fully implement POA Fine Collection Policy
- Review and initiate the process of transitioning to an official Early Resolution Court (deferred from 2024)
- Participate in the implementation of the Administrative Monetary Penalty System for the County

Challenges, Emerging Trends, Service Issues

- Increased expenditures for external services such as municipal prosecutions, translators, and payment processing continues to financially challenge existing operations

Proposed 2025 Levy Operating Budget

Provincial Offences Administration

Top Base Budget Drivers

1. (\$50,700) Salaries & Benefits
2. \$36,800 Interdepartmental Charges
3. \$39,800 Fine Revenue

Top Budget Driver Explanations

The decrease in Salaries & Benefits is due economic and benefit increases, salary grid progression, offset by CS-24-004 Revenue Services Resource Allocation and staff turnover.

The increase in Interdepartmental Charges is due primarily to the office space reorganization strategy implemented in 2024.

The increase in POA Fine Revenues is anticipated in 2025 due to increased collection efforts with the implementation of the Senior Court Administrator position.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - POA Part III Prosecution Services	As per report CS-24-061 - Provincial Download - Provincial Offences Act Part III Prosecution Services	24,000	-

PROPOSED 2025 LEVY OPERATING BUDGET

Provincial Offences Act Administration

SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	283,600	385,900	(50,700)	(13.1)	0	0	335,200	(50,700)	(13.1)
Materials & Supplies	4,300	6,900	(2,700)	(39.1)	0	0	4,200	(2,700)	(39.1)
Services	106,300	111,500	8,600	7.7	(6,000)	0	114,100	2,600	2.3
Interdepartmental Charges	740,500	735,200	36,800	5.0	30,000	0	802,000	66,800	9.1
Financial	14,400	13,700	0	0.0	0	0	13,700	0	0.0
TOTAL EXPENDITURES	1,149,200	1,253,200	(8,000)	(0.6)	24,000	0	1,269,200	16,000	1.3
REVENUES									
Fees & Service Charges	(2,300)	(400)	0	0.0	0	0	(400)	0	0.0
Other Revenues	(643,400)	(680,000)	(39,800)	5.9	0	0	(719,800)	39,800	5.9
TOTAL REVENUES	(645,600)	(680,400)	(39,800)	5.8	0	0	(720,200)	39,800	5.8
NET LEVY REQUIREMENT	503,600	572,800	(47,800)	(8.3)	24,000	0	549,000	(23,800)	(4.2)
STAFFING COMPLEMENT		4.00	(0.50)		0.00	0.00	3.50	(0.50)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Information Technology

Department Function/Services

- IT Support and Infrastructure Management
- Cybersecurity and Access Control
- Technology Innovation and Project Development

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as at September 30
Number of Service Desk Tickets (Service Requests & Incidents)	7,810	7,879	6,769
Total Cybersecurity Incidents - Malware	N/A	N/A	403
Total Cybersecurity Incidents - SIEM Alerts	N/A	N/A	1368
Total Cybersecurity Incidents - Phishing	N/A	N/A	501
Failed login attempts	N/A	N/A	223,141

Prior Year Achievements

1. Successfully replaced critical IT equipment and completed upgrades to IT infrastructure
2. Improved data protection and implemented cloud solutions for faxes and better geographic information management
3. Provided support for County initiatives and service improvements including upgraded software, customer services and team engagement

Upcoming Main Objectives, Initiatives or Milestones

1. Enhanced digital and cybersecurity infrastructure with changes to software services and remote access security improvements
2. Upgrading connectivity with upgraded fiber services, streamlining device management and replacing outdated tools with cloud solutions
3. Modernization of processes and governance including digital signatures, IT training protocols, and implementing IT governance for improved oversight and efficiency

Challenges, Emerging Trends, Service Issues

1. Recruiting and retaining talent, and resource constraints
2. Strengthening cybersecurity and enhancing disaster preparedness
3. Support for evolving work environments and expanding project management capabilities

Proposed 2025 Levy Operating Budget

Information Technology

Top Base Budget Drivers

1. \$113,500 Salaries & Benefits
2. \$27,000 Cloud Hosted Phone System
3. \$31,000 InfoTech Membership Subscription
4. \$29,600 Microsoft 365 Licensing Contract
5. \$139,500 Interdepartmental Recoveries

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy offset by staff turnover.

The Cloud Hosted Phone System is driving the increase in materials due to a 3.5% inflationary increase applied based on historical actuals.

The increase in Services is due to the implementation of the InfoTech Membership subscription. The increase in services is also driven by the annual Microsoft 365 licensing contract renewal which did require additional licenses in 2025.

The increase in Interdepartmental Recoveries is driven by a 3.5% inflationary increase applied to the corporate allocation for IT support services.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
NBI - Network/System Analyst	An additional FTE to design, implement, and maintain Norfolk County's IT infrastructure.	\$109,700	1.0
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	\$171,800	-

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET
Information Technology
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,352,500	1,450,200	113,500	7.8	0	104,700	1,668,400	218,200	15.0
Materials & Supplies	286,900	288,500	25,500	8.8	0	5,000	319,000	30,500	10.6
Services	1,367,200	1,056,500	63,000	6.0	0	0	1,119,500	63,000	6.0
Interdepartmental Charges	172,700	173,900	2,600	1.5	0	0	176,500	2,600	1.5
Debt Servicing Costs	21,800	21,800	0	0.0	200	0	22,000	200	0.9
Capital Reserve Contributions	750,000	750,000	0	0.0	171,600	0	921,600	171,600	22.9
TOTAL EXPENDITURES	3,951,100	3,740,900	204,600	5.5	171,800	109,700	4,227,000	486,100	13.0
REVENUES									
Interdepartmental Recoveries	(2,413,000)	(2,413,000)	(139,500)	5.8	0	0	(2,552,500)	139,500	5.8
TOTAL REVENUES	(2,413,000)	(2,413,000)	(139,500)	5.8	0	0	(2,552,500)	139,500	5.8
NET LEVY REQUIREMENT	1,538,100	1,327,900	65,100	4.9	171,800	109,700	1,674,500	346,600	26.1
STAFFING COMPLEMENT		13.35	0.00		0.00	1.00	14.35	1.00	

Page Left Blank Intentionally

NETWORK/SYSTEM ANALYST

Executive Summary

Division	Corporate Services	New/Existing	New
Department	Information Technology	FTEs	1.00
Start Date	January 1, 2025	Total Expenditures	\$ 109,700
End Date	No end date	Net Levy Impact	\$ 109,700

Objective:

To design, implement, and maintain Norfolk County's IT infrastructure. This role involves analyzing the current network and system configurations, identifying areas for improvement, and recommending upgrades or changes to enhance performance, security, and efficiency. They will work closely with other IT professionals to troubleshoot and resolve issues, ensure system reliability, and support user needs. Additionally, they may develop and document policies and procedures, conduct risk assessments, and stay updated on emerging technologies to keep the County's IT environment current and secure.

Description

The Network/System Analyst for Norfolk County will be responsible for managing and optimizing the county's IT infrastructure to ensure reliable, secure, and efficient technology operations across various departments. This role involves designing and implementing network and system solutions, troubleshooting technical issues, and providing support to ensure the county's technology environment meets the needs of its employees and the public.

Key Responsibilities:

1. **Infrastructure Management:** Design, implement, and maintain the county's network and system infrastructure, including servers, workstations, and network devices. Ensure that the IT infrastructure is robust, scalable, and capable of supporting the county's operational needs.
2. **Troubleshooting and Support:** Provide technical support for network and system issues, swiftly addressing problems to minimize disruptions. Troubleshoot and resolve hardware, software, and connectivity issues, ensuring continuous and reliable service for county staff.
3. **Performance Monitoring:** Continuously monitor the performance of network and systems, using tools to analyze and optimize performance. Identify and address potential issues before they impact operations, ensuring smooth and efficient IT operations.
4. **Security Management:** Implement and manage security protocols to protect the county's IT assets. This includes configuring firewalls, managing antivirus software, and conducting regular security assessments to defend against cyber threats and ensure data integrity.

5. **Documentation and Reporting:** Maintain comprehensive documentation of network and system configurations, policies, and procedures. Prepare reports on system performance, security incidents, and upgrade activities to keep stakeholders informed and support decision-making.
6. **System Upgrades and Maintenance:** Plan and execute system upgrades, patches, and maintenance tasks. Coordinate with other departments to schedule and implement changes with minimal disruption to county services.
7. **User Support and Training:** Provide technical assistance and training to county employees, ensuring they are knowledgeable about system use, best practices, and security protocols. Develop user guides and training materials to enhance staff competence and efficiency.
8. **Technology Integration:** Evaluate and integrate new technologies and tools that align with the county's strategic goals. Assess emerging technologies for potential benefits and implement solutions that enhance operational effectiveness.

Justification

The Network/System Analyst is crucial for Norfolk County as it ensures that the county's technology infrastructure is reliable, secure, and effectively supports its operations. By managing and optimizing the IT environment, the analyst helps:

- **Enhance Operational Efficiency:** Ensuring that network and system issues are resolved quickly, and that technology operates smoothly supports the county's day-to-day functions and services.
- **Protect Sensitive Data:** Implementing strong security measures helps safeguard the county's data and systems from cyber threats, protecting both public information and internal operations.
- **Support Public Services:** Reliable IT infrastructure is essential for delivering services to the public, including access to online resources and efficient internal processes that support various county functions.
- **Promote Technological Advancement:** By evaluating and integrating modern technologies, the analyst helps the county stay current with advancements, improving service delivery and operational capabilities.

If this Network/System Analyst position is not filled, Norfolk County may face several significant consequences:

1. **Decreased Operational Efficiency**
 - **Delayed Issue Resolution:** Without a dedicated analyst, network and system issues may not be addressed promptly, leading to longer downtimes and disruptions in county services.
 - **Inefficient Performance:** The lack of continuous performance monitoring and optimization could result in slower systems and network inefficiencies, impacting productivity across departments.

2. Increased Security Risks

- **Vulnerabilities:** Absence of a dedicated security management professional may lead to inadequate implementation of security protocols, increasing the risk of cyber-attacks and data breaches.
- **Lack of Regular Assessments:** Regular security assessments and updates might be neglected, making the county's IT infrastructure more susceptible to emerging threats and vulnerabilities.

3. Unreliable IT Infrastructure

- **System Failures:** Without proper infrastructure management, the county could experience more frequent system failures or performance issues, affecting critical county functions.
- **Inadequate Upgrades:** System upgrades and maintenance tasks may be neglected, leading to outdated technology that doesn't meet current operational needs or security standards.

4. Increased Support Burden

- **Overloaded IT Staff:** Other IT staff may become overburdened with additional support requests, leading to decreased overall efficiency and slower response times.
- **Inadequate User Support:** Without proper user training and support, county employees might face difficulties in using IT systems effectively, impacting their productivity and efficiency.

5. Missed Technological Advancements

- **Outdated Technology:** The county may miss opportunities to integrate new technologies that could enhance service delivery and operational effectiveness.
- **Lack of Strategic Improvement:** The absence of a role focused on evaluating and recommending technological advancements may result in missed opportunities for improvements and innovation.

6. Operational Disruptions

- **Service Interruptions:** The county's public services, which rely heavily on technology, may experience interruptions or reduced efficiency due to unresolved IT issues.
- **Increased Downtime:** Unaddressed system and network issues could lead to extended downtime, affecting the ability of county departments to function smoothly and deliver services effectively.

7. Poor Documentation and Reporting

- **Inconsistent Records:** Without proper documentation and reporting, there may be gaps in tracking system configurations, policies, and performance metrics, hindering decision-making and accountability.
- **Ineffective Communication:** Stakeholders may be less informed about system performance and security incidents, reducing transparency and trust in the IT department's operations.

8. Financial Impact

- **Higher Long-Term Costs:** While the immediate cost of hiring is avoided, the long-term financial impact of operational inefficiencies, increased security incidents, and potential system failures could outweigh the initial savings.

Alignment with Council's Strategic Plan



Explanation:

In summary, the Network/System Analyst role is vital for maintaining a stable and secure IT environment in Norfolk County, ensuring that technology supports the county's mission and enhances the delivery of services to its residents.

Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$	\$104,700	\$104,700
Materials, Supplies & Services		5,000	5,000
Total Expenditures	\$	\$109,700	\$109,700
Revenues			
	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0

2025 Net Levy Impact	\$	\$109,700	\$109,700
Impact on 2025 Tax Levy			0.1%

Proposed 2025 Levy Operating Budget

Corporate Customer Service & Communications

Department Function/Services

- Corporate Customer Service includes ServiceNorfolk front counter, call center, online portal, and email response
- Corporate Communications includes media relations, crisis communications and issues management, social media communications, marketing, community engagement, branding, and advertising, and internal communications

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Communications			
Media releases (Norfolk County and HNHU)	153	154	106
Social media audience (% growth)	24,325 (15.1%)	26,962 (10.8%)	30,178 (11.9%)
Norfolkcounty.ca website pageviews	1,226,719	1,613,161	1,603,088
ServiceNorfolk			
Average daily phone calls	142	132	144
Average phone wait times	39 seconds	45 seconds	31 seconds
Counter (in-person) - Delhi	422	784	793
Counter (in-person) - Simcoe	4,139	4,858	4,843
Online self-service portal	N/A	218	1,521

Prior Year Achievements

1. Trained and transitioned ServiceNorfolk agents to utilize Customer Relationship Management (CRM) software to record, track and action more than 15,000 service requests in 2024
2. Customer Experience Strategy finalized and approved; action plan in progress
3. Launched Norfolk County Instagram account to reach a new segment of residents

Upcoming Main Objectives, Initiatives or Milestones

1. Complete Communications, Marketing and Engagement Strategy and begin to implement action plan
2. Continue implementation of Customer Experience Strategy action plan with a focus on the creation of a customer feedback process
3. Launch redesigned norfolkCounty.ca website

Challenges, Emerging Trends, Service Issues

1. Identified need to increase awareness of Norfolk's services, processes, and programs among residents
2. Increased public expectation for more online service options
3. Maximizing the use of social media to communicate with residents

Proposed 2025 Levy Operating Budget

Corporate Customer Service & Communications

Top Base Budget Drivers

1. \$90,800 Salaries & Benefits
2. \$50,600 Services
3. \$20,100 Interdepartmental Recoveries

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy.

The increase in Services is driven by several computer software services including additional licenses required for the CRM integration and the addition of a new license fees for 2025 for a program already in use by the County.

The increase in Interdepartmental Recoveries is driven by a 3.5% inflationary increase applied to the corporate allocation for corporate communications support services.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Corporate Customer Service & Communications
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,350,100	1,355,500	90,800	6.7	0	0	1,446,300	90,800	6.7
Materials & Supplies	13,900	18,600	19,700	105.9	0	0	38,300	19,700	105.9
Services	212,200	296,900	50,600	17.0	0	0	347,500	50,600	17.0
Interdepartmental Charges	81,000	81,200	3,200	3.9	0	0	84,400	3,200	3.9
Financial	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	0	0	6,000	100.0	0	0	6,000	6,000	100.0
TOTAL EXPENDITURES	1,657,100	1,752,200	170,300	9.7	0	0	1,922,500	170,300	9.7
REVENUES									
Transfer From Reserve & Reserve Funds	(38,600)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(664,900)	(664,900)	(20,100)	3.0	0	0	(685,000)	20,100	3.0
Other Revenues	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(703,500)	(664,900)	(20,100)	3.0	0	0	(685,000)	20,100	3.0
NET LEVY REQUIREMENT	953,700	1,087,300	150,200	13.8	0	0	1,237,500	150,200	13.8
STAFFING COMPLEMENT		15.00	0.00		0.00	0.00	15.00	0.00	

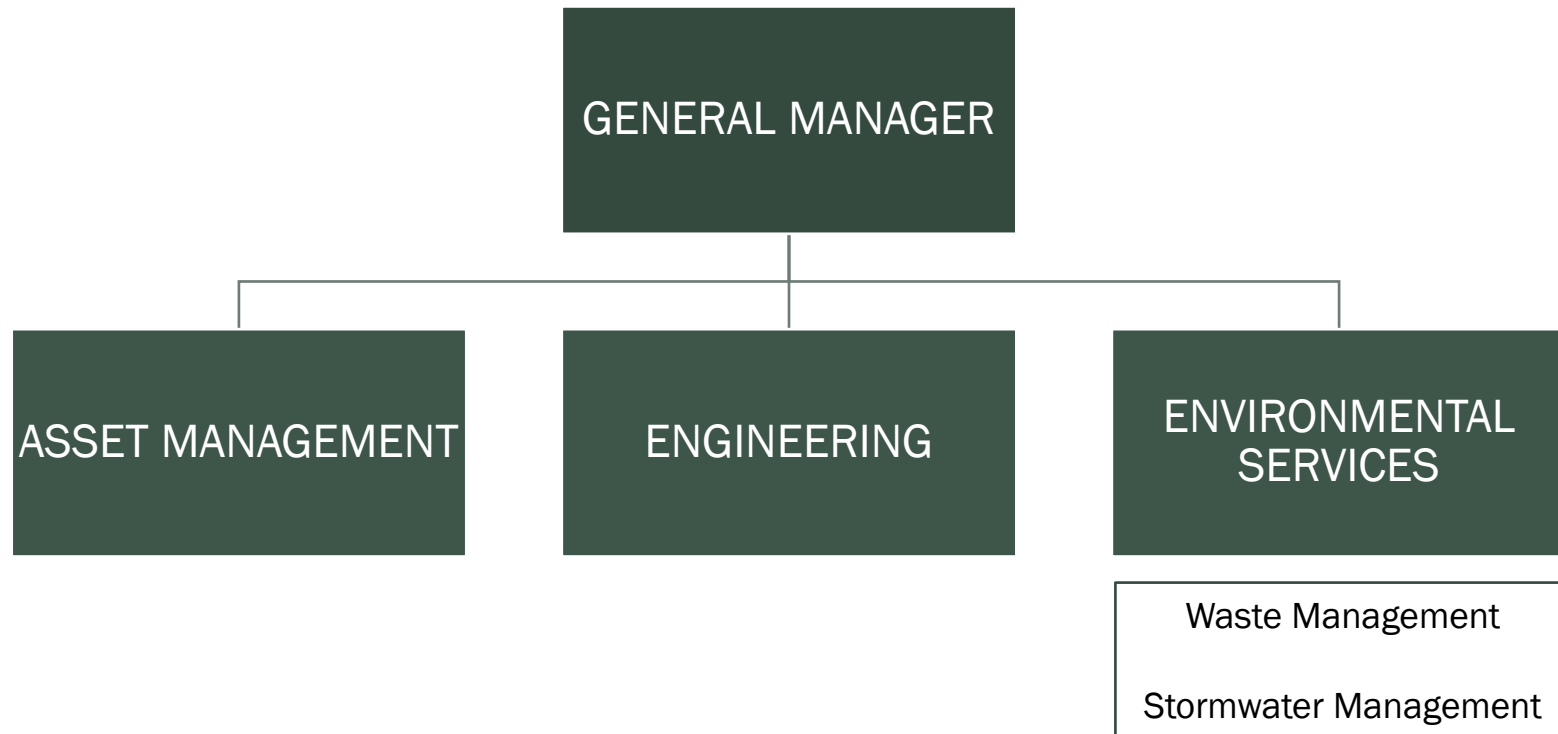
Page Left Blank Intentionally

Environmental & Infrastructure Services



Page Left Blank Intentionally

Environmental & Infrastructure Services



PROPOSED 2025 LEVY OPERATING BUDGET
ENVIRONMENTAL & INFRASTRUCTURE SERVICES
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,170,900	3,629,900	202,000	5.6	0	242,500	4,074,400	444,500	12.2
Materials & Supplies	127,400	134,900	(47,100)	(34.9)	0	44,000	131,800	(3,100)	(2.3)
Services	7,797,500	8,025,600	(948,000)	(11.8)	9,700	210,000	7,297,300	(728,300)	(9.1)
Transfer Payments/Grants	2,167,900	2,067,900	49,400	2.4	0	0	2,117,300	49,400	2.4
Interdepartmental Charges	1,061,700	1,021,500	(221,100)	(21.6)	0	0	800,400	(221,100)	(21.6)
Financial	60,400	61,500	(50,000)	(81.3)	0	0	11,500	(50,000)	(81.3)
Debt Servicing Costs	124,900	124,900	0	0.0	(6,800)	0	118,100	(6,800)	(5.4)
Capital Reserve Contributions	12,527,300	12,527,300	0	0.0	2,529,900	0	15,057,200	2,529,900	20.2
Operating Reserve Contributions	56,900	0	0	0.0	0	0	0	0	0.0
Minor Capital	146,600	124,000	(120,000)	(96.8)	0	0	4,000	(120,000)	(96.8)
TOTAL EXPENDITURES	27,241,500	27,717,500	(1,134,800)	(4.1)	2,532,800	496,500	29,612,000	1,894,500	6.8
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,100)	(5,600)	(900)	16.1	0	0	(6,500)	900	16.1
Federal/Provincial Grants	(869,600)	(851,400)	710,700	(83.5)	0	0	(140,700)	(710,700)	(83.5)
Fees & Service Charges	(1,746,500)	(1,285,100)	364,400	(28.4)	0	0	(920,700)	(364,400)	(28.4)
Transfer From Reserve & Reserve Funds	(121,500)	(21,500)	21,500	(100.0)	0	0	0	(21,500)	(100.0)
Interdepartmental Recoveries	(612,000)	(612,000)	100,400	(16.4)	0	0	(511,600)	(100,400)	(16.4)
Other Revenues	(292,300)	(301,600)	(44,100)	14.6	0	0	(345,700)	44,100	14.6
TOTAL REVENUES	(3,646,900)	(3,077,200)	1,152,000	(37.4)	0	0	(1,925,200)	(1,152,000)	(37.4)
NET LEVY REQUIREMENT	23,594,600	24,640,300	17,200	0.1	2,532,800	496,500	27,686,800	3,046,500	12.4
STAFFING COMPLEMENT		31.36	0.05		0.00	2.00	33.41	2.05	

PROPOSED 2025 LEVY OPERATING BUDGET
ENVIRONMENTAL & INFRASTRUCTURE SERVICES
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Environmental & Infrastructure Services Administration	450,300	446,000	(30,400)	(6.8)	0	0	415,600	(30,400)	(6.8)
Asset Management	355,700	541,800	(131,800)	(24.3)	0	0	410,000	(131,800)	(24.3)
Engineering	14,645,200	14,966,300	175,200	1.2	2,276,000	150,000	17,567,500	2,601,200	17.4
Environmental Services									
Waste Management	7,770,500	8,194,200	69,300	0.8	(73,400)		8,190,100	(4,100)	(0.1)
Stormwater Management	373,000	492,000	(65,100)	(13.2)	330,200	346,500	1,103,600	611,600	124.3
Total Environmental Services	8,143,500	8,686,200	4,200		256,800	346,500	9,293,700	607,500	7.0
TOTAL	23,594,600	24,640,300	17,200	0.1	2,532,800	496,500	27,686,800	3,046,500	12.4

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Environmental & Infrastructure Services Administration

Department Function/Services

- Responsible for the overall leadership, administration, and management of the Environmental Services (Stormwater, Waste Management, Water and Wastewater), Engineering, and Asset Management departments

Prior Year Achievements

1. Asset Management Plan completed for all Norfolk County assets and current levels of service
2. Implementation of an Inflow and Infiltration (I&I) program in Port Dover to address excess sanitary flows
3. Development Engineering team at full complement with significant improvement in application review times

Upcoming Main Objectives, Initiatives or Milestones

1. Evolution of the Stormwater Program to meet legislative requirements and expected levels of service
2. Road safety including the implantation of Automated Speed Enforcement, Red Lights Cameras, and other safety measures
3. Awarding of new waste management curbside collection contract

Challenges, Emerging Trends, Service Issues

1. Regulatory changes to program service areas (Environmental Compliance Approvals, Permits, Licenses, etc.)
2. Climate change continues to impact critical infrastructure and services
3. Capital and maintenance cost continue to escalate impacting project budgets

Proposed 2025 Levy Operating Budget

Environmental & Infrastructure Services Administration

Top Base Budget Drivers

1. (\$60,100) Interdepartmental Charges
2. \$30,200 Salaries & Benefits
3. \$10,600 Printing

Top Budget Driver Explanations

The net decrease in Interdepartmental Charges is due primarily to the office space reorganization strategy implemented in 2024.

The increase in Salaries & Benefits is due to standard economic increases and the impacts of CAO-24-043 Talent Management Strategy.

The increase in Printing is due to a re-allocation of printing charges from other departments within EIS into EIS Administration.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Environmental & Infrastructure Services Administration
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	382,800	394,400	30,200	7.7	0	0	424,600	30,200	7.7
Materials & Supplies	10,600	9,100	700	7.7	0	0	9,800	700	7.7
Services	28,100	13,400	10,000	74.6	0	0	23,400	10,000	74.6
Interdepartmental Charges	104,500	104,900	(60,100)	(57.3)	0	0	44,800	(60,100)	(57.3)
TOTAL EXPENDITURES	526,100	521,800	(19,200)	(3.7)	0	0	502,600	(19,200)	(3.7)
REVENUES									
Interdepartmental Recoveries	(75,800)	(75,800)	(11,200)	14.8	0	0	(87,000)	11,200	14.8
TOTAL REVENUES	(75,800)	(75,800)	(11,200)	14.8	0	0	(87,000)	11,200	14.8
NET LEVY REQUIREMENT	450,300	446,000	(30,400)	(6.8)	0	0	415,600	(30,400)	(6.8)
STAFFING COMPLEMENT		3.00	0.00		0.00	0.00	3.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Asset Management

Department Function/Services

- Tracking condition of assets through formal inspections, metrics, data collection, and infrastructure retention
- Capital planning for assets inclusive of a 10-year capital plan and financial strategy to support the plan
- Ensure the County is compliant with O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
O. Reg 588/17 Compliance	N/A	✓	✓
Total Value of County Assets	\$2.4 billion	\$3.9 billion	\$5.3 billion
Average age of assets analyzed	N/A	33 years	30 years

*2022 based most recent AMP update at that time (2016); average age for all assets not provided

Prior Year Achievements

1. O. Reg. 588/17 Asset Management Plan 2024 requirements completed for all County-owned Assets
2. Reprioritized consulting assignment to focus on proposed levels of service and financial strategy to support it
3. Began integration of asset management input into the budgeting process

Upcoming Main Objectives, Initiatives or Milestones

1. Asset Management Plan update July 1, 2025 – Inclusive of proposed levels of service and financial strategy
2. Continue to integrate asset management collaboration and guidance into the budget process
3. Complete corporate asset management software review

Challenges, Emerging Trends, Service Issues

1. Gathering, consolidating, and vouching accuracy of data across departments continues to be a challenge
2. Asset management awareness continues to be a challenge across the corporation
3. Lack of formal processes and procedures which create risk to the organization

Proposed 2025 Levy Operating Budget

Asset Management

Top Base Budget Drivers

1. (\$116,000) Salaries & Benefits
2. (\$19,400) Net Interdepartmental Charges and Recoveries

Top Budget Driver Explanations

The decrease in Salaries & Benefits is due to the transfer of an FTE from Asset Management to Engineering, offset by standard economic increases, salary grid progression, and the impacts of CAO-24-043 Talent Management Strategy.

The net Interdepartmental Charges and Recoveries increase is due to a re-allocation of indirect costs from Asset Management to other departments based on the underlying cost bases.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	N/A	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Asset Management
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	326,300	499,500	(116,000)	(23.2)	0	0	383,500	(116,000)	(23.2)
Materials & Supplies	600	500	1,300	260.0	0	0	1,800	1,300	260.0
Services	214,600	227,600	2,300	1.0	0	0	229,900	2,300	1.0
Interdepartmental Charges	8,900	8,900	10,100	113.5	0	0	19,000	10,100	113.5
TOTAL EXPENDITURES	550,400	736,500	(102,300)	(13.9)	0	0	634,200	(102,300)	(13.9)
REVENUES									
Interdepartmental Recoveries	(194,700)	(194,700)	(29,500)	15.2	0	0	(224,200)	29,500	15.2
TOTAL REVENUES	(194,700)	(194,700)	(29,500)	15.2	0	0	(224,200)	29,500	15.2
NET LEVY REQUIREMENT	355,700	541,800	(131,800)	(24.3)	0	0	410,000	(131,800)	(24.3)
STAFFING COMPLEMENT		4.00	(1.00)		0.00	0.00	3.00	(1.00)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Engineering

Department Function/Services

- Deliver infrastructure replacement and improvement programs for roads, watermains, sewer mains and structures
- Review of development applications (subdivisions, site plans, variances and severances)
- Administration of the Municipal Drainage Act and Management of Municipal Drain maintenance and construction

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of Bridges/Culverts Replaced/Rehabilitated (#)	3	4	7
Municipal Drain Maintenance (km)	112	105	113
Lot Grading Exemptions Completed (#)	118	111	96

Prior Year Achievements

1. Completed Road Needs Study update and 2024 Bridge / Major Culvert Assessments (260 structures in total)
2. Completion of resurfacing the Long Point Causeway and Queensway East, and reconstructing of Talbot Street (Simcoe), Colborne Street (Simcoe), and James Street at Church St (Delhi)
3. Updated the Annual Water / Wastewater Monitoring Report and consolidated the Speed Limit and Traffic Control Bylaws

Upcoming Main Objectives, Initiatives or Milestones

1. Delivery of the Harbour Street Reconstruction and Streetscaping project
2. Advancement of Automated Speed Enforcement and Red Light Camera program
3. Update County Design Criteria, Fire Flow targets, and Traffic Assessment guidelines

Challenges, Emerging Trends, Service Issues

1. Planning infrastructure needed to support growth and adhere to Provincial housing targets and recent PPS changes
2. Adequate resourcing to deliver Traffic/Transportation related initiatives (safety assessments, traffic calming, red light and automated speed enforcement programs, Road Safety Committee)
3. Capital Plan adjustments following the establishment of service levels via the 2025 Asset Management Plan update

Proposed 2025 Levy Operating Budget

Engineering

Top Base Budget Drivers

1. \$264,500 Salaries & Benefits
2. \$76,400 Contracted Services
3. \$53,200 Fees, Service Charges and Other Revenues
4. (\$50,000) Write-offs
5. (\$201,400) BUILD Norfolk Consulting Services and Planning Fees

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to the transfer of an FTE to Engineering from Asset Management, standard economic increases, salary grid progression, and the impacts of the CAO-24-043 Talent Management Strategy.

The increase in Contracted Services is due to a re-allocation of the Crack Sealing program from the responsibility of the Roads department to Engineering.

The net increase in Fees & Services Charges and Other Revenue is due to increased instances and user fees.

The decrease in Write-offs is due to the removal of a Drainage operating budget to accommodate write-offs, as the process has changed to handle the effect of such costs through the Drain Construction Reserve.

The decrease in Contracted Services is due to a re-allocation of consulting service costs from Engineering to Planning as per the 2023 Approved BUILD Norfolk NBI. This reduction is combined with a reduction in the transfer of applicable application/agreement fees from Planning.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
NBI - Transportation Development Specialist	Addition of 1.0 FTE to manage road safety and roadway control initiatives.	150,000	1.0
CAI - Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	2,276,000	-

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET
Engineering
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,890,600	2,041,400	264,500	13.0	0	146,000	2,451,900	410,500	20.1
Materials & Supplies	39,800	38,900	(400)	(1.0)	0	4,000	42,500	3,600	9.3
Services	704,200	834,200	(26,900)	(3.2)	0	0	807,300	(26,900)	(3.2)
Interdepartmental Charges	553,000	513,600	(37,900)	(7.4)	0	0	475,700	(37,900)	(7.4)
Financial	50,200	50,000	(50,000)	(100.0)	0	0	0	50,000	100.0
Debt Servicing Costs	44,800	44,800	0	0.0	(1,200)	0	43,600	(1,200)	(2.7)
Capital Reserve Contributions	12,427,300	12,427,300	0	0.0	2,277,200	0	14,704,500	2,277,200	18.3
Operating Reserve Contributions	56,900	0	0	0.0	0	0	0	0	0.0
Minor Capital	6,800	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	15,773,600	15,950,200	149,300	0.9	2,276,000	150,000	18,525,500	2,575,300	16.1
REVENUES									
Federal/Provincial Grants	(135,400)	(135,400)	(5,300)	3.9	0	0	(140,700)	5,300	3.9
Fees & Service Charges	(477,200)	(402,100)	74,300	(18.5)	0	0	(327,800)	(74,300)	(18.5)
Transfer From Reserve & Reserve Funds	(100,000)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(185,400)	(185,400)	(15,000)	8.1	0	0	(200,400)	15,000	8.1
Other Revenues	(230,400)	(261,000)	(28,100)	10.8	0	0	(289,100)	28,100	10.8
TOTAL REVENUES	(1,128,400)	(983,900)	25,900	(2.6)	0	0	(958,000)	(25,900)	(2.6)
NET LEVY REQUIREMENT	14,645,200	14,966,300	175,200	1.2	2,276,000	150,000	17,567,500	2,601,200	17.4
STAFFING COMPLEMENT		17.65	1.05		0.00	1.00	19.70	2.05	

Page Left Blank Intentionally

Transportation Development Specialist

Executive Summary

Division	EIS	New/Existing	New
Department	Engineering	FTEs	1.0
Start Date	2025	Total Expenditures	\$150,000
End Date	Ongoing	Net Levy Impact	\$150,000

Objective

Norfolk, not unlike many other municipalities, seeks to improve the safety of roadways and neighborhoods through a responsive community safety program that provides for:

- Improved management of the Norfolk Road Safety Committee (NRSC) (including transparency to service requests); engaging/educating public on programs/initiatives to improve user behaviour and facility safety; liaising with user groups, operational teams, transit providers, enforcement services and other provincial/federal bodies with interest/influence in improving the provision of transportation/traffic services.
- Development and management of roadway control bylaws and/or policies that guide the consideration and application of traffic control features both passive (signs, pavement markings), physical (vertical deflections, chicanes, chokers) and technological (signals, pedestrian crossovers, speed notices, red-light, automated speed enforcement).
- Managing annual and ad-hoc assessment of roadway traffic conditions (volumes, speed, and vehicle type), functional assessment of roadway intersections (turning movements, pedestrian use) and safety audits of both road sections and intersections.
- Leading/participating in Master Planning and Area Specific studies pertaining to transportation infrastructure for all modes of travel (car/truck, transit, cycling, walking) for the purpose of identifying needs and developing implementation plans for same.
- Leading/participating in the review and assessment of Traffic/Transportation Impact Assessments/Studies related to development applications and their impact on road/corridor operations.

Description

Operational Problem or Opportunity

Traffic and Transportation Engineering is commonly broken down into two core areas of focus within the municipal setting. These being:

Traffic and Neighborhood Safety

Which focuses on the delivery of programs that aim to control, guide and respond to concerns related to safety commonly stemming from user behaviour (speeding, non-compliance) and

(with less frequency) user need changes (timing adjustments, crossing controls, dedicated/shared lanes/facilities). Work within this service function is driven by service demand/inquiry and/or from needs identified within annual/routine assessment programs (speed/volume surveys, safety audits, operational studies). The service sphere encompasses roads, sidewalks, cycle lanes/routes, and supporting apurtenances such as traffic signals, streetlights, pedestrian crossing controls, and crossing guard assessments). The work involves the administrative management speed limits, designation of safety zones, red-light camera and automated speed enforcement initiatives, traffic control devices (signals, signs, PXO's, IPS's, physical and passive traffic calming features) and the development and management of policies, procedures and bylaws in support of the aforementioned items.

Transportation Planning

This sphere of work establishes an understanding of today's level of service Norfolk's transportation system (all modes) and forecasts the need for capacity, operational, and functional improvements necessary to meet tomorrow's demand in effort to avoid unnecessary and undesirable service level degradation which can cause goods/movement delay, increased operating cost (to both user and operator), safety concerns/risk escalation, negative impact on development proposals. Without proper planning, there is an increased risk of and need to undertake unplanned capital projects, resulting in unplanned expenditures and/or potential missed opportunities for properly including same in Development Charge Bylaws and/or act on opportunities for federal/provincial grant programs targeting these needs. Works can include lane expansion, road extensions, intersection improvements, cycling network initiatives, transit supportive improvements). Proper planning is also essential for ensuring the Transportation Servicing component of the Official Plan properly identifies key arterial and collector roadway linkages necessary to support the development of forecasted growth areas within the Urban areas and/or the provisioning of transportation services needed to unlock employment land opportunities.

Having expertise and experience in Traffic/Transportation Safety/Planning will enable the County to efficiently and effectively plan, implement, maintain and respond to matters within this sphere of engineering.

Benefits

Traffic/Transportation is a specific sphere of Engineering expertise that supports the delivery of transportation services (a core service to residents and businesses within a municipality), and provides the means to keep people, communities and businesses supported by a safe, reliable and operationally efficient system that minimizes any social and environmental disruptions and impacts that may otherwise be attributed to an inadequately managed transportation system.

Risk

Without the proper level of resourcing and expertise to manage the matters outlined in the Operational problem, these matters will continue to be managed by existing staff which do not have the desired level of expertise, nor time allocated to this work. The current levels of services fall short of the desired service level and needs within this sphere of work. At present the County has a temporary contract staff person working 14 hours per week, allowing the

department to simply address those objectives noted in bold within the Objective section of this NBI. The remaining objectives remain un-actioned and un-resourced.

Of particular note: there is a significant Council and Community desire to take more aggressive action on the objectives related to improving safety on our roadways, specifically actioning the deployment of red-light and automated speed enforcement technology along many key corridors where speeding continues to be a habitual situation. These two initiatives alone will require significant and dedicated resourcing to progress these initiatives to the implementation stage and to manage their continuance going forward thereafter. Without a resource dedicated these initiatives, these initiatives are not likely to be achieved in a timely manner. At present (with dedicated resourcing) red-light camera technology could be deployed in the near future, however ASE requires the securing of an agreement with a qualified Joint Processing Centre (JPC) to review of images, verify and issue the infraction, and the establishment of an Administrative Penalties System/Program (AMPS) within the Bylaw Services division complete with Screening Officer, Hearing Officer and Violation Management /Tracking System, and the updating of several bylaws to embrace the assignment of Administrative Penalties. The JPC and AMPS form key components of the back-end operation of an ASE program that need to be in place and operational prior to the deployment of ASE in the field. The JPC and AMPS aspects will also require municipal resources to support their operation.

Timeline

Should Council approve the request for a full time Transportation Engineering Technologist, recruitment would begin immediately for a qualified individual (subject to a successful recruitment process), the position could be in place as early as March 2025.

Impact on operations

Currently a part time, contract staff resource has been assigned to action those bold components in the Objective area of this NBI request. Without the continuance of this resource (set to expire December 31, 2024) these objectives will no longer be supported in 2025.

This additional staff will relieve the Director of Engineering of the additional workload (in the absence of the part-time, contract staff personnel) currently not part of any other job function within the department/Corporation. The new resource (if approved) would be assigned those tasks noted in the Objective section of this NBI request. If not resourced, these objectives will be un-resourced and actioned only when priorities demand attention; resulting in sub-par service levels; prompting increased calls for improvement/ response/resolution which would most likely prompt the re-prioritization of other projects/ work in effort to placate public demand; ultimately resulting in service backlogs in other areas of the operation. Resourcing the work tasks identified in the field of Transportation/Traffic Engineering would allow the department to efficiently, effectively and confidently act on matters within this service sphere.

Organizational ability to deliver expected project outcomes

The Transportation Engineering Technologist will be able to deliver on the objectives demanded of this NBI and will be provided support and guidance from the Director of Engineering as necessary. The position will also play a key role in the:

- 1) Update to the ISMP in 2025 (main focus on the Transportation and Mobility components of the ISMP)
- 2) Next Phase of the Growth Plan – focus on Area Servicing Plans which will include a lens on transportation/traffic needs
- 3) Necessary and needed updates to the Official Plan (Transportation Servicing component)
- 4) Update to the Development Charge Bylaw (identification of DC eligible Transportation (Roads related) Projects for inclusion in the updated charge)
- 5) Sharing of findings and recommendations with the Operations Department identified through safety, functional and operation assessments
- 6) The review of Transportation/Traffic Impact Studies flowing from development applications.

This NBI request, if approved, offers service and operational benefits beyond that of simply the Engineering department. Without this resource in place, the County will most likely carry forward (out of need to) with less than desired internal expertise or capacity to fully address the Transportation/Traffic components of the above noted key documents/activities.

Return on (ROI)

By providing a core level of resourcing expertise to deliver key functions of transportation system management (monitoring, planning, responsive program/project delivery) Norfolk can/will reduce the likelihood of impacts associated with degraded service levels and undesirable user behaviors which can lead to increased accidents on our transportation network resulting in property damage and/or personal harm. Proper monitoring, planning and timely improvements to our transportation network and control systems will serve to negate this negative outcome and also ensure that the County can properly support growth while ensuring continued community sustainability.

Justification

As Norfolk County continues to grow, the transportation system must be properly managed and maintained. The deficiency in resourcing reduces the ability of staff to monitor, maintain, repair and make improvements in the system that will support the reduction of risk, improved operational efficiency and compliance, and improve safety for users. Norfolk's transportation network and systems will require improved oversight and maintenance to ensure continued compliance with regulatory requirements, new requirements imposed through the adoption of technological control systems and to properly plan for and support planned community growth. To do this effectively, the addition of a Transportation Engineering Technologist staff, will allow the Engineering Department to move forward and meet the objectives (as set out above) given their importance to ensuring that Norfolk's transportation system meets the needs of its current and future users and operates harmoniously within the communities that it supports.

Alignment with Council's Strategic Plan



Explanation

Norfolk County needs to be structured with adequate resources to be able to provide service to residents and ensure long-term integrity of its transportation systems. With the addition of this resource, the Engineering division would be able to effectively plan, manage and deliver infrastructure projects and operational programs/activities that respond to identified safety, capacity and/or operational needs of our transportation network.

Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$0	\$146,000	\$146,000
Materials, Supplies & Services	\$	\$4,000	\$4,000
Total Expenditures	\$0	\$150,000	\$150,000

Revenues			
	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0

2025 Net Levy Impact	\$0	\$150,000	\$150,000
Impact on 2025 Tax Levy			0.1%

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Environmental Services - Waste Management

Department Function/Services

- The management of curbside waste collection incl. garbage, blue box recyclables, leaf & yard waste, and associated contracts
- The management of two County transfer stations, the Material Recovery Facility and haulage/disposal contract
- The management of other waste programs including bulky items, municipal household & special waste, Christmas tree recycling, plus monitoring programs for five closed landfill sites

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Curbside Waste Collection in metric tonnes (MT)	20,370 MT	19,901 MT	14,581 MT
Household Hazardous Waste events (metric tonnes/vehicles serviced)	61 MT/883	N/A	94 MT/1,254
Waste managed at transfer stations/vehicles serviced (MT/vehicles)	3,600 MT/ 27,179	3860 MT/ 28,687	2868 MT/ 22,559

Prior Year Achievements

1. Receiving Council approval for County-wide green bin program and expanded leaf and yard waste programs in 2026
2. Re-established household hazardous waste events in 2024 collecting 94 MT of material from 1,254 vehicles
3. Successfully transitioning the blue box program to the producer responsibility model and collecting non-eligible source material until 2026

Upcoming Main Objectives, Initiatives or Milestones

1. Prepare procurement documents for curbside waste collection contract and associated processing contracts for 2026
2. Prepare communications plan and promotion of upcoming changes and introduction of curbside green bin program for 2026

Challenges, Emerging Trends, Service Issues

1. Declining landfill capacity in Ontario, expected to be exhausted by 2032
2. Increased costs for services due to inflation, fuel prices, equipment costs, and labour shortages
3. Province continuing to evolve waste programs to extended producer responsibility programs

Proposed 2025 Levy Operating Budget

Environmental Services - Waste Management

Top Base Budget Drivers

1. (\$803,700) Recycling Requirements
2. \$702,000 Collection & Disposal
3. \$169,400 Closed Disposal Sites
4. \$100,000 Advertising, Education and Outreach

Top Budget Driver Explanations

The decrease in Recycling Requirement is due to the transition of the Blue Box Program to producer-led responsibility.

The increase in Collection & Disposal is due to the approved contractual increases to the Garbage, Leaf & Yard, and Hazardous Household Waste programs.

The increase in Closed Disposal Sites is due to anticipated additional costs for Haldimand to administer Tom Howe & Canborough under the Joint Waste Management Agreement, and anticipated increases to the upcoming hydrological testing re-tender.

The increase in Advertising is due to the upcoming changes to the County's curbside waste programs this will include advertising, education and outreach for County residents and business owners. Items to be included may include videos, community event attendance, road signs, bus stop signs, and mailings.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Simcoe BIA Collection	As per Report EIS-24-080 - To assume collection responsibility of the public space containers within the BIA.	9,700	-
CAI - Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	(83,100)	-

PROPOSED 2025 LEVY OPERATING BUDGET

Waste Management

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	349,200	354,100	10,300	2.9	0	0	364,400	10,300	2.9
Materials & Supplies	66,300	58,900	(29,600)	(50.3)	0	0	29,300	(29,600)	(50.3)
Services	6,832,500	6,950,400	(952,500)	(13.7)	9,700	0	6,007,600	(942,800)	(13.6)
Transfer Payments/Grants	2,167,900	2,067,900	49,400	2.4	0	0	2,117,300	49,400	2.4
Interdepartmental Charges	395,300	394,100	(179,100)	(45.4)	0	0	215,000	(179,100)	(45.4)
Financial	10,200	11,500	0	0.0	0	0	11,500	0	0.0
Debt Servicing Costs	80,100	80,100	0	0.0	(5,600)	0	74,500	(5,600)	(7.0)
Capital Reserve Contributions	100,000	100,000	0	0.0	(77,500)	0	22,500	(77,500)	(77.5)
Minor Capital	0	0	4,000	100.0	0	0	4,000	4,000	100.0
TOTAL EXPENDITURES	10,001,500	10,017,000	(1,097,500)	(11.0)	(73,400)	0	8,846,100	(1,170,900)	(11.7)
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,100)	(5,600)	(900)	16.1	0	0	(6,500)	900	16.1
Federal/Provincial Grants	(717,200)	(716,000)	716,000	(100.0)	0	0	0	(716,000)	(100.0)
Fees & Service Charges	(1,269,300)	(883,000)	290,100	(32.9)	0	0	(592,900)	(290,100)	(32.9)
Transfer From Reserve & Reserve Funds	(21,500)	(21,500)	21,500	(100.0)	0	0	0	(21,500)	(100.0)
Interdepartmental Recoveries	(156,100)	(156,100)	156,100	(100.0)	0	0	0	(156,100)	(100.0)
Other Revenues	(61,900)	(40,600)	(16,000)	39.4	0	0	(56,600)	16,000	39.4
TOTAL REVENUES	(2,231,000)	(1,822,800)	1,166,800	(64.0)	0	0	(656,000)	(1,166,800)	(64.0)
NET LEVY REQUIREMENT	7,770,500	8,194,200	69,300	0.8	(73,400)	0	8,190,100	(4,100)	(0.1)
STAFFING COMPLEMENT		3.71	0.00		0.00	0.00	3.71	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Environmental Services – Stormwater Management

Department Function/Services

- Ensure compliance with Norfolk County’s Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA)
- Conduct regular inspections and maintenance of stormwater assets to mitigate flood risks and extend their lifespan
- Maintain accurate asset inventories to support development, inform infrastructure planning, and optimize resource allocation

Performance Measures and Statistics

- The Stormwater program was created in May 2024, there is no comparative information available at this time. The Stormwater team is working on key performance indicators to present with the 2026 budget.

Prior Year Achievements

1. Implementation of new stormwater program and acquiring essential equipment and resources
2. Successfully submitted the CLI-ECA’s Urban Stormwater Annual Report and the Source Water Threat Assessment Report
3. Completed the asset verification for 1,561 stormwater assets and made significant improvements to our GIS database

Upcoming Main Objectives, Initiatives or Milestones

1. Complete field verification by 2026 for all stormwater assets to ensure accurate data for future planning
2. Finalize Operations & Maintenance Manual by May 2025, as required by CLI-ECA
3. Install signage at Norfolk County SWMF’s by December 2025, as required by CLI-ECA

Challenges, Emerging Trends, Service Issues

1. Meeting CLI-ECA deadlines and requirements poses significant pressure on the municipality’s existing infrastructure
2. Managing resource constraints is a challenge as limited staffing and budget impact the ability to meet all operational and regulatory needs, including essential inspections and maintenance
3. Increasing investment in proactive repairs to maintain aging stormwater systems and meet rising service demands

Proposed 2025 Levy Operating Budget

Environmental Services – Stormwater Management

Top Base Budget Drivers

1. (\$124,000) Minor Capital
2. \$45,900 Interdepartmental Charges
3. \$13,000 Salaries & Benefits

Top Budget Driver Explanations

The decrease in Minor Capital is due to the removal of one-time expenses approved and purchased through the 2024 Budget.

The increase in Interdepartmental Charges is due to a re-allocation of indirect costs from other departments to the newly established Stormwater Department for the first time, based on the underlying cost bases.

The increase in Salaries & Benefits is due to standard economic increases, salary grid progression, and the impacts of the CAO-24-043 Talent Management Strategy

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
NBI - Stormwater Management Program	To ensure Norfolk delivers required levels of service following regulatory changes.	346,500	1.0
CAI - Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast.	330,200	-

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET
Stormwater Management
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	222,100	340,500	13,000	3.8	0	96,500	450,000	109,500	32.2
Materials & Supplies	10,200	27,500	(19,100)	(69.5)	0	40,000	48,400	20,900	76.0
Services	18,000	0	19,100	100.0	0	210,000	229,100	229,100	100.0
Interdepartmental Charges	0	0	45,900	100.0	0	0	45,900	45,900	100.0
Capital Reserve Contributions	0	0	0	0.0	330,200	0	330,200	330,200	100.0
Minor Capital	139,800	124,000	(124,000)	(100.0)	0	0	0	124,000	100.0
TOTAL EXPENDITURES	390,000	492,000	(65,100)	(13.2)	330,200	346,500	1,103,600	611,600	124.3
REVENUES									
Federal/Provincial Grants	(17,000)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(17,000)	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	373,000	492,000	(65,100)	(13.2)	330,200	346,500	1,103,600	611,600	124.3
STAFFING COMPLEMENT		3.00	0.00		0.00	1.00	4.00	1.00	

Page Left Blank Intentionally

Stormwater Management Program

Executive Summary

Division	Environmental Infrastructure Services	New/Existing	New
Department	Environmental Services	FTEs	1.0
Start Date	2025	Total Expenditures	\$346,500
End Date	Ongoing	Net Levy Impact	\$346,600

Objective

With recent regulatory changes and in keeping with industry standards, a Stormwater Management Program allows Norfolk County to provide the means to ensure that the County's stormwater infrastructure is maintained to deliver required levels of service in an effective and fiscally responsible manner as Norfolk County continues to grow.

After implementing the program in 2024, to maintain the required level of service, an operating budget for the program must also be established to ensure that the requirements of the CLL-ECA are met within the given timelines, including the implementation of an Operation and Maintenance Manual by May 2025, and the installation of required signage at all Stormwater Management Facilities (SWMFs) by the end of 2025. In addition to the operating budget, an additional staff member is required to facilitate inspections, repairs, and maintenance on the urban Stormwater system. Lastly, we need to ensure that our asset inventory related to our stormwater infrastructure is accurate in order to prepare for our ISMP, and the Completion of the Storm Sewer Catchment Asset Inventory by June 2026.

Description

Operational problem or opportunity

Norfolk County implemented the Stormwater management program in 2024 and through inspections and field verification it has been shown that there has been minimal investment in the operation and maintenance of the Stormwater system and what little work that was completed was handled by various departments within Operations and EIS. Operating budget is needed to address the basic maintenance required for the system as well as more key projects which will identify the extent of disrepair and enable staff to proactively prioritize and address the more imminent issues. An additional FTE to the Stormwater Management Program will enable the County to efficiently and effectively maintain the various stormwater assets, comply with regulatory legislation as well as better prepare for future development within the County.

Recent field inspections have also revealed a number of stormwater ponds not functioning as per their Environmental Compliance Approvals (ECAs), requiring immediate attention and potential notification to residents and within our Annual Report in 2025 to the Ministry of the Environment, Conservation and Parks (MECP). These findings underscore the need for a

dedicated budget for engineering assessments and potential repairs so that we can budget appropriately.

Benefits

Stormwater management is a core service underlying a municipality and provides the means to keep people and communities safe from flooding, damage to property, and minimizing the social and environmental disruptions and impacts flooding can have. A well-funded program with adequate staffing will help to ensure timely completion of the Stormwater Main Catchment Asset Inventory by June 2026, aligning with the start of Norfolk's Integrated Sustainable Master Plan (SMP) in 2025. This improved data management and field verification process will lead to better decision-making and more efficient use of resources in the long term.

Risk

Without an appropriate operating budget, the County will risk non-compliance with the newly mandated Consolidated Linear Infrastructure Environmental Compliance Approval's (CLIECA), specifically with Schedule E, the Ontario Water Resources Act (OWRA) per Section 53 (1), and the Environmental Protection Act (EPA) per Parts II and V. Section 53 of the OWRA also sets out specific requirements for system efficiency and safety, which requires our systems to be maintained to prevent any health hazards, which ties directly into regular upkeep and immediate repairs whenever system integrity is compromised. The new CLIECA's have specific compliance reporting requirements, stringent operating conditions and stormwater management criteria that must be met to remain in compliance. Current levels of services are unsustainable to meet the basic regulatory requirements outlined above.

The stormwater system has a finite lifespan, and with varying vintages of pipe within the County, pipe replacement and repair will become a future recurring burden. Initial inspections have revealed discrepancies between existing records and actual field conditions, necessitating immediate repairs to some of the existing infrastructure. This situation underscores the critical need for dedicated staff time and budget needed to address the inconsistencies between the GIS system, the as-recorded drawings, and our field observations. Ensuring accurate and up-to-date documentation is crucial for facilitating efficient development, reconstruction, and emergency repairs.

The field verification process currently underway is essential for the successful development and implementation of several key initiatives. These include a comprehensive asset management plan, the Integrated Sustainable Master Plan (SMP), and the Stormwater Main Catchment Assessment required by the MECF. The accuracy of these strategic documents hinges on the quality of data collected through field verification. Without this crucial step, the County risks basing its long-term planning and decision-making on incorrect or outdated information, potentially rendering the outputs of these initiatives ineffective or misleading. By investing in thorough field verification now, we ensure the reliability and usefulness of our planning tools, ultimately leading to more informed infrastructure management and fiscal responsibility in the future. The verification of our assets in such a short period of time will not be possible with the current staff compliment and workloads.

As already seen this year, climate change has led to more frequent and intense storms resulting in higher volumes of stormwater that overwhelm the system causing localized flooding and backups. These events lead to a higher risk of pollution in the receiving waterways, erosion and infrastructure damage leading to higher repair costs, as well as challenges in design capacity as the current design may no longer be adequate and upgrades required.

Without the proper monitoring and maintenance of the stormwater system Norfolk County will be limiting the opportunities to attract developments, jobs and residents as this infrastructure is relied upon for the conveyance to receiving watercourses, ponds and water bodies to minimize impacts of flooding.

Additionally, without increased staffing and resources, there is a significant risk of system failures, environmental damage, and regulatory non-compliance. The County is required to report identified issues and provide a plan to address them, which is challenging without adequate resources.

Timeline

The timelines for the Stormwater Program are driven by the Ministry of the Environment, Conservation and Parks (MECP) CL-ECA. At this time staff have met the initial timelines set out, but due to the newness of the program, budgetary constraints and staffing levels, a request to extend two of the deadlines set for early 2025 has been provided to the MECP for review. Budget and staff are required to move the program forward to meet regulatory compliance as well as provide an adequate level of service to inspect, maintain and repair the urban stormwater system.

Key upcoming deadlines include:

- Annual Report by April 2025 - *CL-ECA Schedule E, Section 5.2*
- Complete Operation & Maintenance Manual by May 2025 - *CL-ECA Schedule E, Section 3.2*
- Installation of SWMF Signage by December 2025 - *CL-ECA Schedule E, Section 3.3*
- Completion of the Storm Sewer Catchment Asset Inventory by June 2026 - *CL-ECA Schedule E, Section 9.1*
- Implementation of new Monitoring Guidelines expected late 2024 by MECP - *CL-ECA Schedule E, Section 4.1*

Should Council approve the request for a full-time operator, recruitment would begin immediately for a qualified individual (subject to a successful recruitment process), the position could be in place as early as March 2025.

Impact on operations

This program and the additional FTE will relieve other staff (Drainage, Engineering, Operations) of the additional workload not in their portfolio. It will bolster the preventative and operational maintenance required for the system as well as allow regulatory and environmental targets to be met without consequences. Staff will continue to work with internal staff to perform minor and moderate repairs on our stormwater infrastructure where possible, in order to keep costs down.

The addition of a second stormwater operator is crucial not only for workload management but also for ensuring compliance with Occupational Health and Safety Act (OHSA) regulations and Norfolk County's health and safety policy and procedures. Many tasks in stormwater management, such as working around water bodies or operating chainsaws, are considered high-risk activities that require a minimum of two staff members to be present. A second operator would enable the team to safely and efficiently conduct these essential tasks without compromising worker safety or operational efficiency. Moreover, this addition ensures that the Stormwater team will be able to operate independently and not be reliant on other departments for resources required to complete common tasks requiring at least two staff. This enhancement in staffing not only improves safety but also increases overall departmental efficiency by reducing interdepartmental dependencies for routine operations.

Organizational ability to deliver expected project outcomes

The additional budget and FTE will assist the current program to ensure there is consistency in delivering the program within the specified timelines as well as being able to coordinate projects and operations within the group to assist with improved functionality and savings. This includes the ability to conduct thorough asset verifications, implement the forthcoming operations and maintenance manual, and prepare for future capital planning based on accurate system health assessments.

Return on Investment (ROI)

By increasing the operational budget of the stormwater program, as well as an additional staff member, there will be added cost efficiency. Proactive maintenance is generally more cost effective than emergency repairs. A well-planned budget and adequate staffing allow for scheduled maintenance, which prevents more severe and expensive issues in the future. Norfolk will also be able to reduce the impacts of flooding and insurance claims resulting from significant rainfall events. The increased monitoring, maintenance and cleaning of storm ponds will ensure that developments are able to expand, and the County can continue to focus on growth and sustainability.

Justification

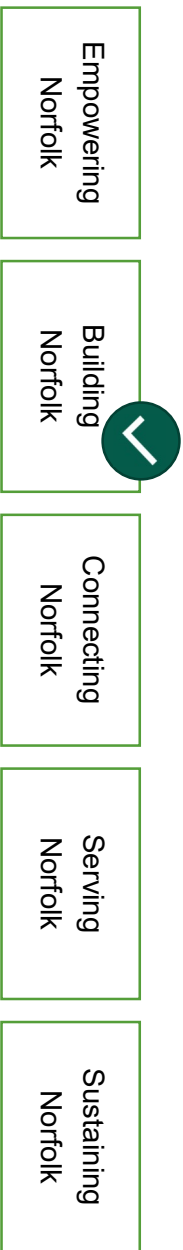
Since implementation of the stormwater program in mid-May 2024, program staff have inspected 200 of 288 storm outlets, 187 of 2,700 maintenance holes, 368 of 8,300 stormwater main segments and 470 of 3,300 catch basins in the urban areas. These inspections have identified 74 deficiencies, 34 of which have been identified as in immediate need of attention due to the higher risk associated with them. Some of the issues identified to date include pipes collapsed, pipe failures, SWMF's inlet and outlet structures damaged or obstructed needing repair, SWMF's not functioning as intended (punctures in clay liner), major erosion putting infrastructure at risk, and utility cross bores through stormwater pipes. As Norfolk County continues to grow, the stormwater system must be properly managed and maintained.

The minimal budget and shortage of staff reduce the ability to monitor, maintain, repair and make improvements in the system that will support the reduction in overall capital infrastructure costs, improve the longevity of the system, and become more efficiently operated. Norfolk's stormwater infrastructure system will require improved oversight and maintenance to comply

with regulatory requirements and the growth projected. To do this effectively, the addition of an operating budget and FTE will allow the Environmental Infrastructure Services Division to move forward and overcome the deficiencies in the current stormwater system.

The additional budget and FTE resources are required in order for the municipality to maintain compliance with the regulated timelines and requirements set out in the CLI-ECA, EPA and the OWRA.

Alignment with Council's Strategic Plan



Explanation

Norfolk County needs to be structured with adequate resources to be able to provide service to residents and ensure long-term integrity of its stormwater systems. The budget and additional FTE will allow Norfolk to build a more sustainable foundation for provision of continued efficient and properly maintained stormwater system. This aligns with the County's commitment to environmental stewardship and sustainable infrastructure management.

Financial Plan

The requested amount for ongoing operations is for budget of \$210,000 will be used to accommodate CCTV, RATS (rapid assessment program), repairs, training, supplies, signage for all ponds (ECA requirement).

The total costs associated with the additional FTE would be \$136,500, including salaries and benefits, computer, cell phone with annual fees, tools and safety gear. Noting that \$40,000 of the costs would be one-time in 2025.

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$0	\$96,500	\$96,500
Materials, Supplies & Services	40,000	210,000	250,000
Total Expenditures	\$40,000	\$306,500	\$346,500
Revenues			
Total Revenues	\$0	\$0	\$0
2025 Net Levy Impact	\$40,000	\$306,500	\$346,500
Impact on 2025 Tax Levy			0.30%

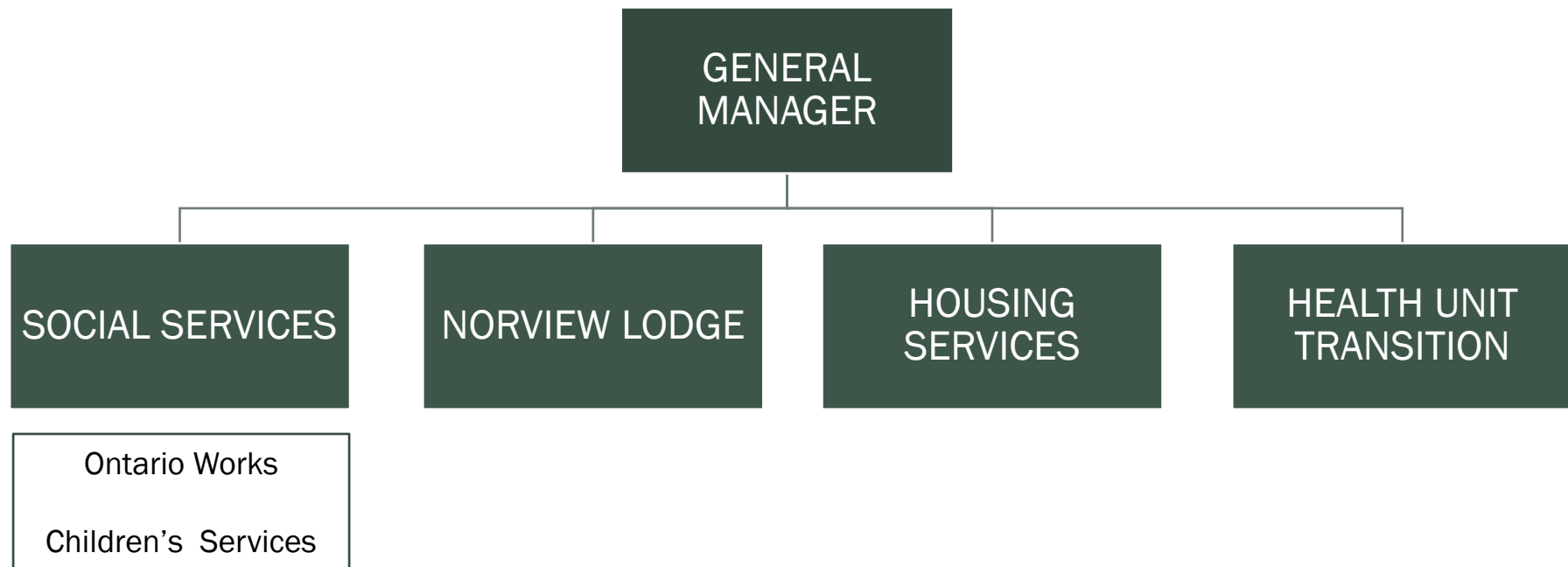
Page Left Blank Intentionally

Health & Social Services



Page Left Blank Intentionally

Health & Social Services



PROPOSED 2025 LEVY OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	25,718,800	26,678,500	1,029,000	3.9	180,400	0	27,887,900	1,209,400	4.5
Materials & Supplies	2,515,800	2,379,300	182,200	7.7	0	0	2,561,500	182,200	7.7
Services	2,081,200	2,874,900	597,900	20.8	0	0	3,472,800	597,900	20.8
Transfer Payments/Grants	40,375,000	36,231,700	11,454,400	31.6	0	0	47,686,100	11,454,400	31.6
Interdepartmental Charges	2,114,900	2,110,800	1,275,500	60.4	0	0	3,386,300	1,275,500	60.4
Financial	93,600	26,800	(1,200)	(4.5)	0	0	25,600	(1,200)	(4.5)
Debt Servicing Costs	1,830,200	1,830,200	0	0.0	(893,300)	0	936,900	(893,300)	(48.8)
Capital Reserve Contributions	872,800	872,800	375,000	43.0	1,330,300	0	2,578,100	1,705,300	195.4
Minor Capital	237,700	266,000	4,000	1.5	7,000	0	277,000	11,000	4.1
TOTAL EXPENDITURES	75,840,000	73,271,000	14,916,800	20.4	624,400	0	88,812,200	15,541,200	21.2
REVENUES									
Federal/Provincial Grants	(55,510,100)	(52,842,300)	(13,061,700)	24.7	(251,900)	0	(66,155,900)	13,313,600	25.2
Municipal Recoveries	(3,195,800)	(2,164,200)	(211,800)	9.8	0	0	(2,376,000)	211,800	9.8
Fees & Service Charges	(4,862,900)	(4,804,400)	(223,800)	4.7	0	0	(5,028,200)	223,800	4.7
Interdepartmental Recoveries	(1,224,400)	(1,228,000)	(58,000)	4.7	0	0	(1,286,000)	58,000	4.7
Other Revenues	(350,500)	(408,100)	(1,243,300)	304.7	0	0	(1,651,400)	1,243,300	304.7
TOTAL REVENUES	(65,143,600)	(61,447,000)	(14,798,600)	24.1	(251,900)	0	(76,497,500)	15,050,500	24.5
NET LEVY REQUIREMENT	10,696,400	11,824,000	118,200	1.0	372,500	0	12,314,700	490,700	4.2
STAFFING COMPLEMENT		278.06	(3.26)		2.00	0.00	276.80	(1.26)	

PROPOSED 2025 LEVY OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Health & Social Services Administration	0	0	0	0.0	0	0	0	0	0.0
Social Services									
Ontario Works	1,285,100	1,339,800	6,600	0.5			1,346,400	6,600	0.5
Children's Services	169,800	178,600	101,300	56.7			279,900	101,300	56.7
Total Social Services	1,454,900	1,518,400	107,900	7.1			1,626,300	107,900	7.1
Norview Lodge	5,717,300	6,783,800	(105,000)	(1.5)	(522,500)	0	6,156,300	(627,500)	(9.2)
Housing Services	3,524,200	3,521,800	115,300	3.3	895,000	0	4,532,100	1,010,300	28.7
Health Unit Transition	0	0	0	0.0	0	0	0	0	0.0
TOTAL	10,696,400	11,824,000	118,200	1.0	372,500	0	12,314,700	490,700	4.2

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Health & Social Services Administration

Department Function/Services

- The H&SS Division is currently comprised of Health Unit, Social Services, Housing and Homeless Prevention Services, Children's Services and Norview Lodge LTC
- Staff in the Health Unit and Social Services & Housing deliver services to both Haldimand and Norfolk Counties, with offices in Simcoe, Caledonia and Dunnville

Prior Year Achievements

1. Oversaw and lead the Health Unit merger discussions between Haldimand-Norfolk, Brant County and the Ministry of Health
2. Supported the Ontario Works team with their Community Days pilot project
3. Assisted with operational and capital needs to ensure the continued success and care received at Norview Lodge

Upcoming Main Objectives, Initiatives or Milestones

1. Facilitate the new funding model and any changes to Children's Services program delivery within the Canada-Wide Early Learning Child Care (CWELCC) system
2. Continue to work with our community housing providers, and support our Housing Services team, to progress Haldimand-Norfolk in the fight against homelessness
3. Provide Norview Lodge with support to ensure continues service quality improvement

Challenges, Emerging Trends, Service Issues

1. Staffing remains a challenge within each department; vacant positions, flexible working environments, and recruitment/retention of qualified staff
2. Budgetary considerations due to changing Ministry allotments, levy funding balances, and increasing cost and demand for services, continue to challenge service delivery standards and improvements

Proposed 2025 Levy Operating Budget

Health & Social Services Administration

Top Base Budget Drivers

1. \$51,700 Salaries & Benefits
2. \$18,800 Building Lease – Dunnville
3. \$11,500 Office Supplies
4. (\$84,800) Interdepartmental Recoveries

Budget Driver Explanations

The Health & Social Services (H&SS) Administration budget is in line with prior years, where salaries & benefits (\$51,700) drive the budget. An increase in common-area work completed at the Dunnville satellite office building (\$18,800) is based on the prior two year’s invoices received from Haldimand County. Rounding out the major drivers is centralizing the office supplies budget (\$11,500), rather than having an arbitrary split between the rest of the H&SS departments in the Gilbertson Administrative Building.

The H&SS Administration budget is fully charged out to the rest of Health & Social Services for funding purposes. The allocation of charges is based on applicable information, such as the number of FTEs for operating components and the amount of building square footage used for capital components.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET

Health & Social Services Administration

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	640,000	685,600	51,700	7.5	0	0	737,300	51,700	7.5
Materials & Supplies	44,100	28,700	12,100	42.2	0	0	40,800	12,100	42.2
Services	150,900	138,000	19,900	14.4	0	0	157,900	19,900	14.4
Interdepartmental Charges	35,400	35,400	1,100	3.1	0	0	36,500	1,100	3.1
Financial	900	900	0	0.0	0	0	900	0	0.0
TOTAL EXPENDITURES	871,200	888,600	84,800	9.5	0	0	973,400	84,800	9.5
REVENUES									
Interdepartmental Recoveries	(871,200)	(888,600)	(84,800)	9.5	0	0	(973,400)	84,800	9.5
TOTAL REVENUES	(871,200)	(888,600)	(84,800)	9.5	0	0	(973,400)	84,800	9.5
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		7.00	0.00		0.00	0.00	7.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Ontario Works

Department Function/Services

- Provides financial assistance to people in need and life stabilization supports so that people can become ready to work with community employment services to obtain and be financially independent
- Works collaboratively with local Service Providers through the Service System Manager FedCap Canada to ensure that individuals are referred for employment readiness and employment supports
- Ensures that individuals eligible for social assistance are connected to the supports available locally

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Percent of Ontario Works recipients who have achieved at least one Action Plan goal	96%	90%	91%
Percent of Ontario Works recipients who are referred to employment services	45%	20%	18%

Prior Year Achievements

1. Piloted new service delivery strategy through community drop-in clinics in Haldimand and Norfolk County - 391 clients accesses services
2. In conjunction with Service Providers (SOAR Employment Services and Fanshawe Employment Services) completed a pilot project focusing on integrated case management
3. Participation in paperless by default strategy which has reduced month-end mail outs by 63.4%

Upcoming Main Objectives, Initiatives or Milestones

1. Continue to offer services within the communities through drop-in clinics - supporting the no wrong door approach for Centralized Intake Expansion. Services will include promotion and one to one support for MyBenefit enrollment
2. OW Staff will be present on site at service providers to offer integrated case management
3. Social assistance recipients will move to a standard pathway for support through referrals for stabilization. Individuals not referred to Employment Ontario sites will be screened for intensive one to one support from Community Support Workers in addition to regular case management tasks

Challenges, Emerging Trends, Service Issues

1. Increase caseload sizes to over 1500 social assistance benefit units locally with no increase to staff compliment.
2. Limited benefits available to support social assistance recipients with stabilization goals and activities, who present barriers not referred to employment services
3. Influx of newcomers to Canada who have complex needs including need for interpretation services, settlement services and transportation in Haldimand County which has no public transportation

Proposed 2025 Levy Operating Budget

Ontario Works

Top Base Budget Drivers

1. \$3,148,300 Recipient Benefit Entitlements
2. \$106,500 Salaries & Benefits
3. \$70,000 Interdepartmental Charges
4. (\$80,000) One-time Minor Capital
5. (\$3,198,100) Ministry of Children, Community and Social Services Funding

Budget Driver Explanations

Of the \$3,148,300 in additional recipient benefits, \$3,009,500 is funded by the Ministry and \$138,800 is cost shared between the Ministry and levy (see ERE below). The non-ERE benefits remain 100% funded by the Ministry; the methodology for this budget item continues to be current year forecasted actuals plus a caseload factor assumption (11% for 2025). The remaining items discussed below affect the shared levy.

The Ministry provided a funding increase of \$192,800, with \$148,300 being allocated to administration and \$44,500 to Employment Related Expenditures (ERE). This is the first increase since 2018.

Administration expenditure drivers are largely salaries & benefits of \$106,500, as well as interdepartmental charges of \$70,000. These are offset by the removal of a one-time purchase for the scheduling tool of \$80,000. With the funding increase, administration for Ontario Works is now at a 50/50 cost share with the Ministry.

ERE increases (\$123,400) are based on 2024 trends plus a ministry forecasted caseload increase (11% for 2025) and are the main levy budget driver. In 2024 there was a large increase on the Norfolk side and in 2025 it is anticipate to be on the Haldimand side for client benefits. This is the main reason for the shift in cost share from Norfolk to Haldimand.

Further details on Government funding for Ontario Works is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-



PROPOSED 2025 LEVY OPERATING BUDGET
Ontario Works

	2024 Forecasted Actuals	2024 APPROVED BUDGET	2025 Adjusted Budget	2025 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,058,400	3,138,000	3,244,500	3.4	0	0	3,244,500	106,500	3.4
Materials & Supplies	56,600	66,700	55,400	(16.9)	0	0	55,400	(11,300)	(16.9)
Services	98,000	107,400	133,900	24.7	0	0	133,900	26,500	24.7
Transfer Payments/Grants	15,155,900	13,589,800	16,738,100	23.2	0	0	16,738,100	3,148,300	23.2
Interdepartmental Charges	858,900	865,300	932,600	7.8	0	0	932,600	67,300	7.8
Financial	4,600	4,000	4,800	20.0	0	0	4,800	800	20.0
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
Capital Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	80,000	80,000	0	(100.0)	0	0	0	(80,000)	(100.0)
TOTAL EXPENDITURES	19,312,400	17,851,200	21,109,300	18.3	0	0	21,109,300	3,258,100	18.3
REVENUES									
Federal/Provincial Grants	(16,598,500)	(15,144,800)	(18,342,900)	21.1	0	0	(18,342,900)	3,198,100	21.1
Interdepartmental Recoveries	(140,700)	(140,700)	(122,900)	(12.7)	0	0	(122,900)	(17,800)	(12.7)
Other Revenues	(318,800)	(333,900)	(341,700)	2.3	0	0	(341,700)	7,800	2.3
TOTAL REVENUES	(17,058,000)	(15,619,400)	(18,807,500)	20.4	0	0	(18,807,500)	3,188,100	20.4
NET LEVY REQUIREMENT	2,254,400	2,231,800	2,301,800	3.1	0	0	2,301,800	70,000	3.1
HALDIMAND SHARE	923,300	892,000	955,400	7.1	0	0	955,400	63,400	7.1
NORFOLK SHARE	1,331,100	1,339,800	1,346,400	0.5	0	0	1,346,400	6,600	0.5
STAFFING COMPLEMENT		35.80	34.80		0.00	0.00	34.80	(1.00)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Children's Services

Department Function/Services

- Planning, funding, administration and operation of early years and licensed child care services in Haldimand & Norfolk counties
- Child Care Fee Subsidy, Canada-Wide Child Care & Early Learning (CWELCC) system, EarlyON Centres, Special Needs Resourcing
- Capacity building support and oversight to local early years and child care providers to ensure quality and safety standards are met

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of families and children receiving child care fee subsidy assistance	Families: 228 Children: 360	Families: 202 Children: 320	Families: 157 Children: 244
Average Number of children receiving special needs resourcing	94	128	121
Number of children served through EarlyON services	1,267	1,813	1,592

Prior Year Achievements

1. Phase 3 implementation of CWELCC system
2. Delivery of a system-wide professional learning day focusing on Infant & Early Years Mental Health
3. Partnered with Mississauga's of the Credit to celebrate Annual Children's Pow Wow, held outdoors on Pow Wow grounds

Upcoming Main Objectives, Initiatives or Milestones

1. Implementation of provincial cost-based funding formula and Phase 4 of CWELCC system, effective January 1, 2025
2. Implementation of an online portal for fee subsidy applications
3. Expansion of school-based childcare spaces in two new child care centres located in Caledonia and Simcoe

Challenges, Emerging Trends, Service Issues

1. Limited funding for administering Children's Services programs
2. Increased administrative workload and accountability due to implementation of new provincial cost-based funding formula
3. Provincially allocated directed growth spaces do not adequately meet the needs of local families

Proposed 2025 Levy Operating Budget

Children's Services

Top Base Budget Drivers

1. \$8,624,900 CWELCC Programming – Expenditures
2. \$259,600 Administration – Funding Reduction
3. (\$59,200) Administration – Net Expenditures
4. (\$8,625,500) CWELCC Programming – Funding

Budget Driver Explanations

The Children's Services budget has been compiled as per the 2025 amending agreement with the Ministry of Education. The agreement outlines the new childcare funding structure, which will include programs summarized within funding groups for cost-based allocations, local priorities allocations, start-up grants, as well as an allocation for Administration.

Programming-wise, expenditures have been adjusted based on amended funding (\$8,625,500). The Ministry has noted programming levy requirements in 2024 are the same for 2025; this amounts to \$273,200 of the total levy requirement. Overall, there is a slight net levy decrease (\$600) from a late expenditure adjustment last year corrected for 2025.

For administration, the previously announced cost share change from a minimum levy requirement to a 50/50 model has been included. One-time funding provided by the Ministry which offset this change has ended. Administration expenditures have reduced by \$59,200 largely due department restructuring. Funding has been included per the agreement; use of funds is determined via Provincial/Municipal cost-shared used first (a combined \$363,300), followed by Federal funding (\$280,900), with any shortfall covered by the municipal levy. Rounding off the administration changes is EarlyON funding, increasing by \$2,300, however still resulting in a \$4,200 levy impact.

The result is a shared net levy increase of \$180,600; Haldimand's cost share is equal to 41.28% or \$79,300 and Norfolk's is 58.72% or \$101,300 (based on the 2023 cost share reconciliation).

Further details on Government funding for Children's Services is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-



PROPOSED 2025 LEVY OPERATING BUDGET
Children's Services

	2024 Forecasted Actuals	2024 APPROVED BUDGET	2025 Adjusted Budget	2025 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	646,900	840,500	752,600	(10.5)	0	0	752,600	(87,900)	(10.5)
Materials & Supplies	1,400	2,300	2,400	4.3	0	0	2,400	100	4.3
Services	1,039,000	1,726,600	1,717,800	(0.5)	0	0	1,717,800	(8,800)	(0.5)
Transfer Payments/Grants	14,978,200	14,588,700	23,254,500	59.4	0	0	23,254,500	8,665,800	59.4
Interdepartmental Charges	193,700	193,700	175,000	(9.7)	0	0	175,000	(18,700)	(9.7)
Financial	88,200	21,900	19,900	(9.1)	0	0	19,900	(2,000)	(9.1)
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
Capital Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	16,947,300	17,373,700	25,922,200	49.2	0	0	25,922,200	8,548,500	49.2
REVENUES									
Federal/Provincial Grants	(16,488,500)	(16,743,500)	(25,118,400)	50.0	0	0	(25,118,400)	8,374,900	50.0
Fees & Service Charges	(172,400)	(295,000)	(288,000)	(2.4)	0	0	(288,000)	(7,000)	(2.4)
Other Revenues	(6,600)	(10,100)	(10,100)	0.0	0	0	(10,100)	0	0.0
TOTAL REVENUES	(16,667,500)	(17,048,600)	(25,416,500)	49.1	0	0	(25,416,500)	8,367,900	49.1
NET LEVY REQUIREMENT	279,800	325,100	505,700	55.6	0	0	505,700	180,600	55.6
HALDIMAND SHARE	112,200	146,500	225,800	54.1	0	0	225,800	79,300	54.1
NORFOLK SHARE	167,600	178,600	279,900	56.7	0	0	279,900	101,300	56.7
STAFFING COMPLEMENT		8.80	7.00		0.00	0.00	7.00	(1.80)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Norview Lodge

Department Function/Services

- Long-term care home providing 24-hour nursing care accommodation for 179 people

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Average resident occupancy rate	94%	97%	98%
Number of resident admissions	69	69	55
Local food costs	\$35,389	\$39,277	\$23,704
Number of emergency transfers to hospital	44	72	52
Percent of residents responding positively to how well staff listen to them	60%	100%	97%
Percent of residents responding positively they can express their opinion without fear of consequences	98%	90%	87%
Percent of residents responding positively they would recommend this home to others	96%	88%	94%

Prior Year Achievements

1. Completed three Inspections related to Critical Incidents and/or Complaints by the Ministry of Long-Term Care (MLTC) and one Proactive Compliance Inspection
2. Timed fire drill with night shift staffing passed the Ontario Fire Marshal's requirements
3. Increased staff recruitment to comply with increased Resident direct care hours as mandated by the MLTC

Upcoming Main Objectives, Initiatives or Milestones

1. Parking lot expansion and reconfiguration in response to residential development and accessible access around Norview Lodge
2. Ongoing staff recruitment to comply with increased resident direct care hours as mandated by the MLTC for direct care hours
3. Continued capital upgrades and equipment replacements

Challenges, Emerging Trends, Service Issues

1. Meeting Ministry of Labour (MOL) and MLTC objectives regarding Infection Prevention and Control Initiatives post COVID-19 pandemic and staff complaints
2. Adhering to and implementing ongoing changes and additions from the Fixing Long-Term Act, 2021 which came into effect July 1, 2024, from the MLTC
3. Staffing, recruitment and retention of staff has been a challenge

Proposed 2025 Levy Operating Budget

Norview Lodge

Top Base Budget Drivers

1. (\$1,145,000) Ministry of Long-Term Care Funding
2. (\$210,800) Fees & Service Charges
3. \$956,600 Salaries & Benefits
4. \$310,100 Materials, Supplies & Services

Budget Driver Explanations

The Norview Lodge budget faced a significant levy increase in 2024, with funding not anticipated to keep pace with the rising cost of operating the home. In 2025 the opposite has occurred; while expenditures are increasing in line with prior years (\$1,293,600 or 4.9%), a significant funding increase (\$1,145,000) coupled with provincially mandated resident fee increases (\$220,000) have offset the levy impact.

Of the listed expenditure increases, \$747,000 is restricted to specific 100% Ministry funded programs. The remaining amount for larger items inclusive of salaries & benefits and materials, supplies & services has been offset by Ministry funding and Resident fees, resulting in the base reduction to the levy of \$72,300.

In addition to the base budget, debt incurred to rebuild the home over twenty years ago has begun to mature, with the first payment due to end in 2025 (\$893,300) and the final one in 2026. In anticipation of future capital needs, a portion of this levy offset has been retained to support reserve funds (\$435,300).

Further details on Government funding for Norview Lodge is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Infrastructure Funding Increase	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast.	(458,000)	-
CAI - Norview Lodge Provincial Funding Adjustments	As per report HS-24-038, increase in 2024-25 funding compared to the approved budget, net against increased expenditures.	(64,500)	2.0

PROPOSED 2025 LEVY OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	19,984,800	20,696,000	956,600	4.6	180,400	0	21,833,000	1,137,000	5.5
Materials & Supplies	2,284,600	2,203,200	176,700	8.0	0	0	2,379,900	176,700	8.0
Services	711,400	750,400	133,600	17.8	0	0	884,000	133,600	17.8
Interdepartmental Charges	654,200	657,500	36,300	5.5	0	0	693,800	36,300	5.5
Debt Servicing Costs	1,830,200	1,830,200	0	0.0	(893,300)	0	936,900	(893,300)	(48.8)
Capital Reserve Contributions	240,000	240,000	0	0.0	435,300	0	675,300	435,300	181.4
Minor Capital	153,100	186,000	(16,000)	(8.6)	7,000	0	177,000	(9,000)	(4.8)
TOTAL EXPENDITURES	25,858,400	26,563,300	1,287,200	4.8	(270,600)	0	27,579,900	1,016,600	3.8
REVENUES									
Federal/Provincial Grants	(15,486,100)	(15,271,000)	(1,171,300)	7.7	(251,900)	0	(16,694,200)	1,423,200	9.3
Fees & Service Charges	(4,577,000)	(4,444,400)	(210,800)	4.7	0	0	(4,655,200)	210,800	4.7
Other Revenues	(78,000)	(64,100)	(10,100)	15.8	0	0	(74,200)	10,100	15.8
TOTAL REVENUES	(20,141,100)	(19,779,500)	(1,392,200)	7.0	(251,900)	0	(21,423,600)	1,644,100	8.3
NET LEVY REQUIREMENT	5,717,300	6,783,800	(105,000)	(1.5)	(522,500)	0	6,156,300	(627,500)	(9.2)
STAFFING COMPLEMENT		211.97	(0.17)		2.00	0.00	213.80	1.83	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Housing Services

Department Function/Services

- Consolidated Service Manager for Housing and Homelessness for Haldimand and Norfolk

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of individuals and families housed from the central waiting list	47	41	23
Number of individuals and families provided with homelessness prevention supports	948	1,126	N/A

Prior Year Achievements

1. The By-Name List implemented April 1, 2023, had a total of 236 active people in the year
2. 33% of people experiencing homelessness using the Emergency Housing Program were rehoused to permanent housing

Upcoming Main Objectives, Initiatives or Milestones

1. Enhance encampment response strategies
2. Enhance Eviction Prevention Services beyond financial support
3. Work alongside Haldimand Norfolk Housing Corporation to develop new mixed ratio builds

Challenges, Emerging Trends, Service Issues

1. Capacity for community planning and performance management emerging as a challenging trend
2. Pace of RGI and affordable housing expansion straining homelessness response system
3. Lack of resources for data analysis for system planning

Proposed 2025 Levy Operating Budget

Housing Services

Top Base Budget Drivers

1. \$233,000 Ministry of Municipal Affairs & Housing/Federal Funding
2. (\$61,900) Services – One-Time Program Review
3. \$15,200 Net Transfer Payments to Housing Providers and Benefit Recipients

Budget Driver Explanations

The Investment in Affordable Housing and Social Infrastructure programs ended in March 2024, without a replacement named to date. This accounts for \$29,800 of the funding decrease, with an equal reduction in program expenditures. The Ontario Priorities Housing and Canada-Ontario Community Housing initiatives have been adjusted based on early planning allocations, accounting for another \$140,700 decrease in funding offset equally by reduced program expenditures. Rounding out the funding decreases is federal mortgage funding (\$62,500), offset by an equal reduction in Housing Provider mortgage payments.

Transfer payments for RGI and Affordable Housing Providers are the largest levy driver, where the Haldimand-Norfolk Housing Corporation’s operating budget is increasing by 4% (\$93,500). The remaining Housing Providers account for \$26,100 of the increase. The difference between the above two amounts and the net transfer payments is Ministry funded program expenditures described in the above paragraph.

Administration costs round out the levy funded adjustments, where additional computer software services for maintaining the RGI waitlist, and establishing an affordable housing waitlist, drive the \$22,500 increase.

Further details on Government funding for Housing Services is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Infrastructure Funding Increase	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast. For HNHC (Norfolk only).	125,000	-
CAI - HNHC Funding for Delhi Build	As per report HS-24-016, transfer to HNHC for the mortgage and property taxes (Norfolk only).	770,000	-



PROPOSED 2025 LEVY OPERATING BUDGET
Housing Services

	2024 Forecasted Actuals	2024 APPROVED BUDGET	2025 Adjusted Budget	2025 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,224,100	1,318,400	1,320,500	0.2	0	0	1,320,500	2,100	0.2
Materials & Supplies	73,500	78,400	83,000	5.9	0	0	83,000	4,600	5.9
Services	146,200	152,500	90,600	(40.6)	0	0	90,600	(61,900)	(40.6)
Transfer Payments/Grants	9,640,600	8,053,200	7,693,500	(4.5)	0	0	7,693,500	(359,700)	(4.5)
Interdepartmental Charges	361,000	358,900	361,200	0.6	0	0	361,200	2,300	0.6
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
Capital Reserve Contributions	632,800	632,800	1,007,800	59.3	895,000	0	1,902,800	1,270,000	200.7
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	12,078,300	10,594,200	10,556,600	(0.4)	895,000	0	11,451,600	857,400	8.1
REVENUES									
Federal/Provincial Grants	(6,842,800)	(5,683,000)	(5,450,000)	(4.1)	0	0	(5,450,000)	(233,000)	(4.1)
Fees & Service Charges	(65,000)	(65,000)	(85,000)	30.8	0	0	(85,000)	20,000	30.8
Interdepartmental Recoveries	(199,100)	(198,700)	(189,700)	(4.5)	0	0	(189,700)	(9,000)	(4.5)
Other Revenues	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(7,106,900)	(5,946,700)	(5,724,700)	(3.7)	0	0	(5,724,700)	(222,000)	(3.7)
NET LEVY REQUIREMENT	4,971,400	4,647,500	4,831,900	4.0	895,000	0	5,726,900	1,079,400	23.2
HALDIMAND SHARE	1,429,000	1,125,700	1,194,800	6.1	0	0	1,194,800	69,100	6.1
NORFOLK SHARE	3,542,400	3,521,800	3,637,100	3.3	895,000	0	4,532,100	1,010,300	28.7
STAFFING COMPLEMENT		14.49	14.20		0.00	0.00	14.20	(0.29)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Health Unit Transition

Department Function/Services

- Implement, manage and monitor the transition from the Haldimand Norfolk Health Unit (HNHU) to the new Grand Erie Public Health

Prior Year Achievements

1. Completion and submission of a business case for a voluntary merger with Brant County Health Unit (BCHU)
2. Analysis, review and working with the Ministry of Health and BCHU to completed all the requirements
3. Approval of the requested merger of BCHU and HNHU

Upcoming Main Objectives, Initiatives or Milestones

1. Working along side other health unit municipalities create a smooth transition

Challenges, Emerging Trends, Service Issues

1. Change – all change comes with unforeseen challenges and issues
2. Developing the new working relationships with the other health unit municipalities and new board members
3. Ensuring that the commitments made to Norfolk and Haldimand Counties are met

Proposed 2025 Levy Operating Budget

Health Unit Transition

Top Base Budget Drivers

1. (\$550,400) Ministry approved Funding (to March 31, 2025)
2. (\$1,225,400) External Recoveries
3. \$1,187,200 Interdepartmental Charges
4. \$488,600 Services – Consulting, Legal, Staff Transition and Support
5. \$100,000 Office Space Renovations

Budget Driver Explanations

The transition of the Haldimand-Norfolk Health Unit to Grand Erie Public Health is a significant restructuring initiative, with associated costs for integration and operational alignment. A dedicated budget has been allocated to manage the expenses incurred during this transition, including staff realignment and administrative adjustments. All transition costs are expected to be fully recovered through funding from the Ministry of Health, ensuring no additional financial burden on local taxpayers. This approach aligns with the Province’s commitment to Strengthening Public Health.

PROPOSED 2025 LEVY OPERATING BUDGET
Health Unit Transition
SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	188,900	0	0	0.0	0	0	0	0	0.0
Materials & Supplies	3,400	0	0	0.0	0	0	0	0	0.0
Services	108,800	0	488,600	100.0	0	0	488,600	488,600	100.0
Interdepartmental Charges	0	0	1,187,200	100.0	0	0	1,187,200	1,187,200	100.0
Minor Capital	4,600	0	100,000	100.0	0	0	100,000	100,000	100.0
TOTAL EXPENDITURES	305,700	0	1,775,800	100.0	0	0	1,775,800	1,775,800	100.0
REVENUES									
Federal/Provincial Grants	(305,700)	0	(550,400)	100.0	0	0	(550,400)	550,400	100.0
Other Revenues	0	0	(1,225,400)	100.0	0	0	(1,225,400)	1,225,400	100.0
TOTAL REVENUES	(305,700)	0	(1,775,800)	100.0	0	0	(1,775,800)	1,775,800	100.0
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0

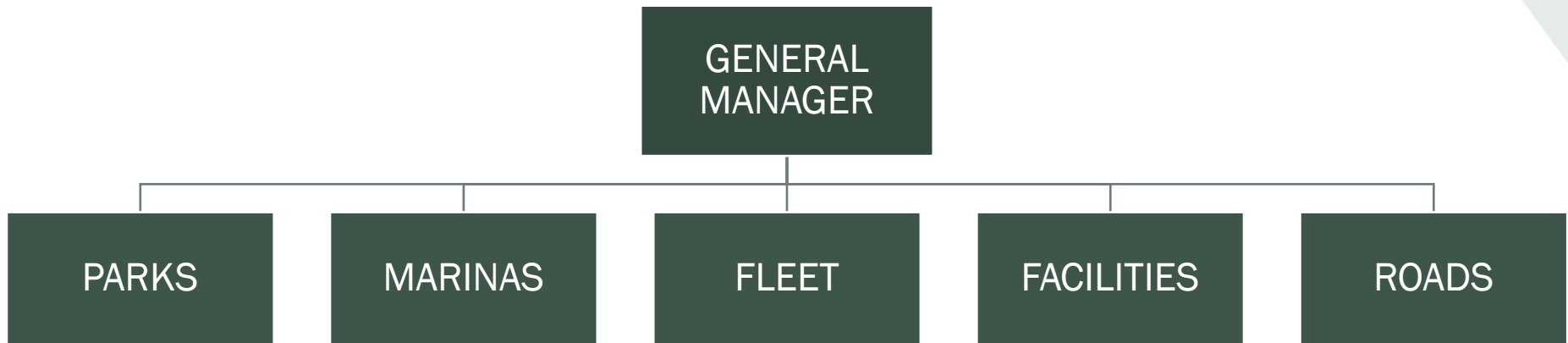
Page Left Blank Intentionally

Operations



Page Left Blank Intentionally

Operations



PROPOSED 2025 LEVY OPERATING BUDGET
OPERATIONS
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	12,631,100	13,371,000	531,400	4.0	117,500	126,000	14,145,900	774,900	5.8
Materials & Supplies	7,397,000	8,352,700	(237,900)	(2.8)	24,500	5,000	8,144,300	(208,400)	(2.5)
Services	9,280,100	9,555,600	1,058,100	11.1	87,600	0	10,701,300	1,145,700	12.0
Transfer Payments/Grants	46,800	47,800	4,100	8.6	0	0	51,900	4,100	8.6
Interdepartmental Charges	7,464,800	7,444,700	109,600	1.5	0	0	7,554,300	109,600	1.5
Financial	40,800	49,700	0	0.0	0	0	49,700	0	0.0
Debt Servicing Costs	3,931,300	3,991,800	0	0.0	30,400	0	4,022,200	30,400	0.8
Capital Reserve Contributions	7,321,800	7,415,400	0	0.0	1,351,700	0	8,767,100	1,351,700	18.2
Operating Reserve Contributions	30,000	30,000	0	0.0	0	0	30,000	0	0.0
Minor Capital	355,200	347,000	(46,900)	(13.5)	91,700	0	391,800	44,800	12.9
TOTAL EXPENDITURES	48,498,900	50,605,700	1,418,400	2.8	1,703,400	131,000	53,858,500	3,252,800	6.4
REVENUES									
Federal/Provincial Grants	(9,900)	(16,500)	0	0.0	0	0	(16,500)	0	0.0
Fees & Service Charges	(4,132,700)	(3,761,900)	(75,400)	2.0	(75,800)	0	(3,913,100)	151,200	4.0
Transfer From Reserve & Reserve Funds	(84,500)	(109,800)	49,300	(44.9)	(70,300)	0	(130,800)	21,000	19.1
Interdepartmental Recoveries	(8,207,100)	(8,245,200)	(147,100)	1.8	(340,300)	0	(8,732,600)	487,400	5.9
Other Revenues	(225,500)	(160,700)	(35,300)	22.0	(100,000)	0	(296,000)	135,300	84.2
TOTAL REVENUES	(12,659,700)	(12,294,100)	(208,500)	1.7	(586,400)	0	(13,089,000)	794,900	6.5
NET LEVY REQUIREMENT	35,839,200	38,311,600	1,209,900	3.2	1,117,000	131,000	40,769,500	2,457,900	6.4
STAFFING COMPLEMENT		142.04	0.00		0.95	1.00	143.99	1.95	

PROPOSED 2025 LEVY OPERATING BUDGET
OPERATIONS
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Operations Administration	436,100	451,000	29,900	6.6	0	0	480,900	29,900	6.6
Parks	6,455,900	7,408,800	51,400	0.7	1,415,400	0	8,875,600	1,466,800	19.8
Marinas	(263,100)	(313,300)	(5,100)	(1.6)	1,000	0	(317,400)	(4,100)	(1.3)
Fleet	931,900	1,094,600	(22,500)	(2.1)	606,600	0	1,678,700	584,100	53.4
Facilities	6,709,000	7,515,700	76,100	1.0	(1,651,600)	131,000	6,071,200	(1,444,500)	(19.2)
Roads	21,569,400	22,154,800	1,080,100	4.9	745,600	0	23,980,500	1,825,700	8.2
TOTAL	35,839,200	38,311,600	1,209,900	3.2	1,117,000	131,000	40,769,500	2,457,900	6.4

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Operations Administration

Department Function/Services

- Coordination in the management of the Fleet, Facilities, Marinas, Roads and Parks (Cemeteries, Trails, Arenas, Community Centres, Pools & Forestry) Departments in regard to annual operations and capital projects
- To provide accounting & payroll functions, contract/lease management, clerical/administrative and other support functions within the Division
- Responsible for administrative assistance regarding capital and operating costs for NC facilities/roads/fleet/green spaces

Prior Year Achievements

1. Successful coordination of September's Friday the 13th event
2. Successful completion of NC grass tender 2025- 2027
3. Management of gas wells with Ministry of Natural Resources and Fire Services

Upcoming Main Objectives, Initiatives or Milestones

1. Assisting with the preparation and analysis for the marinas business cases including the operational functions of the marinas
2. Monitoring and maintenance of legacy gas well program in collaboration with Fire Services
3. Management and procurement of Norfolk County school crossing guards

Challenges, Emerging Trends, Service Issues

1. Staff retention and recruitment
2. Increased costs for services and aging infrastructure needs
3. Changing workplace dynamics

Proposed 2025 Levy Operating Budget

Operations Administration

Top Base Budget Drivers

1. \$30,200 Salaries & Benefits

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, and impacts of CAO-24-043 Talent Management Strategy

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Operations Administration
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	384,100	395,800	30,200	7.6	0	0	426,000	30,200	7.6
Materials & Supplies	6,000	9,800	(2,300)	(23.5)	0	0	7,500	(2,300)	(23.5)
Services	8,100	7,300	500	6.8	0	0	7,800	500	6.8
Interdepartmental Charges	37,900	38,100	1,500	3.9	0	0	39,600	1,500	3.9
TOTAL EXPENDITURES	436,100	451,000	29,900	6.6	0	0	480,900	29,900	6.6
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	436,100	451,000	29,900	6.6	0	0	480,900	29,900	6.6
STAFFING COMPLEMENT		3.00	0.00		0.00	0.00	3.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Parks

Department Function/Services

- Oversee the stewardship and conservation of County-owned trees and enforce the Forest Conservation By-Law.
- Provide clean and safe recreational facilities for the public including arenas, ball diamonds, soccer pitches, pavilions, parks, splash pads, pools, community centres, playgrounds, bowling green, courts, dog parks, Seniors Centres, skateparks, and trails
- Oversees and manages 13 active, 28 semi active, 24 inactive cemeteries

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of niche & plot sales	94	68	88
Number of woodland harvest applications	125	100	69
# of work orders –Urban Forestry	435	384	255

Prior Year Achievements

1. Implementation of Salesforce Work Order System
2. Public Tree By-law
3. Secured location for Delhi Dog Park

Upcoming Main Objectives, Initiatives or Milestones

1. Completion of 4 arena dressing room enhanced service renovations project
2. Finalization and presentation of Cemetery Master Plan
3. Langton Community Centre Interior Refurbishment

Challenges, Emerging Trends, Service Issues

1. Managing public expectations and service levels within existing financial constraints
2. Managing and maintaining aging recreational facilities
3. Staff retention and recruitment

Proposed 2025 Levy Operating Budget

Parks

Top Base Budget Drivers

1. (\$122,100) Increase in Ice and facilities Rental Revenue
2. (\$87,900) Contracted Winter Control and Forestry Operations
3. (\$82,100) Utilities (30+ facilities)
4. \$101,100 Contracted Grass Cutting and Vegetation Control Services
5. \$74,100 Salaries & Benefits
6. \$26,600 Port Dover Beach Security

Top Budget Driver Explanations

The increase in ice rental revenue and hall, community centre and field rental revenue is driven by user fee rate increases with adjustments for expected activity levels which are continuously being assessed by staff.

There is decrease in contracted services for winter control based on forecasted actuals and the planned actions for forestry operations for 2025.

The net decrease in utilities is based on 2024 forecasted actuals plus estimated rate increases for each utility for 2025. Mostly attributable to lower natural gas costs at larger arena facilities where consumption is highest.

Increase in contracted grass cutting is based on forecasted 2024 actuals plus a 15% increase in anticipation of a new contract currently being tendered. Additional funds have been allocated for vegetation control throughout Norfolk County Parks, Cemeteries and Trails based on increasing requests for service.

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover and re-organization impact from moving 1.0 FTE from Parks to Facilities.

Established a budget for Port Dover Beach security based on the current agreement with the beach property owners. This service has been provided the last 2 seasons while the terms were being established and is now being formalized.

Proposed 2025 Levy Operating Budget

Parks

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Portable Toilets & Port Dover Beach Washrooms Service Level Increase	As per Report OPS-24-025 - Increased standard from 1 to 2 cleanings per week and open Beach washrooms year-round	44,300	-
CAI - Acquisition of Delhi Cemetery	As per Report OPS-24-007 – Operating requirements to acquire Delhi Cemetery operations.	89,000	0.95
CAI – 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast.	1,343,600	-

PROPOSED 2025 LEVY OPERATING BUDGET

Parks

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	4,088,200	4,413,500	74,100	1.7	117,500	0	4,605,100	191,600	4.3
Materials & Supplies	1,592,300	1,796,000	(92,100)	(5.1)	24,500	0	1,728,400	(67,600)	(3.8)
Services	1,673,800	1,602,600	187,300	11.7	105,600	0	1,895,500	292,900	18.3
Transfer Payments/Grants	46,800	47,800	4,100	8.6	0	0	51,900	4,100	8.6
Interdepartmental Charges	1,653,800	1,655,700	(200)	0.0	0	0	1,655,500	(200)	0.0
Financial	0	0	0	0.0	0	0	0	0	0.0
Debt Servicing Costs	15,200	15,200	0	0.0	(200)	0	15,000	(200)	(1.3)
Capital Reserve Contributions	40,000	40,000	0	0.0	1,343,800	0	1,383,800	1,343,800	3,359.5
Operating Reserve Contributions	30,000	30,000	0	0.0	0	0	30,000	0	0.0
Minor Capital	171,300	160,000	(500)	(0.3)	0	0	159,500	(500)	(0.3)
TOTAL EXPENDITURES	9,311,500	9,760,800	172,700	1.8	1,591,200	0	11,524,700	1,763,900	18.1
REVENUES									
Federal/Provincial Grants	(9,900)	(16,500)	0	0.0	0	0	(16,500)	0	0.0
Fees & Service Charges	(2,223,900)	(1,785,900)	(146,600)	8.2	(75,800)	0	(2,008,300)	222,400	12.5
Transfer From Reserve & Reserve Funds	(14,700)	(49,300)	49,300	(100.0)	0	0	0	(49,300)	(100.0)
Interdepartmental Recoveries	(406,700)	(406,700)	11,300	(2.8)	0	0	(395,400)	(11,300)	(2.8)
Other Revenues	(200,300)	(93,600)	(35,300)	37.7	(100,000)	0	(228,900)	135,300	144.6
TOTAL REVENUES	(2,855,500)	(2,352,000)	(121,300)	5.2	(175,800)	0	(2,649,100)	297,100	12.6
NET LEVY REQUIREMENT	6,455,900	7,408,800	51,400	0.7	1,415,400	0	8,875,600	1,466,800	19.8
STAFFING COMPLEMENT		53.78	(1.00)		0.95	0.00	53.73	(0.05)	

Proposed 2025 Levy Operating Budget

Marinas

Department Function/Services

- Port Dover Harbour Marina (PDHM) - Provision of seasonal dockage (466) - 381 fully serviced docks, 74 non-serviced docks, 11 transient docks), on-site winter boat storage, public launching ramp, marine fuel sales, and pump out capabilities
- Port Rowan Harbour Marina (PRHM) -Provision of seasonal dockage (38), water lot license agreements for 35 boathouses, and public launching ramp
- To provide a safe and secure environment to sale and powerboat customers

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
PDHM-Percentage of Usage of Permanent Slip Per Season (April 15-Oct 15)	99%	92%	90%
PRHM-Percentage of Usage of Permanent Slip Per Season (May 1-Oct 15)	89%	95%	95%
PRHM-Ramp Usage for the Season (May 1-Oct 15)	367	300	290
Average Usage per day (May 1-Oct 15)	2.2 per day	1.8 per day	1.7 per day

Prior Year Achievements

1. Discussions on future of Norfolk County marinas
2. Enhanced security measures with new lighting
3. Soundings in the marinas

Upcoming Main Objectives, Initiatives or Milestones

1. Remain competitive with surrounding marinas
2. Investigate alternate revenue sources including provision of water accommodations to help increase tourism opportunities
3. Continue beautification of the marinas and find new ways to improve customer service/satisfaction and safety

Challenges, Emerging Trends, Service Issues

1. Lake levels: Low water levels drive the requirement for regular dredging & higher water levels cause damage to docks
2. Aging Infrastructure is putting cost pressures on Marina Operations
3. Current economic environment: High inflation and increased costs for essential items is reducing disposable income for recreational activities, which includes boating
4. Recruitment and retention of staff and changing workforce dynamics

Proposed 2025 Levy Operating Budget

Marinas

Top Base Budget Drivers

1. \$15,100 Salaries & Benefits
2. \$8,200 Utilities and Waste Disposal
3. \$8,200 Dockage, Storage, and Handling Fees
4. (\$20,200) Net Interdepartmental Charges

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover.

Net increase in utilities costs for serviced docks, primarily related to water & wastewater charges. New disposal bin contract contributes to this increase as well.

Impacts related to inflationary user fee increases for dockage, storage and handling was limited by adjustments for expected activity levels based on recent seasons.

A reduction interdepartmental charges relates to services that that no longer provided between departments.

A report was brought to Council on December 17, to increase the user fees for marina services, as this document was prepared in advance of that report the impacts are not included in this document. The change in user fees, however, will not affect the net levy requirement as all additional revenue received will be transferred to the marina reserve to be used for capital infrastructure needs.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI – Portable Toilets	As per Report OPS-24-025 - Portable toilets service level increase	900	-
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast.	100	-

PROPOSED 2025 LEVY OPERATING BUDGET
Marinas
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	366,500	380,000	15,100	4.0	0	0	395,100	15,100	4.0
Materials & Supplies	414,300	447,600	(13,200)	(2.9)	0	0	434,400	(13,200)	(2.9)
Services	114,200	102,400	10,400	10.2	900	0	113,700	11,300	11.0
Interdepartmental Charges	130,600	131,500	(20,200)	(15.4)	0	0	111,300	(20,200)	(15.4)
Financial	38,100	39,000	0	0.0	0	0	39,000	0	0.0
Debt Servicing Costs	77,900	77,900	0	0.0	100	0	78,000	100	0.1
Capital Reserve Contributions	182,000	182,000	0	0.0	0	0	182,000	0	0.0
TOTAL EXPENDITURES	1,323,500	1,360,400	(7,900)	(0.6)	1,000	0	1,353,500	(6,900)	(0.5)
REVENUES									
Fees & Service Charges	(1,578,100)	(1,662,500)	2,800	(0.2)	0	0	(1,659,700)	(2,800)	(0.2)
Other Revenues	(8,600)	(11,200)	0	0.0	0	0	(11,200)	0	0.0
TOTAL REVENUES	(1,586,700)	(1,673,700)	2,800	(0.2)	0	0	(1,670,900)	(2,800)	(0.2)
NET LEVY REQUIREMENT	(263,100)	(313,300)	(5,100)	(1.6)	1,000	0	(317,400)	4,100	1.3
STAFFING COMPLEMENT		4.97	0.00		0.00	0.00	4.97	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Fleet

Department Function/Services

- Maintain and Repair 348 Licensed and Offroad Equipment, 44 Stretchers, Stair Chains and Stretcher loading apparatus, 80 portable generators and Fire rescue equipment (pumps mounted to trucks included in the general apparatus)
- To manage the acquisition and disposal of all County owned vehicles and equipment, maintaining vehicle and equipment functionality for County use while obtaining best price (including rentals)
- Maintain fuel system for fleet operations

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of Vehicles and Equipment Serviced and Maintained	555	579	472
Number of Fleet Work Orders	2,095	1,602	1,495

Prior Year Achievements

1. Introduction of training program for fleet staff
2. Utilized Cooperatives to aid in decreased wait times for vehicles
3. Began the process of cross training technicians in Fleet and Emergency vehicle repair

Upcoming Main Objectives, Initiatives or Milestones

1. Training all Fleet mechanics on Emergency Vehicles
2. Work with other departments to centralize and add efficiencies to fleet operations
3. Create a MTO (Ministry of Transportation) approved training and filing system, to ensure compliance with our CVOR (Commercial Vehicle Operators Number)

Challenges, Emerging Trends, Service Issues

1. Supply chain delays for plow equipment purchases
2. Original Equipment Manufacturer's (OEM) allotments causing delays for certain truck parts
3. Environmental Protection Agency (EPA) new standards being introduced for 2027

Proposed 2025 Levy Operating Budget

Fleet

Top Base Budget Drivers

1. (\$149,400) Interdepartmental Recoveries
2. \$13,200 Salaries & Benefits
3. \$77,300 Maintenance & Repair Supplies
4. \$30,200 Training & Development
5. \$22,100 2025 One-time Operating Capital requirements vs. 2024

Top Budget Driver Explanations

Interdepartmental recoveries increase is driven by an inflationary increase applied to departments utilizing fleet vehicles and equipment.

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover and re-organization savings.

Higher maintenance and repair supply costs reflect more work being completed in-house. External maintenance and repair services have remained stable as a result.

Training & development costs are increasing based on the training requirements for the current staffing complement. 50% of the increase is related to one-time EVT training.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI – 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast.	636,600	-
CAI – Fleet AVL/GPS Operational Savings	As per Report OPS-24-026 - New service provider for GPS system for Norfolk County Fleet provides ongoing operating savings.	(24,900)	-

PROPOSED 2025 LEVY OPERATING BUDGET

Fleet

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,011,000	1,130,200	13,200	1.2	0	0	1,143,400	13,200	1.2
Materials & Supplies	1,898,500	1,979,100	77,300	3.9	0	0	2,056,400	77,300	3.9
Services	989,700	908,100	11,700	1.3	(18,900)	0	900,900	(7,200)	(0.8)
Interdepartmental Charges	291,900	291,900	2,600	0.9	0	0	294,500	2,600	0.9
Capital Reserve Contributions	2,259,800	2,353,400	0	0.0	636,600	0	2,990,000	636,600	27.1
Minor Capital	9,000	0	22,100	100.0	0	0	22,100	22,100	100.0
TOTAL EXPENDITURES	6,459,900	6,662,700	126,900	1.9	617,700	0	7,407,300	744,600	11.2
REVENUES									
Fees & Service Charges	(14,500)	(14,500)	0	0.0	0	0	(14,500)	0	0.0
Interdepartmental Recoveries	(5,511,500)	(5,549,600)	(149,400)	2.7	(11,100)	0	(5,710,100)	160,500	2.9
Other Revenues	(2,000)	(4,000)	0	0.0	0	0	(4,000)	0	0.0
TOTAL REVENUES	(5,528,000)	(5,568,100)	(149,400)	2.7	(11,100)	0	(5,728,600)	160,500	2.9
NET LEVY REQUIREMENT	931,900	1,094,600	(22,500)	(2.1)	606,600	0	1,678,700	584,100	53.4
STAFFING COMPLEMENT		10.00	0.00		0.00	0.00	10.00	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Facilities

Department Function/Services

- To provide strategic facilities planning, construction, renewal and life cycle maintenance of County facilities and municipal buildings
- To provide a centralized support center to complete building maintenance work orders through the Facilities Service Desk
- To ensure that Norfolk County operates as a sustainable, energy efficient Corporation

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of work orders completed by Facilities Service Desk	2,046	1,721	1,580
Number of Facilities project managed	65	77	87
GHG emissions from County operations (tonnes)	5,449.80	5,018.18	2,605.42

Prior Year Achievements

1. Project management of dressing room expansions at four (4) County arenas
2. Implementation of Salesforce for facilities work order management
3. Creation of standardized space allocation policy for administration

Upcoming Main Objectives, Initiatives or Milestones

1. Support of Corporate Facilities review and strategic long-term planning for facilities
2. Project management of major retrofits at the Simcoe Recreation Centre and Waterford Library
3. Continued centralization of facilities capital repair and maintenance activities

Challenges, Emerging Trends, Service Issues

1. Aging facilities requiring significant additional capital repairs and maintenance
2. Construction inflation and impact on capital repair projects
3. Intensifying impacts of climate change and increasing action requirements

Proposed 2025 Levy Operating Budget

Facilities

Top Base Budget Drivers

1. \$154,000 Salaries & Benefits
2. \$73,300 Lease Increase (effective June 30, 2025)
3. (\$84,500) Net reduction in Minor Capital Requirements
4. (\$46,300) Net Utilities reduction (20+ Facilities)

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, re-organization impact from moving 1.0 FTE from Parks to Facilities and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover.

The lease agreement includes a rate increase effective June 30, 2025, which will result in an increase of \$73,300 for the 2025 budget year.

There is a net reduction in minor capital as BCA work identified has been included in the capital budget.

The net decrease in utilities is based on 2024 forecasted actuals plus estimated rate increases for each utility for 2025. The decreases in hydro and gas usage combined with higher water and wastewater charges combined for an overall net decrease.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI – 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department’s capital forecast	(1,252,100)	-
CAI - NCPL MOU – Facility Lease Agreement	As per Report CAO-24-079 - MOU with NCPL lease details for use of County facilities for its branches	(329,200)	-
CAI - Energy Conservation and Demand Management Plan	As per Report OPS-24-018 Annual incremental operating costs required to implement the plan	91,700	-
NBI – Project Lead, Facilities Capital Projects	Addition of an FTE to address deferred capital maintenance, improve focus on customer service	131,000	1.0

Full business cases for the NBIs have been included in Section 5.

PROPOSED 2025 LEVY OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	963,600	938,200	154,000	16.4	0	126,000	1,218,200	280,000	29.8
Materials & Supplies	436,900	575,600	(57,900)	(10.1)	0	5,000	522,700	(52,900)	(9.2)
Services	1,601,500	2,271,400	52,700	2.3	0	0	2,324,100	52,700	2.3
Interdepartmental Charges	413,500	389,400	3,800	1.0	0	0	393,200	3,800	1.0
Financial	2,700	10,700	0	0.0	0	0	10,700	0	0.0
Debt Servicing Costs	768,600	829,100	0	0.0	103,600	0	932,700	103,600	12.5
Capital Reserve Contributions	4,740,000	4,740,000	0	0.0	(1,447,400)	0	3,292,600	(1,447,400)	(30.5)
Minor Capital	174,900	187,000	(84,500)	(45.2)	91,700	0	194,200	7,200	3.9
TOTAL EXPENDITURES	9,101,800	9,941,400	68,100	0.7	(1,252,100)	131,000	8,888,400	(1,053,000)	(10.6)
REVENUES									
Fees & Service Charges	(26,600)	(39,800)	17,000	(42.7)	0	0	(22,800)	(17,000)	(42.7)
Transfer From Reserve & Reserve Funds	(69,800)	(60,500)	0	0.0	(70,300)	0	(130,800)	70,300	116.2
Interdepartmental Recoveries	(2,288,900)	(2,288,900)	(9,000)	0.4	(329,200)	0	(2,627,100)	338,200	14.8
Other Revenues	(7,500)	(36,500)	0	0.0	0	0	(36,500)	0	0.0
TOTAL REVENUES	(2,392,800)	(2,425,700)	8,000	(0.3)	(399,500)	0	(2,817,200)	391,500	16.1
NET LEVY REQUIREMENT	6,709,000	7,515,700	76,100	1.0	(1,651,600)	131,000	6,071,200	(1,444,500)	(19.2)
STAFFING COMPLEMENT		8.35	1.00		0.00	1.00	10.35	2.00	

Page Left Blank Intentionally

Project Lead, Facilities Capital Projects

Executive Summary

Division	Operations	New/Existing	New
Department	Facilities	FTEs	1.00
Start Date	April 1, 2025	Total Expenditures	\$131,000
End Date	N/A	Net Levy Impact	\$131,000

Objective:

Reduce the growth rate of deferred capital repair/replacement projects at County facilities due to staffing capacity restrictions. To support the further centralization of delivery of facilities capital projects and maintenance for overall cost savings.

Description

Operational Problem or Opportunity

Norfolk County owns 209 facilities or building structures, which are required to support all the services Norfolk County provides to the community. Through building condition assessments that were completed for 204 Norfolk County facilities in 2022, it was found that 21.4% of the facility portfolio was in poor or critical condition. Norfolk County facility infrastructure is aging rapidly with 80% of facilities or structures being originally built prior to 1990 and with the average original built date of 1968 for non-water/wastewater facilities.

During the 2024 Capital Budget process, 32 Facilities capital projects were deferred from 2024 to 2025 within the 10-year Capital Plan strictly due to staffing capacity restrictions. An additional 21 approved 2024 Facilities capital projects will not be completed in 2024 due to staff capacity and increasing demands. Through the 2025 Capital Budget planning process, a total of 93 Facilities capital projects were deferred from 2025 to 2026 due to staffing capacity restrictions.

The current capacity of the Department is approximately 60 capital projects / year which are led by five Facilities staff members whose main job responsibility is outside project management.

The Facilities Department currently does not have a dedicated full-time facilities capital project manager on staff. Currently within the department there is:

- Director, Facilities (Non-Union)
- Supervisor, Facilities (Non-Union)
- Project Lead, Energy and Facilities (Non-Union)
- Facilities Project Technologist (CUPE)
- Facilities Technologist (CUPE)
- Facilities Contract Technician (CUPE)
- Facilities Technician (CUPE)
- Senior Facilities Technician (CUPE)

In 2025, the number of deferred capital projects will exceed the annual project workload (1.5 times) of the entire Department and will require 3-4 additional FTE to fully address the growing deficit and bring Norfolk County facility infrastructure into a good state of repair. The pending results and recommendations from the broader Corporate Facilities Review will determine future additional staffing requirements (2-3 FTE). Further, as Norfolk County facilities continue to age, additional resources including capital investment will be required to maintain existing service levels. Through Staff Report OPS-23-020 Norfolk County Building Condition Assessment Results, a \$25+ million funding shortage for facilities capital repairs was identified.

Further, facility and building structure capital replacements, repairs and upgrades are currently delivered through a partially decentralized approach with the Facilities Department handling the bulk (approximately 80%) of these projects. However, some facilities projects are currently being managed through user departments (Parks, Environmental Services, Marinas, Libraries, Norview Lodge, Paramedic Services, Roads and the Fire Department). Through centralization facilities projects, economies of scale will be realized resulting in significant cost savings and organizational efficiencies.

In addition, there are increasing demands within other Facilities Department responsibilities. Facilities Department staff oversees the corporate energy management and climate change adaptation programs with 0.66 of an FTE (Project Lead, Energy and Facilities) which is also experiencing increasing work load and demands for additional service from the community (Littoral Cell work, Green Municipal Fund). Further, the Sustainability Advisory Committee has requested a community GHG plan which will require additional staffing resources. The additional project lead would allow for a full dedication of this FTE to managing these critical programs for Norfolk on a full-time basis.

Further, there is a growing need throughout the Corporation for additional facility security. Over \$400M in assets are located within County facilities and there are increasing demands for video surveillance, building security systems and access control. This additional equipment requires additional resources for maintenance, repairs and replacements. The additional project manager would also allow for the full dedication of the FTE who leads building security (Facilities Technologist) to lead the building security programs on a full-time basis (vs managing projects on part-time basis). In addition, Facilities Department staff has recently taken on additional responsibilities including furniture and space planning without additional staffing resources being allocated to completed these responsibilities.

Lastly, a recent Supreme Court of Canada decision (R. v. Greater Sudbury, 2023 SCC 28) has placed greater responsibility on the municipality for ensuring Contractors comply with the Occupational Health and Safety Act (OHSA) regulations on construction sites. This decision will require additional site inspections and follow up by project managers.

Benefits

There are expected cost savings (avoidance) with this investment in staffing resources as deferring facilities capital projects result in additional building deterioration within the deferral years which often require significant additional capital costs when actually repaired. Though difficult to directly quantify (very specific to technical project details), facilities capital projects

which are extra susceptible to deterioration increases are roof replacements, heritage restorations, structural repairs, HVAC replacements and building envelope repairs/replacements. Of the 93 deferred projects in 2025, 59 are projects susceptible to increased deterioration during deferral years.

Further, a 2024 whitepaper through the Canadian Condominium Institute titled “The Cost of Deferred Maintenance – When Spending Money Makes Sense” explored deferred maintenance with building capital repairs and concluded that “the cost to repair an asset regularly is more cost effective than allowing it to deteriorate and undertaking more extensive repairs in the future”.

In addition, as evidenced in recent years, construction price inflation has significantly outpaced general inflation. The combined value of the 93 deferred capital projects in 2025 was \$10,791,000. Assuming a very conservative 3% inflation differential and 22 additional projects completed annually, will result in a direct net cost avoidance of approximately \$77,000 annually.

Its Staff’s expectation that the Project Lead position will allow the Facilities Department to manage an additional 5-6 projects currently managed outside of the Facilities Department at an estimated value of \$400,000. If a very conservative savings of 7-8% is realized through centralized procurement of these facilities projects (including construction and engineering/design savings), a further cost savings of \$30,000 is expected.

In addition, it is expected that additional operational efficiencies will be realized through the creation of the project manager position. As some facilities projects are currently being managed through user departments, the position will allow the Facilities Department to take on this work and user departments will be able to focus on their specialties to improve their services to the community. Further, as facilities projects are centralized the procurement of individual capital projects will be combined and procured centrally resulting in a reduction in the number of tender documents being issued for facilities projects.

Further, by reducing the backlog of deferred maintenance there will be an overall reduction in costly emergency repairs as well as reduced maintenance requirements and costs as the replacement will be at the beginning of its life cycle.

Lastly, by expanding the Facilities Department capability to manage additional projects, additional grant opportunities will be explored and applications made to senior levels of government, etc. for funding assistance to address the capital requirements of our County facilities. Such funding assistance can support the business case for the building of new long-term replacements of Norfolk County’s aging facilities.

Risks

The risk to not implementing the additional project management capability to the Facilities Department is that the deferred capital repairs will continue to exponentially escalate. In addition, there is a significant risk to project delivery if sufficient staff resources are not dedicated to managing construction projects – including schedule control, project health and safety, change order management and project conflicts. In addition, maintenance costs and the required staffing resources to implement will also increase. Unfortunately, further repairs,

maintenance and capital replacements of facilities will continue to be decentralized without clear strategic approach across the Corporation.

Timeline

Recruitment for the new position will commence in February 2025 with a start date of April 1, 2025. The April start date will allow for management of 2025 facilities capital repairs projects. Further, the April 1 start date will allow the new position in place for 2026 budget preparations allowing for strategic planning for additional facilities projects commencing in 2026.

Impact on Operations

As some facilities projects are currently being managed through user departments, the position will allow the Facilities Department to take on this work and user departments will be able to focus on their specialties to improve their services to the community.

Further, the position will allow for internal expertise development and specialization within the Facilities Department through alignment of position responsibilities (i.e. operations/maintenance vs capital replacements). In addition, project management support will allow the Director to provide more strategic planning and direction to the Department.

Further, as part of the strategic Facilities review, it is anticipated that it will be recommended to decommission some of our older facilities and build new multi-purpose facilities - these "new build" projects will require additional staffing resources.

Return on Investment (ROI)

A minimum of 75% of the cost of the new position is expected to be offset by direct cost savings from centralized procurement as well as reducing deferred projects and their inflating construction costs. Though difficult to quantify, further savings will be realized through the avoidance of building deterioration associated with deferring projects from their "good state of repair" state. It is expected that the entire cost of the new position would be fully funded through reduced future capital costs of maintenance.

Alignment with Council's Strategic Plan



Explanation:

The new position will directly contribute to the development of quality, sustainable facilities infrastructure for Norfolk County.

Further, the new position will provide an improved focus on service as customer service providers across the organization will be empowered to focus on the services they provide through the centralization of facilities activities across the Corporation.

Lastly, the new position will address deferred capital maintenance and assist with the development of a strategic approach to managing facilities

Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2025 (\$)
Expenditures			
Salaries & Benefits	\$	\$126,000	\$126,000
Materials, Supplies & Services		5,000	5,000
Total Expenditures	\$	\$131,000	\$131,000
Revenues			
Total Revenues	\$0	\$0	\$0
2025 Net Levy Impact	\$	\$131,000	\$131,000
Impact on 2025 Tax Levy			0.1%

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Roads

Department Function/Services

- Inspect, maintain and repair approximately 4200 lane km's of road
- Provide winter maintenance for all County roads, parking lots and property
- Maintain all roadsides, traffic control/safety devices, roadside vegetation and pavement markings

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Length of hard surfaced roads maintained (lane km)	4,015	4,015	4,015
Length of gravel/earth roads maintained (lane km)	180	180	180
Approximate length of sidewalks maintained (km)	160	160	160

Prior Year Achievements

1. Successful implementation of Salesforce CRM tool for roads work order management
2. Manage operational aspects of seasonal paid parking program
3. Implemented new technology to streamline training and internal operations

Upcoming Main Objectives, Initiatives or Milestones

1. Convert MMS patrols from paper to app-based program
2. Implement an internal digital work order system
3. Integrate new AVL/GPS system into all roads vehicles

Challenges, Emerging Trends, Service Issues

1. Growing community with increasing public expectations of infrastructure conditions
2. Aging Infrastructure and ensuring MMS requirements are met
3. Increasing liabilities

Proposed 2025 Levy Operating Budget

Roads

Top Base Budget Drivers

1. \$244,800 Salaries & Benefits
2. \$122,100 Interdepartmental Charges
3. \$209,200 Transverse Line Painting tender
4. \$209,400 Winter Control Program (excluding salaries & benefits)
5. \$167,800 Street Lighting Maintenance & Repair Services and Hydro

Top Budget Driver Explanations

The increase in salaries and benefits is driven by economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover.

Interdepartmental allocations for Fleet equipment and vehicles as well as insurance administration is driving the increase.

Transverse Line Painting tender closed significantly over budget in 2024. The 2025 contract impact has been applied.

The overall Winter Control increase of \$209,400 is driven by a \$444,500 increase to standby charges due to the renegotiated rate and increased rental equipment costs of \$46,700. These increases are partially offset by lower contracted snow plowing costs (\$89,200 decrease) which is based on average 3-year requirements, and lower salt and sand costs (\$222,600 decrease) based on 3-year average material usage + 15%.

Street lighting maintenance and hydro usage is increasing due to additional locations coming online in recent years.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI – 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast	745,600	-

PROPOSED 2025 LEVY OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,817,700	6,113,300	244,800	4.0	0	0	6,358,100	244,800	4.0
Materials & Supplies	3,048,900	3,544,600	(149,700)	(4.2)	0	0	3,394,900	(149,700)	(4.2)
Services	4,892,800	4,663,800	795,500	17.1	0	0	5,459,300	795,500	17.1
Interdepartmental Charges	4,937,200	4,938,100	122,100	2.5	0	0	5,060,200	122,100	2.5
Debt Servicing Costs	3,069,600	3,069,600	0	0.0	(73,100)	0	2,996,500	(73,100)	(2.4)
Capital Reserve Contributions	100,000	100,000	0	0.0	818,700	0	918,700	818,700	818.7
Minor Capital	0	0	16,000	100.0	0	0	16,000	16,000	100.0
TOTAL EXPENDITURES	21,866,200	22,429,400	1,028,700	4.6	745,600	0	24,203,700	1,774,300	7.9
REVENUES									
Fees & Service Charges	(289,600)	(259,200)	51,400	(19.8)	0	0	(207,800)	(51,400)	(19.8)
Other Revenues	(7,100)	(15,400)	0	0.0	0	0	(15,400)	0	0.0
TOTAL REVENUES	(296,800)	(274,600)	51,400	(18.7)	0	0	(223,200)	(51,400)	(18.7)
NET LEVY REQUIREMENT	21,569,400	22,154,800	1,080,100	4.9	745,600	0	23,980,500	1,825,700	8.2
STAFFING COMPLEMENT		61.94	0.00		0.00	0.00	61.94	0.00	

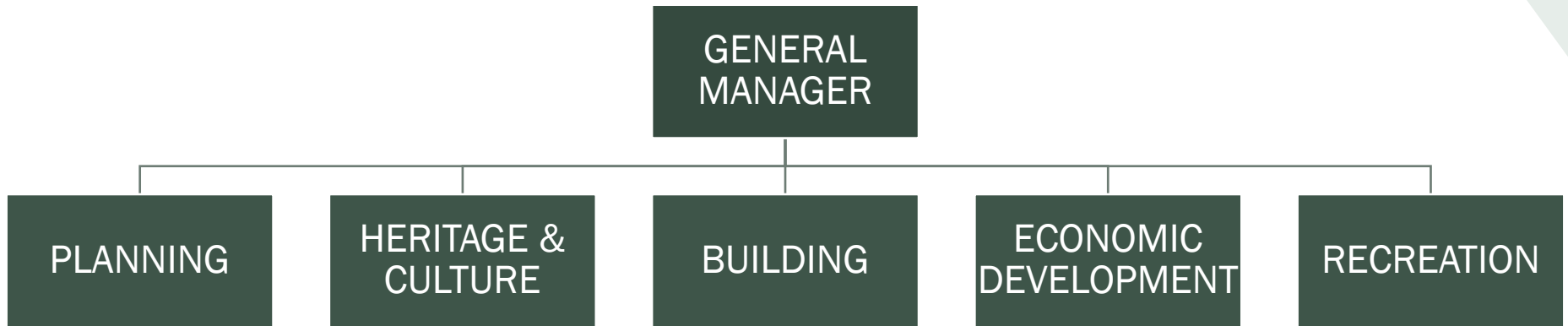
Page Left Blank Intentionally

Community Development



Page Left Blank Intentionally

Community Development



PROPOSED 2025 LEVY OPERATING BUDGET
COMMUNITY DEVELOPMENT SUMMARY
DIVISION SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	6,206,200	7,106,400	327,800	4.6	131,200	0	7,565,400	459,000	6.5
Materials & Supplies	412,600	489,600	5,800	1.2	0	0	495,400	5,800	1.2
Services	1,467,500	1,644,300	(91,000)	(5.5)	0	0	1,553,300	(91,000)	(5.5)
Transfer Payments/Grants	204,700	243,500	25,000	10.3	0	0	268,500	25,000	10.3
Interdepartmental Charges	1,641,100	1,554,500	(130,400)	(8.4)	0	0	1,424,100	(130,400)	(8.4)
Financial	57,600	70,800	(29,000)	(41.0)	0	0	41,800	(29,000)	(41.0)
Debt Servicing Costs	34,900	34,900	0	0.0	(100)	0	34,800	(100)	(0.3)
Capital Reserve Contributions	222,000	200,000	0	0.0	1,031,300	0	1,231,300	1,031,300	515.7
Operating Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	28,800	25,600	700	2.7	0	0	26,300	700	2.7
TOTAL EXPENDITURES	10,275,400	11,369,600	108,900	1.0	1,162,400	0	12,640,900	1,271,300	11.2
REVENUES									
Federal/Provincial Grants	(341,200)	(338,300)	36,400	(10.8)	0	0	(301,900)	(36,400)	(10.8)
Fees & Service Charges	(3,939,200)	(3,851,500)	(171,600)	4.5	0	0	(4,023,100)	171,600	4.5
Transfer From Reserve & Reserve Funds	(387,000)	(797,700)	122,300	(15.3)	(131,200)	0	(806,600)	8,900	1.1
Interdepartmental Recoveries	(106,700)	(106,700)	0	0.0	0	0	(106,700)	0	0.0
Other Revenues	(121,700)	(134,200)	23,000	(17.1)	0	0	(111,200)	(23,000)	(17.1)
TOTAL REVENUES	(4,895,800)	(5,228,400)	10,100	(0.2)	(131,200)	0	(5,349,500)	121,100	2.3
NET LEVY REQUIREMENT	5,379,500	6,141,200	119,000	1.9	1,031,200	0	7,291,400	1,150,200	18.7
STAFFING COMPLEMENT		73.97	(1.24)		1.00	0.00	73.73	(0.24)	

PROPOSED 2025 LEVY OPERATING BUDGET
COMMUNITY DEVELOPMENT SUMMARY
DIVISION NET LEVY REQUIREMENT

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
Community Development Administration	490,100	549,900	(31,000)	(5.6)	0	0	518,900	(31,000)	(5.6)
Building	0	0	0	0.0	0	0	0	0	0.0
Planning	665,100	836,600	162,900	19.5	0	0	999,500	162,900	19.5
Economic Development	1,372,800	1,525,200	(54,200)	(3.6)	(100)	0	1,470,900	(54,300)	(3.6)
Heritage & Culture	1,173,600	1,255,800	59,200	4.7	1,031,300	0	2,346,300	1,090,500	86.8
Recreation	1,678,000	1,973,700	(17,900)	(0.9)	0	0	1,955,800	(17,900)	(0.9)
TOTAL	5,379,500	6,141,200	119,000	1.9	1,031,200	0	7,291,400	1,150,200	18.7

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Community Development Administration

Department Function/Services

- To provide administrative support, coordination, and management services to the Community Development team
- To work with departments and others related to divisional matters on achieving strategic goals, objectives, actions, and continuous improvements
- To establish and oversee work programming, priorities, budgets, core services, policies, and procedures

Prior Year Achievements

1. Coordinated and submitted 79 reports and memos to Committees/Council to date
2. Successful coordination and execution of the 3rd annual Norfolk Community Days with free activities at Norfolk County facilities in each ward and renewed connections with service groups and citizens
3. Project Initiatives completed include Community Grant Program, Amplify Norfolk, Community Led Initiatives, Development Industry Session and Staff Summit

Upcoming Main Objectives, Initiatives or Milestones

1. Direction and undertaking of Norfolk Community Days in June 2025
2. Community Development Awards & Norfolk County Community and Amplify Norfolk Grants for 2025
3. Implementation of a Development Industry Liaison Committee

Challenges, Emerging Trends, Service Issues

1. Procedural, financial and resource limitations for undertaking new initiatives in the community
2. Maintaining high level of service delivery despite staffing level and further need to improve back-up capabilities despite lean staff complement for some business areas
3. Achieving full staff complement in departments and building experience

Proposed 2025 Levy Operating Budget

Community Development Administration

Top Base Budget Drivers

1. \$30,200 Salaries & Benefits
2. (\$10,000) Consulting Services
3. (\$46,500) Interdepartmental Charges

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, as well as impacts of the CAO-24-043 Talent Management Strategy.

The decrease in services is due reduction in consulting services costs.

The decrease in Interdepartmental charges is due primarily to office space reorganization strategy implemented in 2024.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Community Development Administration
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	327,500	355,700	30,200	8.5	0	0	385,900	30,200	8.5
Materials & Supplies	43,400	55,700	(900)	(1.6)	0	0	54,800	(900)	(1.6)
Services	41,800	60,600	(13,800)	(22.8)	0	0	46,800	(13,800)	(22.8)
Interdepartmental Charges	103,400	104,400	(46,500)	(44.5)	0	0	57,900	(46,500)	(44.5)
Financial	0	0	0	0.0	0	0	0	0	0.0
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	516,100	576,400	(31,000)	(5.4)	0	0	545,400	(31,000)	(5.4)
REVENUES									
Other Revenues	(26,000)	(26,500)	0	0.0	0	0	(26,500)	0	0.0
TOTAL REVENUES	(26,000)	(26,500)	0	0.0	0	0	(26,500)	0	0.0
NET LEVY REQUIREMENT	490,100	549,900	(31,000)	(5.6)	0	0	518,900	(31,000)	(5.6)
STAFFING COMPLEMENT		2.75	0.00		0.00	0.00	2.75	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Building

Department Function/Services

- Promote the safety of buildings constructed and renovated in Norfolk County by applying the Building Code Act, the Ontario Building Code and other applicable legislation
- Receive, review and issue building permits for the construction, renovation, change of use or demolition of buildings, and inspect buildings to ensure compliance with Ontario Building Code and ensure that a minimum standard of health, life, and fire safety standards are implemented and maintained
- Provide a high level of customer service to builders, developers, consultants, and residents as it pertains to building permit process

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of building permits issued	1,230	971	639
Number of residential dwelling units created	268	123	110
Average time for permit issuance decision (days)	4.84	4.48	3.13

Prior Year Achievements

1. Completion of the draft Building By-law
2. Consistently below the mandatory timeframe set out in the Ontario Building Code for to complete zoning and permit reviews and inspections
3. Hiring of new Zoning Administrator and Building Inspector to fill vacancies

Upcoming Main Objectives, Initiatives or Milestones

1. Secure and maintain appropriate staff resources
2. Development of a “Build Norfolk” newsletter
3. Participate in the annual Norfolk County Home Show event to further promote the Department

Challenges, Emerging Trends, Service Issues

1. Implementation of the “New” Ontario Building Code beginning March 2025
2. Continuous staff resource issues and recruiting challenges in filling vacancies
3. Factors such as staffing shortages, regulatory changes, and the need for additional reviews can contribute to delays in the approval process

Proposed 2025 Levy Operating Budget Building

Top Base Budget Drivers

1. \$88,300 Salaries & Benefits
2. \$16,800 Fees & Service Charges
3. \$57,000 Transfer to Reserve Funds

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy offset by staff turnover.

The increase in Fees & Services Charges is driven by revised expectations to permit revenues and other fees based on historical actuals and inflationary adjustments to user fees and service charges for Building.

The increase in the Transfer from Reserves & Reserve Funds is mainly driven by the increase in salaries and benefits charges (per above), which increases the need for draws from the Building Permit Stabilization Reserve Fund to bring the Net Levy Requirement to \$0.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Building
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,297,000	1,597,900	88,300	5.5	0	0	1,686,200	88,300	5.5
Materials & Supplies	48,400	60,300	2,500	4.1	0	0	62,800	2,500	4.1
Services	112,900	117,500	1,800	1.5	0	0	119,300	1,800	1.5
Interdepartmental Charges	429,600	369,400	(18,800)	(5.1)	0	0	350,600	(18,800)	(5.1)
Financial	6,200	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	1,894,200	2,145,100	73,800	3.4	0	0	2,218,900	73,800	3.4
REVENUES									
Fees & Service Charges	(1,894,500)	(1,847,600)	(16,800)	0.9	0	0	(1,864,400)	16,800	0.9
Transfer From Reserve & Reserve Funds	10,900	(292,400)	(57,000)	19.5	0	0	(349,400)	57,000	19.5
Other Revenues	(10,600)	(5,100)	0	0.0	0	0	(5,100)	0	0.0
TOTAL REVENUES	(1,894,200)	(2,145,100)	(73,800)	3.4	0	0	(2,218,900)	73,800	3.4
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		15.60	0.00		0.00	0.00	15.60	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget Planning

Department Function/Services

- Evaluate, process and coordinate development applications and agreements
- Prepare long-range planning studies, policies, strategies and documents
- Provide GIS services, systems, data, mapping and applications to support municipal needs and public

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of Development Applications	287	235	285
Number of General Inquiries	2,016	2,560	1,750
Number of GIS Requests	830	845	619

Prior Year Achievements

1. Development applications completed 98% within legislated timelines
2. Completion of Grow Norfolk Study and adoption of Phase 1 Official Plan Amendment
3. Launched new internal web mapping and enterprise system, spatial data integration with customer service portal

Upcoming Main Objectives, Initiatives or Milestones

1. Implement subdivision process and agreement streamlining review
2. Make progress on policy initiatives-PPS Conformity Amendment, Ph. 2 OPA, ADU updates, Urban Area Plans
3. Modernizing GIS workflows, basemaps and integrating 3D mapping solutions

Challenges, Emerging Trends, Service Issues

1. Resourcing at all levels including recruitment and retainment
2. Expectations
3. Continued legislative/policy changes with need to update local policies, bylaws, procedures, GIS systems

Proposed 2025 Levy Operating Budget Planning

Top Base Budget Drivers

1. \$189,200 Salaries & Benefits
2. \$100,000 BUILD Norfolk Consulting Services
3. (\$29,000) Removal Write-offs
4. \$77,100 Fees & Service Charges

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, job evaluation cost and impacts of the CAO-24-043 Talent Management Strategy offset by staff turnover.

The increase in Services is due to a re-allocation of consulting service costs from Engineering to Planning as per the 2023 Approved BUILD Norfolk NBI.

The decrease in Write-offs is due to the Bill 109 Legislation repeal meaning funding is no longer required for potential planning fee refunds.

The increase in Fees and Service Charges is due to the anticipated planning application and other fees based on historical actuals and inflationary adjustments to user fees and service charges for 2025.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET
Planning
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,199,200	1,500,300	189,200	12.6	0	0	1,689,500	189,200	12.6
Materials & Supplies	14,900	21,000	(1,500)	(7.1)	0	0	19,500	(1,500)	(7.1)
Services	242,600	125,300	88,000	70.2	0	0	213,300	88,000	70.2
Interdepartmental Charges	462,200	427,500	(15,700)	(3.7)	0	0	411,800	(15,700)	(3.7)
Financial	0	29,000	(29,000)	(100.0)	0	0	0	29,000	100.0
Capital Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	1,919,000	2,103,100	231,000	11.0	0	0	2,334,100	231,000	11.0
REVENUES									
Fees & Service Charges	(1,110,800)	(1,150,800)	(77,100)	6.7	0	0	(1,227,900)	77,100	6.7
Transfer From Reserve & Reserve Funds	(34,200)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(106,700)	(106,700)	0	0.0	0	0	(106,700)	0	0.0
Other Revenues	(2,300)	(9,000)	9,000	(100.0)	0	0	0	(9,000)	(100.0)
TOTAL REVENUES	(1,253,900)	(1,266,500)	(68,100)	5.4	0	0	(1,334,600)	68,100	5.4
NET LEVY REQUIREMENT	665,100	836,600	162,900	19.5	0	0	999,500	162,900	19.5
STAFFING COMPLEMENT		14.35	0.00		0.00	0.00	14.35	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Economic Development

Department Function/Services

- Coordinate and act on economic development strategies and plans including Business Retention & Expansion (BR+E) and Community Improvement Plan (CIP) programs, Foreign Direct Investment (FDI) missions
- Offering safe, reliable, affordable public transit that improves residents' quality of life through Ride Norfolk
- Collaborations with other departments and the community assisting with destination marketing opportunities and investment attraction

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Number of CIP Grant Applications	22	5	19
Ride Norfolk Ridership	10,267	16,752	16,624
Business engagements	39	102	170
Norfolk Sign Appearances	N/A	1	22

Prior Year Achievements

1. Increase the branding for Economic Development through: Scout, the Norfolk Sign, the Visit Norfolk app, Norfolk Edge newsletter, norfolkbusiness.ca, Rainbow Registered, provincial and national marketing awards
2. Ride Norfolk ridership successfully increased overall by 23% and was a recipient of the Rural Transit Solutions Fund
3. Assisted businesses through CIP program, the Frontier Forum, and BR+E

Upcoming Main Objectives, Initiatives or Milestones

1. Explore the implementation of Municipal Accommodation Tax and a Destination Marketing Organization
2. Ride Norfolk to execute capital projects with Rural Transit Solutions Fund grant and Transit Master Plan to be complete
3. Implement new Community Improvement Plan program, and continue to support downtown revitalization that improves quality of life
4. Engage with businesses through Business Retention & Expansion program

Challenges, Emerging Trends, Service Issues

1. Team back up and cross training remains a priority
2. Sharing administration support affects the departments' service levels
3. High expectations for a wide array of industries/sectors from a diverse population in a large geographical area

Proposed 2025 Levy Operating Budget

Economic Development

Top Base Budget Drivers

1. \$18,300 Salaries & Benefits
2. (\$125,000) Contracted Services
3. (\$58,700) Interdepartmental Charges
4. (\$90,300) Grants & Reserve Transfers

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy offset by staff turnover.

The decrease in Contracted Services is due to the removal of 2024 one-time items in addition to the removal of the remaining amount of funding from the 2020 Budget Deliberations Option #6 – Repositioning Tourism and Economic Development that was spent in 2024.

The decrease in Interdepartmental Charges is due to a re-allocation of indirect costs from other departments to Economic Development based on the underlying cost bases.

The decrease in Grants is driven by the Community Transportation Fund scheduled to end in March 2025 and the removal of the Digital Service Squad grant ending in 2024. The decrease in Transfers from the Reserves is driven by the completion of various one-time items completed for the Economic Development Implementation Strategy in 2024.

Further details on Government funding for Ride Norfolk is included in Section 5.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
N/A	Not Applicable	-	-

PROPOSED 2025 LEVY OPERATING BUDGET

Economic Development

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	501,300	502,300	18,300	3.6	0	0	520,600	18,300	3.6
Materials & Supplies	42,400	48,000	400	0.8	0	0	48,400	400	0.8
Services	740,500	943,400	(142,000)	(15.1)	0	0	801,400	(142,000)	(15.1)
Transfer Payments/Grants	200,700	239,500	25,000	10.4	0	0	264,500	25,000	10.4
Interdepartmental Charges	222,700	226,000	(58,700)	(26.0)	0	0	167,300	(58,700)	(26.0)
Financial	0	0	0	0.0	0	0	0	0	0.0
Debt Servicing Costs	34,900	34,900	0	0.0	(100)	0	34,800	(100)	(0.3)
Capital Reserve Contributions	222,000	200,000	0	0.0	0	0	200,000	0	0.0
TOTAL EXPENDITURES	1,964,400	2,194,100	(157,000)	(7.2)	(100)	0	2,037,000	(157,100)	(7.2)
REVENUES									
Federal/Provincial Grants	(210,500)	(203,100)	51,000	(25.1)	0	0	(152,100)	(51,000)	(25.1)
Fees & Service Charges	(86,300)	(88,000)	0	0.0	0	0	(88,000)	0	0.0
Transfer From Reserve & Reserve Funds	(290,300)	(365,300)	39,300	(10.8)	0	0	(326,000)	(39,300)	(10.8)
Other Revenues	(4,600)	(12,500)	12,500	(100.0)	0	0	0	(12,500)	(100.0)
TOTAL REVENUES	(591,600)	(668,900)	102,800	(15.4)	0	0	(566,100)	(102,800)	(15.4)
NET LEVY REQUIREMENT	1,372,800	1,525,200	(54,200)	(3.6)	(100)	0	1,470,900	(54,300)	(3.6)
STAFFING COMPLEMENT		4.25	(0.25)		0.00	0.00	4.00	(0.25)	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Heritage & Culture

Department Function/Services

- Steward a vast and diverse collection of artifacts, archives, works of art as well as County-owned built heritage assets
- Responsible for all matters pertaining to Parts IV and V of the Ontario Heritage Act, R.S.O. 1990, c. O. 18
- Provide community and virtual spaces for the public to gather and participate in creative and innovative programming and learning

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Visitors	9,962	13,713	12,077
Program Participants	N/A	1,534	1,454
Volunteer Hours – Adult and Youth	2,695	3,306	3,880

Prior Year Achievements

1. Launched new online, publicly accessible database of local newspapers capturing over 66,000 unique records
2. Launched an online mapping exhibit in partnership with Wilfrid Laurier University featuring the Townsend Barn Project using ArcGIS
3. Finalized and implemented a Cultural Heritage Impact Assessment policy and process

Upcoming Main Objectives, Initiatives or Milestones

1. Carillon 100 event June 2025, rededication of Norfolk's War Memorial
2. Explore opportunities to integrate AI and Augmented Reality into online and gallery exhibitions
3. Continue digitization efforts across the department to increase public accessibility to the Norfolk County collection

Challenges, Emerging Trends, Service Issues

1. Increasing need for additional storage to accommodate existing collection and future acquisitions
2. Declining and aging volunteer base
3. According to *Reimagining Museums 2021*, museums can be catalysts for change, especially in rural communities. A new campaign serves as a call to action for museums, to encourage the public to think differently about the role of museums, particularly in an age of mistrust and disinformation

Proposed 2025 Levy Operating Budget

Heritage & Culture

Top Base Budget Drivers

1. \$45,600 Salaries & Benefits
2. \$13,000 Carillon Tower Event
3. (\$20,000) Maintenance Repairs & Services
4. \$19,500 Minor Capital
5. (\$20,000) Transfer from Reserves & Reserve Funds

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of the CAO-24-043 Talent Management Strategy.

One-time costs for Carillon Tower Event scheduled to take place in 2025, provides for the majority of the increase shown under materials, the costs has been offset with savings within all the materials accounts.

The decrease in Services and the transfer from reserves and reserve funds is driven by the reduction in anticipated maintenance and repair expenses for the Port Dover Harbour Museum Almidart that are not required in 2025.

The increase to Minor Capital are represented by two projects that do not qualify to be included in the capital budget.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name,	Description	2025 Net Levy Impact (\$)	FTEs
CAI - 2025 Infrastructure Funding	As per Report CS-24-162 - Change in reserve contributions and debt servicing costs required to fund the department's capital forecast	1,031,300	-

PROPOSED 2025 LEVY OPERATING BUDGET
Heritage & Culture
DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	841,300	871,400	45,600	5.2	0	0	917,000	45,600	5.2
Materials & Supplies	159,400	183,000	10,000	5.5	0	0	193,000	10,000	5.5
Services	143,100	175,600	(27,400)	(15.6)	0	0	148,200	(27,400)	(15.6)
Interdepartmental Charges	145,100	146,400	4,000	2.7	0	0	150,400	4,000	2.7
Financial	2,500	2,600	0	0.0	0	0	2,600	0	0.0
Debt Servicing Costs	0	0	0	0.0	0	0	0	0	0.0
Capital Reserve Contributions	0	0	0	0.0	1,031,300	0	1,031,300	1,031,300	100.0
Minor Capital	0	0	19,500	100.0	0	0	19,500	19,500	100.0
TOTAL EXPENDITURES	1,291,400	1,379,000	51,700	3.7	1,031,300	0	2,462,000	1,083,000	78.5
REVENUES									
Federal/Provincial Grants	(45,300)	(49,800)	0	0.0	0	0	(49,800)	0	0.0
Fees & Service Charges	(53,400)	(52,400)	(13,500)	25.8	0	0	(65,900)	13,500	25.8
Transfer From Reserve & Reserve Funds	(12,700)	(20,000)	20,000	(100.0)	0	0	0	(20,000)	(100.0)
Other Revenues	(6,400)	(1,000)	1,000	(100.0)	0	0	0	(1,000)	(100.0)
TOTAL REVENUES	(117,800)	(123,200)	7,500	(6.1)	0	0	(115,700)	(7,500)	(6.1)
NET LEVY REQUIREMENT	1,173,600	1,255,800	59,200	4.7	1,031,300	0	2,346,300	1,090,500	86.8
STAFFING COMPLEMENT		9.05	0.00		0.00	0.00	9.05	0.00	

Page Left Blank Intentionally

Proposed 2025 Levy Operating Budget

Recreation

Department Function/Services

- To enhance the quality of life for residents of Norfolk County through the provision of recreational services
- To engage with the community to build partnerships and positive relationships to build a healthy community
- To provide a wide range of affordable, high quality, inclusive programs & maximize the use of recreational facilities

Performance Measures and Statistics

Measurable Service	2022	2023	2024 as of September 30
Total Number of Programming Hours	13,858	16,971	12,491
Total Number of Recreational Program Participants	69,126	116,503	176,209
Total Number of Facility Contracts Issued	1,414	1,739	1,415

Prior Year Achievements

1. Grand Re-Opening of Delhi Kinsmen Pool with enhanced programming and hosted 2 large and 3 smaller Invitational Swim Meets
2. Implemented Cross Department Joint Programming Initiatives between all areas of Recreation Aquatics/Seniors & Summer Camp
3. Conducted Community Engagement sessions & Community Needs Assessment for Recreation Without Borders with excellent results

Upcoming Main Objectives, Initiatives or Milestones

1. Approval of Master Recreation Plan – Recreation without Borders Implementation Plan
2. Comprehensive Recreation Policy Development and Implementation
3. Explore opportunities for a more community-based approach to facility operations and programming options

Challenges, Emerging Trends, Service Issues

1. Staffing resources and need for inclusion services within programs
2. Economic challenges as a barrier to participation
3. Aging Infrastructure & increasingly competitive climate for funding at both Provincial & Federal levels

Proposed 2025 Levy Operating Budget

Recreation

Top Base Budget Drivers

1. \$87,400 Salaries & Benefits
2. \$14,600 Federal/Provincial Grants
3. \$64,200 Fees & Service Charges

Top Budget Driver Explanations

The increase in Salaries & Benefits is due to economic and benefit increases, salary grid progression, and impacts of CAO-24-043 Talent Management Strategy offset by staff turnover.

The increase in Federal/Provincial Grants is due to the increase in annual operating funding for the SALC Program from \$42,700 to \$50,000 for the Delhi and Simcoe Senior Centres.

The increase in Fees & Service Charges is driven by anticipated additional revenue from summer day camp programming, child & youth programming and pool programming based on 2024 actuals to date.

Summary of Council Approved Initiatives (CAIs) and New Budget Initiatives (NBIs)

Name	Description	2025 Net Levy Impact (\$)	FTEs
CAI - Recreation Facilities Review Position	As per Report CD-21-41 - TFT Project Lead, Strategic Recreation Initiatives (3- year term 2024-2027)	131,200	1.0

PROPOSED 2025 LEVY OPERATING BUDGET

Recreation

DEPARTMENT SUMMARY

	2024 Forecasted Actuals	2024 APPROVED BUDGET	Base Budget Adjustments	2025 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2025 PROPOSED BUDGET	2025 Budget \$ Incr/(Decr)	2025 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,039,800	2,278,800	(43,800)	(1.9)	131,200	0	2,366,200	87,400	3.8
Materials & Supplies	104,100	121,600	(4,700)	(3.9)	0	0	116,900	(4,700)	(3.9)
Services	186,500	221,900	2,400	1.1	0	0	224,300	2,400	1.1
Transfer Payments/Grants	4,000	4,000	0	0.0	0	0	4,000	0	0.0
Interdepartmental Charges	278,200	280,800	5,300	1.9	0	0	286,100	5,300	1.9
Financial	48,800	39,200	0	0.0	0	0	39,200	0	0.0
Capital Reserve Contributions	0	0	0	0.0	0	0	0	0	0.0
Minor Capital	28,800	25,600	(18,800)	(73.4)	0	0	6,800	(18,800)	(73.4)
TOTAL EXPENDITURES	2,690,200	2,971,900	(59,600)	(2.0)	131,200	0	3,043,500	71,600	2.4
REVENUES									
Federal/Provincial Grants	(85,400)	(85,400)	(14,600)	17.1	0	0	(100,000)	14,600	17.1
Fees & Service Charges	(794,300)	(712,700)	(64,200)	9.0	0	0	(776,900)	64,200	9.0
Transfer From Reserve & Reserve Funds	(60,600)	(120,000)	120,000	(100.0)	(131,200)	0	(131,200)	11,200	9.3
Interdepartmental Recoveries	0	0	0	0.0	0	0	0	0	0.0
Other Revenues	(71,900)	(80,100)	500	(0.6)	0	0	(79,600)	(500)	(0.6)
TOTAL REVENUES	(1,012,300)	(998,200)	41,700	(4.2)	(131,200)	0	(1,087,700)	89,500	9.0
NET LEVY REQUIREMENT	1,678,000	1,973,700	(17,900)	(0.9)	0	0	1,955,800	(17,900)	(0.9)
STAFFING COMPLEMENT		27.97	(0.99)		1.00	0.00	27.98	0.01	

Page Left Blank Intentionally



SECTION 4

Debt and

Reserve Related Impacts

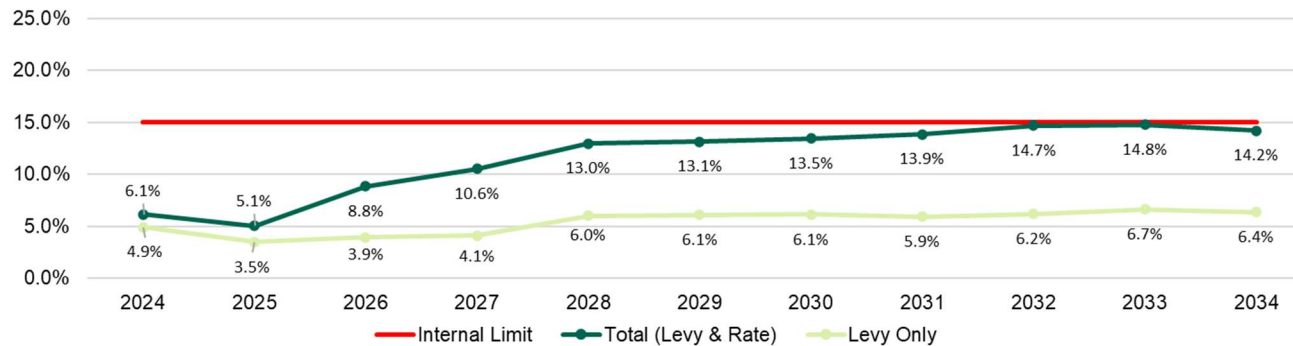
Page Left Blank Intentionally

Debt Levels and the Annual Repayment Limit (ARL)

The Province regulates the total level of debt that can be borrowed by municipalities. Specifically, the regulation provides that the total of all debt servicing costs (principal plus interest repaid) must not be greater than 25% of own source revenues (the County’s tax levies, rate generated revenue, user fees), which is called the Annual Repayment Limit. In 2019, the County established a lower internal limit of 15% to promote fiscal prudence.

The chart included below was provided in the Proposed 2025-2034 Levy Capital Plan, to graph the County’s expected progress compared to the ARL based on planned borrowings in the Capital Plan financing strategy.

Chart 1: Projected Annual Repayment Limit



As seen in Chart 1, levy-related borrowing requirements are anticipated to stay within a stable, reasonable level throughout the forecast period. At the corporate level, the 15% internal limit has been upheld per Council’s guidance, barely, peaking at 14.8% in the highest year (2033).

The reason the corporate limit is so much higher than the levy-only limit is due to the extensive borrowing requirements for water- and wastewater-related capital projects. As discussed in detail at the October 31st, 2024 Budget Committee Meeting, there is a material imbalance of borrowing requirements between taxpayers and ratepayers. Finance staff continue to exercise caution that the current trajectory of borrowing required to accommodate rate-related capital projects



PROPOSED 2025 LEVY OPERATING BUDGET Debt & Reserve Related Impacts

will place a serious burden on ratepayers, which indirectly limits the County’s corporate flexibility. In a nutshell, the levy is positioned in a reasonable spot to tackle many upcoming corporate challenges, but debt capacity across the corporation is being depleted by rate capital.

The impact of paying for the principal repayments and interest charges measured in the ARL represents a material expense to the 2025 Levy Operating Budget. A breakdown of these expenses, known as debt servicing costs, is included in Chart 2 below.

Chart 2: Debt Servicing Costs included in 2025 Levy Operating Budget

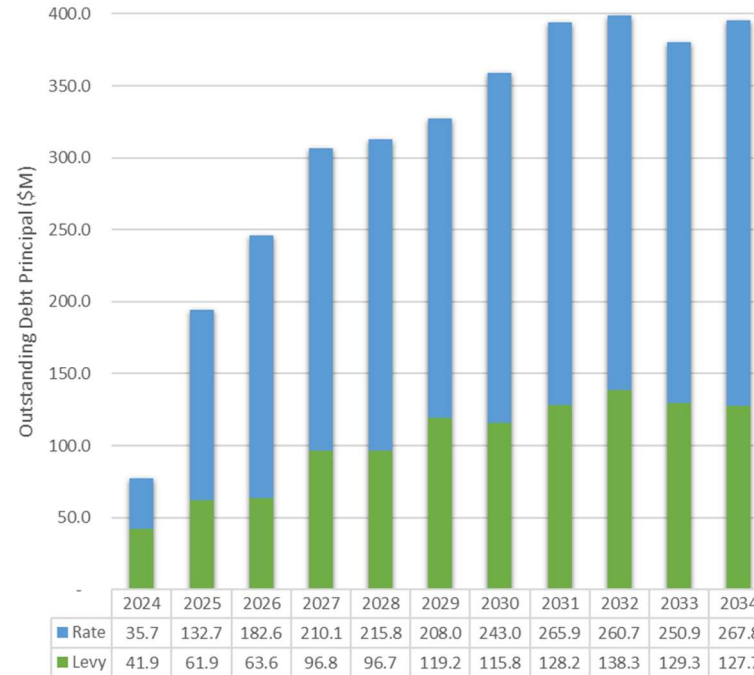
	Existing (Issued)	Pending (Not Yet Issued)	New (2025)	Total Included in 2025
Levy Debt Servicing	\$6,226,000	\$1,967,500	\$0	\$8,193,500
DC Debt Servicing	\$69,800	\$61,000	\$0	\$130,800
Total Debt Servicing	\$6,295,800	\$2,028,500	\$0	\$8,324,300

As seen in Chart 2, approximately \$8.3 million is included to accommodate debt servicing within the Proposed 2025 Levy Operating Budget. This is \$1.0 million less than 2024, however the \$8.3 million total still represents approximately 6.5% of the net levy requirement. This makes it one of the County’s largest expenses, so although debt requirements are driven from the County’s Capital Plan, it is important to understand how they impact the net levy requirement, which taxpayers raise through their property taxes.

For reference, total borrowing requirements that are causing the repayments covered in the above two charts has been included in Chart 3 below. 2024 represents existing debt, 2025 represents pending not yet issued debt, and 2026-2034 represents the forecast period from the Capital Plan. As always, even though this is a levy document, water / wastewater debt is included as well to maintain a corporate view.

PROPOSED 2025 LEVY OPERATING BUDGET Debt & Reserve Related Impacts

Chart 3: Outstanding Debt Principal by Year – 2024-2034 (\$M)



As seen in Chart 3, the County has \$41.9 million in outstanding levy-related debt (\$77.6 million total debt) that has already been borrowed and is obligated to be repaid. By the end of 2025, it could peak at \$61.9 million in levy-related debt (\$194 million total debt). It will likely not materialize that high during 2025 as it is the County’s policy to issue debt upon substantial completion of a project, and many of the applicable debt-funded projects will likely have multi-year construction periods, but it is expected to need to be issued at some point. By the end of 2034, the County could be looking at up to \$127 million in outstanding levy-related debt (\$395 million total debt).

Overall, Chart 3 highlights once again how much more of Norfolk’s expected borrowing is related to water and wastewater rather than the levy, which is in a favourable position. Staff will continue to highlight the imbalance between rate-related debt and levy-related debt, wherever possible.

Levy Reserves & Reserve Funds

The Proposed 2025 Levy Operating Budget includes total contributions of \$39,324,600 to Levy Reserves & Reserve Funds. This is primarily driven by a Council Approved Initiative (CAI) which Council approved through Report CS-24-162 *Proposed 2025-2034 Levy Capital Plan* to continue building capital reserve balances to a more sustainable level.

Reserves play a crucial role in the County's long-term financing plan. Over the past several years, a significant turnaround has started taking shape regarding the financial outlook for levy-funded services. This can be attributed to several tough decisions made, none more considerable than increased contributions to capital reserves.

The \$39 million total represents approximately 30.6% of the net levy requirement, and is also one of the County's largest expenses, so although reserve requirements are driven from the County's Capital Plan, it is important to understand how they impact the net levy requirement, which taxpayers raise through paying their property taxes.

Capital Reserves and Reserve Funds

The levy capital reserve contributions of approximately \$37.7 million within the levy operating budget are transferred to levy capital reserves, meaning they are set aside to fund current or future capital projects, such as road reconstructions or major building repairs.

However, in the short- to medium-term outlook, even with increases to contributions, the level of planned capital spending still places downward pressure on projected balances. In the latter years of the forecast period, more progress can be seen where balances start replenishing and exceeding the levels of today as the compounding effect of contributions have more time to grow.

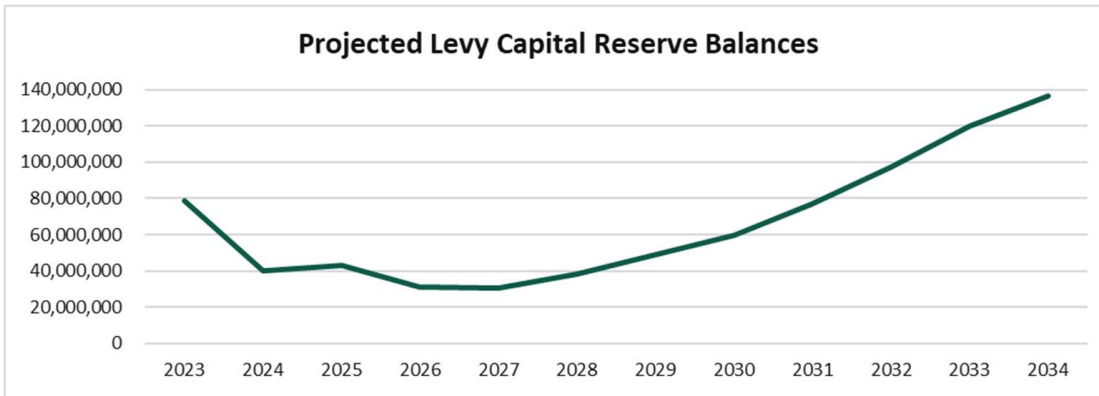
When it comes to contributions, best practice suggests if reserve balances are in a sustainable position, annual reserve contributions should be approximately equal to commitments. Unfortunately, contributions will still not be at a sufficient level to fund the planned capital spending, as more is budgeted to be spent from levy capital reserves in 2025 than what is being put in. This could lead to a continued trend in declining balances that must be addressed in future years.

Overall, the Final 2025-2034 Levy Capital Plan utilized capital reserve financing wherever possible, to avoid the requirements for additional debt. This capital financing decision, however, leads to limited flexibility to accommodate fluctuations to capital costs estimates throughout project timelines, leaving little available room in each individual reserve to fund any amendments that arise. There have been very few changes in the status and outlook of levy capital reserves since the Proposed 2025-2034 Capital Plan was presented in October 2024, an updated summary for each capital reserve is provided on the next page.

Summary of Levy-Related Capital Reserves & Reserve Funds

This page updates the capital reserve & reserve fund outlook for minor transactions that have occurred since the last time it was presented as part of the Proposed 2025-2034 Levy Capital Plan.

Reserve/Reserve Fund	Audited	Approved	Projected Fund Balances (Final 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Ambulance Development Charge Reserve Fund	297,573	391,150	436,954	485,295	536,273	321,905	15,701	(235,525)	(213,728)	(966,291)	(1,460,720)	(2,300,404)		
Ambulance Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Development Charge Reserve Fund	2,523,264	2,714,097	2,978,164	3,256,612	3,550,113	2,281,404	2,544,805	1,166,012	1,394,190	1,369,348	1,015,719	(2,831,945)		
Fire Protection Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Government Development Charge Reserve Fund	87,439	(256,476)	(393,261)	(394,623)	(395,536)	(395,973)	(395,906)	(449,235)	(506,160)	(567,956)	(807,610)	(888,189)		
Library Development Charge Reserve Fund	144,910	201,662	166,796	132,838	99,931	68,218	36,812	79,508	126,697	177,518	233,256	293,171		
Library Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parking Development Charge Reserve Fund	653,207	712,065	709,631	772,380	838,440	473,534	529,661	588,940	651,496	717,459	787,066	860,463		
Parks & Recreation Development Charge Reserve Fund	3,988,044	3,917,922	4,323,095	4,498,951	4,512,522	4,960,413	5,414,042	4,323,745	2,898,074	1,722,741	508,467	(760,539)		
Parks & Recreation Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Roads & Related Development Charge Reserve Fund	2,721,960	2,480,461	1,319,189	1,005,393	806,573	255,721	(8,103)	(400,461)	(811,079)	(802,199)	(1,030,859)	(1,297,812)		
Roads & Related Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Levy DC Reserve Funds	10,416,399	10,160,881	9,540,567	9,756,847	9,948,317	7,965,223	8,137,011	5,072,983	3,539,489	1,650,620	(754,680)	(6,925,254)		
CCBF Reserve Fund	10,070,425	4,958,097	4,530,580	1,817,481	1,668,729	1,642,495	2,432,271	2,390,458	3,857,387	8,807,412	13,952,964	19,301,764		
Cemeteries Reserve	181,368	105,372	215,043	277,071	231,467	298,510	370,488	327,119	405,112	488,786	448,529	539,427		
Drains Construction Reserve	4,990,791	0	0	0	0	0	0	0	0	0	0	0		
Facilities Reserve	9,607,166	10,716,296	13,732,518	4,009,994	1,492,924	1,211,042	4,347,441	6,669,786	8,463,075	13,360,668	12,982,074	15,674,385		
Fleet Reserve	9,449,434	2,288,432	3,172,483	3,590,311	4,854,477	4,886,977	3,703,819	5,552,924	10,695,649	9,051,705	14,450,926	14,695,023		
General Capital Replacement Reserve	2,622,369	3,619,538	2,396,607	2,670,899	982,950	3,272,294	6,606,432	11,768,940	16,751,480	21,898,191	27,839,567	34,251,075		
Land Reserve	3,763,265	3,844,796	3,897,393	4,267,556	4,660,968	5,078,964	5,522,826	5,993,992	6,493,852	7,023,956	7,585,913	8,181,398		
Library Reserve	804,275	322,662	407,132	503,671	613,379	737,400	877,961	1,031,144	1,202,331	1,388,804	1,592,934	1,816,250		
Marinas Reserve	2,759,563	2,818,670	2,646,224	2,378,921	2,536,194	2,439,700	2,226,297	2,217,043	2,336,217	2,646,376	2,983,964	3,251,727		
New/Incremental Capital Reserve	13,115,773	0	660,300	544,300	210,700	0	0	0	0	0	0	0		
OCIF Reserve Fund	1,309,287	2,758,026	2,721,132	3,026,330	3,416,888	3,708,624	2,829,378	5,873,053	8,597,166	11,055,062	13,610,044	16,265,949		
Parking Reserve Fund	90,274	5,482	5,699	5,924	6,158	6,401	6,654	6,916	7,190	7,474	7,769	8,076		
Parkland Reserve Fund	721,702	459,149	376,454	365,336	351,701	370,790	381,278	401,536	422,595	444,485	467,239	490,893		
Roadway Construction Reserve	18,213,227	7,728,075	6,240,716	4,815,396	5,969,533	10,651,583	15,059,426	12,479,848	12,328,520	15,463,831	17,724,131	20,406,249		
Social Housing Capital Loan Reserve (Closed in 2024)	614,599	0	0	0	0	0	0	0	0	0	0	0		
Social Housing Norfolk Reserve	636,710	739,537	1,809,081	2,680,746	3,306,178	3,899,141	4,455,236	4,971,966	5,443,618	5,867,373	6,237,180	1,378,356		
Levy Capital Reserves	78,950,227	40,364,130	42,811,361	30,953,936	30,302,245	38,203,921	48,819,508	59,684,726	77,004,192	97,504,121	119,883,235	136,260,572		



Capital Reserve	Final 2025 Contribution
Cemeteries Reserve	\$101,500
Drains Construction Reserve	\$500,000
Facilities Reserve	\$5,892,400
Fleet Reserve	\$6,496,500
Gen. Cap. Repl. Reserve	\$5,070,000
Land Reserve	\$200,000
Library Reserve	\$360,000
Marinas Reserve	\$182,000
New/Incr. Capital Reserve	\$2,317,300
Roadway Construction Reserve	\$14,641,000
Social Housing Norfolk Reserve	\$1,902,800
Total Levy Capital Reserves	\$37,663,500

Operating Reserves and Reserve Funds

A small portion of reserve contributions, approximately \$1.7 million, within the budget are transferred to levy operating reserves. These reserves are maintained for a variety of reasons including promoting financial stability (to provide self-insurance against losses; smooth the cost of a municipal election over multiple years) and legislative compliance.

Certain levy operating reserve funds that are maintained for legislative compliance and might not have a net contribution in 2024 but a net withdrawal. For example, the Building Permit Stabilization Reserve Fund exists to ensure the permit fees collected don't exceed the cost to provide the department's services, which in years with comparatively low expected revenues, requires a transfer from the reserve to be budgeted rather than a contribution.

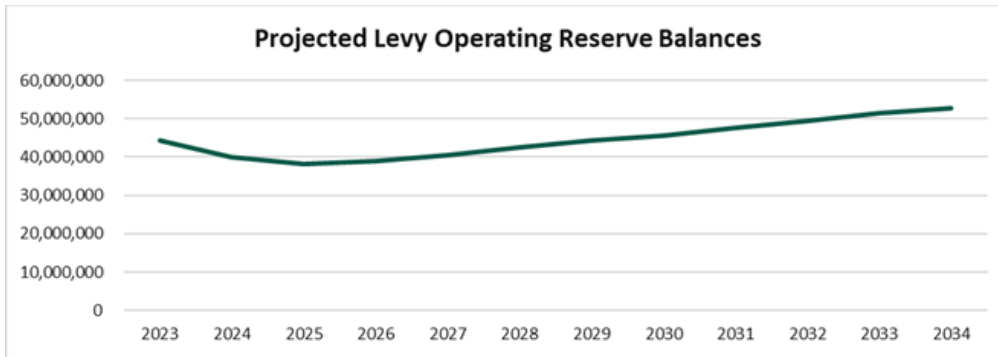
There are other levy operating reserves that are not contributed to from the levy. In the case of the Provincial Gas Tax Reserve Fund, for example, it is funded through grants received by the Ministry of Transportation that must flow through a reserve fund per the Letter of Agreement. Transfers from the reserve are required to access the funds, which are primarily used to offset the cost of transit operations.

A summary of all levy operating reserves is provided on the next page, followed by the continuity schedule of each individual reserve. Overall, a \$39 million balance in levy operating reserves is forecasted by the end of 2024, although this estimate will differ when the County's year-end results are reported, as a surplus / deficit, economic factors and other transactions could materially change the net balance. This total balance is expected to slowly grow to \$53 million over the 10-year forecast period as a result of steady increases in contributions and deferred revenues, but relatively consistent withdrawals. The ending balance is a best estimate, operating budgets are only created currently for one year with no forecast period, as well the actual transactions factors within a given year will affect this forecast as noted above.

Finally, a continuity schedule is provided for the Legacy Fund, a special purpose reserve fund established following the sale of Norfolk Power in 2014. Proceeds from the investment were moved into a reserve fund, and earnings from the investment of the initial proceeds flow through the reserve fund for other Council-directed uses each year, making it operate similar to an endowment. Note that the reserve fund only includes recognized transactions. For example unrealized changes in the balances, from market increases in equity securities that have not yet been redeemed, are not included in the reserve fund continuity balances. An update on this "marked-to-market" balance is provided annually through the County's financial statements, or more frequently to Council on an informal basis. For context, at the start of 2024, the Legacy Fund Reserve Fund balance was recognized at \$67,488,997, while the carrying balance was \$78,862,199.

Summary of Levy Operating Reserves & Reserve Funds

Reserve/Reserve Fund	Audited	Approved	Projected Fund Balances										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Building Permit Stabilization Reserve Fund	3,959,950	3,753,167	3,901,417	4,055,523	4,215,716	4,326,104	4,496,985	4,674,616	4,859,263	5,051,204	5,189,396	5,394,377	
Contingency Reserve	26,418,763	25,203,408	22,422,529	22,815,529	23,255,029	23,972,129	24,717,929	25,493,529	26,300,129	27,139,029	28,011,529	28,918,929	
Council Initiative Reserve	943,124	738,734	663,734	713,734	763,734	1,063,734	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Delhi BIA Reserve	60,059	62,432	64,898	67,461	70,126	72,896	75,775	78,768	81,880	85,114	88,476	91,971	
Development Charge Grant Reserve	3,770,353	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176
Election Reserve	186,570	296,570	426,570	110,570	240,570	370,570	500,570	140,570	270,570	400,570	530,570	135,570	
Heritage Reserve	191,737	179,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017
Insurance Reserve	5,054,115	5,700,515	6,200,515	6,700,515	7,200,515	7,700,515	8,200,515	8,700,515	9,200,515	9,700,515	10,200,515	10,700,515	
NCPL Donations Reserve	351,050	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650
Provincial Gas Tax Reserve Fund	346,640	154,986	147,257	139,222	130,870	122,188	113,163	103,782	94,030	83,893	73,355	(143,001)	
Reforestation Reserve	214,230	194,930	224,930	118,863	148,863	178,863	208,863	238,863	268,863	298,863	328,863	358,863	
WSIB Reserve	2,811,752	2,938,687	3,098,787	3,289,387	3,485,687	3,687,887	3,896,187	4,110,687	4,331,587	4,559,087	4,793,487	5,034,887	
Levy Capital Reserves	44,308,343	39,996,271	38,087,480	38,947,648	40,447,953	42,431,729	44,346,830	45,678,173	47,543,680	49,455,118	51,353,034	52,628,954	



Operating Reserve	Final 2025 Contribution
Contingency Reserve	\$701,100
Council Initiative Reserve	\$300,000
Election Reserve	\$130,000
Insurance Reserve	\$500,000
Reforestation Reserve	\$30,000
Total Levy Operating Reserves	\$1,661,100



Building Permit Stabilization Reserve Fund
10-03-9923-2923

Approved Fund Purpose:

To fund costs related to administering and enforcing the Building Code Act, including deficits of the Building Department or any capital costs related to Building operations. Legislated by the *Building Code Act, 1992 s.7(2)* and *O.Reg. 305/03 S.2.23.1.1(1)(d)*.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	3,431,079	3,959,950	3,753,167	3,901,417	4,055,523	4,215,716	4,326,104	4,496,985	4,674,616	4,859,263	5,051,204	5,189,396
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Surplus/Deficit	393,077											
Interest Earned	161,645	142,617	148,250	154,106	160,193	164,388	170,881	177,631	184,647	191,941	197,192	204,981
Uses												
Capital Commitments		0	0	0	0	-54,000	0	0	0	0	-59,000	0
Capital Actuals	-25,850	0										
Levy Actuals	0	0										
Levy Commitments		-349,400										
Interest Charged												
Closing Balance	3,959,950	3,753,167	3,901,417	4,055,523	4,215,716	4,326,104	4,496,985	4,674,616	4,859,263	5,051,204	5,189,396	5,394,377
Audited G/L Balance	3,959,950											
	0											

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

Contingency Reserve
10-05-9952-2952

Approved Fund Purpose:

To provide funding for unknown liabilities, emergencies, one-time initiatives, or expenditures associated with levy operations (e.g. operating deficits) for which no other sources of funding are available.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	25,624,167	26,418,763	25,203,408	22,422,529	22,815,529	23,255,029	23,972,129	24,717,929	25,493,529	26,300,129	27,139,029	28,011,529	28,011,529
Sources													
Levy Contributions	596,500	613,000	613,000	663,000	689,500	717,100	745,800	775,600	806,600	838,900	872,500	907,400	
Uncollected Liabilities	-10,000												
Surplus/Deficit	2,490,415												
Parking Pilot Revenues	107,596	11,400	88,100										
Uses													
Capital Commitments		-1,309,144	0	0	0	0	0	0	0	0	0	0	
Capital Actuals	-1,824,144	-89,846											
Levy Actuals	197,494												
Levy Commitments			-2,265,100										
Capital Actuals (Modernization)	-25,547	-49,862											
Levy Actuals (Modernization)	-20,337	-134,243											
Capital Commitments (Safe Restart Funding)			-150,000	-150,000	-250,000								
Levy Commitments (Safe Restart Funding)			-648,227										
Levy Actuals (Safe Restart Funding)	-598,370												
2020 Operating Surplus Commitments	-52,578	-140,405	-418,651	-120,000									
2021 Operating Surplus Commitments	-66,432	-116,255											
Closing Balance	26,418,763	25,203,408	22,422,529	22,815,529	23,255,029	23,972,129	24,717,929	25,493,529	26,300,129	27,139,029	28,011,529	28,918,929	
Audited G/L Balance	26,418,763												
	0												

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

Council Initiative Reserve
10-05-9949-2949

Approved Fund Purpose:

To fund new Council initiatives. The Council Initiative Reserve was established for Council to identify initiatives that should have a multi-year positive impact, a broad impact that positively impacts many residents, and an impact that aligns with the strategic plan in effect at that time.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	1,337,053	943,124	738,734	663,734	713,734	763,734	1,063,734	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Sources													
Levy Contributions	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Uses													
Capital Commitments		-10,000	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals	-173,465	-53,891											
Levy Actuals	-220,464	0											
Levy Commitments		-440,499	-375,000	-250,000	-250,000								
T/T Roadway Construction Reserve								-163,734	-300,000	-300,000	-300,000	-300,000	-300,000
Closing Balance	943,124	738,734	663,734	713,734	763,734	1,063,734	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Audited G/L Balance	943,124												
	0												

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

Delhi BIA Reserve
70-03-9924-2924

Approved Fund Purpose: To administer the reserve of the Delhi Business Improvement Area.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	57,339	60,059	62,432	64,898	67,461	70,126	72,896	75,775	78,768	81,880	85,114	88,476
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
BIA Contributions												
Interest Earned	2,721	2,372	2,466	2,563	2,665	2,770	2,879	2,993	3,111	3,234	3,362	3,495
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
BIA Commitments												
Interest Charged												
Closing Balance	60,059	62,432	64,898	67,461	70,126	72,896	75,775	78,768	81,880	85,114	88,476	91,971
Audited G/L Balance	60,059											
	-0											

NOTES
Forecast based on Proposed 2025-2034 Capital Plan



Development Charge Grant Reserve
10-05-9991-2991

Approved Fund Purpose:

To provide funds for DC exemptions that arise in excess of amount specified in annual operating budget(s). Per the Development Charge Act, exemptions cannot be funded by increases to DC's and thus must be borne by the levy- and rate-payers of the County.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	3,770,353	3,770,353	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176
Sources														
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Surplus/Deficit														
Uses														
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0												
Levy Actuals		0												
Levy Commitments		-3,466,177												
Closing Balance	3,770,353	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176	304,176
Audited G/L Balance	3,770,353													
		0												

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

Election Reserve
10-05-9958-2958

Approved Fund Purpose: To fund election expenses during election years and smooth the resourcing over four (4) years.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	123,153	186,570	296,570	426,570	110,570	240,570	370,570	500,570	140,570	270,570	400,570	530,570		
Sources														
Levy Contributions	100,000	110,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Uses														
Capital Commitments		0	0	-36,000	0	0	0	0	-40,000	0	0	0	0	-45,000
Capital Actuals		0												
Levy Actuals	-36,584	0												
Levy Commitments					-410,000				-450,000					-480,000
Closing Balance	186,570	296,570	426,570	110,570	240,570	370,570	500,570	140,570	270,570	400,570	530,570	135,570		
Audited G/L Balance	186,570													
	0													

NOTES
Forecast based on Proposed 2025-2034 Capital Plan

Heritage Reserve
10-05-9946-2946

Approved Fund Purpose: To finance capital or operating costs associated with museums or heritage structures, including in accordance with purposes specified by donors.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	128,506	191,737	179,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017
Sources													
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	19,209												
T/F Fisherman's Memorial Reserve	8,728												
T/F Port Dover Harbour Museum Development R	13,807												
T/F Port Dover Light House Reserve	16,668												
Interest Earned	7,472												
Uses													
Capital Commitments		0	-16,000	0	0	0	0	0	0	0	0	0	0
Capital Actuals	-2,654	0											
Levy Actuals	0	0											
Levy Commitments		-12,720											
Interest Charged													
Closing Balance	191,737	179,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017	163,017
Audited G/L Balance	191,737												
	0												

NOTES
Forecast based on Proposed 2025-2034 Capital Plan



Insurance Reserve
10-05-9940-2940

Approved Fund Purpose: To provide for the payment of uninsured losses or deductible losses which may arise as part of the self-insurance program.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	4,124,117	5,054,115	5,700,515	6,200,515	6,700,515	7,200,515	7,700,515	8,200,515	8,700,515	9,200,515	9,700,515	10,200,515	10,700,515
Sources													
Levy Contributions	400,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Claim Proceeds for Capital Replacements	99,087												
Surplus/Deficit	361,508	246,400											
Interest Earned	208,626												
Uses													
Capital Commitments		-100,000	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals	-139,222	0											
Levy Actuals		0											
Closing Balance	5,054,115	5,700,515	6,200,515	6,700,515	7,200,515	7,700,515	8,200,515	8,700,515	9,200,515	9,700,515	10,200,515	10,700,515	
Audited G/L Balance	5,054,115												
	0												

NOTES
Forecast based on Proposed 2025-2034 Capital Plan

NCPL Donations Reserve
10-05-9994-2994

Approved Fund Purpose: To receive donations and bequests received by the Norfolk County Public Library and utilized to support programs, technology requirements, or initiatives.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	0	351,050	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650
Sources												
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0
Donations	351,050	118,600										
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Levy Commitments												
Closing Balance	351,050	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650	469,650
Audited G/L Balance	351,050											
	0											

NOTES
Forecast based on Proposed 2025-2034 Capital Plan



Provincial Gas Tax Reserve Fund
10-03-9925-2925

Approved Fund Purpose:

To fund transportation services or initiatives to increase overall ridership through the expansion of public transportation capital infrastructure and levels of service. Legislated by the Ontario Ministry of Transportation's Letter of Agreement for the Dedicated Gas Tax Funds Public Transportation Program, 2022, s.5.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	474,333	346,640			154,986	147,257	139,222	130,870	122,188	113,163	103,782	94,030	83,893	73,355
Sources														
Levy Contributions		0		0	0	0	0	0	0	0	0	0	0	0
Grant		187,675		187,675	187,675	187,675	187,675	187,675	187,675	187,675	187,675	187,675	187,675	187,675
Interest Earned	22,506	5,889		5,596	5,290	4,973	4,643	4,300	3,944	3,573	3,188	2,787		
Uses														
Capital Commitments		0		0	0	0	0	0	0	0	0	0	0	-195,000
Capital Actuals		0												
Levy Actuals	-150,200	0												
Levy Commitments		-170,300		-201,000	-201,000	-201,000	-201,000	-201,000	-201,000	-201,000	-201,000	-201,000	-201,000	-201,000
Repayment to Ministry		-214,918												
Interest Charged														-8,031
Closing Balance	346,640	154,986		147,257	139,222	130,870	122,188	113,163	103,782	94,030	83,893	73,355	73,355	-143,001
Audited G/L Balance	346,640													
		0												

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

Reforestation Reserve
10-05-9960-2960

Approved Fund Purpose:

To fund strategic objectives maintaining and extending the County Parkland system, such as consideration of partnering with community groups to undertake native tree plantings within our urban parkway systems and prairie restoration along our rural rights-of-way. Governed by *Policy CSD-04 Reforestation Reserve – Allocation and Distribution*.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	196,682	214,230	194,930	224,930	118,863	148,863	178,863	208,863	238,863	268,863	298,863	328,863	328,863
Sources													
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0
Fines & Developer Contributions in Lieu	66,400	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Uses													
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0											
Levy Actuals	-48,852	0											
Levy Commitments		-49,300		-136,067									
Closing Balance	214,230	194,930	224,930	118,863	148,863	178,863	208,863	238,863	268,863	298,863	328,863	328,863	358,863
Audited G/L Balance	214,230												
	0												

NOTES

Forecast based on Proposed 2025-2034 Capital Plan

WSIB Reserve
10-05-9930-2930

Approved Fund Purpose:

To finance and distribute payments to the Worker's Safety & Insurance Board as required under Schedule 2 (self-insured) program, and to provide funds for the cost of Health & Wellness, short-term staff replacements, accommodations, workplace injury prevention costs including purchasing equipment to mitigate claims.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	3,068,636	2,811,752	2,938,687	3,098,787	3,289,387	3,485,687	3,687,887	3,896,187	4,110,687	4,331,587	4,559,087	4,793,487
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
WSIB Premiums less Actuarial Adj.	606,003	1,315,235	1,354,700	1,395,300	1,437,200	1,480,300	1,524,700	1,570,400	1,617,500	1,666,000	1,716,000	1,767,500
Historical Nanticoke Liability	21,194											
T/F Health & Wellness Reserve	108,563											
Interest Earned	142,902											
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals												
Levy Commitments		-941,300	-940,900	-969,100	-998,200	-1,028,100	-1,058,900	-1,090,700	-1,123,400	-1,157,100	-1,191,800	-1,227,600
WSIB Premiums Payable		-222,000	-228,700	-235,600	-242,700	-250,000	-257,500	-265,200	-273,200	-281,400	-289,800	-298,500
Health & Wellness (Prevention)	-606,978											
Accomodation Salaries	-482,779											
Prog cost (Ext Claims+ Fees)	-40,694											
Wellness Strategy Actions	-5,094	-25,000	-25,000									
Closing Balance	2,811,752	2,938,687	3,098,787	3,289,387	3,485,687	3,687,887	3,896,187	4,110,687	4,331,587	4,559,087	4,793,487	5,034,887
Audited G/L Balance	2,811,752											
		-0										

NOTES

Forecast based on Proposed 2025-2034 Capital Plan



Legacy Fund Reserve Fund
10-05-9945-2945

Approved Fund Purpose:

Governed by *Policy FS-29 Norfolk County Legacy Fund.*

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	66,330,405	67,488,997	67,356,587	67,418,422	68,002,450	68,609,547	69,240,624	69,896,629	70,578,545	71,287,398	72,024,250	72,790,208
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned	3,658,592	7,417,590	2,561,835	2,584,028	2,607,097	2,631,077	2,656,005	2,681,917	2,708,853	2,736,852	2,765,958	2,796,213
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals (T/T Norfolk General Hospital)	-500,000	-500,000										
Levy Commitments		-5,050,000	-500,000									
T/T Roadway Construction Reserve	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000	-2,000,000
Closing Balance	67,488,997	67,356,587	67,418,422	68,002,450	68,609,547	69,240,624	69,896,629	70,578,545	71,287,398	72,024,250	72,790,208	73,586,421
Audited G/L Balance	67,488,997											
	0											

NOTES

Forecast based on Proposed 2025-2034 Capital Plan





SECTION 5

Supplementary Information

Page Left Blank Intentionally



PROPOSED 2025 LEVY OPERATING BUDGET
New Budget Initiatives

Division	Department	Request	Description	Ranking	NBI Levy Impact	FTE Impact Temporary	FTE Impact Permanent	Page Number
EIS	Environmental Services	Stormwater	Addition of Operational budget to complete the works required and 1.0 FTE to help facilitate the program and completion of the work required.	Regulatory	\$ 346,500	0.00	1.00	191
CAO	Paramedic Services	Strengthening Paramedic Services	Addition of 4.0 FTEs Supervisors to provide 24/7 support to Front Line Staff and Commanders (50% Funded)	22.67	\$ 301,000	0.00	4.00	111
EIS	Engineering	Transportation Engineering Specialist	Addition of 1.0 FTE to provide the County with resources to property manage and maintain our transportation system.	20.00	\$ 150,000	0.00	1.00	177
OPS	Facilities	Project Lead, Facilities Capital Projects	Addition of 1.0 FTE to address deferred capital maintenance and improve focus on customer service	20.00	\$ 131,000	0.00	1.00	253
CS	Realty Services	Realty Services Specialist	Addition of 1.0 FTE to assist with the increased and ever-growing demand and allow for the centralization of leases, easements and encroachments for the corporation.	19.17	\$ 150,000	0.00	1.00	131
CS	Information Technology	Network/System Analyst	Addition of 1.0 FTE to enhancing the reliability and security of the county's IT infrastructure. This role will focus on monitoring, maintaining, and optimizing network systems to ensure seamless connectivity and data integrity across departments.	18.33	\$ 109,700	0.00	1.00	151
Total Levy Funded New Budget Initiatives					\$ 1,188,200	0.00	9.00	



PROPOSED 2025 LEVY OPERATING BUDGET
Council Approved Initiatives

Division	Department	Request	Council Report	CAI Levy Impact	FTE Impact Temporary	FTE Impact Permanent	Page Number
CAO	Clerk's and By-Law	Paid Parking Program	OPS-24-003 By-law Enforcement Summer Student	\$ -	0.00	0.35	99
CAO	Administration	Organizational Specialist	CAO-24-043 Organizational Specialist as part of the talent management strategy	\$ 75,300	0.00	1.00	103
CAO	Fire Department	Fire Protection	CS-24-130 Proposed Rate Study - Fire Protection - Water Consumption and Infrastructure	\$ 430,200	0.00	0.00	107
CAO	Paramedic Services	2024-2026 Community Paramedicine for Long-Term Care - Extension	CAO-23-119 Community Paramedicine for Long Term Care Extension	\$ -	6.00	0.00	111
CD	Recreation	Facilities Review Position	CD-21-41 TFT Project Lead, Strategic Recreation Initiatives (3 year term)	\$ -	1.00	0.00	293
CS	Realty Services	Land Monetization Project (2024)	CD-23-C01 Land Monetization Project Next Steps	\$ -	0.67	0.00	131
CS	Financial Management and Planning	POA Part III Prosecution Services	CS-024-061 POA Part III Prosecution Services	\$ 24,000	0.00	0.00	147
CS	Financial Management and Planning	Revenue Services User Fee Review	CS-24-008 Implementation of 3 new user fees	\$ (155,300)	0.00	0.00	143
CS	Financial Management and Planning	Infrastructure Funding	CS-24-162 Proposed 2025-2034 Levy Supported Capital Budget	\$ 5,141,700	0.00	0.00	*
EIS	Environmental Services	Simcoe BIA Garbage Collection	EIS-24-080 Simcoe BIA Public Space Garbage Container Collection	\$ 9,700	0.00	0.00	187
HSS	HN Social Services and Housing	HNHC Funding for Delhi Build	HSS-24-016 and CS-24-064 Funding for the construction of the new affordable housing facility in Delhi - funding for the financing and payment of the loan at the end of the first loan term, and property tax payments	\$ 770,000	0.00	0.00	223
HSS	Norview Lodge	Additional Funding	HSS-24-038 1.0 Full-time Equivalent Unit Clerk, 1.0 Full-time Equivalent Non-Union Administrative Support Assistant	\$ (64,500)	0.00	2.00	219
OPS	Facilities	Energy Conservation and Demand Management Plan 2024-2029	OPS-24-018 Increase of annual incremental operating cost required to implement the plan	\$ 91,700	0.00	0.00	253
OPS	Facilities	Rental Agreement with NCPL	CAO-24-079 Based on the MOU with NCPL - rent to be charged to NCPL budget to be recovered by Facilities	\$ -	0.00	0.00	253
OPS	Fleet	GPS	OPS-24-026 Operational Savings by Switching GPS providers	\$ (30,000)	0.00	0.00	249
OPS	Parks	Portable Toilets	OPS-24-025 Increase in cleaning services and increased operation including cleaning in Port Dover	\$ 45,200	0.00	0.00	241, 245
OPS	Parks	Acquisition of Delhi Cemetery	OPS-24-007 Operating costs including an increase in staffing	\$ 89,000	0.00	0.95	241
Total Levy Funded Council Approved Initiatives				\$ 6,427,000	7.67	4.30	

* Multiple Pages throughout the document - 49, 81, 143, 151, 177, 191, 219, 223, 241, 249, 253, 263, and 291



PROPOSED 2025 LEVY OPERATING BUDGET GUIDE TO FULL TIME EQUIVALENTS (FTE) REPORT

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

COLUMN	DESCRIPTION OF COLUMN
Approved 2025 Full-Time Equivalents	This column represents the FTE included in the Approved 2025 Levy Supported Operating Budget.
Budget Adjustment/Program Cancellation	This column represents the details of FTE that have moved between cost centres, programs with FTE that have been cancelled or ended, and minor adjustments to FTE complement. This column includes adjustments to remove all temporary initiatives which, if continuing into 2025, are re-added under the 2025 Council Approved Initiatives column.
2025 Council Approved Initiatives	This column represents the proposed effect on FTE in 2025 based on service level changes that have been adopted/approved by Council (via reports to Council during the year prior to adoption of the annual budget). This includes permanent and temporary initiatives.
2025 New Budget Initiatives	This column represents the applicable impacts on FTE of the proposed new budget initiatives included in the Proposed 2025 Levy Supported Operating Budget.
2025 Total Full-Time Equivalents	This column represents the total FTE included in the Proposed 2025 Levy Supported Operating Budget. It is the sum of all the aforementioned columns.
Increase/(Decrease) FTE	This column represents the difference between the 2025 Total Full-Time Equivalents column and the 2024 Approved Full-Time Equivalents column.



PROPOSED 2025 LEVY OPERATING BUDGET
2025 FULL TIME EQUIVALENTS SUMMARY
(excluding water and wastewater)

Area	Approved 2024 Full Time Equivalents	Budget Adjustments/ Program Cancellations	2025 Council Approved Initiatives	2025 New Budget Initiatives	2025 Total Full Time Equivalents	Incr/(Decr) FTE
EXTERNAL BOARDS						
Library	27.07				27.07	-
Police Services Board	3.00	(1.00)			2.00	(1.00)
TOTAL EXTERNAL BOARDS	30.07	(1.00)	-	-	29.07	(1.00)
MAYOR AND COUNCIL SERVICES						
Mayor and Council Services	10.00				10.00	-
TOTAL MAYOR AND COUNCIL SERVICES	10.00	-	-	-	10.00	-
OFFICE OF THE CAO						
Office of the CAO Administration	4.00				4.00	-
Clerks & By-Law	14.04		0.35		14.39	0.35
Human Resources	11.75	0.20	1.00		12.95	1.20
Fire	32.40				32.40	-
Paramedic Services	78.11	(5.31)	6.00	4.00	82.80	4.69
TOTAL OFFICE OF THE CAO	140.30	(5.11)	7.35	4.00	146.54	6.24
CORPORATE SERVICES						
Corporate Services Administration	7.35	(1.00)	0.67	1.00	8.02	0.67
Purchasing Services	7.00				7.00	-
Financial Management & Planning General Operations	28.11	(0.55)			27.56	(0.55)
Provincial Offices Act Administration	4.00	(0.50)			3.50	(0.50)
Information Technology	13.35			1.00	14.35	1.00
Corporate Communications & Customer Service	15.00				15.00	-
TOTAL CORPORATE SERVICES	74.81	(2.05)	0.67	2.00	75.43	0.62



PROPOSED 2025 LEVY OPERATING BUDGET
2025 FULL TIME EQUIVALENTS SUMMARY
(excluding water and wastewater)

Area	Approved 2024 Full Time Equivalents	Budget Adjustments/ Program Cancellations	2025 Council Approved Initiatives	2025 New Budget Initiatives	2025 Total Full Time Equivalents	Incr/(Decr) FTE
ENVIRONMENTAL & INFRASTRUCTURE SERVICES						
Environmental and Infrastructure Services Admin	3.00				3.00	-
Asset Management	4.00	(1.00)			3.00	(1.00)
Engineering	17.65	1.05		1.00	19.70	2.05
Environmental Services - Waste Management	3.71				3.71	-
Storm Water Management	3.00			1.00	4.00	1.00
TOTAL ENVIRONMENTAL & INFRASTRUCTURE SERVICES	31.36	0.05	-	2.00	33.41	2.05
HEALTH & SOCIAL SERVICES						
Health and Social Services Administration	7.00				7.00	-
Social Services						
Ontario Works	35.80	(1.00)			34.80	(1.00)
Children's Services	8.80	(1.80)			7.00	(1.80)
Norview Lodge	211.97	(0.17)	2.00		213.80	1.83
Housing Services	14.49	(0.29)			14.20	(0.29)
TOTAL HEALTH & SOCIAL SERVICES	278.06	(3.26)	2.00	-	276.80	(1.26)
OPERATIONS						
Operations Administration	3.00				3.00	-
Parks	53.78	(1.00)	0.95		53.73	(0.05)
Marinas	4.97				4.97	-
Fleet	10.00				10.00	-
Facilities	8.35	1.00		1.00	10.35	2.00
Roads	61.94				61.94	-
TOTAL OPERATIONS	142.04	-	0.95	1.00	143.99	1.95



PROPOSED 2025 LEVY OPERATING BUDGET
2025 FULL TIME EQUIVALENTS SUMMARY
(excluding water and wastewater)

Area	Approved 2024 Full Time Equivalents	Budget Adjustments/ Program Cancellations	2025 Council Approved Initiatives	2025 New Budget Initiatives	2025 Total Full Time Equivalents	Incr/(Decr) FTE
COMMUNITY DEVELOPMENT						
Community Development Administration	2.75				2.75	-
Building	15.60				15.60	-
Planning	14.35				14.35	-
Economic Development	4.25	(0.25)			4.00	(0.25)
Heritage & Culture	9.05				9.05	-
Recreation	27.97	(0.99)	1.00		27.98	0.01
TOTAL COMMUNITY DEVELOPMENT	73.97	(1.24)	1.00	-	73.73	(0.24)
LEVY BUDGET FTE TOTAL	780.61	(12.61)	11.97	9.00	788.97	8.36
FTE TOTAL EXCLUDING LIBRARY AND POLICE SERVICES BOARD	750.54	(11.61)	11.97	9.00	759.90	9.36

What are interdepartmental charges?

Interdepartmental charges are a way to show the true cost to operate a department when services are centralized.

Example: The Human Resources department, which is centralized within the Office of the CAO division, provides services to almost all departments in the Corporation. In order for staff to provide Council with the cost to operate the Roads department, Financial Management & Planning staff work with Human Resources to calculate an appropriate cost allocation.

Why are these charges required?

In addition to providing information on the true cost to operate a department, some interdepartmental charges reduce the tax levy by charging funded areas as permitted within operating agreements with external funders.

Example: The Information Technology department, who oversees the purchase and distribution of computers for all staff, charge the cost of a new computer and the eventual replacement of it to Social Services to recover funding for the cost.

What methodology is used for charges?

As can be seen in the Table of Charges on the next page, there are many charges completed across the Corporation. Financial Management & Planning, along with charging departments, have determined methods for how to allocate out each charge. Many charges have been established based on best practice, cost/time efficiency or usage of available information. Descriptions have been provided in the table. Many charges are tied to a department function, such as the number of invoices processed in Financial Management & Planning. Some are based on staff time allocated to departments, such as the time Communications spends working on media releases and other requests for each department. Once a methodology is established, charges are usually updated each year based on inflation unless there are specific requirements for annual updates.

Financial Management & Planning are currently undertaking a review of all the interdepartmental charges, including the methodology for allocation and the validity of the charge. A report will be brought to Council in 2025, with the goal of incorporating the findings into the 2026 budget.



Interdepartmental Charges are equal to Interdepartmental Recoveries across the Corporation to ensure there is no unbalanced levy or rate impact.



PROPOSED 2025 LEVY OPERATING BUDGET

Interdepartmental Charges

Interdepartmental Charge	Description of Charge	Reason for Change
Finance Charges	To charge out Financial Management & Planning time for funding and costing purposes; based on time spent with each department and the number of invoices/p-card transactions processed.	Inflationary adjustment of 3.5%.
Records Management Charges	To charge out the cost of the Clerk's department maintaining records for each division in the Corporation; based on the number of records entered.	Inflationary adjustment of 3.5%.
Insurance Administration Charges	This charge is allocated to departments by how each type of premium correlates to each department.	Small increase in premiums
Information Technology Charges	To charge out the cost of supporting departments with IT requests; based on the number of tickets submitted, time spent on issues, and the cost of software and applications	Inflationary adjustment of 3.5%.
Human Resources Charges	This charge is allocated to departments by count of number of staff within each department.	Increase in underlying Human Resources staffing costs.
Corporate Communications Charges	To charge out the corporate communications department based on the amount of time spent with each department.	Inflationary adjustment of 3.5%.
Engineering & Infrastructure Services Administration Charges	This charge is allocated to Water and Wastewater based on the portion of shared staff.	Increase due to changes in salaries and benefits
Engineering & Infrastructure Services Support Charges	To charge out expenditures budgeted to be on the levy to W&WW based on the percentage of net assets in each area.	Increase due to changes in salaries and benefits
Engineering Services	To charge out expenditures budgeted to be on the levy to W&WW based on a percentage of salaries & benefits associated staff time is spent working in each area.	Increase due to changes in salaries and benefits
Health & Social Services Administration Charges	To charge out Administrative costs to H&SS departments for funding purposes.	Each year the change will be based on net expenditures as the levy impact in H&SS Administration is brought to zero.
Health Administration Charges	To further allocate Health Unit charges to the Healthy Babies, Healthy Children program based on the number of FTEs; charges are initially all made to Ministry of Health Programs.	Overall operational costs have increased.
Ontario Works Administration Charges	To further allocate Social Services charges to Children's Services; charges are initially all made to Ontario Works.	Overall operational costs have increased.
Social Housing Administration Charges	To recover funding in Housing Services Administration based on Ministry allowable allocations for administrative costs.	Will fluctuate each year based on the amount recoverable in each Housing Services program.
Purchasing	Purchasing Services staffing costs related to Water and Wastewater services.	Increase in underlying Purchasing Services staffing costs.



PROPOSED 2025 LEVY OPERATING BUDGET

Interdepartmental Charges

Interdepartmental Charge	Description of Charge	Reason for Change
Legal Services	To charge out internal and external use of legal services.	Increase in budget remains status quo with an adjustment to each Division's distribution of costs
Computer Replacement Program	To charge out computer costs based on a standard replacement cycle.	Increase due to computer and mobile system management for software cloud services.
Telephone Charges	To charge out costs of telephones and communication software.	Inflationary adjustment of 3.5%.
Fleet Equipment Repairs	To charge out costs to repair Norfolk County owned and operated vehicles.	Increase due to prior year historical actuals for repairs.
Fleet Equipment Rental	To charge out costs to rent externally sourced vehicles.	Increase in vehicle rental prices.
Gilbertson Drive Operating Charges	This charge is allocated by FTEs within each department.	Budgeted operating costs for the Gilbertson Building have decreased.
Dunnville Building Operating Charges	This charge is allocated by FTEs within each department.	Budgeted operating costs for the Dunnville Building have increased.
EMS District 3 Building Rental	This charge is allocated to departments by square footage of building space used by each.	No change from the 2024 charge
EMS District 7 Building Rental	This charge is allocated to departments by square footage of building space used by each.	No change from the 2024 charge
Office Space Rental	This charge is allocated to departments by square footage of building space used by each.	Rental increases based on lease agreements, facility usage and operating costs and changes in space allocation.
Property Maintenance	To charge out Parks staff time to departments based on the time spent on maintenance in each facility.	No change from the 2024 charge
HVAC Maintenance	To charge out Facilities staff time to departments based on the number of hours spent on HVAC related work.	Inflationary adjustment of 3.5%.
Fire Protection Services	To charge out water to the levy based on use by Fire.	Increase per the rate study.

Page Left Blank Intentionally

To assist with Council's review of the budget, included in this section is a list of programs and their applicable cost share (expressed as a percentage) by department. The ministry cost share represents the proportion of funding that the ministry is willing to provide for each dollar of program expenditure and is based on the applicable transfer payment agreement. For Health & Social Services programs, the balance of funding is provided from both Haldimand and Norfolk Counties' tax levies. For Ride Norfolk and Paramedic Services, the balance is provided by Norfolk County's tax levy.

Each year, the budget for Federal/Provincial Grants is developed based on the most recent communication provided by the respective department's governing Ministries. For 2025, planning allocations have been received for the Housing Services, Ontario Works and Children's Services. Funding for Ride Norfolk Public Transportation and Paramedic Services has been adjusted in the budget based on established ministry allocation calculations. Funding for Norview is primarily provided on a per bed, per day basis, with some program/application specific funding.

Though many Ministry programs express their level of funding support as a percentage of costs, generally costs are only funded up to a maximum or a cap. Any costs over the cap set by the ministry are borne by the municipalities. This difference is identified as a funding shortfall.



**PROPOSED 2025 LEVY OPERATING BUDGET
COST SHARED PROGRAMS – PROVINCIAL AND FEDERAL**

Ontario Works

The Ministry of Children, Community and Social Services (MCCSS) supports the Ontario Works program. Base funding for administration has increased by \$246,600 while funding for employment-related expenditures (ERE) has increased by \$44,500. Client benefits are budgeted based on year-to-date information and adjusted for a ministry-provided caseload forecast.

Total funding for Ontario Works in 2025, according to planning allocations provided by MCCSS, is:

- \$2,222,600 (capped allocation) requiring a 50% cost share for administration
- \$458,500 (capped allocation) for ERE, funded at 100%
- \$15,661,800 for client benefits, funded at 100%

As outlined in Table 1, the provincial cost share is above the planning allocation cost share for administration as the administration budget costs are lower than the capped limit; the ERE expenses exceed the capped allocation limit and client benefits are fully covered. The Proposed 2025 Levy Operating Budget is shown on page 213.

Table 1 – Ontario Works Budgeted Cost Share

Description	Provincial		Municipal		Other ²		Total
	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
Administration ¹	2,222,600	50.7	2,024,000	46.2	134,500	3.1	4,381,100
ERE	458,500	62.1	277,800	37.6	1,900	0.3	738,200
Client Benefits	15,661,800	98.0	0	0.0	328,200	2.0	15,990,000
Total	18,342,900	86.9	2,301,800	10.9	464,600	2.2	21,109,300

¹Administration: this is budgeted below the 50% cost share; however, excess funds can be applied against the shortfall in ERE to ensure funds are used as much as possible to both provide client benefit and offset the shared levy.

²Other: includes recoveries for services shared by other departments and client overpayment recoveries.

Children’s Services

The Ministry of Education (MEDU) supports the programs offered by Children’s Services. A major funding change is occurring in 2025, with the expanded Canada-Wide Early Learning Child Care (CWELCC) program increasing funding by \$8,366,000, rounded out by an EarlyON funding increase of \$8,900. A nearly equal percentage increase in municipal administration requirements drives the shared levy increase.

Total funding for Children’s Services in 2025, according to the amending agreement, is:

- \$23,049,700 (capped allocation) for Child Care, of which:
 - \$462,600 is for administration, with \$280,900 funded at 100% and \$181,700 funded at a 50% cost share
 - \$1,092,900 is for cost-shared programs, funded at 80%
 - \$21,494,200 is for programs funded at 100%
- \$1,235,700 (capped allocation) is for EarlyON administration and programs, funded at 100%
- \$833,000 (capped allocation) is for Indigenous-Led Child Care and Family programs, funded at 100%

As outlined in Table 2, the provincial cost share is below the amending agreement cost share for child care administration, at the share for programs, slightly below it for EarlyON and at the share for Indigenous-Led Child and Family Care. The Proposed 2025 Levy Operating Budget is shown on page 217.

Table 2 – Children’s Services Budgeted Cost Share

Description	Federal/Provincial		Municipal		Other ²		Total
	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
Administration ¹	462,600	67.8	219,700	32.2	0	0.0	682,300
Programs – Cost Shared	1,092,900	80.0	273,200	20.0	0	0.0	1,366,100
Programs – 100% Funded	21,494,200	98.6	0	0.0	298,100	1.4	21,792,300
EarlyON	1,235,700	99.0	12,800	1.0	0	0.0	1,248,500
Indigenous-Led Child Care	833,000	100.0	0	0.0	0	0.0	833,000
Total	25,118,400	96.9	505,700	2.0	298,100	1.1	25,922,200

¹Administration: the cost-shared allocation must be utilized first before the 100% funded allocation can be accessed.

²Other: includes fees paid by child care recipients and overpayment recoveries



**PROPOSED 2025 LEVY OPERATING BUDGET
COST SHARED PROGRAMS – PROVINCIAL AND FEDERAL**

Norview Lodge

The Ministry of Long-Term Care (MLTC) supports Norview Lodge’s operations. Most of the funding for long-term care homes is provided on a per bed, per day basis (referred to as per diem funding). Since MLTC funding policy follows a fiscal year, estimates must be made for April-December per diem increases.

Total funding for Norview Lodge in 2025, in line with MLTC per diem funding policy, is:

- \$10,698,300 of per diem funding, used to offset Nursing & Personal Care, Program and Support Service, Nutritional Support and Other Accommodation costs
- \$4,426,800 (capped allocation) to support an increase in direct care reaching four hours per day
- \$1,569,100 (capped allocation) in program specific/application-based funding

There is no set cost share for long-term care per diem programs, however, as shown in Table 3, the direct-hour of care and application-based programs remain fully funded by the Ministry. The Proposed 2025 Levy Operating Budget is shown on page 221.

Table 3 – Norview Lodge Budgeted Cost Share

Description	Provincial		Municipal		Other ²		Total
	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
Per Diem Programs ¹	10,698,300	49.6	6,156,300	28.5	4,729,400	21.9	21,569,000
Direct-Hour of Care Programs	4,426,800	100.0	0	0.0	0	0.0	4,426,800
Application-Based Programs	1,569,100	100.0	0	0.0	0	0.0	1,569,100
Total	16,694,200	60.5	6,156,300	22.3	4,729,400	17.2	27,579,900

¹Per Diem Programs: provincial funding is utilized first before municipal levy.

²Other: fees paid by residents, donations and rebates.

Housing Services

The Ministry of Municipal Affairs & Housing (MMAH) provides funding support for Housing and Homelessness Prevention programs. Since these programs run on a fiscal year, budgets are compiled based on the most recent amending agreements, unless otherwise noted by the Ministry. The programs offered remain largely status quo for 2025, apart from two legacy programs having concluded March 31, 2024.

Total funding for Housing Services in 2025, in line with the most up-to-date information available, is:

- \$650,500 (capped allocation) for legacy Housing Provider mortgages
- \$11,100 (capped allocation) for the Canada-Ontario Housing Benefit, used to offset application processing costs
- \$487,600 (capped allocation) for the Ontario Priorities Housing Initiative, funded at 100%
- \$690,500 (capped allocation) for the Canada-Ontario Community Housing Initiative, funded at 100%
- \$3,610,300 (capped allocation) for the Homelessness Prevention Program, funded at 100%

As outlined in Table 4, programs remain 100% funded. Administration costs are offset as much as possible by recoveries from these programs, however, most administration costs continue to be levy funded. Housing Provider budgets are levy funded, apart from mortgage costs which remain federally funded. The Proposed 2025 Levy Operating Budget is shown on page 225.

Table 4 – Housing and Homeless Prevention Services Budgeted Cost Share

Description	Federal/Provincial		Municipal		Other		Total
	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
Administration	0	0.0	463,400	71.0	189,700 ¹	29.0	653,100
Housing Providers	650,500	10.8	5,263,600	87.7	85,000 ²	1.4	5,999,100
Housing Programs	4,799,500	100.0	0	0.0	0	0.0	4,799,500
Total	5,450,000	47.6	5,727,000	50.0	274,700	2.4	11,451,700

¹Administration/Other: for budgeting purposes the amount of \$189,700 is included in Other, however, this is a provincially funded offset.

²Housing Providers/Other: includes estimated recoveries from providers based on prior history, a net levy offset.

Paramedic Services

This area includes Ministry of Health (MOH) funded Land Ambulance Services Grant (LASG), Community Paramedicine (CP) Base Funding provided by designated LHIN agency Alzheimers Society of Brant, Haldimand Norfolk, Hamilton, Halton (ASBHNHH), as well as the Community Paramedicine for Long-term Care (CP-LTC) program provided through funding from the Ministry of Long-Term Care (MLTC), which was recently extended for another two years ending March 31, 2026.

The Proposed 2025 Levy Operating Budget shown on page 113 for Paramedic Services includes the following funding sources as outlined in Table 5:

- \$6,755,600 in Net Levy funding
- \$6,419,000 in MOH LASG funding
- \$301,000 in expected future MOH LASG funding related to the Strengthening Paramedic Services CAI
- \$182,100 in ASBHNHH CP-Base funding
- \$939,700 in MLTC CP-LTC funding

Table 5 – Paramedic Services

	LASG Base Budget (MOH)	LASG Strengthening Paramedic Services NBI (MOH)	LASG Infrastructure Funding CAI (N/A)	CP-Base Funding (ASBHNHH)	CP-LTC (MLTC)	Paramedic Services
Net Expenditures (Budget)	13,035,000	602,000	(161,400)	182,100	939,700	14,597,400
Provincial Grants - MOH	(6,419,000)	(301,000)	-	-		(6,720,000)
Other Grants - ASBHNHH	-			(182,100)		(182,100)
Provincial Grants - MOLTC	-			-	(939,700)	(939,700)
Net Levy Funding	(6,616,000)	(301,000)	161,400	0	0	(6,755,600)
Total Funding Sources	(13,035,000)	(602,000)	161,400	(182,100)	(939,700)	(14,597,400)
Approved Cost Share	50.0%	50.0%	N/A	100.0%	100.0%	50.0%
Actual Cost Share	49.2%	50.0%	N/A	100.0%	100.0%	46.3%

Ministry of Health (MOH) - Land Ambulance Services Grant (LASG)

The MOH LASG supports primary land ambulance paramedic services activities, and the Ministry approved cost share is 50-50. The current year funding allocation is based on 50% of the prior year Council approved budget for eligible net LASG services costs adjusted for PSAB (Private Sector Accounting Board) standards. This timing difference is primarily responsible for the Actual vs. Approved cost share discrepancy shown in Table 5. The anticipated 2025 base budget allocation is \$6,419,000 which is a \$562,700 (9.6%) increase over 2024 funding.

Additionally, as this is an operating grant, budgeted contributions to capital reserves are not eligible costs, however, funding for in-service capital assets (i.e. ambulances, paramedic services bases, medical equipment, etc.) is provided through amortization which is consistent with PSAB. Amortization is a non-monetary accounting adjustment and is therefore not part of the Levy Budget which further contributes to the Actual vs. Approved cost share discrepancy.

The Strengthening Paramedic Services NBI is seeking Council approval for 4 additional FTEs with a total cost of \$602,500 to improve supervision and support for frontline staff and enhance 24/7 stakeholder management and service delivery. If approved, the full cost of this initiative will be included in the 2025 budget which will then be eligible to receive 50% (\$301,000) LASG funding in 2026. The Net Levy impact in 2025 is budgeted at \$301,500 which reflects the annualized 2025 impact with the position not set to begin until July 1, 2025. This approach is necessary in order for the full cost of the initiative to be eligible for the 50% cost share.

LHIN agency Alzheimer's Society of Brant, Haldimand Norfolk, Hamilton, Halton (ASBHNNH) – CP-Base Funding

The Alzheimer's Society acts as the designated LHIN agency and is the flow through entity providing the base funding allocation for the Community Paramedicine program. Eligible CP activities are funded at 100% up to the approved allocation based on the service accountability agreement which is updated annually. This is a fiscal program running April 1 – March 31 and the 2024-25 allocation is \$182,100. Any change in the 2025-26 allocation will be distributed accordingly and will have no impact on the Levy.

Ministry of Long-Term Care (MLTC) – Community Paramedicine for Long-Term Care (CP-LTC) Program

This program was initiated in 2021 for a 3-year term and was recently extended for another 2-years ending March 31, 2026 and focuses on providing access to community paramedicine services to support seniors who are on the Provincial long-term care waitlist or will soon be eligible for long-term care. This program is 100% funded by the Ministry of Long-term Care and the combined 2024-25/2025-26 allocation applicable to the 2025 budget year is \$939,700.

Ride Norfolk Public Transportation

This program includes Ministry of Transportation (MTO) funding through the Community Transportation (CT) Grant Program until March 31, 2025, and Provincial Gas Tax (PGT) program funding.

The Proposed 2025 Levy Operating Budget shown on page 287 for Economic Development includes the following funding sources related to the Ride Norfolk Public Transportation Program as outlined in Table 7:

- \$200,300 in Net Levy funding
- \$152,100 in CT Grant funding
- \$201,100 in PGT funding

Table 7 – 2025 Ride Norfolk Public Transportation

	Community Transportation Grant (MTO)	Provincial Gas Tax (MTO)	Ride Norfolk
Net Expenditures (Budget)	152,100	401,300	553,400
Provincial Grants - MTO	(152,100)	(201,000)	(353,100)
Net Levy Funding	0	(200,300)	(200,300)
Total Funding Sources	(152,100)	(401,300)	(553,400)
Approved Cost Share	100.0%	75.0% of Municipal Contribution	50.0%
Actual Cost Share	100.0%	50.1%	36.2%

Ministry of Transportation (MTO)- Community Transportation (CT) Grant Program

The MTO has provided 100% funding for a 7-year period ending March 31, 2025, to support the Brantford service intercommunity project. Total approved funding for the 7-year period is \$1,063,552.44, of which \$152,100 is estimated to be remaining for the 2025 budget year.



PROPOSED 2025 LEVY OPERATING BUDGET
COST SHARED PROGRAMS – PROVINCIAL AND FEDERAL

Ministry of Transportation (MTO) – Provincial Gas Tax (PGT) Program

Norfolk County participates in the PGT program through the MTO which supports transit operations that are not funding from another source. For Ride Norfolk this means net local service expenditures. The Ministry allocates funding based on a model that incorporates ridership and population statistics; however, the allocation is capped at 75% of Municipal Operating Contributions. The 2025 allocation is estimated at \$201,000 based on the Proposed Budget for Ride Norfolk. Norfolk County should be eligible for additional PGT funding as CT Grant funding is removed and Municipal Contributions increase.

Page Left Blank Intentionally



SEPTEMBER 30, 2024 VARIANCE REPORT
CORPORATION OF NORFOLK COUNTY

	2024 APPROVED BUDGET	Q2 TOTAL FORECAST	Q2 PROJECTED SURPLUS/ DEFICIT	Q2 PROJECTED VARIANCE %	Q3 TOTAL FORECAST	Q3 PROJECTED SURPLUS/ (DEFICIT)	Q3 PROJECTED VARIANCE %
EXPENDITURES							
Salaries & Benefits	79,655,300	75,713,200	3,942,100	4.9%	74,591,400	5,063,900	6.4%
Materials & Supplies	12,826,500	11,984,400	842,100	6.6%	11,935,900	890,600	6.9%
Services	40,399,100	39,203,900	1,195,200	3.0%	39,302,200	1,096,900	2.7%
Transfer Payments/Grants	43,646,200	46,867,100	(3,220,900)	(7.4%)	47,471,700	(3,825,500)	(8.8%)
Interdepartmental Charges	19,688,700	19,743,000	(54,300)	(0.3%)	19,836,500	(147,800)	(0.8%)
Financial	5,508,900	5,261,700	247,200	4.5%	5,268,600	240,300	4.4%
Infrastructure Funding	40,746,300	41,742,500	(996,200)	(2.4%)	41,878,300	(1,132,000)	(2.8%)
Minor Capital	1,149,600	1,641,600	(492,000)	(42.8%)	1,598,800	(449,200)	(39.1%)
TOTAL EXPENDITURES	243,620,600	242,157,500	1,463,100	0.6%	241,883,400	1,737,200	0.7%
REVENUES							
PIL's-Supplementaries-Local Improvements	(3,815,000)	(3,795,900)	(19,100)	0.5%	(4,566,900)	751,900	19.7%
Federal/Provincial Grants	(67,140,900)	(70,008,800)	2,867,900	(4.3%)	(70,176,000)	3,035,100	4.5%
Municipal Recoveries	(2,204,200)	(2,538,400)	334,200	(15.2%)	(3,264,000)	1,059,800	48.1%
Fees & Service Charges	(14,391,600)	(14,982,900)	591,300	(4.1%)	(15,732,900)	1,341,300	9.3%
Transfer From Reserve & Reserve Funds	(2,753,000)	(2,131,800)	(621,200)	22.6%	(2,297,300)	(455,700)	(16.6%)
Interdepartmental Recoveries	(20,158,100)	(20,237,900)	79,800	(0.4%)	(20,292,500)	134,400	0.7%
Other Revenues	(4,614,000)	(6,684,400)	2,070,400	(44.9%)	(6,196,500)	1,582,500	34.3%
TOTAL REVENUES	(115,076,800)	(120,380,100)	5,303,300	(4.6%)	(122,526,100)	7,449,300	6.5%
TOTAL	128,543,800	121,777,400	6,766,400	5.3%	119,357,300	9,186,500	7.1%

Page Left Blank Intentionally



PROPOSED 2025 LEVY OPERATING BUDGET

Business Improvement Areas

A Business Improvement Area (BIA) is a mechanism that allows local business people and commercial property owners and tenants to join together and, with the support of the municipality, to organize, finance, and carry out physical improvements and promote economic development in their district.

Two BIA organizations operate within the Norfolk County:



Simcoe BIA - It's all about uncovering more and more of downtown Simcoe's endless potential. It's about uniting property owners, tenants and members of the community. It's about unapologetically believing that downtown Simcoe is an awesome place to live, work and play. It's about building a sense of community and belonging. And doing whatever we can to make amazing things possible in this downtown core. Our goal? It's for YOU to be proud of this downtown. Our mission is to help our beautiful downtown and its businesses grow and thrive!



Delhi BIA, has been serving the Delhi community since the 1970s. At Delhi BIA, you receive the kind of quality and service you expect from a leader. Our company is always evolving as the needs of our customers change and as new opportunities are created in the market. You can rest assured that, working with Delhi BIA, you will enjoy the latest services, technology and developments in the industry. At Delhi BIA, our highest priority is satisfied customers. You are important to us and you can expect us to go the extra mile for your business. Superior customer service is the hallmark of Delhi BIA. We are proud to serve you and work hard to earn your business.

Page Left Blank Intentionally



THE DELHI BUSINESS IMPROVEMENT AREA

P. O. Box 155, Delhi, Ontario N4B 2W9 - www.delhiontario.ca

DELHI BIA BUDGET FOR 2025 APPROVED AT AGM OCT. 10, 2024

	2025	2024
<u>INCOME</u>		
Proposed Levy	\$ 28,850.00	\$ 27,350.00
	<u>\$ 28,850.00</u>	<u>\$ 27,350.00</u>
<u>EXPENDITURES</u>		
Beautification (General)	\$ 7,000.00	\$ 6,000.00
Promotions	\$ 10,000.00	\$ 10,000.00
Maintenance	\$ 3,110.00	\$ 3,110.00
Development Fund (In House Main St)	\$ 5,000.00	\$ 5,000.00
	<u>\$ 25,110.00</u>	<u>\$ 24,110.00</u>
<u>ADMINISTRATION</u>		
Clerical	\$ 1,000.00	\$ 1,000.00
Office		
Stationary	\$ 150.00	\$ 150.00
Postage	\$ 50.00	\$ 50.00
Accounting	\$ 1,850.00	\$ 1,350.00
Advertising/Newsletters	\$ 500.00	\$ 500.00
Postal Box	\$ 190.00	\$ 190.00
	<u>\$ 3,740.00</u>	<u>\$ 3,240.00</u>
<u>TOTAL</u>	<u>\$ 28,850.00</u>	<u>\$ 27,350.00</u>

**Simcoe BIA Board of Management
Proposed 2025 Operating Budget**

	Approved 2024 Budget	Projected 2024 Revenue Expenses	Proposed 2025 Revenue Expenses
Revenue			
Norfolk County Levy	180,000	180,000	180,000
Norfolk County Grant for Garbage 2024	7,000	7,000	0
Transfer From Reserve for Beautification Projects	20,000	20,000	20,000
Canada Summer Jobs Program	4,500	0	4,500
Recoveries / Other	0	5,131	0
Donations / Sponsorships	0	400	0
Total Revenue	211,500	212,531	204,500
Expenditures			
Wages & Employer Benefits Costs	31,400	29,400	42,700
General Operations	28,000	31,926	22,800
Beautification	55,500	55,291	48,400
Communications	37,400	34,959	20,100
Strategic Planning	8,500	0	7,000
Miscellaneous	4,200	3,800	4,200
Events	22,000	24,026	22,000
Beautification Projects	20,000	28,362	20,000
Special Projects	0	0	12,800
Sub Total Expenditures	207,000	207,764	200,000
Canada Summer Jobs Program	4,500	0	4,500
Total All Expenditures	211,500	207,764	204,500
Surplus / - Deficit	0	4,767	0

The Downtown Simcoe BIA Board of Management approved the 2025 Proposed Budget at their Board of Management meeting on September 11, 2024.