FINAL 2022
LEVY SUPPORTED
OPERATING BUDGET

2022 BUDGET

norfolkcounty.ca/BUDGET2022

Norfolk County

Final 2022 Levy Supported Operating Budget

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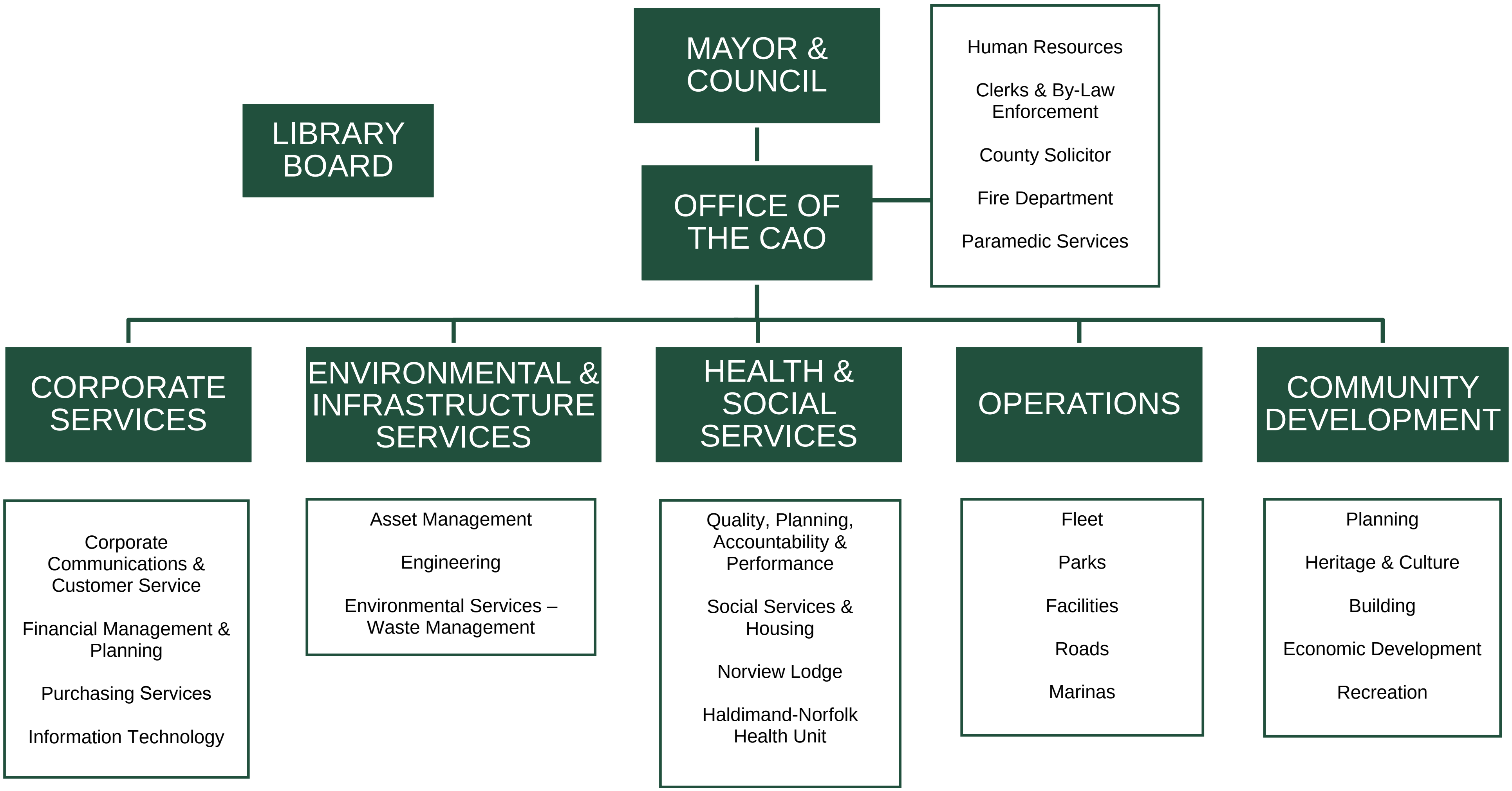
NORFOLK COUNTY GOVERNMENT STRUCTURE



NORFOLK COUNTY COUNCIL & SENIOR STAFF

Norfolk County Council 2018 - 2022

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

Norfolk County Senior Staff

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

REQUISITIONS FROM BOARDS & AGENCIES

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

REQ'S FROM BOARDS & AGENCIES SUMMARY

NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Long Point Region Conservation Authority	1,133,600	**1,133,600**	(33,000)	**(2.9)**	0	0	**1,100,600**	(33,000)	**(2.9)**
Grand River Conservation Authority	29,000	**29,000**	700	**2.4**	0	0	**29,700**	700	**2.4**
Lynnwood Arts Centre	50,000	**50,000**	0	**0.0**	0	0	**50,000**	0	**0.0**
Norfolk County Public Library	2,668,300	**2,668,300**	66,700	**2.5**	0	0	**2,735,000**	66,700	**2.5**
Police Services	13,018,100	**13,018,100**	(53,200)	**(0.4)**	0	0	**12,964,900**	(53,200)	**(0.4)**
TOTAL	**16,899,000**	**16,899,000**	**(18,800)**	**(0.1)**	**0**	**0**	**16,880,200**	**(18,800)**	**(0.1)**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Norfolk County Public Library

SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,852,600	**1,924,800**	4,800	**0.2**	0	0	**1,929,600**	4,800	**0.2**
Materials & Supplies	171,900	**192,200**	(14,100)	**(7.3)**	0	0	**178,100**	(14,100)	**(7.3)**
Services	266,200	**277,900**	6,100	**2.2**	0	0	**284,000**	6,100	**2.2**
Interdepartmental Charges	159,100	**164,500**	13,900	**8.4**	0	0	**178,400**	13,900	**8.4**
Financial	2,700	**2,700**	0	**0.0**	0	0	**2,700**	0	**0.0**
Infrastructure Funding	525,700	**435,300**	7,400	**1.7**	0	0	**442,700**	7,400	**1.7**
Capital	0	**0**	9,000	**100.0**	0	0	**9,000**	9,000	**100.0**
TOTAL EXPENDITURES	**2,978,200**	**2,997,400**	**27,100**	**0.9**	**0**	**0**	**3,024,500**	**27,100**	**0.9**
REVENUES									
Federal/Provincial Grants	(149,300)	**(149,100)**	21,200	**(14.2)**	0	0	**(127,900)**	(21,200)	**(14.2)**
Fees & Service Charges	(30,000)	**(34,900)**	7,300	**(20.9)**	0	0	**(27,600)**	(7,300)	**(20.9)**
Transfer From Reserve & Reserve Funds	(56,100)	**(56,100)**	(1,400)	**2.5**	0	0	**(57,500)**	1,400	**2.5**
Other Revenues	(74,400)	**(89,000)**	12,500	**(14.0)**	0	0	**(76,500)**	(12,500)	**(14.0)**
TOTAL REVENUES	**(309,900)**	**(329,100)**	**39,600**	**(12.0)**	**0**	**0**	**(289,500)**	**(39,600)**	**(12.0)**
NET LEVY REQUIREMENT	**2,668,300**	**2,668,300**	**66,700**	**2.5**	**0**	**0**	**2,735,000**	**66,700**	**2.5**
STAFFING COMPLEMENT		**25.22**	**0.00**		**0.00**	**0.00**	**25.22**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Police Services

SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	15,100	**15,100**	0	**0.0**	0	0	**15,100**	0	**0.0**
Materials & Supplies	1,100	**1,100**	600	**54.5**	0	0	**1,700**	600	**54.5**
Services	13,294,200	**13,294,200**	(1,400)	**0.0**	0	0	**13,292,800**	(1,400)	**0.0**
Transfer Payments/Grants	8,000	**8,000**	0	**0.0**	0	0	**8,000**	0	**0.0**
Interdepartmental Charges	11,600	**11,600**	500	**4.3**	0	0	**12,100**	500	**4.3**
Infrastructure Funding	5,000	**5,000**	0	**0.0**	0	0	**5,000**	0	**0.0**
Capital	47,000	**47,000**	(47,000)	**(100.0)**	0	0	**0**	47,000	**100.0**
TOTAL EXPENDITURES	**13,382,000**	**13,382,000**	**(47,300)**	**(0.4)**	**0**	**0**	**13,334,700**	**(47,300)**	**(0.4)**
REVENUES									
Federal/Provincial Grants	(259,900)	**(259,900)**	100	**0.0**	0	0	**(259,800)**	(100)	**0.0**
Fees & Service Charges	(44,000)	**(44,000)**	(6,000)	**13.6**	0	0	**(50,000)**	6,000	**13.6**
Other Revenues	(60,000)	**(60,000)**	0	**0.0**	0	0	**(60,000)**	0	**0.0**
TOTAL REVENUES	**(363,900)**	**(363,900)**	**(5,900)**	**1.6**	**0**	**0**	**(369,800)**	**5,900**	**1.6**
NET LEVY REQUIREMENT	**13,018,100**	**13,018,100**	**(53,200)**	**(0.4)**	**0**	**0**	**12,964,900**	**(53,200)**	**(0.4)**
STAFFING COMPLEMENT		**3.00**	**0.00**		**0.00**	**0.00**	**3.00**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Lynnwood Arts Centre

SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Transfer Payments/Grants	50,000	**50,000**	0	**0.0**	0	0	**50,000**	0	**0.0**
TOTAL EXPENDITURES	**50,000**	**50,000**	**0**	**0.0**	**0**	**0**	**50,000**	**0**	**0.0**
REVENUES									
TOTAL REVENUES	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
NET LEVY REQUIREMENT	**50,000**	**50,000**	**0**	**0.0**	**0**	**0**	**50,000**	**0**	**0.0**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Grand River Conservation Authority

SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Transfer Payments/Grants	29,000	**29,000**	700	**2.4**	0	0	**29,700**	700	**2.4**
TOTAL EXPENDITURES	**29,000**	**29,000**	**700**	**2.4**	**0**	**0**	**29,700**	**700**	**2.4**
REVENUES									
TOTAL REVENUES	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
NET LEVY REQUIREMENT	**29,000**	**29,000**	**700**	**2.4**	**0**	**0**	**29,700**	**700**	**2.4**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Long Point Region Conservation Authority

SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Transfer Payments/Grants	1,133,600	**1,133,600**	(33,000)	**(2.9)**	0	0	**1,100,600**	(33,000)	**(2.9)**
TOTAL EXPENDITURES	**1,133,600**	**1,133,600**	**(33,000)**	**(2.9)**	**0**	**0**	**1,100,600**	**(33,000)**	**(2.9)**
REVENUES									
TOTAL REVENUES	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
NET LEVY REQUIREMENT	**1,133,600**	**1,133,600**	**(33,000)**	**(2.9)**	**0**	**0**	**1,100,600**	**(33,000)**	**(2.9)**

NORFOLK COUNTY
OPERATING LEVY

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

CORPORATION OF NORFOLK COUNTY

NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
NORFOLK COUNTY OPERATING REQUIREMENT									
CORPORATE REVENUES & EXPENDITURES	(3,245,200)	**(4,047,700)**	3,270,800	**(80.8)**	0	0	**(776,900)**	3,270,800	**80.8**
MAYOR & COUNCIL SERVICES	685,600	**738,200**	50,100	**6.8**	0	0	**788,300**	50,100	**6.8**
OFFICE OF THE CAO	16,003,000	**16,380,200**	269,000	**1.6**	20,000	1,100	**16,670,300**	290,100	**1.8**
CORPORATE SERVICES	6,080,600	**6,555,300**	(268,000)	**(4.1)**	250,000	0	**6,537,300**	(18,000)	**(0.3)**
ENVIRONMENTAL & INFRASTRUCTURE SERVICES	16,949,400	**17,407,500**	1,420,100	**8.2**	130,400	0	**18,958,000**	1,550,500	**8.9**
HEALTH & SOCIAL SERVICES	10,961,800	**12,294,000**	(554,500)	**(4.5)**	0	0	**11,739,500**	(554,500)	**(4.5)**
OPERATIONS	33,102,700	**34,000,800**	(296,400)	**(0.9)**	(21,800)	0	**33,682,600**	(318,200)	**(0.9)**
COMMUNITY DEVELOPMENT	4,918,800	**5,288,400**	56,200	**1.1**	21,800	0	**5,366,400**	78,000	**1.5**
COVID-19	0	**1,515,900**	(907,200)	**(59.8)**	20,000	0	**628,700**	(887,200)	**(58.5)**
TOTAL NOFOLK COUNTY REQUIREMENT	**85,456,600**	**90,132,600**	**3,040,100**	**3.4**	**420,400**	**1,100**	**93,594,200**	**3,461,600**	**3.8**
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORITY	29,000	**29,000**	700	**2.4**	0	0	**29,700**	700	**2.4**
LONG POINT REGION CONSERVATION AUTHORITY	1,133,600	**1,133,600**	(33,000)	**(2.9)**	0	0	**1,100,600**	(33,000)	**(2.9)**
LYNNWOOD ARTS CENTRE	50,000	**50,000**	0	**0.0**	0	0	**50,000**	0	**0.0**
NORFOLK COUNTY PUBLIC LIBRARY	2,668,300	**2,668,300**	66,700	**2.5**	0	0	**2,735,000**	66,700	**2.5**
POLICE SERVICES	13,018,100	**13,018,100**	(53,200)	**(0.4)**	0	0	**12,964,900**	(53,200)	**(0.4)**
TOTAL BOARDS & AGENCIES	**16,899,000**	**16,899,000**	**(18,800)**	**(0.1)**	**0**	**0**	**16,880,200**	**(18,800)**	**(0.1)**
TOTAL NET LEVY REQUIREMENT	**102,355,600**	**107,031,600**	**3,021,300**	**2.8**	**420,400**	**1,100**	**110,474,400**	**3,442,800**	**3.2**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

CORPORATION OF NORFOLK COUNTY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	75,186,900	**76,049,800**	(2,801,400)	**(3.7)**	3,158,600	9,100	**76,416,100**	366,300	**0.5**
Materials & Supplies	12,103,700	**14,004,700**	(1,677,500)	**(12.0)**	123,700	25,400	**12,476,300**	(1,528,400)	**(10.9)**
Services	36,809,700	**38,335,000**	416,700	**1.1**	168,600	5,600	**38,925,900**	590,900	**1.5**
Transfer Payments/Grants	34,668,200	**35,407,400**	(385,600)	**(1.1)**	450,000	0	**35,471,800**	64,400	**0.2**
Interdepartmental Charges	17,901,000	**18,141,600**	1,548,800	**8.5**	40,600	5,600	**19,736,600**	1,595,000	**8.8**
Financial	5,837,400	**4,781,900**	1,140,900	**23.9**	0	0	**5,922,800**	1,140,900	**23.9**
Infrastructure Funding	27,297,700	**27,050,900**	2,424,400	**9.0**	130,400	0	**29,605,700**	2,554,800	**9.4**
Capital	3,165,700	**2,645,800**	(1,009,600)	**(38.2)**	0	0	**1,636,200**	(1,009,600)	**(38.2)**
TOTAL EXPENDITURES	**212,970,200**	**216,417,100**	**(343,300)**	**(0.2)**	**4,071,900**	**45,700**	**220,191,400**	**3,774,300**	**1.7**
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,105,800)	**(3,016,300)**	(300,700)	**10.0**	0	0	**(3,317,000)**	300,700	**10.0**
Federal/Provincial Grants	(64,872,800)	**(63,168,200)**	2,515,700	**(4.0)**	(2,363,800)	0	**(63,016,300)**	(151,900)	**(0.2)**
Municipal Recoveries	(3,362,700)	**(4,262,900)**	1,075,100	**(25.2)**	0	0	**(3,187,800)**	(1,075,100)	**(25.2)**
Fees & Service Charges	(11,632,300)	**(11,845,000)**	(650,800)	**5.5**	(2,000)	0	**(12,497,800)**	652,800	**5.5**
Transfer From Reserve & Reserve Funds	(5,462,600)	**(4,649,100)**	2,250,200	**(48.4)**	(1,111,800)	0	**(3,510,700)**	(1,138,400)	**(24.5)**
Interdepartmental Recoveries	(17,331,000)	**(17,532,700)**	(1,487,700)	**8.5**	(108,000)	(5,600)	**(19,134,000)**	1,601,300	**9.1**
Other Revenues	(4,847,300)	**(4,911,300)**	(37,200)	**(0.8)**	(65,900)	(39,000)	**(5,053,400)**	142,100	**2.9**
TOTAL REVENUES	**(110,614,600)**	**(109,385,500)**	**3,364,600**	**(3.1)**	**(3,651,500)**	**(44,600)**	**(109,717,000)**	**331,500**	**0.3**
NET LEVY REQUIREMENT	**102,355,600**	**107,031,600**	**3,021,300**	**2.8**	**420,400**	**1,100**	**110,474,400**	**3,442,800**	**3.2**
STAFFING COMPLEMENT		**828.41**	**(54.58)**		**30.60**	**0.33**	**804.76**	**(23.65)**	

PROPOSED 2022 LEVY SUPPORTED OPERATING BUDGET

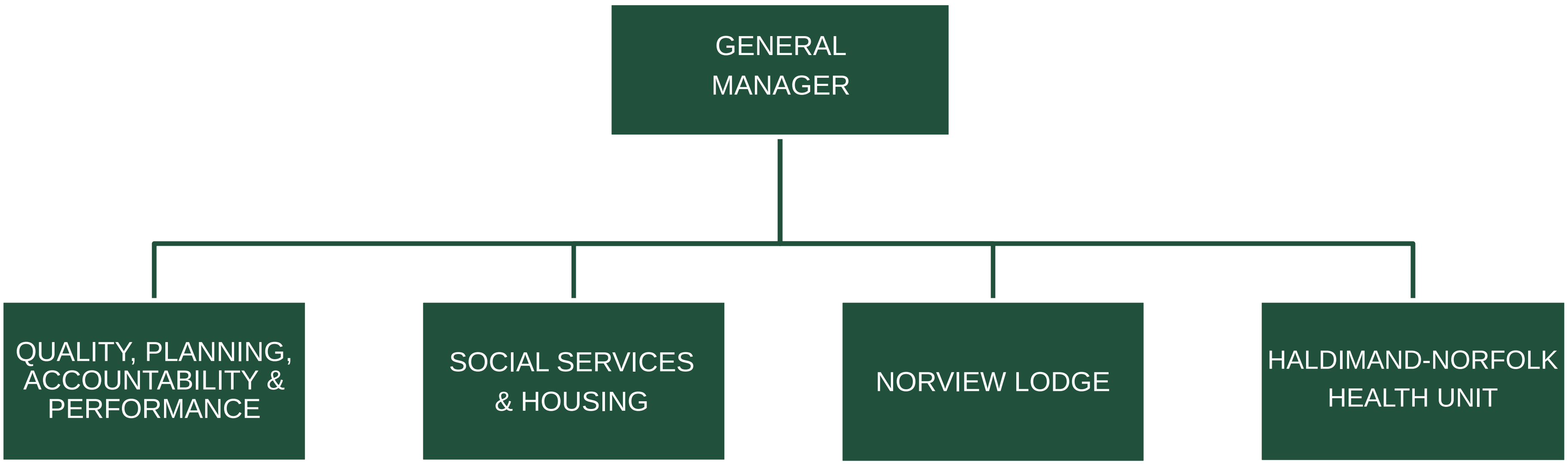
CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2021 APPROVED BUDGET	2022 Adjusted Budget	**2022 ADJ BUD % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 PROPOSED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	**76,049,800**	73,248,400	**(3.7)**	3,158,600	9,100	**76,416,100**	366,300	**0.5**
Materials & Supplies	**14,004,700**	12,327,200	**(12.0)**	123,700	25,400	**12,476,300**	(1,528,400)	**(10.9)**
Services	**38,335,000**	38,751,700	**1.1**	168,600	5,600	**38,925,900**	590,900	**1.5**
Transfer Payments/Grants	**35,407,400**	34,996,800	**(1.2)**	450,000	0	**35,446,800**	39,400	**0.1**
Interdepartmental Charges	**18,141,600**	19,690,400	**8.5**	40,600	5,600	**19,736,600**	1,595,000	**8.8**
Operating Capital Expenditures	**480,800**	376,200	**(21.8)**	0	0	**376,200**	(104,600)	**(21.8)**
Financial	**4,781,900**	5,922,800	**23.9**	0	0	**5,922,800**	1,140,900	**23.9**
Long Term Debt Interest	**2,074,700**	1,921,900	**(7.4)**	0	0	**1,921,900**	(152,800)	**(7.4)**
Amortization	**21,618,600**	22,761,500	**5.3**	0	0	**22,761,500**	1,142,900	**5.3**
Total Expenditures	**210,894,500**	**209,996,900**	**(0.4)**	**3,941,500**	**45,700**	**213,984,100**	**3,089,600**	**1.5**
Revenues								
PIL's-Supplementaries-Local Improvements	**(3,016,300)**	(3,317,000)	**10.0**	0	0	**(3,317,000)**	300,700	**10.0**
Federal/Provincial Grants	**(63,168,200)**	(60,652,500)	**(4.0)**	(2,363,800)	0	**(63,016,300)**	(151,900)	**(0.2)**
Municipal Recoveries	**(4,262,900)**	(3,187,800)	**(25.2)**	0	0	**(3,187,800)**	(1,075,100)	**(25.2)**
Financial Charges/Investment Income	**(4,369,000)**	(4,599,200)	**5.3**	(20,900)	(39,000)	**(4,659,100)**	290,100	**6.6**
Fees & Service Charges	**(11,845,000)**	(12,495,800)	**5.5**	(2,000)	0	**(12,497,800)**	652,800	**5.5**
Other Revenues	**(542,300)**	(349,300)	**(35.6)**	(45,000)	0	**(394,300)**	(148,000)	**(27.3)**
Interdepartmental Recoveries	**(17,532,700)**	(19,020,400)	**8.5**	(108,000)	(5,600)	**(19,134,000)**	1,601,300	**9.1**
Total Revenues	**(104,736,400)**	**(103,622,000)**	**(1.1)**	**(2,539,700)**	**(44,600)**	**(106,206,300)**	**1,469,900**	**1.4**
OPERATING RATE	**106,158,100**	**106,374,900**	**0.2**	**1,401,800**	**1,100**	**107,777,800**	**1,619,700**	**1.5**
FINANCING BUDGET								
Long Term Debt Principal	**5,701,600**	5,986,000	**5.0**	0	0	**5,986,000**	284,400	**5.0**
Transfer From Reserve & Reserve Funds	**(4,649,100)**	(2,398,900)	**(48.4)**	(1,111,800)	0	**(3,510,700)**	(1,138,400)	**(24.5)**
Transfer To Reserves & Reserve Funds	**19,274,600**	21,567,400	**11.9**	130,400	0	**21,697,800**	2,423,200	**12.6**
Interfund Transfers	**2,165,000**	1,260,000	**(41.8)**	0	0	**1,260,000**	(905,000)	**(41.8)**
Amortization	**(21,618,600)**	(22,761,500)	**(5.3)**	0	0	**(22,761,500)**	(1,142,900)	**(5.3)**
FINANCE RATE	**873,500**	**3,653,000**	(318.2)	**(981,400)**	**0**	**2,671,600**	**(1,798,100)**	**(205.9)**
NET LEVY REQUIREMENT	**107,031,600**	**110,027,900**	**2.8**	**420,400**	**1,100**	**110,449,400**	**3,417,800**	**3.2**
STAFFING COMPLEMENT	**828.41**	**773.83**		**30.60**	**0.33**	**804.76**	**(23.65)**	

HEALTH & SOCIAL SERVICES

HEALTH & SOCIAL SERVICES DIVISION



FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

HEALTH & SOCIAL SERVICES SUMMARY

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Health & Social Services Administration	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Quality, Planning, Accountability & Performance	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Social Services	1,319,700	**1,511,700**	137,100	**9.1**	0	0	**1,648,800**	137,100	**9.1**
Norview Lodge	5,282,600	**5,499,100**	179,000	**3.3**	0	0	**5,678,100**	179,000	**3.3**
Housing Services	2,438,300	**2,569,800**	165,800	**6.5**	0	0	**2,735,600**	165,800	**6.5**
Haldimand-Norfolk Health Unit	1,921,200	**2,713,400**	(1,036,400)	**(38.2)**	0	0	**1,677,000**	(1,036,400)	**(38.2)**
TOTAL	**10,961,800**	**12,294,000**	**(554,500)**	**(4.5)**	**0**	**0**	**11,739,500**	**(554,500)**	**(4.5)**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

HEALTH & SOCIAL SERVICES SUMMARY

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	30,890,200	**30,596,800**	(3,010,700)	**(9.8)**	1,387,700	0	**28,973,800**	(1,623,000)	**(5.3)**
Materials & Supplies	2,654,000	**3,052,100**	(722,200)	**(23.7)**	35,000	0	**2,364,900**	(687,200)	**(22.5)**
Services	2,842,800	**3,804,800**	(411,900)	**(10.8)**	0	0	**3,392,900**	(411,900)	**(10.8)**
Transfer Payments/Grants	29,965,900	**30,681,900**	(687,800)	**(2.2)**	0	0	**29,994,100**	(687,800)	**(2.2)**
Interdepartmental Charges	4,508,300	**4,847,200**	294,100	**6.1**	0	0	**5,141,300**	294,100	**6.1**
Financial	6,600	**9,100**	2,000	**22.0**	0	0	**11,100**	2,000	**22.0**
Infrastructure Funding	1,976,500	**1,976,500**	236,600	**12.0**	0	0	**2,213,100**	236,600	**12.0**
Capital	187,700	**55,100**	4,900	**8.9**	0	0	**60,000**	4,900	**8.9**
TOTAL EXPENDITURES	**73,031,900**	**75,023,500**	**(4,295,000)**	**(5.7)**	**1,422,700**	**0**	**72,151,200**	**(2,872,300)**	**(3.8)**
REVENUES									
Federal/Provincial Grants	(51,139,300)	**(50,168,900)**	2,640,600	**(5.3)**	(1,422,700)	0	**(48,951,000)**	(1,217,900)	**(2.4)**
Municipal Recoveries	(3,328,500)	**(4,227,900)**	1,075,100	**(25.4)**	0	0	**(3,152,800)**	(1,075,100)	**(25.4)**
Fees & Service Charges	(4,424,900)	**(4,639,100)**	(32,500)	**0.7**	0	0	**(4,671,600)**	32,500	**0.7**
Transfer From Reserve & Reserve Funds	(399,600)	**(399,600)**	145,300	**(36.4)**	0	0	**(254,300)**	(145,300)	**(36.4)**
Interdepartmental Recoveries	(2,411,400)	**(2,847,000)**	(121,600)	**4.3**	0	0	**(2,968,600)**	121,600	**4.3**
Other Revenues	(366,500)	**(447,000)**	33,600	**(7.5)**	0	0	**(413,400)**	(33,600)	**(7.5)**
TOTAL REVENUES	**(62,070,200)**	**(62,729,500)**	**3,740,500**	**(6.0)**	**(1,422,700)**	**0**	**(60,411,700)**	**(2,317,800)**	**(3.7)**
NET LEVY REQUIREMENT	**10,961,800**	**12,294,000**	**(554,500)**	**(4.5)**	**0**	**0**	**11,739,500**	**(554,500)**	**(4.5)**
STAFFING COMPLEMENT		**340.05**	**(40.80)**		**15.77**	**0.00**	**315.02**	**(25.03)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	238,700	**249,700**	28,800	**11.5**	0	0	**278,500**	28,800	**11.5**
Materials & Supplies	16,200	**21,300**	0	**0.0**	0	0	**21,300**	0	**0.0**
Services	105,700	**111,600**	(4,000)	**(3.6)**	0	0	**107,600**	(4,000)	**(3.6)**
Interdepartmental Charges	22,500	**22,500**	2,000	**8.9**	0	0	**24,500**	2,000	**8.9**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**383,000**	**405,100**	**26,800**	**6.6**	**0**	**0**	**431,900**	**26,800**	**6.6**
REVENUES									
Interdepartmental Recoveries	(383,000)	**(403,300)**	(28,600)	**7.1**	0	0	**(431,900)**	28,600	**7.1**
Other Revenues	0	**(1,800)**	1,800	**(100.0)**	0	0	**0**	(1,800)	**(100.0)**
TOTAL REVENUES	**(383,000)**	**(405,100)**	**(26,800)**	**6.6**	**0**	**0**	**(431,900)**	**26,800**	**6.6**
NET LEVY REQUIREMENT	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
STAFFING COMPLEMENT		**1.90**	**0.10**		**0.00**	**0.00**	**2.00**	**0.10**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Quality, Planning, Accountability & Performance

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,345,400	**1,795,900**	36,800	**2.0**	0	0	**1,832,700**	36,800	**2.0**
Materials & Supplies	26,800	**41,700**	(5,500)	**(13.2)**	0	0	**36,200**	(5,500)	**(13.2)**
Services	12,700	**19,200**	(200)	**(1.0)**	0	0	**19,000**	(200)	**(1.0)**
Interdepartmental Charges	269,800	**269,800**	15,300	**5.7**	0	0	**285,100**	15,300	**5.7**
TOTAL EXPENDITURES	**1,654,600**	**2,126,600**	**46,400**	**2.2**	**0**	**0**	**2,173,000**	**46,400**	**2.2**
REVENUES									
Interdepartmental Recoveries	(1,654,700)	**(2,126,600)**	(46,400)	**2.2**	0	0	**(2,173,000)**	46,400	**2.2**
TOTAL REVENUES	**(1,654,700)**	**(2,126,600)**	**(46,400)**	**2.2**	**0**	**0**	**(2,173,000)**	**46,400**	**2.2**
NET LEVY REQUIREMENT	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
STAFFING COMPLEMENT		**19.60**	**(0.10)**		**0.00**	**0.00**	**19.50**	**(0.10)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	3,583,700	**4,021,000**	(540,400)	**(13.4)**	0	0	**3,480,600**	(540,400)	**(13.4)**
Materials & Supplies	68,800	**108,000**	(25,500)	**(23.6)**	0	0	**82,500**	(25,500)	**(23.6)**
Services	1,372,000	**2,054,700**	(305,500)	**(14.9)**	0	0	**1,749,200**	(305,500)	**(14.9)**
Transfer Payments/Grants	20,357,200	**21,782,100**	50,100	**0.2**	0	0	**21,832,200**	50,100	**0.2**
Interdepartmental Charges	968,500	**893,100**	47,600	**5.3**	0	0	**940,700**	47,600	**5.3**
Financial	4,700	**4,400**	2,000	**45.5**	0	0	**6,400**	2,000	**45.5**
Infrastructure Funding	0	**0**	382,800	**100.0**	0	0	**382,800**	382,800	**100.0**
Capital	19,300	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**26,374,300**	**28,863,300**	**(388,900)**	**(1.3)**	**0**	**0**	**28,474,400**	**(388,900)**	**(1.3)**
REVENUES									
Federal/Provincial Grants	(23,397,300)	**(25,227,200)**	174,000	**(0.7)**	0	0	**(25,053,200)**	(174,000)	**(0.7)**
Municipal Recoveries	(1,031,000)	**(1,326,700)**	363,700	**(27.4)**	0	0	**(963,000)**	(363,700)	**(27.4)**
Fees & Service Charges	(217,500)	**(314,400)**	(28,800)	**9.2**	0	0	**(343,200)**	28,800	**9.2**
Interdepartmental Recoveries	(114,600)	**(114,600)**	(16,500)	**14.4**	0	0	**(131,100)**	16,500	**14.4**
Other Revenues	(294,200)	**(368,700)**	33,600	**(9.1)**	0	0	**(335,100)**	(33,600)	**(9.1)**
TOTAL REVENUES	**(25,054,600)**	**(27,351,600)**	**526,000**	**(1.9)**	**0**	**0**	**(26,825,600)**	**(526,000)**	**(1.9)**
NET LEVY REQUIREMENT	**1,319,700**	**1,511,700**	**137,100**	**9.1**	**0**	**0**	**1,648,800**	**137,100**	**9.1**
STAFFING COMPLEMENT		**48.60**	**(6.00)**		**0.00**	**0.00**	**42.60**	**(6.00)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	15,695,600	**15,390,800**	(524,500)	**(3.4)**	168,000	0	**15,034,300**	(356,500)	**(2.3)**
Materials & Supplies	2,065,400	**2,399,900**	(573,300)	**(23.9)**	0	0	**1,826,600**	(573,300)	**(23.9)**
Services	611,200	**659,700**	(1,400)	**(0.2)**	0	0	**658,300**	(1,400)	**(0.2)**
Interdepartmental Charges	548,900	**549,500**	50,600	**9.2**	0	0	**600,100**	50,600	**9.2**
Financial	900	**900**	0	**0.0**	0	0	**900**	0	**0.0**
Infrastructure Funding	1,976,500	**1,976,500**	(146,200)	**(7.4)**	0	0	**1,830,300**	(146,200)	**(7.4)**
Capital	53,000	**55,100**	4,900	**8.9**	0	0	**60,000**	4,900	**8.9**
TOTAL EXPENDITURES	**20,951,600**	**21,032,400**	**(1,189,900)**	**(5.7)**	**168,000**	**0**	**20,010,500**	**(1,021,900)**	**(4.9)**
REVENUES									
Federal/Provincial Grants	(11,053,800)	**(10,840,500)**	1,227,300	**(11.3)**	(168,000)	0	**(9,781,200)**	(1,059,300)	**(9.8)**
Fees & Service Charges	(4,158,700)	**(4,244,000)**	(300)	**0.0**	0	0	**(4,244,300)**	300	**0.0**
Transfer From Reserve & Reserve Funds	(399,600)	**(399,600)**	145,300	**(36.4)**	0	0	**(254,300)**	(145,300)	**(36.4)**
Other Revenues	(56,900)	**(49,200)**	(3,400)	**6.9**	0	0	**(52,600)**	3,400	**6.9**
TOTAL REVENUES	**(15,669,000)**	**(15,533,300)**	**1,368,900**	**(8.8)**	**(168,000)**	**0**	**(14,332,400)**	**(1,200,900)**	**(7.7)**
NET LEVY REQUIREMENT	**5,282,600**	**5,499,100**	**179,000**	**3.3**	**0**	**0**	**5,678,100**	**179,000**	**3.3**
STAFFING COMPLEMENT		**178.11**	**(12.00)**		**4.15**	**0.00**	**170.26**	**(7.85)**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	HSS-630-2021-072 Norview Lodge COVID-19 Pandemic Additional Staffing	SLT Priority Ranking	1
Department	Norview Lodge	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	4.15
Strategic Direction	Community Well-Being	Budget Impact	$ 0
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Council Directed
Start Date	01-January-2021	New or Existing	New Program
End Date	Subject to Funding		

DESCRIPTION

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

JUSTIFICATION

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

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

2022 requirement - The most recent information available indicates the program will end on March 31, 2022. This initiative includes Ministry funding and offsetting expenditures to support the COVID-19 protocols up to the program end date, at which point a report will be presented to Council outlining potential options for the program.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS	
Expenditures:	**($)**
Salaries and Benefits	168,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	168,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	168,000
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	168,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Housing Services

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	820,000	**851,800**	(1,200)	**(0.1)**	0	0	**850,600**	(1,200)	**(0.1)**
Materials & Supplies	55,300	**47,300**	(1,900)	**(4.0)**	0	0	**45,400**	(1,900)	**(4.0)**
Services	40,100	**51,200**	28,100	**54.9**	0	0	**79,300**	28,100	**54.9**
Transfer Payments/Grants	9,608,600	**8,899,800**	(737,900)	**(8.3)**	0	0	**8,161,900**	(737,900)	**(8.3)**
Interdepartmental Charges	354,500	**311,900**	45,800	**14.7**	0	0	**357,700**	45,800	**14.7**
Financial	400	**400**	0	**0.0**	0	0	**400**	0	**0.0**
TOTAL EXPENDITURES	**10,879,000**	**10,162,400**	**(667,100)**	**(6.6)**	**0**	**0**	**9,495,300**	**(667,100)**	**(6.6)**
REVENUES									
Federal/Provincial Grants	(7,261,500)	**(6,415,400)**	868,700	**(13.5)**	0	0	**(5,546,700)**	(868,700)	**(13.5)**
Municipal Recoveries	(968,900)	**(1,023,600)**	(6,900)	**0.7**	0	0	**(1,030,500)**	6,900	**0.7**
Fees & Service Charges	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(210,200)	**(153,600)**	(28,900)	**18.8**	0	0	**(182,500)**	28,900	**18.8**
TOTAL REVENUES	**(8,440,600)**	**(7,592,600)**	**832,900**	**(11.0)**	**0**	**0**	**(6,759,700)**	**(832,900)**	**(11.0)**
NET LEVY REQUIREMENT	**2,438,300**	**2,569,800**	**165,800**	**6.5**	**0**	**0**	**2,735,600**	**165,800**	**6.5**
STAFFING COMPLEMENT		**9.49**	**0.00**		**0.00**	**0.00**	**9.49**	**0.00**	

HALDIMAND-NORFOLK HEALTH UNIT

DETAILS HAVE BEEN INCLUDED UNDER SEPARATE COVER

Office of the CAO

OFFICE OF THE CAO DIVISION

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

OFFICE OF THE CAO SUMMARY

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Office of the CAO Administration	701,600	**587,800**	11,600	**2.0**	0	0	**599,400**	11,600	**2.0**
Clerks and By-Law	1,619,000	**1,723,400**	137,000	**7.9**	0	1,100	**1,861,500**	138,100	**8.0**
Human Resources	489,900	**413,400**	58,400	**14.1**	0	0	**471,800**	58,400	**14.1**
Fire	7,571,800	**7,794,200**	(6,500)	**(0.1)**	20,000	0	**7,807,700**	13,500	**0.2**
Paramedic Services	5,620,700	**5,861,400**	68,500	**1.2**	0	0	**5,929,900**	68,500	**1.2**
TOTAL	**16,003,000**	**16,380,200**	**269,000**	**1.6**	**20,000**	**1,100**	**16,670,300**	**290,100**	**1.8**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

OFFICE OF THE CAO SUMMARY

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	15,072,500	**15,108,100**	248,300	**1.6**	745,200	9,100	**16,110,700**	1,002,600	**6.6**
Materials & Supplies	828,300	**850,200**	(23,200)	**(2.7)**	73,200	400	**900,600**	50,400	**5.9**
Services	2,122,200	**1,929,800**	411,700	**21.3**	49,000	0	**2,390,500**	460,700	**23.9**
Interdepartmental Charges	4,023,000	**3,984,300**	384,700	**9.7**	18,800	5,600	**4,393,400**	409,100	**10.3**
Financial	190,100	**231,800**	(8,600)	**(3.7)**	0	0	**223,200**	(8,600)	**(3.7)**
Infrastructure Funding	1,980,400	**1,980,400**	25,900	**1.3**	0	0	**2,006,300**	25,900	**1.3**
Capital	415,000	**383,000**	(82,500)	**(21.5)**	0	0	**300,500**	(82,500)	**(21.5)**
TOTAL EXPENDITURES	**24,631,500**	**24,467,600**	**956,300**	**3.9**	**886,200**	**15,100**	**26,325,200**	**1,857,600**	**7.6**
REVENUES									
Federal/Provincial Grants	(5,779,000)	**(5,198,100)**	(232,800)	**4.5**	(866,200)	0	**(6,297,100)**	1,099,000	**21.1**
Municipal Recoveries	(34,200)	**(35,000)**	0	**0.0**	0	0	**(35,000)**	0	**0.0**
Fees & Service Charges	(144,300)	**(177,300)**	6,100	**(3.4)**	0	0	**(171,200)**	(6,100)	**(3.4)**
Transfer From Reserve & Reserve Funds	(649,800)	**(628,600)**	(461,500)	**73.4**	0	0	**(1,090,100)**	461,500	**73.4**
Interdepartmental Recoveries	(1,669,900)	**(1,635,200)**	(101,900)	**6.2**	0	0	**(1,737,100)**	101,900	**6.2**
Other Revenues	(351,400)	**(413,200)**	102,800	**(24.9)**	0	(14,000)	**(324,400)**	(88,800)	**(21.5)**
TOTAL REVENUES	**(8,628,600)**	**(8,087,400)**	**(687,300)**	**8.5**	**(866,200)**	**(14,000)**	**(9,654,900)**	**1,567,500**	**19.4**
NET LEVY REQUIREMENT	**16,003,000**	**16,380,200**	**269,000**	**1.6**	**20,000**	**1,100**	**16,670,300**	**290,100**	**1.8**
STAFFING COMPLEMENT		**134.44**	**(1.87)**		**4.92**	**0.33**	**137.82**	**3.38**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	593,500	**650,200**	(96,300)	**(14.8)**	36,000	0	**589,900**	(60,300)	**(9.3)**
Materials & Supplies	8,900	**14,500**	(200)	**(1.4)**	0	0	**14,300**	(200)	**(1.4)**
Services	567,500	**268,200**	138,400	**51.6**	(36,000)	0	**370,600**	102,400	**38.2**
Interdepartmental Charges	94,400	**87,600**	9,300	**10.6**	0	0	**96,900**	9,300	**10.6**
TOTAL EXPENDITURES	**1,264,300**	**1,020,500**	**51,200**	**5.0**	**0**	**0**	**1,071,700**	**51,200**	**5.0**
REVENUES									
Fees & Service Charges	(5,500)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(555,800)	**(432,700)**	(39,600)	**9.2**	0	0	**(472,300)**	39,600	**9.2**
Other Revenues	(1,400)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL REVENUES	**(562,700)**	**(432,700)**	**(39,600)**	**9.2**	**0**	**0**	**(472,300)**	**39,600**	**9.2**
NET LEVY REQUIREMENT	**701,600**	**587,800**	**11,600**	**2.0**	**0**	**0**	**599,400**	**11,600**	**2.0**
STAFFING COMPLEMENT		**4.00**	**(1.00)**		**0.42**	**0.00**	**3.42**	**(0.58)**	

Norfolk County Final 2022 Council-Approved Initiative

Name	CMG-210-2022-004 2021 Budget Option 4B - In-sourcing Legal Services (Jan-May 2022 impact)	SLT Priority Ranking	1
Department	Corporate Support Services	Position Type	Temporary Full-Time
Strategic Theme	Corporate	FTEs	0.42
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	Existing Program
End Date	May 2022		

DESCRIPTION

Option 4B-In-sourcing Legal Services (approved in 2021) - On a 12 month pilot basis, create one (1) new temporary administrative law clerk to support the Corporate Solicitor to significantly reduce the amount of legal work that is outsourced.

JUSTIFICATION

PROPOSED PLAN

On a 12 month pilot basis, create one (1) new temporary administrative law clerk to support the Corporate Solicitor to significantly reduce the amount of legal work that is outsourced. The additional staffing compliment would provide document management, legal research and administrative support. This would allow the County Solicitor to take on more prosecutions as well as some additional litigation and real estate work. In addition to the expected cost savings, efficiencies are also anticipated as internal staff have a better understanding of our documents, policies, and procedures and have quicker access to other internal staff members. This position would also be able to support Risk Management with insurance litigation matters.

FINANCIAL IMPACT

Cost Avoidance: None. For this pilot project, it is expected that the additional salaries and benefits of $105,000 would be offset by a reduction in the contracted services of $110,000. While the projected savings are conservative, there are expected efficiencies and control to be gained by bringing matters “in-house”. It is anticipated that we will be able to get more work done for the same cost.

2022 Impact - This was approved to be a 12 month pilot project and due to the nature of the work required to realize the benefit of the additional position there is carryover to May 2022 based on the date of hire. Offsetting savings are provided by a reduction in external legal services.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	36,000
Materials, Supplies and Services	(36,000)
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	0
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Clerks and By-Law

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,132,900	**1,139,900**	62,400	**5.5**	0	9,100	**1,211,400**	71,500	**6.3**
Materials & Supplies	30,500	**28,500**	15,100	**53.0**	0	400	**44,000**	15,500	**54.4**
Services	480,500	**539,900**	349,500	**64.7**	0	0	**889,400**	349,500	**64.7**
Interdepartmental Charges	344,800	**376,900**	79,200	**21.0**	0	5,600	**461,700**	84,800	**22.5**
Financial	0	**300**	0	**0.0**	0	0	**300**	0	**0.0**
Infrastructure Funding	75,000	**75,000**	0	**0.0**	0	0	**75,000**	0	**0.0**
Capital	20,000	**15,000**	(15,000)	**(100.0)**	0	0	**0**	15,000	**100.0**
TOTAL EXPENDITURES	**2,083,600**	**2,175,500**	**491,200**	**22.6**	**0**	**15,100**	**2,681,800**	**506,300**	**23.3**
REVENUES									
Federal/Provincial Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Fees & Service Charges	(92,600)	**(124,200)**	(10,000)	**8.1**	0	0	**(134,200)**	10,000	**8.1**
Transfer From Reserve & Reserve Funds	(56,300)	**0**	(300,000)	**100.0**	0	0	**(300,000)**	300,000	**100.0**
Interdepartmental Recoveries	(242,600)	**(242,600)**	(37,000)	**15.3**	0	0	**(279,600)**	37,000	**15.3**
Other Revenues	(73,100)	**(85,300)**	(7,200)	**8.4**	0	(14,000)	**(106,500)**	21,200	**24.9**
TOTAL REVENUES	**(464,600)**	**(452,100)**	**(354,200)**	**78.3**	**0**	**(14,000)**	**(820,300)**	**368,200**	**81.4**
NET LEVY REQUIREMENT	**1,619,000**	**1,723,400**	**137,000**	**7.9**	**0**	**1,100**	**1,861,500**	**138,100**	**8.0**
STAFFING COMPLEMENT		**12.60**	**0.00**		**0.00**	**0.33**	**12.93**	**0.33**	

Norfolk County Proposed 2022 New Budget Initiative

Name	DCS-850-2022-059 By-law Enforcement Summer Student	SLT Priority Ranking	1
Department	By-Law Enforcement	Position Type	Student
Strategic Theme	Community	FTEs	0.33
Strategic Direction	Community Well-Being	Budget Impact	$ 1,100
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	$ 1,100
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-May-2022	New or Existing	New Program
End Date	No end date		

DESCRIPTION

Clerks and By-law is recommending that an additional Summer Student position be added to the 2022 Budget to provide 4 months of additional parking enforcement related to the lake-front communities of Port Dover, Long Point and Turkey Point and urban centres, as well as providing administrative support and special project assistance for By-law Enforcement matters.

JUSTIFICATION

Lake-front communities within Norfolk County see increased visitors during the summer season consisting of both local and tourist traffic. Parking within the communities becomes challenging and many times vehicles are parking past time limits, in no parking zones and on private property without permission. This results in complaints from residents and traffic congestion issues requiring additional enforcement needs. The majority of these issues occur during weekend and statutory holidays, although weekday traffic on good weather days in July and August is also very heavy. The current collective agreement for Norfolk County By-law Enforcement Officers does not provide regular work hours during weekend and holidays, resulting in a gap of service during these periods. It is also recognized that full time employees often take vacation during these peak seasonal periods resulting in reduced parking enforcement coverage and increased regular calls for service for the officers not on vacation.

The current By-law Enforcement budget includes funding for two summer students annually to provide a combination of weekday and weekend enforcement to bridge this gap. These students provide active enforcement related to parking infractions in lake-front communities and urban centres, with weekends being dedicated to Long Point, Port Dover and Turkey Point. Using a conservative estimate for fine revenue, the proposed NBI is not anticipated to result in a material net levy impact in any given year. If funding can be secured from the Canada Summer Jobs program, it is expected that this initiative could have a positive impact on the levy.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	9,100
Materials, Supplies and Services	6,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	5,600
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	20,700
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	14,000
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	5,600
Other Revenues	
TOTAL REVENUES	19,600
BUDGET IMPACT	1,100
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 1,100

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Human Resources

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,256,500	**1,280,800**	215,700	**16.8**	0	0	**1,496,500**	215,700	**16.8**
Materials & Supplies	51,700	**53,100**	(3,500)	**(6.6)**	0	0	**49,600**	(3,500)	**(6.6)**
Services	219,000	**245,400**	(8,100)	**(3.3)**	0	0	**237,300**	(8,100)	**(3.3)**
Interdepartmental Charges	239,400	**209,400**	31,900	**15.2**	0	0	**241,300**	31,900	**15.2**
Financial	206,300	**231,500**	(8,600)	**(3.7)**	0	0	**222,900**	(8,600)	**(3.7)**
Infrastructure Funding	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**1,972,900**	**2,020,200**	**227,400**	**11.3**	**0**	**0**	**2,247,600**	**227,400**	**11.3**
REVENUES									
Federal/Provincial Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Fees & Service Charges	(16,000)	**(16,300)**	16,300	**(100.0)**	0	0	**0**	(16,300)	**(100.0)**
Transfer From Reserve & Reserve Funds	(593,500)	**(628,600)**	(161,500)	**25.7**	0	0	**(790,100)**	161,500	**25.7**
Interdepartmental Recoveries	(861,500)	**(949,900)**	(23,800)	**2.5**	0	0	**(973,700)**	23,800	**2.5**
Other Revenues	(12,100)	**(12,000)**	0	**0.0**	0	0	**(12,000)**	0	**0.0**
TOTAL REVENUES	**(1,483,000)**	**(1,606,800)**	**(169,000)**	**10.5**	**0**	**0**	**(1,775,800)**	**169,000**	**10.5**
NET LEVY REQUIREMENT	**489,900**	**413,400**	**58,400**	**14.1**	**0**	**0**	**471,800**	**58,400**	**14.1**
STAFFING COMPLEMENT		**11.75**	**0.00**		**0.00**	**0.00**	**11.75**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	2021 APPROVED BUDGET	Base Budget Adjustments	2022 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2022 APPROVED BUDGET	2022 Budget $ Incr/(Decr)	2022 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,185,700	**2,345,900**	(48,100)	**(2.1)**	0	0	**2,297,800**	(48,100)	**(2.1)**
Materials & Supplies	367,400	**418,700**	(3,500)	**(0.8)**	0	0	**415,200**	(3,500)	**(0.8)**
Services	586,300	**647,400**	(37,300)	**(5.8)**	20,000	0	**630,100**	(17,300)	**(2.7)**
Interdepartmental Charges	2,839,800	**2,797,200**	202,500	**7.2**	0	0	**2,999,700**	202,500	**7.2**
Financial	1,100	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	1,326,200	**1,326,200**	6,100	**0.5**	0	0	**1,332,300**	6,100	**0.5**
Capital	325,000	**325,000**	(124,500)	**(38.3)**	0	0	**200,500**	(124,500)	**(38.3)**
TOTAL EXPENDITURES	**7,631,400**	**7,860,400**	**(4,800)**	**(0.1)**	**20,000**	**0**	**7,875,600**	**15,200**	**0.2**
REVENUES									
Fees & Service Charges	(29,500)	**(34,900)**	(200)	**0.6**	0	0	**(35,100)**	200	**0.6**
Interdepartmental Recoveries	(10,000)	**(10,000)**	(1,500)	**15.0**	0	0	**(11,500)**	1,500	**15.0**
Other Revenues	(20,100)	**(21,300)**	0	**0.0**	0	0	**(21,300)**	0	**0.0**
TOTAL REVENUES	**(59,600)**	**(66,200)**	**(1,700)**	**2.6**	**0**	**0**	**(67,900)**	**1,700**	**2.6**
NET LEVY REQUIREMENT	**7,571,800**	**7,794,200**	**(6,500)**	**(0.1)**	**20,000**	**0**	**7,807,700**	**13,500**	**0.2**
STAFFING COMPLEMENT		**32.77**	**(0.37)**		**0.00**	**0.00**	**32.40**	**(0.37)**	

Norfolk County Final 2022 Council-Approved Initiative

Name	CSD-740-2021-068 Forestry Farm Gas Well - Project Manager	SLT Priority Ranking	1
Department	Fire	Position Type	Not Applicable
Strategic Theme	Community	FTEs	0.00
Strategic Direction	Community Well-Being	Budget Impact	$ 20,000
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	$ 20,000
Included in Business Plan?	No	Request Need	Business Continuity Requirement
Start Date	01-January-2021	New or Existing	New Program
End Date	December 2021		

DESCRIPTION

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

JUSTIFICATION

2022 Update - Project management services required in 2022 depending on recommendations from engineering study being completed in 2021. Budgeted services were under-utilized in 2021 due to the timing of the study completion but are expected to be utilized in 2022.

As Council has been made aware the first approach to correcting this emerging public health issue was unsuccessful as we were not able to put a monitoring well in place. Subsequent to the first approach being unsuccessful, staff engaged with the Ministry of Natural Resources and Forestry (MNRF) as to next steps. Though MNRF would not commit to any additional funding, they noted that if there was to be additional funding a third party engineering report would have to be developed that evaluated options for stopping the leaking well.

Staff have engaged a project manager to assist in the development of the request for proposal (RFP) for a hydrological study as well as continued project management on this item as staff lacks the technical knowledge or experience in this matter. The RFP for a hydrological study has closed and will be awarded in December 2020 with work to be completed in 2021. Staff are requesting continued support for the 2021 budget year to retain a project manager to continue efforts to resolve this issue.

Note: This is a request for the continuation of the 2020 budget amendment to hire the Project Manager, which was approved via report CAO 20-18 Use of Council Directed Strategic Funds, presented to Council on August 18, 2020.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	
Materials, Supplies and Services	20,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	20,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	20,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 20,000

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	2021 APPROVED BUDGET	Base Budget Adjustments	2022 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2022 APPROVED BUDGET	2022 Budget $ Incr/(Decr)	2022 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	9,904,000	**9,691,300**	114,600	**1.2**	709,200	0	**10,515,100**	823,800	**8.5**
Materials & Supplies	369,900	**335,400**	(31,100)	**(9.3)**	73,200	0	**377,500**	42,100	**12.6**
Services	269,000	**228,900**	(30,800)	**(13.5)**	65,000	0	**263,100**	34,200	**14.9**
Interdepartmental Charges	504,500	**513,200**	61,800	**12.0**	18,800	0	**593,800**	80,600	**15.7**
Financial	(17,300)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	579,200	**579,200**	19,800	**3.4**	0	0	**599,000**	19,800	**3.4**
Capital	70,000	**43,000**	57,000	**132.6**	0	0	**100,000**	57,000	**132.6**
TOTAL EXPENDITURES	**11,679,300**	**11,391,000**	**191,300**	**1.7**	**866,200**	**0**	**12,448,500**	**1,057,500**	**9.3**
REVENUES									
Federal/Provincial Grants	(5,779,000)	**(5,198,100)**	(232,800)	**4.5**	(866,200)	0	**(6,297,100)**	1,099,000	**21.1**
Municipal Recoveries	(34,200)	**(35,000)**	0	**0.0**	0	0	**(35,000)**	0	**0.0**
Fees & Service Charges	(700)	**(1,900)**	0	**0.0**	0	0	**(1,900)**	0	**0.0**
Other Revenues	(244,700)	**(294,600)**	110,000	**(37.3)**	0	0	**(184,600)**	(110,000)	**(37.3)**
TOTAL REVENUES	**(6,058,600)**	**(5,529,600)**	**(122,800)**	**2.2**	**(866,200)**	**0**	**(6,518,600)**	**989,000**	**17.9**
NET LEVY REQUIREMENT	**5,620,700**	**5,861,400**	**68,500**	**1.2**	**0**	**0**	**5,929,900**	**68,500**	**1.2**
STAFFING COMPLEMENT		**73.32**	**(0.50)**		**4.50**	**0.00**	**77.32**	**4.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	CMG-750-2021-003 Community Paramedicine for Long-term Care (3 year Program)	SLT Priority Ranking	1
Department	Paramedic Services	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	4.50
Strategic Direction	Community Well-Being	Budget Impact	$ 0
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	$ 0
Included in Business Plan?	No	Request Need	Not Applicable
Start Date	01-April-2021	New or Existing	New Program
End Date	Subject to Funding		

DESCRIPTION

Per Council report CAO 21-04 (February 9, 2021 CIC, Resolution #11) Norfolk County entered into an agreement with the Ministry of Long-Term Care to provide $2,567,000 of 100% funding over 3 years (April 2021-March 2024) to support Community Paramedicine services for seniors who are on the provincial long-term care waitlist, or will soon be eligible for long-term care.

JUSTIFICATION

The Ministry of Long-Term Care is funding a Community Paramedicine program (CPLTC) that provides services to individuals who are waiting for placement in a long-term care home or are soon to be eligible for long-term care. The initiative is part of the province's modernization plan to address systemic barriers to health care provision and the growing demand for long-term care. Community Paramedicine has shown the ability to be flexible, reliable and capable of meeting multiple demands for vulnerable patients in the community. Furthermore, it aids in the reduction of 911 calls, emergency room visits, hospital admissions and readmissions.

The CPLTC program will use Community Paramedics to provide home visits, remote patient monitoring, and referrals to community health partners. They will also remain in close contact with case managers/primary physicians to better manage the overall care of the patient. The program aims to provide accessible, responsive, proactive and safe care to all patients.

Norfolk County has received an approved funding allocation (100% funding) of $2,567,000 from the Ministry of Long-Term Care for the 3 year period April 1, 2021 to March 31, 2024 to support Community Paramedicine activities for patients on the provincial long-term care waitlist or soon to be eligible for long-term care.

Year 1 (April 1, 2021 - March 31, 2022) - $653,700 including one-time start-up costs for 12hr/day, 7 days per week patient coverage.
Year 2 (April 1, 2022 - March 31, 2023) - $948,700 including staffing increase to support 24hr/day, 7 days per week patient coverage.
Year 3 (April 1, 2023 - March 31, 2024) - $964,600 for 24hr/day, 7 days per week patient coverage

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	709,200
Materials, Supplies and Services	138,200
Transfer Payments and Grants to Others	
Interdepartmental Charges	18,800
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	866,200
Revenues:	**($)**
Provincial/Federal Grants/Funding	866,200
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	866,200
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

MAYOR & COUNCIL SERVICES

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

MAYOR & COUNCIL SERVICES SUMMARY

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	463,300	**496,700**	10,000	**2.0**	0	0	**506,700**	10,000	**2.0**
Materials & Supplies	14,400	**25,500**	0	**0.0**	0	0	**25,500**	0	**0.0**
Services	45,500	**44,800**	4,300	**9.6**	0	0	**49,100**	4,300	**9.6**
Transfer Payments/Grants	40,000	**51,500**	15,000	**29.1**	250,000	0	**316,500**	265,000	**514.6**
Interdepartmental Charges	122,400	**119,700**	20,800	**17.4**	0	0	**140,500**	20,800	**17.4**
TOTAL EXPENDITURES	**685,600**	**738,200**	**50,100**	**6.8**	**250,000**	**0**	**1,038,300**	**300,100**	**40.7**
REVENUES									
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	(250,000)	0	**(250,000)**	250,000	**100.0**
TOTAL REVENUES	**0**	**0**	**0**	**0.0**	**(250,000)**	**0**	**(250,000)**	**250,000**	**100.0**
NET LEVY REQUIREMENT	**685,600**	**738,200**	**50,100**	**6.8**	**0**	**0**	**788,300**	**50,100**	**6.8**
STAFFING COMPLEMENT		**9.50**	**0.00**		**0.00**	**0.00**	**9.50**	**0.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	MCS-150-2022-004 Proposal for Universal Broadband Fund	SLT Priority Ranking	1
Department	Grants To Others	Position Type	Not Applicable
Strategic Theme	Corporate	FTEs	0.00
Strategic Direction	Economic Prosperity	Budget Impact	$ 0
Strategic Goal	Ensure Sufficient Infrastructure Capacity for the Community	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Council Directed
Start Date	01-January-2022	New or Existing	New Program
End Date	December 2023		

DESCRIPTION

Report CAO 21-09 (February 9, 2021 CIC - Resolution #1; and February 16, 2021 Council - Resolution #16&#17) - The proposal to bring high-speed internet across Norfolk County included waiving permit fees and providing financial and in-kind contributions totaling $1,000,000 over 4 years to the project. Council supported the proposal in an effort to elevate the application on behalf of the County with funding to be provided from the Council Initiatives Reserve.

JUSTIFICATION

This initiative will assist in achieving Council's strategic goals and priorities by continuing to build partnerships to improve access to broadband internet throughout Norfolk County and will demonstrate meaningful progress on projects that matter to residents and businesses. Further this is a key priority for Economic Development. This regarded a proposal to the Universal Broadband Fund (UBF) to bring high-speed internet across Norfolk County. Proposal included waiving permit fees and contributing $1,000,000 over 4 years to the project. High-speed internet connectivity is a key priority for the County. In order to elevate the application on behalf of Norfolk County providing a municipal contribution both in financial form and in-kind will be provided.

Recommendations:
THAT Staff Report C.A.O 21-09 regarding the Council Strategic Fund be received as information;
AND THAT the Mayor will provide a letter of support for Rogers Communication Inc.'s proposal;
AND THAT Council will support any successful applicant to the UBF that will fully address the over 9,000 homes in Norfolk County with Financial Support of up to $1,000,000 in four years as well as the non-financial contribution related to waiver of fees;
AND THAT this be contingent upon the successful applicant entering an agreement to the satisfaction of the County Solicitor and Council.

* Contribution to be provided from the Council Strategic Initiative Fund.

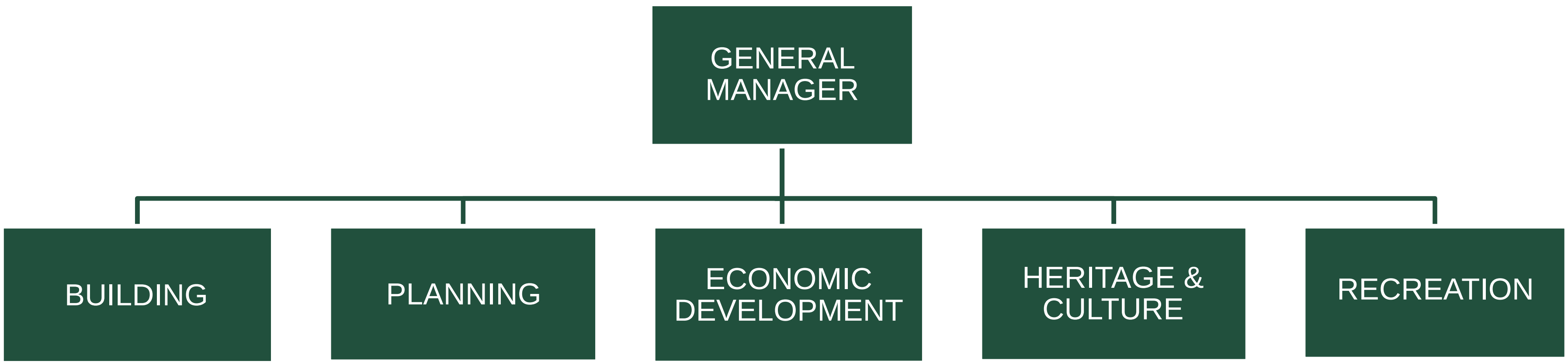
FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	250,000
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	250,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	250,000
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	250,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT DIVISION



FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

COMMUNITY DEVELOPMENT SUMMARY

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Community Development Administration	534,800	**567,400**	(4,700)	**(0.8)**	0	0	**562,700**	(4,700)	**(0.8)**
Building	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Planning	817,300	**929,300**	86,100	**9.3**	0	0	**1,015,400**	86,100	**9.3**
Economic Development	892,200	**894,100**	21,500	**2.4**	0	0	**915,600**	21,500	**2.4**
Heritage & Culture	1,140,600	**1,282,800**	(109,800)	**(8.6)**	0	0	**1,173,000**	(109,800)	**(8.6)**
Recreation	1,533,900	**1,614,800**	63,100	**3.9**	21,800	0	**1,699,700**	84,900	**5.3**
TOTAL	**4,918,800**	**5,288,400**	**56,200**	**1.1**	**21,800**	**0**	**5,366,400**	**78,000**	**1.5**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

COMMUNITY DEVELOPMENT SUMMARY

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	5,742,400	**6,175,300**	(163,000)	**(2.6)**	251,100	0	**6,263,400**	88,100	**1.4**
Materials & Supplies	367,700	**447,900**	(10,500)	**(2.3)**	14,300	25,000	**476,700**	28,800	**6.4**
Services	1,285,000	**1,419,000**	(247,500)	**(17.4)**	105,600	0	**1,277,100**	(141,900)	**(10.0)**
Transfer Payments/Grants	146,500	**151,700**	1,000	**0.7**	200,000	0	**352,700**	201,000	**132.5**
Interdepartmental Charges	1,162,800	**1,152,200**	95,800	**8.3**	21,800	0	**1,269,800**	117,600	**10.2**
Financial	27,300	**40,500**	200	**0.5**	0	0	**40,700**	200	**0.5**
Infrastructure Funding	190,600	**176,500**	(25,200)	**(14.3)**	0	0	**151,300**	(25,200)	**(14.3)**
Capital	36,000	**23,800**	75,300	**316.4**	0	0	**99,100**	75,300	**316.4**
TOTAL EXPENDITURES	**8,958,200**	**9,586,900**	**(273,900)**	**(2.9)**	**592,800**	**25,000**	**9,930,800**	**343,900**	**3.6**
REVENUES									
Federal/Provincial Grants	(459,800)	**(316,700)**	33,700	**(10.6)**	(42,700)	0	**(325,700)**	9,000	**2.8**
Fees & Service Charges	(2,840,800)	**(2,885,600)**	(224,100)	**7.8**	(2,000)	0	**(3,111,700)**	226,100	**7.8**
Transfer From Reserve & Reserve Funds	(449,500)	**(813,600)**	457,500	**(56.2)**	(460,400)	0	**(816,500)**	2,900	**0.4**
Interdepartmental Recoveries	(129,100)	**(129,100)**	0	**0.0**	0	0	**(129,100)**	0	**0.0**
Other Revenues	(160,200)	**(153,500)**	63,000	**(41.0)**	(65,900)	(25,000)	**(181,400)**	27,900	**18.2**
TOTAL REVENUES	**(4,039,400)**	**(4,298,500)**	**330,100**	**(7.7)**	**(571,000)**	**(25,000)**	**(4,564,400)**	**265,900**	**6.2**
NET LEVY REQUIREMENT	**4,918,800**	**5,288,400**	**56,200**	**1.1**	**21,800**	**0**	**5,366,400**	**78,000**	**1.5**
STAFFING COMPLEMENT		**71.31**	**(3.33)**		**2.41**	**0.00**	**70.39**	**(0.92)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Community Development Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	299,400	**307,800**	11,900	**3.9**	0	0	**319,700**	11,900	**3.9**
Materials & Supplies	11,300	**16,800**	8,300	**49.4**	0	25,000	**50,100**	33,300	**198.2**
Services	28,400	**35,200**	(5,400)	**(15.3)**	0	0	**29,800**	(5,400)	**(15.3)**
Interdepartmental Charges	126,300	**134,000**	5,600	**4.2**	0	0	**139,600**	5,600	**4.2**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	73,600	**73,600**	(25,100)	**(34.1)**	0	0	**48,500**	(25,100)	**(34.1)**
Capital	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**539,000**	**567,400**	**(4,700)**	**(0.8)**	**0**	**25,000**	**587,700**	**20,300**	**3.6**
REVENUES									
Federal/Provincial Grants	(3,900)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Other Revenues	(300)	**0**	0	**0.0**	0	(25,000)	**(25,000)**	25,000	**100.0**
TOTAL REVENUES	**(4,200)**	**0**	**0**	**0.0**	**0**	**(25,000)**	**(25,000)**	**25,000**	**100.0**
NET LEVY REQUIREMENT	**534,800**	**567,400**	**(4,700)**	**(0.8)**	**0**	**0**	**562,700**	**(4,700)**	**(0.8)**
STAFFING COMPLEMENT		**2.80**	**0.00**		**0.00**	**0.00**	**2.80**	**0.00**	

Norfolk County Proposed 2022 New Budget Initiative

Name	DCS-810-2022-060 Norfolk Community Day	SLT Priority Ranking	1
Department	Development & Cultural Services Admin	Position Type	Not Applicable
Strategic Theme	Community	FTEs	0.00
Strategic Direction	Community Values and Identity	Budget Impact	$ 0
Strategic Goal	Support the Diversity of our Community	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	New Program
End Date	No end date		

DESCRIPTION

An initiative to create a new event called Norfolk Community Day that would take place in June 2022, and continue annually. The global pandemic has greatly affected community events and there is a need to connect Norfolk County citizens with an event that will offer free programming and entertainment at our facilities. This would present an opportunity to foster our partnerships with community groups across the County.

JUSTIFICATION

In a typical year, many of our communities have different festivals and events that help bring people together and recognize various aspects of our culture and social activities. The intent behind Norfolk Community Day is to organize various activities throughout all of the County on a single day where people can reconnect and enjoy Norfolk facilities/ programming. It would be a free event and fun for all.

By June 2022 (tentatively scheduled for June 18), it will be even more increasingly important to provide an opportunity to move forward with the new normal. It will be something to look forward to for our citizens and allow for an opportunity to recognize how Norfolk has been adapting over the past few years. We cannot underestimate the power of "community". This is an underlying value within this area and it is important to have a vibrant network of connected communities. This assists with an increased sense of belonging, neighborhood involvement, safety, security and even helps to strengthen local economies. Greater awareness of community resources, building strong networks and reducing isolation are all key social ingredients of a healthy and resilient community

This initiative is estimated to result in total expenditures of $25,000. Staff anticipate that sponsorship revenue could be secured in order to offset these costs and result in no impact on the tax levy for this initiative.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS	
Expenditures:	**($)**
Salaries and Benefits	
Materials, Supplies and Services	25,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	25,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	25,000
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	25,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,372,800	**1,499,900**	(44,800)	**(3.0)**	15,400	0	**1,470,500**	(29,400)	**(2.0)**
Materials & Supplies	49,500	**55,000**	2,100	**3.8**	0	0	**57,100**	2,100	**3.8**
Services	213,500	**231,500**	(172,900)	**(74.7)**	0	0	**58,600**	(172,900)	**(74.7)**
Interdepartmental Charges	383,800	**387,500**	31,400	**8.1**	0	0	**418,900**	31,400	**8.1**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**2,019,600**	**2,173,900**	**(184,200)**	**(8.5)**	**15,400**	**0**	**2,005,100**	**(168,800)**	**(7.8)**
REVENUES									
Fees & Service Charges	(1,769,600)	**(1,491,600)**	(281,100)	**18.8**	0	0	**(1,772,700)**	281,100	**18.8**
Transfer From Reserve & Reserve Funds	(244,400)	**(679,200)**	466,600	**(68.7)**	(15,400)	0	**(228,000)**	(451,200)	**(66.4)**
Other Revenues	(5,600)	**(3,100)**	(1,300)	**41.9**	0	0	**(4,400)**	1,300	**41.9**
TOTAL REVENUES	**(2,019,600)**	**(2,173,900)**	**184,200**	**(8.5)**	**(15,400)**	**0**	**(2,005,100)**	**(168,800)**	**(7.8)**
NET LEVY REQUIREMENT	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
STAFFING COMPLEMENT		**15.03**	**0.00**		**0.17**	**0.00**	**15.20**	**0.17**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**DCS-850-2022-057 Building Inspector 0.83 FTE to 1.0 FTE**	**SLT Priority Ranking**	**1**
Department	Building	Position Type	Permanent Full-Time
Strategic Theme	Corporate	FTEs	0.17
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	13-April-2021	New or Existing	Existing Program
End Date	No end date		

DESCRIPTION

CD 21-23 Building Inspector 0.83 FTE to 1.0 FTE - Council-In-Committee (April 13, 2021, Resolution #3)

JUSTIFICATION

Norfolk County Building Department has experienced increasing growth trends and activity volume which require appropriate staffing resources to maintain quality customer service and compliance with legislated timeframes.One position in the Building Department is currently at 0.83 FTE (April-December), and as per CD 21-23, will be converted into 1.0 FTE.

The increased cost of approximately $15,400 for the permanent FTE increase of 0.17 FTE from a 0.83 FTE building inspector to a 1.0 FTE building inspector would not increase the overall 2021 net levy requirement. The building department costs are 100% recovered through building permit fees and/or the Building Permit Stabilization Reserve Fund. Any surplus fees in a given year are transferred to the Building Permit Stabilization Reserve Fund at year end.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	15,400
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	15,400
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	15,400
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	15,400
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Planning

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,183,800	**1,263,000**	(107,000)	**(8.5)**	45,000	0	**1,201,000**	(62,000)	**(4.9)**
Materials & Supplies	18,000	**26,800**	(1,200)	**(4.5)**	0	0	**25,600**	(1,200)	**(4.5)**
Services	79,900	**95,200**	(1,000)	**(1.1)**	0	0	**94,200**	(1,000)	**(1.1)**
Interdepartmental Charges	345,700	**321,100**	28,700	**8.9**	0	0	**349,800**	28,700	**8.9**
Infrastructure Funding	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Capital	0	**0**	87,000	**100.0**	0	0	**87,000**	87,000	**100.0**
TOTAL EXPENDITURES	**1,627,300**	**1,706,100**	**6,500**	**0.4**	**45,000**	**0**	**1,757,600**	**51,500**	**3.0**
REVENUES									
Fees & Service Charges	(621,800)	**(571,100)**	(10,400)	**1.8**	0	0	**(581,500)**	10,400	**1.8**
Interdepartmental Recoveries	(106,700)	**(106,700)**	0	**0.0**	0	0	**(106,700)**	0	**0.0**
Other Revenues	(81,500)	**(99,000)**	90,000	**(90.9)**	(45,000)	0	**(54,000)**	(45,000)	**(45.5)**
TOTAL REVENUES	**(810,000)**	**(776,800)**	**79,600**	**(10.2)**	**(45,000)**	**0**	**(742,200)**	**(34,600)**	**(4.5)**
NET LEVY REQUIREMENT	**817,300**	**929,300**	**86,100**	**9.3**	**0**	**0**	**1,015,400**	**86,100**	**9.3**
STAFFING COMPLEMENT		**13.76**	**(1.66)**		**0.50**	**0.00**	**12.60**	**(1.16)**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	PED-820-2022-003 Insourcing Planning & Development Studies (Pilot)	SLT Priority Ranking	1
Department	Planning	Position Type	Temporary Full-Time
Strategic Theme	Corporate	FTEs	0.50
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Continue to Provide Valued Services to Residents in Norfolk County at an Affordable	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	Existing Program
End Date	June 2022		

DESCRIPTION

Per Option 4A from the Proposed 2021 Levy Supported Operating Budget: Create one (1) new temporary Project Planner position that would be funded from 100% Development Charges (DC) and reduce the reliance and costs associated with hiring consultants to complete some of the projects.

JUSTIFICATION

While some studies have technical components that would still require some element of outside services, there are a number of benefits to hiring someone to complete the work “in house”:

1. Reducing costs by approximately 50% (including a reduction to the amount required from DCs)
2. Building capacity within, including having a resource that is available for other related initiatives, which also provides growth and opportunities for internal staff
3. Improvement in service efficiency and effectiveness, since the municipality typically knows its documents/policies/information better than an outside consultant
4. Create more effective engagement, as well as increase effectiveness of internal project teams
5. Help deliver initiatives on-time on specific projects for the development industry and the community, while allowing focus on project management and completion
6. Providing savings for developers though lower development charges, as well as levy operating savings

It is recommended that this be completed on an 18 month pilot basis. Following the update of the longer term work program, the update of the DC study, and future Capital Forecasts, it can be determined if there is added value and longer term cost avoidances with continuing this pilot program.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	45,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	45,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	45,000
Other Revenues	
TOTAL REVENUES	45,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Economic Development

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	569,700	**338,500**	8,900	**2.6**	70,700	0	**418,100**	79,600	**23.5**
Materials & Supplies	19,000	**40,600**	(14,400)	**(35.5)**	1,700	0	**27,900**	(12,700)	**(31.3)**
Services	674,700	**675,800**	(31,500)	**(4.7)**	70,800	0	**715,100**	39,300	**5.8**
Transfer Payments/Grants	144,500	**149,500**	0	**0.0**	200,000	0	**349,500**	200,000	**133.8**
Interdepartmental Charges	87,500	**87,500**	4,400	**5.0**	0	0	**91,900**	4,400	**5.0**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	49,000	**34,900**	0	**0.0**	0	0	**34,900**	0	**0.0**
Capital	2,300	**0**	5,000	**100.0**	0	0	**5,000**	5,000	**100.0**
TOTAL EXPENDITURES	**1,546,700**	**1,326,800**	**(27,600)**	**(2.1)**	**343,200**	**0**	**1,642,400**	**315,600**	**23.8**
REVENUES									
Federal/Provincial Grants	(363,400)	**(215,000)**	24,500	**(11.4)**	0	0	**(190,500)**	(24,500)	**(11.4)**
Fees & Service Charges	(52,600)	**(103,300)**	33,700	**(32.6)**	0	0	**(69,600)**	(33,700)	**(32.6)**
Transfer From Reserve & Reserve Funds	(205,100)	**(114,400)**	(9,100)	**8.0**	(325,000)	0	**(448,500)**	334,100	**292.0**
Other Revenues	(33,400)	**0**	0	**0.0**	(18,200)	0	**(18,200)**	18,200	**100.0**
TOTAL REVENUES	**(654,500)**	**(432,700)**	**49,100**	**(11.3)**	**(343,200)**	**0**	**(726,800)**	**294,100**	**68.0**
NET LEVY REQUIREMENT	**892,200**	**894,100**	**21,500**	**2.4**	**0**	**0**	**915,600**	**21,500**	**2.4**
STAFFING COMPLEMENT		**3.00**	**0.00**		**0.74**	**0.00**	**3.74**	**0.74**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	DCS-840-2022-058 Project Microphone	SLT Priority Ranking	1
Department	Economic Development	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	0.41
Strategic Direction	Economic Prosperity	Budget Impact	$ 0
Strategic Goal	Retain and Grow Existing Business and Industry	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	11-May-2021	New or Existing	New Program
End Date	December 2023		

DESCRIPTION

CD 21-78 Project Microphone and Entrepreneurship Centre Resourcing (July 20, 2021 Council meeting, Resolution #24).
Council Initiative Reserve Funding approval per Report CD 21-39 (May 11, 2021 CIC, Resolution #17).

JUSTIFICATION

The strategy, internally referred to as Project Microphone, seeks to develop a multi-event series of live entertainment shows, with funding from a combination of Private Sponsors, Local Business Associations, Provincial Government and Norfolk County. The purpose of Project Microphone is not to be a standalone event, but rather it is intended to be weaved into the offerings of our cultural partners.

The proposed new strategic initiative for a Live Entertainment Strategy requires a collaborated effort between Norfolk County and many organizations and individuals to develop an implementation plan for 2021. In order to plan such events, booking, reservations, etc. needed to be committed in 2021 for 2022. As a result, staff is seeking Council approval to move forward with the implementation and approval of $125,000 from the Strategic Council Initiative Reserve for potential funding per year for 2022 to 2024.

Note: The establishment of this program has been taken into consideration with the recommendation of annual funding for the Council Initiative Reserve (see section 4 of the package). Therefore, although not communicated within this initiative, additional contributions are required to fund this reserve over the term of Project Microphone.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	55,000
Materials, Supplies and Services	70,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	125,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	125,000
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	125,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**PED-840-2022-002 Digital Service Squad**	**SLT Priority Ranking**	**1**
Department	Economic Development	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	0.33
Strategic Direction	Economic Prosperity	Budget Impact	$ 0
Strategic Goal	Retain and Grow Existing Business and Industry	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-August-2021	New or Existing	Existing Program
End Date	February 2022		

DESCRIPTION

CS 21-55 - June 30,2021 Operating Variance Report (Appendix B - Temporary Staff Approval) (September 14,2021 CIC)

JUSTIFICATION

The Digital Service Squad (DSS) conducts FREE digital assessments and provided tangible insight and advice to Norfolk County businesses regarding their digital strategies. For some businesses, the Digital Squad helped fine-tune social media settings and for others, would help search out digital solutions like e-commerce, POS integration, or digital record keeping. DSS Members were also armed with 360° cameras to take interior and exterior pictures for social media.

This initiative is for the hiring of two Digital Service Squad FTE's for a period that runs from August 1, 2021 to February 28, 2022. Outside of Salaries and Benefits, expenditures included costs for milage, cell phones, flyers, computer and camera equipment. (27% of eligible costs attributed to 2022 (8.2 Weeks)).

These positions are fully covered through grant funding which was secured through Ontario Business Improvement Area Association. This initiative was approved by CAO Burgess, as it was fully funded from external recoveries.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	15,700
Materials, Supplies and Services	2,500
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	18,200
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	18,200
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	18,200
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

Norfolk County Proposed 2022 Council-Approved Initiative

Name	DCS-840-2022-062 Economic Recovery Task Force	SLT Priority Ranking	1
Department	Economic Development	Position Type	Not Applicable
Strategic Theme	Community	FTEs	0.00
Strategic Direction	Economic Prosperity	Budget Impact	$ 0
Strategic Goal	Retain and Grow Existing Business and Industry	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	Existing Program
End Date	December 2022		

DESCRIPTION

Per staff report PD 20-73 Economic Recovery Taskforce Update: on June 9, 2020 Council approved the creation of the Norfolk County Economic Recovery Taskforce (NCERT). It is anticipated that the taskforce will continue operating for 1-2 years, depending on the state of the pandemic and its impact on the economy.

JUSTIFICATION

The primary objective of the taskforce is to develop and execute a plan that will get the municipality out of this economic malaise as quickly and as robustly as possible. The taskforce will:

1. Research and identify all upper-level government support programs as a result of the COVID-19 pandemic available for municipalities.
2. Research, identify and circulate through various media platforms all government support programs available for businesses (ongoing).
3. Review and analyze all shovel-ready municipal projects in anticipation of federal government partnership funding.
4. Rank all projects in order of priority based on maximum community economic stimulus impact.
5. Target those infrastructure (capital) projects that are overdue for execution and that will foster local job creation and further private capital investment.

Based on the most recent information available, $50,000 of the approved $250,000 has been spent to date. The remaining $200,000 is being included in the budget for use in 2022 and onwards, if required and if funds remain.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	200,000
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	200,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	200,000
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	200,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	701,100	**838,100**	(106,100)	**(12.7)**	0	0	**732,000**	(106,100)	**(12.7)**
Materials & Supplies	171,600	**182,000**	13,700	**7.5**	0	0	**195,700**	13,700	**7.5**
Services	147,500	**208,500**	(16,500)	**(7.9)**	0	0	**192,000**	(16,500)	**(7.9)**
Transfer Payments/Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Charges	126,100	**128,800**	15,600	**12.1**	0	0	**144,400**	15,600	**12.1**
Financial	4,100	**2,600**	500	**19.2**	0	0	**3,100**	500	**19.2**
Infrastructure Funding	68,000	**68,000**	(100)	**(0.1)**	0	0	**67,900**	(100)	**(0.1)**
Capital	15,300	**15,300**	(15,300)	**(100.0)**	0	0	**0**	15,300	**100.0**
TOTAL EXPENDITURES	**1,233,700**	**1,443,300**	**(108,200)**	**(7.5)**	**0**	**0**	**1,335,100**	**(108,200)**	**(7.5)**
REVENUES									
Federal/Provincial Grants	(49,800)	**(49,800)**	0	**0.0**	0	0	**(49,800)**	0	**0.0**
Fees & Service Charges	(32,700)	**(79,900)**	0	**0.0**	0	0	**(79,900)**	0	**0.0**
Transfer From Reserve & Reserve Funds	0	**(20,000)**	0	**0.0**	0	0	**(20,000)**	0	**0.0**
Other Revenues	(10,600)	**(10,800)**	(1,600)	**14.8**	0	0	**(12,400)**	1,600	**14.8**
TOTAL REVENUES	**(93,100)**	**(160,500)**	**(1,600)**	**1.0**	**0**	**0**	**(162,100)**	**1,600**	**1.0**
NET LEVY REQUIREMENT	**1,140,600**	**1,282,800**	**(109,800)**	**(8.6)**	**0**	**0**	**1,173,000**	**(109,800)**	**(8.6)**
STAFFING COMPLEMENT		**9.77**	**(1.67)**		**0.00**	**0.00**	**8.10**	**(1.67)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Recreation

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,615,500	**1,928,000**	74,100	**3.8**	120,000	0	**2,122,100**	194,100	**10.1**
Materials & Supplies	98,400	**126,700**	(19,000)	**(15.0)**	12,600	0	**120,300**	(6,400)	**(5.1)**
Services	141,000	**172,800**	(20,200)	**(11.7)**	34,800	0	**187,400**	14,600	**8.4**
Transfer Payments/Grants	2,000	**2,200**	1,000	**45.5**	0	0	**3,200**	1,000	**45.5**
Interdepartmental Charges	93,400	**93,300**	10,100	**10.8**	21,800	0	**125,200**	31,900	**34.2**
Financial	23,200	**37,900**	(300)	**(0.8)**	0	0	**37,600**	(300)	**(0.8)**
Capital	18,400	**8,500**	(1,400)	**(16.5)**	0	0	**7,100**	(1,400)	**(16.5)**
TOTAL EXPENDITURES	**1,991,900**	**2,369,400**	**44,300**	**1.9**	**189,200**	**0**	**2,602,900**	**233,500**	**9.9**
REVENUES									
Federal/Provincial Grants	(42,700)	**(51,900)**	9,200	**(17.7)**	(42,700)	0	**(85,400)**	33,500	**64.5**
Fees & Service Charges	(364,100)	**(639,700)**	33,700	**(5.3)**	(2,000)	0	**(608,000)**	(31,700)	**(5.0)**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	(120,000)	0	**(120,000)**	120,000	**100.0**
Interdepartmental Recoveries	(22,400)	**(22,400)**	0	**0.0**	0	0	**(22,400)**	0	**0.0**
Other Revenues	(28,900)	**(40,600)**	(24,100)	**59.4**	(2,700)	0	**(67,400)**	26,800	**66.0**
TOTAL REVENUES	**(458,000)**	**(754,600)**	**18,800**	**(2.5)**	**(167,400)**	**0**	**(903,200)**	**148,600**	**19.7**
NET LEVY REQUIREMENT	**1,533,900**	**1,614,800**	**63,100**	**3.9**	**21,800**	**0**	**1,699,700**	**84,900**	**5.3**
STAFFING COMPLEMENT		**26.95**	**0.00**		**1.00**	**0.00**	**27.95**	**1.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	CSD-730-2022-072 Recreation Facilities Review - 3 Year TFT Position	SLT Priority Ranking	1
Department	Parks & Recreation	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	1.00
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Continue to Provide Valued Services to Residents in Norfolk County at an Affordable	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	08-June-2021	New or Existing	Existing Program
End Date	June 2023		

DESCRIPTION

CD 21-41 Recreational Facilities Review - Process Road Map (June 8, 2021 CIC, Resolution #12).

JUSTIFICATION

A three-year temporary position was approved in CS 21-41 in order to coordinate the various projects and work directly with external consultants, community groups and other stakeholders in order to move these projects forward. The estimated impact of this position is $360,000 over the 3 year term, including salaries and benefits.

The cost of the temporary position outlined above is recommended to be funded from the 2020 fiscal year surplus, which will be transferred from the Contingency Reserve, and was approved through the 2020 year-end results report to Council.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	120,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	120,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	120,000
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	120,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**CSD-730-2022-073 Delhi Seniors - SALC Operating Budget**	**SLT Priority Ranking**	**1**
Department	Parks & Recreation	Position Type	Not Applicable
Strategic Theme	Community	FTEs	0.00
Strategic Direction	Community Values and Identity	Budget Impact	$ 0
Strategic Goal	Support the Diversity of our Community	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	16-July-2021	New or Existing	New Program
End Date	Subject to Funding		

DESCRIPTION

Council approved staff to pursue the transfer of the SALC from Delhi Senior Citizens group and reopen and program the Delhi Friendship Centre per Report CES 20-18 (October 13, 2021 Council Meeting, Resolution #10)

JUSTIFICATION

Norfolk County entered into a Transfer Payment Agreement with the Ministry for Seniors and Accessibility effective July 16, 2021 to operate the Seniors Active Living Centre (SALC) grant program in Delhi. Council approved staff to pursue the transfer of the SALC from Delhi Senior Citizens group and reopen and program the Delhi Friendship Centre.

THAT Staff Report CES 20-18 “Delhi Township Seniors Citizens Club” be received for decision;
AND THAT Council supports staff recommendation to proceed with the process to request transferring governance of the Seniors Active Living Centre (SALC) from the Delhi Township Seniors Citizens Club to Norfolk County;
AND FURTHER THAT a letter of support from the municipality be written for staff to submit to the Ministry as part of the SALC transfer process;
AND FURTHER THAT Council supports CES staff reopening and programming the Delhi Friendship Centre at a later date that will be determined contingent on COVID-19 implications.

Upon approval, staff committed to providing Council with an operating budget for the Delhi SALC program which includes potential grant funding allocation of up to $42,700 (maximum based on full-year eligibility), and which is net neutral as compared to the 2020 approved grant municipal contribution to the prior Delhi Senior Citizens Club of $7,500, in addition to ongoing Delhi Friendship Centre building costs borne by the County of $8,700, totaling $16,200.

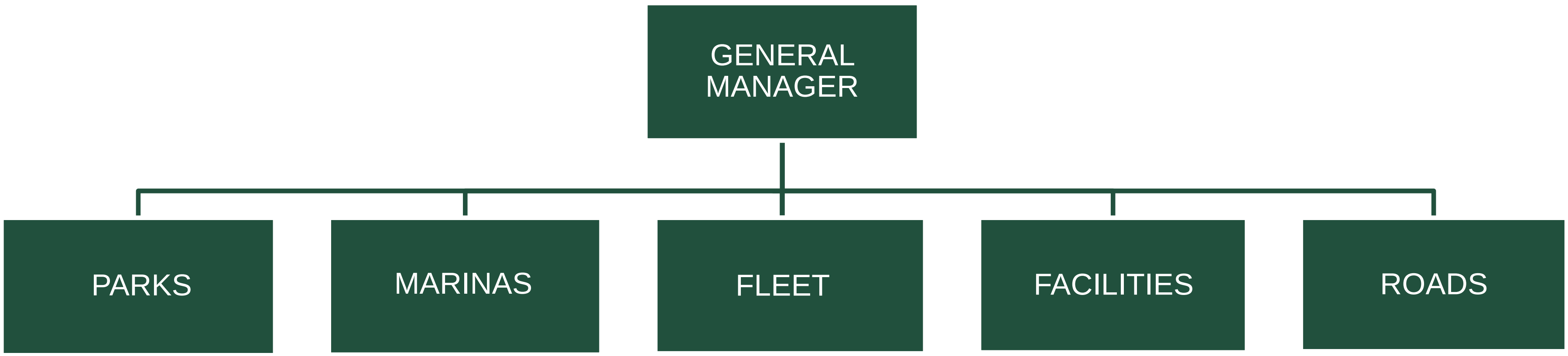
FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	
Materials, Supplies and Services	47,400
Transfer Payments and Grants to Others	
Interdepartmental Charges	21,800
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	69,200
Revenues:	**($)**
Provincial/Federal Grants/Funding	42,700
User Fees and /or Service Charges	2,000
Other Recoveries/Collections/Sponsorships/Donations	2,700
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	21,800
Other Revenues	
TOTAL REVENUES	69,200
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

OPERATIONS

OPERATIONS DIVISION



FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

OPERATIONS

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Operations Administration	409,100	**403,700**	11,900	**2.9**	0	0	**415,600**	11,900	**2.9**
Parks	7,570,900	**7,786,400**	(843,600)	**(10.8)**	(21,800)	0	**6,921,000**	(865,400)	**(11.1)**
Marinas	(334,800)	**(286,500)**	24,400	**8.5**	0	0	**(262,100)**	24,400	**8.5**
Fleet	603,100	**558,700**	112,100	**20.1**	0	0	**670,800**	112,100	**20.1**
Facilities	3,073,300	**3,084,600**	3,500	**0.1**	0	0	**3,088,100**	3,500	**0.1**
Roads	21,781,100	**22,453,900**	395,300	**1.8**	0	0	**22,849,200**	395,300	**1.8**
TOTAL	**33,102,700**	**34,000,800**	**(296,400)**	**(0.9)**	**(21,800)**	**0**	**33,682,600**	**(318,200)**	**(0.9)**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

OPERATIONS

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	11,890,800	**12,318,700**	(80,000)	**(0.6)**	113,600	0	**12,352,300**	33,600	**0.3**
Materials & Supplies	7,506,900	**8,139,400**	(234,900)	**(2.9)**	1,200	0	**7,905,700**	(233,700)	**(2.9)**
Services	7,550,600	**7,964,900**	279,500	**3.5**	14,000	5,600	**8,264,000**	299,100	**3.8**
Transfer Payments/Grants	37,800	**44,300**	(9,000)	**(20.3)**	0	0	**35,300**	(9,000)	**(20.3)**
Interdepartmental Charges	6,208,300	**6,148,100**	596,400	**9.7**	0	0	**6,744,500**	596,400	**9.7**
Financial	44,900	**29,300**	9,800	**33.4**	0	0	**39,100**	9,800	**33.4**
Infrastructure Funding	7,911,800	**7,915,000**	147,500	**1.9**	0	0	**8,062,500**	147,500	**1.9**
Capital	1,231,200	**1,226,400**	(759,300)	**(61.9)**	0	0	**467,100**	(759,300)	**(61.9)**
TOTAL EXPENDITURES	**42,382,300**	**43,786,100**	**(50,000)**	**(0.1)**	**128,800**	**5,600**	**43,870,500**	**84,400**	**0.2**
REVENUES									
Federal/Provincial Grants	(19,000)	**(19,000)**	17,500	**(92.1)**	(32,200)	0	**(33,700)**	14,700	**77.4**
Fees & Service Charges	(2,846,400)	**(3,255,700)**	(62,100)	**1.9**	0	0	**(3,317,800)**	62,100	**1.9**
Transfer From Reserve & Reserve Funds	0	**0**	(70,900)	**100.0**	(96,600)	0	**(167,500)**	167,500	**100.0**
Interdepartmental Recoveries	(5,866,400)	**(5,896,500)**	(232,200)	**3.9**	(21,800)	(5,600)	**(6,156,100)**	259,600	**4.4**
Other Revenues	(547,800)	**(614,100)**	101,300	**(16.5)**	0	0	**(512,800)**	(101,300)	**(16.5)**
TOTAL REVENUES	**(9,279,600)**	**(9,785,300)**	**(246,400)**	**2.5**	**(150,600)**	**(5,600)**	**(10,187,900)**	**402,600**	**4.1**
NET LEVY REQUIREMENT	**33,102,700**	**34,000,800**	**(296,400)**	**(0.9)**	**(21,800)**	**0**	**33,682,600**	**(318,200)**	**(0.9)**
STAFFING COMPLEMENT		**148.68**	**(6.28)**		**1.25**	**0.00**	**143.65**	**(5.03)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Operations Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	342,700	**334,100**	11,800	**3.5**	0	0	**345,900**	11,800	**3.5**
Materials & Supplies	8,600	**12,600**	(3,400)	**(27.0)**	0	0	**9,200**	(3,400)	**(27.0)**
Services	11,100	**10,300**	300	**2.9**	0	0	**10,600**	300	**2.9**
Interdepartmental Charges	46,700	**46,700**	3,200	**6.9**	0	0	**49,900**	3,200	**6.9**
TOTAL EXPENDITURES	**409,100**	**403,700**	**11,900**	**2.9**	**0**	**0**	**415,600**	**11,900**	**2.9**
REVENUES									
TOTAL REVENUES	**0**	**0**	**0**	**0.0**	**0**	**0**	**0**	**0**	**0.0**
NET LEVY REQUIREMENT	**409,100**	**403,700**	**11,900**	**2.9**	**0**	**0**	**415,600**	**11,900**	**2.9**
STAFFING COMPLEMENT		**3.00**	**0.00**		**0.00**	**0.00**	**3.00**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Parks

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	3,914,200	**4,221,100**	(164,400)	**(3.9)**	17,000	0	**4,073,700**	(147,400)	**(3.5)**
Materials & Supplies	1,452,500	**1,663,000**	(120,000)	**(7.2)**	1,200	0	**1,544,200**	(118,800)	**(7.1)**
Services	1,389,100	**1,485,400**	17,500	**1.2**	14,000	0	**1,516,900**	31,500	**2.1**
Transfer Payments/Grants	37,800	**44,300**	(9,000)	**(20.3)**	0	0	**35,300**	(9,000)	**(20.3)**
Interdepartmental Charges	1,288,300	**1,285,800**	149,900	**11.7**	0	0	**1,435,700**	149,900	**11.7**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	278,300	**281,500**	(45,200)	**(16.1)**	0	0	**236,300**	(45,200)	**(16.1)**
Capital	791,500	**778,500**	(624,400)	**(80.2)**	0	0	**154,100**	(624,400)	**(80.2)**
TOTAL EXPENDITURES	**9,151,700**	**9,759,600**	**(795,600)**	**(8.2)**	**32,200**	**0**	**8,996,200**	**(763,400)**	**(7.8)**
REVENUES									
Federal/Provincial Grants	(1,500)	**(1,500)**	0	**0.0**	(32,200)	0	**(33,700)**	32,200	**2,146.7**
Fees & Service Charges	(1,200,500)	**(1,584,000)**	7,900	**(0.5)**	0	0	**(1,576,100)**	(7,900)	**(0.5)**
Transfer From Reserve & Reserve Funds	0	**0**	(70,900)	**100.0**	0	0	**(70,900)**	70,900	**100.0**
Interdepartmental Recoveries	(282,600)	**(282,600)**	15,000	**(5.3)**	(21,800)	0	**(289,400)**	6,800	**2.4**
Other Revenues	(96,200)	**(105,100)**	0	**0.0**	0	0	**(105,100)**	0	**0.0**
TOTAL REVENUES	**(1,580,800)**	**(1,973,200)**	**(48,000)**	**2.4**	**(54,000)**	**0**	**(2,075,200)**	**102,000**	**5.2**
NET LEVY REQUIREMENT	**7,570,900**	**7,786,400**	**(843,600)**	**(10.8)**	**(21,800)**	**0**	**6,921,000**	**(865,400)**	**(11.1)**
STAFFING COMPLEMENT		**58.38**	**(4.27)**		**0.25**	**0.00**	**54.36**	**(4.02)**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	CSD-730-2022-071 ECCC - Priority Place Funding - Forests and Treed Swamps	SLT Priority Ranking	1
Department	Parks & Recreation	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	0.25
Strategic Direction	Community Well-Being	Budget Impact	$ 0
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	New Program
End Date	March 2023		

DESCRIPTION

Council Report OPS 21-09 (September 14th CIC, Resolution #10)

JUSTIFICATION

As part of a collaborative funding application in partnership with several local organizations, Norfolk County has been successful in securing $64,400 of federal funding provided through Environment and Climate Change Canada as part of the Canada Nature Fund: Community-Nominated Priority Places program.

Norfolk County, in its collaboration with the Forests and Treed Swamps working group, will be undertaking initiatives related to the implementation of activities relating to the management and improvement of forests in the Long Point Walsingham Forest priority place area.

Federal funding is provided at a 1:1 ratio ($1 of federal funding provided for each $1 provided by the recipients). Over the course of the funding term (2021-2023), Norfolk County will be contributing a combination of in-kind (staff time) and match dollars (materials and supplies and contract services) for funding received from Environment and Climate Change Canada. The funding will flow through the Forests and Treed Swamps working group coordinator, through agreement with the Long Point Basin Land Trust.

Funding will be utilized to temporarily extend the current Arborist position from a 0.75 FTE to a 1.0 FTE over two years at an annual cost of $17,000. In addition, Norfolk County will provide an additional allocation in the amount for $15,000 annually for materials, supplies and services for an overall program cost in the amount of $32,000 annually.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	17,000
Materials, Supplies and Services	15,200
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	32,200
Revenues:	**($)**
Provincial/Federal Grants/Funding	32,200
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	32,200
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Marinas

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	291,700	**331,200**	13,000	**3.9**	0	0	**344,200**	13,000	**3.9**
Materials & Supplies	276,000	**322,800**	22,000	**6.8**	0	0	**344,800**	22,000	**6.8**
Services	85,200	**93,000**	5,300	**5.7**	0	0	**98,300**	5,300	**5.7**
Interdepartmental Charges	110,900	**116,100**	11,200	**9.6**	0	0	**127,300**	11,200	**9.6**
Financial	35,800	**20,200**	9,800	**48.5**	0	0	**30,000**	9,800	**48.5**
Infrastructure Funding	260,000	**260,000**	0	**0.0**	0	0	**260,000**	0	**0.0**
Capital	4,400	**4,900**	(1,900)	**(38.8)**	0	0	**3,000**	(1,900)	**(38.8)**
TOTAL EXPENDITURES	**1,063,900**	**1,148,200**	**59,400**	**5.2**	**0**	**0**	**1,207,600**	**59,400**	**5.2**
REVENUES									
Fees & Service Charges	(1,390,600)	**(1,424,200)**	(34,800)	**2.4**	0	0	**(1,459,000)**	34,800	**2.4**
Other Revenues	(8,200)	**(10,500)**	(200)	**1.9**	0	0	**(10,700)**	200	**1.9**
TOTAL REVENUES	**(1,398,700)**	**(1,434,700)**	**(35,000)**	**2.4**	**0**	**0**	**(1,469,700)**	**35,000**	**2.4**
NET LEVY REQUIREMENT	**(334,800)**	**(286,500)**	**24,400**	**8.5**	**0**	**0**	**(262,100)**	**(24,400)**	**(8.5)**
STAFFING COMPLEMENT		**4.89**	**(0.01)**		**0.00**	**0.00**	**4.88**	**(0.01)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Fleet

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	947,400	**952,000**	43,000	**4.5**	0	0	**995,000**	43,000	**4.5**
Materials & Supplies	1,638,100	**1,687,100**	63,400	**3.8**	0	0	**1,750,500**	63,400	**3.8**
Services	779,800	**717,500**	109,500	**15.3**	0	5,600	**832,600**	115,100	**16.0**
Interdepartmental Charges	281,500	**272,200**	48,300	**17.7**	0	0	**320,500**	48,300	**17.7**
Infrastructure Funding	1,501,800	**1,501,800**	60,100	**4.0**	0	0	**1,561,900**	60,100	**4.0**
Capital	50,000	**55,000**	7,000	**12.7**	0	0	**62,000**	7,000	**12.7**
TOTAL EXPENDITURES	**5,198,700**	**5,185,600**	**331,300**	**6.4**	**0**	**5,600**	**5,522,500**	**336,900**	**6.5**
REVENUES									
Fees & Service Charges	(18,600)	**(14,500)**	0	**0.0**	0	0	**(14,500)**	0	**0.0**
Interdepartmental Recoveries	(4,573,700)	**(4,608,400)**	(219,700)	**4.8**	0	(5,600)	**(4,833,700)**	225,300	**4.9**
Other Revenues	(3,200)	**(4,000)**	500	**(12.5)**	0	0	**(3,500)**	(500)	**(12.5)**
TOTAL REVENUES	**(4,595,600)**	**(4,626,900)**	**(219,200)**	**4.7**	**0**	**(5,600)**	**(4,851,700)**	**224,800**	**4.9**
NET LEVY REQUIREMENT	**603,100**	**558,700**	**112,100**	**20.1**	**0**	**0**	**670,800**	**112,100**	**20.1**
STAFFING COMPLEMENT		**10.00**	**0.00**		**0.00**	**0.00**	**10.00**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	722,600	**731,500**	38,100	**5.2**	0	0	**769,600**	38,100	**5.2**
Materials & Supplies	391,400	**401,700**	6,500	**1.6**	0	0	**408,200**	6,500	**1.6**
Services	1,943,800	**1,971,900**	(88,200)	**(4.5)**	0	0	**1,883,700**	(88,200)	**(4.5)**
Interdepartmental Charges	320,600	**276,900**	22,100	**8.0**	0	0	**299,000**	22,100	**8.0**
Financial	9,100	**9,100**	0	**0.0**	0	0	**9,100**	0	**0.0**
Infrastructure Funding	673,800	**673,800**	2,000	**0.3**	0	0	**675,800**	2,000	**0.3**
Capital	113,300	**116,000**	47,000	**40.5**	0	0	**163,000**	47,000	**40.5**
TOTAL EXPENDITURES	**4,174,500**	**4,180,900**	**27,500**	**0.7**	**0**	**0**	**4,208,400**	**27,500**	**0.7**
REVENUES									
Federal/Provincial Grants	(17,500)	**(17,500)**	17,500	**(100.0)**	0	0	**0**	(17,500)	**(100.0)**
Fees & Service Charges	(44,900)	**(44,500)**	(14,000)	**31.5**	0	0	**(58,500)**	14,000	**31.5**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(1,010,000)	**(1,005,500)**	(27,500)	**2.7**	0	0	**(1,033,000)**	27,500	**2.7**
Other Revenues	(28,800)	**(28,800)**	0	**0.0**	0	0	**(28,800)**	0	**0.0**
TOTAL REVENUES	**(1,101,300)**	**(1,096,300)**	**(24,000)**	**2.2**	**0**	**0**	**(1,120,300)**	**24,000**	**2.2**
NET LEVY REQUIREMENT	**3,073,300**	**3,084,600**	**3,500**	**0.1**	**0**	**0**	**3,088,100**	**3,500**	**0.1**
STAFFING COMPLEMENT		**7.35**	**0.00**		**0.00**	**0.00**	**7.35**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	5,672,300	**5,748,800**	(21,500)	**(0.4)**	96,600	0	**5,823,900**	75,100	**1.3**
Materials & Supplies	3,740,300	**4,052,200**	(203,400)	**(5.0)**	0	0	**3,848,800**	(203,400)	**(5.0)**
Services	3,341,500	**3,686,800**	235,100	**6.4**	0	0	**3,921,900**	235,100	**6.4**
Interdepartmental Charges	4,160,300	**4,150,400**	361,700	**8.7**	0	0	**4,512,100**	361,700	**8.7**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	5,197,900	**5,197,900**	130,600	**2.5**	0	0	**5,328,500**	130,600	**2.5**
Capital	272,000	**272,000**	(187,000)	**(68.8)**	0	0	**85,000**	(187,000)	**(68.8)**
TOTAL EXPENDITURES	**22,384,300**	**23,108,100**	**315,500**	**1.4**	**96,600**	**0**	**23,520,200**	**412,100**	**1.8**
REVENUES									
Fees & Service Charges	(191,800)	**(188,500)**	(21,200)	**11.2**	0	0	**(209,700)**	21,200	**11.2**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	(96,600)	0	**(96,600)**	96,600	**100.0**
Other Revenues	(411,400)	**(465,700)**	101,000	**(21.7)**	0	0	**(364,700)**	(101,000)	**(21.7)**
TOTAL REVENUES	**(603,200)**	**(654,200)**	**79,800**	**(12.2)**	**(96,600)**	**0**	**(671,000)**	**16,800**	**2.6**
NET LEVY REQUIREMENT	**21,781,100**	**22,453,900**	**395,300**	**1.8**	**0**	**0**	**22,849,200**	**395,300**	**1.8**
STAFFING COMPLEMENT		**65.06**	**(2.00)**		**1.00**	**0.00**	**64.06**	**(1.00)**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**CMG-320-2022-005 Traffic and Transportation Technologist (18 month contract)**	**SLT Priority Ranking**	**1**
Department	Council Services	Position Type	Temporary Full-Time
Strategic Theme	Corporate	FTEs	1.00
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	09-November-2021	New or Existing	New Program
End Date	May 2023		

DESCRIPTION

CAO 21-73 Parking Function Resource Allocation (November 9 CIC, Resolution #8.6.3)

JUSTIFICATION

Staff recommended that Council consider approving hiring one temporary full-time resource for traffic services at an approximate cost of $145,000 to oversee traffic and parking related functions that are needed and to assist with the Parking Study. On a temporary basis, this position would fill the gap that exists to deal with many matters that have been delayed or remain incomplete due to lack of resources and dedicated staff to perform traffic services.

Council approved hiring one full-time temporary eighteen month traffic position in the amount of 145,000 with funding to be provided from the Council Initiative Reserve;

Multi-year impact: (Assumption is December 2021 - May 2023 - dependant on the date of hire)

Component	2021	2022	2023	Total
Expenditures				
Salaries & Benefits	8,100	96,600	40,300	145,000
Revenue				
Transfer From Council Initiative Reserve	(8,100)	(96,600)	(40,300)	(145,000)
Net Levy Cost	-	-	-	-
FTE	0.0850	1.0000	0.4150	1.5000

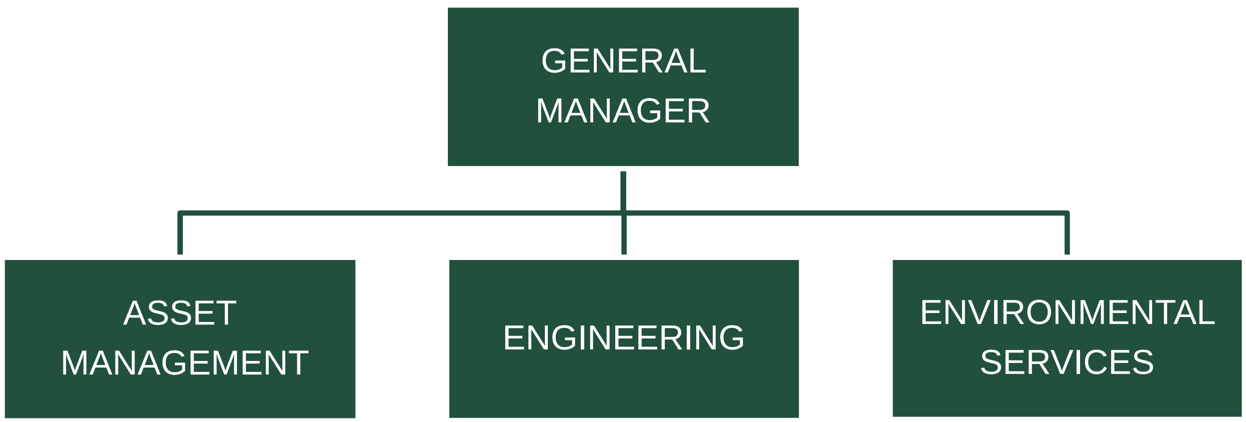
FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	96,600
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	96,600
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	96,600
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	96,600
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

ENVIRONMENTAL & INFRASTRUCTURE SERVICES

ENVIRONMENTAL AND INFRASTRUCTURE SERVICES DIVISION



FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

ENVIRONMENTAL & INFRASTRUCTURE SERVICES

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Environmental & Infrastructure Services Administration	342,500	**442,700**	6,900	**1.6**	0	0	**449,600**	6,900	**1.6**
Asset Management	108,100	**101,600**	43,500	**42.8**	0	0	**145,100**	43,500	**42.8**
Engineering	7,951,800	**7,954,000**	1,490,900	**18.7**	130,400	0	**9,575,300**	1,621,300	**20.4**
Environmental Services - Waste Management	8,547,000	**8,909,200**	(121,200)	**(1.4)**	0	0	**8,788,000**	(121,200)	**(1.4)**
TOTAL	**16,949,400**	**17,407,500**	**1,420,100**	**8.2**	**130,400**	**0**	**18,958,000**	**1,550,500**	**8.9**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

ENVIRONMENTAL & INFRASTRUCTURE SERVICES

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	2,505,200	**2,648,500**	33,700	**1.3**	0	0	**2,682,200**	33,700	**1.3**
Materials & Supplies	115,000	**128,700**	15,000	**11.7**	0	0	**143,700**	15,000	**11.7**
Services	6,685,400	**6,796,900**	(45,800)	**(0.7)**	0	0	**6,751,100**	(45,800)	**(0.7)**
Transfer Payments/Grants	2,407,400	**2,407,400**	27,500	**1.1**	0	0	**2,434,900**	27,500	**1.1**
Interdepartmental Charges	833,400	**799,000**	79,000	**9.9**	0	0	**878,000**	79,000	**9.9**
Financial	59,900	**58,300**	(500)	**(0.9)**	0	0	**57,800**	(500)	**(0.9)**
Infrastructure Funding	7,075,500	**7,075,500**	1,006,000	**14.2**	130,400	0	**8,211,900**	1,136,400	**16.1**
Capital	156,300	**45,000**	492,000	**1,093.3**	0	0	**537,000**	492,000	**1,093.3**
TOTAL EXPENDITURES	**19,838,100**	**19,959,300**	**1,606,900**	**8.1**	**130,400**	**0**	**21,696,600**	**1,737,300**	**8.7**
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	**(4,500)**	(700)	**15.6**	0	0	**(5,200)**	700	**15.6**
Federal/Provincial Grants	(920,700)	**(920,700)**	(8,700)	**0.9**	0	0	**(929,400)**	8,700	**0.9**
Fees & Service Charges	(1,151,500)	**(865,100)**	(131,500)	**15.2**	0	0	**(996,600)**	131,500	**15.2**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(625,400)	**(550,600)**	(14,500)	**2.6**	0	0	**(565,100)**	14,500	**2.6**
Other Revenues	(185,900)	**(210,900)**	(31,400)	**14.9**	0	0	**(242,300)**	31,400	**14.9**
TOTAL REVENUES	**(2,888,700)**	**(2,551,800)**	**(186,800)**	**7.3**	**0**	**0**	**(2,738,600)**	**186,800**	**7.3**
NET LEVY REQUIREMENT	**16,949,400**	**17,407,500**	**1,420,100**	**8.2**	**130,400**	**0**	**18,958,000**	**1,550,500**	**8.9**
STAFFING COMPLEMENT		**25.19**	**(0.15)**		**0.00**	**0.00**	**25.04**	**(0.15)**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Environmental & Infrastructure Services Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	442,800	**491,300**	4,000	**0.8**	0	0	**495,300**	4,000	**0.8**
Materials & Supplies	10,500	**15,100**	300	**2.0**	0	0	**15,400**	300	**2.0**
Services	24,400	**13,400**	(900)	**(6.7)**	0	0	**12,500**	(900)	**(6.7)**
Interdepartmental Charges	134,500	**92,800**	8,700	**9.4**	0	0	**101,500**	8,700	**9.4**
Financial	900	**900**	(900)	**(100.0)**	0	0	**0**	900	**100.0**
TOTAL EXPENDITURES	**613,100**	**613,500**	**11,200**	**1.8**	**0**	**0**	**624,700**	**11,200**	**1.8**
REVENUES									
Federal/Provincial Grants	(25,000)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(245,600)	**(170,800)**	(4,300)	**2.5**	0	0	**(175,100)**	4,300	**2.5**
TOTAL REVENUES	**(270,600)**	**(170,800)**	**(4,300)**	**2.5**	**0**	**0**	**(175,100)**	**4,300**	**2.5**
NET LEVY REQUIREMENT	**342,500**	**442,700**	**6,900**	**1.6**	**0**	**0**	**449,600**	**6,900**	**1.6**
STAFFING COMPLEMENT		**4.00**	**0.00**		**0.00**	**0.00**	**4.00**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Asset Management

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	199,300	**200,100**	9,400	**4.7**	0	0	**209,500**	9,400	**4.7**
Materials & Supplies	0	**1,100**	(600)	**(54.5)**	0	0	**500**	(600)	**(54.5)**
Services	0	**9,200**	11,600	**126.1**	0	0	**20,800**	11,600	**126.1**
Interdepartmental Charges	0	**7,400**	400	**5.4**	0	0	**7,800**	400	**5.4**
TOTAL EXPENDITURES	**199,300**	**217,800**	**20,800**	**9.6**	**0**	**0**	**238,600**	**20,800**	**9.6**
REVENUES									
Federal/Provincial Grants	0	**(25,000)**	25,000	**(100.0)**	0	0	**0**	(25,000)	**(100.0)**
Interdepartmental Recoveries	(91,200)	**(91,200)**	(2,300)	**2.5**	0	0	**(93,500)**	2,300	**2.5**
TOTAL REVENUES	**(91,200)**	**(116,200)**	**22,700**	**(19.5)**	**0**	**0**	**(93,500)**	**(22,700)**	**(19.5)**
NET LEVY REQUIREMENT	**108,100**	**101,600**	**43,500**	**42.8**	**0**	**0**	**145,100**	**43,500**	**42.8**
STAFFING COMPLEMENT		**2.00**	**0.00**		**0.00**	**0.00**	**2.00**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Engineering

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,560,700	**1,631,600**	21,600	**1.3**	0	0	**1,653,200**	21,600	**1.3**
Materials & Supplies	32,100	**36,200**	(300)	**(0.8)**	0	0	**35,900**	(300)	**(0.8)**
Services	449,100	**514,200**	(65,500)	**(12.7)**	0	0	**448,700**	(65,500)	**(12.7)**
Interdepartmental Charges	355,200	**350,100**	43,700	**12.5**	0	0	**393,800**	43,700	**12.5**
Financial	50,000	**50,000**	0	**0.0**	0	0	**50,000**	0	**0.0**
Infrastructure Funding	5,875,500	**5,875,500**	1,006,300	**17.1**	130,400	0	**7,012,200**	1,136,700	**19.3**
Capital	151,300	**40,000**	497,000	**1,242.5**	0	0	**537,000**	497,000	**1,242.5**
TOTAL EXPENDITURES	**8,473,900**	**8,497,600**	**1,502,800**	**17.7**	**130,400**	**0**	**10,130,800**	**1,633,200**	**19.2**
REVENUES									
Federal/Provincial Grants	(125,000)	**(125,000)**	0	**0.0**	0	0	**(125,000)**	0	**0.0**
Fees & Service Charges	(55,400)	**(51,900)**	(4,400)	**8.5**	0	0	**(56,300)**	4,400	**8.5**
Interdepartmental Recoveries	(166,600)	**(166,600)**	(4,100)	**2.5**	0	0	**(170,700)**	4,100	**2.5**
Other Revenues	(175,100)	**(200,100)**	(3,400)	**1.7**	0	0	**(203,500)**	3,400	**1.7**
TOTAL REVENUES	**(522,100)**	**(543,600)**	**(11,900)**	**2.2**	**0**	**0**	**(555,500)**	**11,900**	**2.2**
NET LEVY REQUIREMENT	**7,951,800**	**7,954,000**	**1,490,900**	**18.7**	**130,400**	**0**	**9,575,300**	**1,621,300**	**20.4**
STAFFING COMPLEMENT		**15.19**	**0.00**		**0.00**	**0.00**	**15.19**	**0.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**PWE-550-2022-038 Sidewalk Installation Policy**	**SLT Priority Ranking**	**1**
Department	Engineering Services	Position Type	Not Applicable
Strategic Theme	Corporate	FTEs	0.00
Strategic Direction	Corporate Infrastructure Sustainability	Budget Impact	$ 130,400
Strategic Goal	Ensure Sufficient Infrastructure Capacity for the Community	Net Levy Impact	$ 130,400

Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	09-November-2021	New or Existing	Existing Program
End Date	No end date		

DESCRIPTION

EIS 21-39 Sidewalk Installation Policy (November 9, 2021 CIC, Resolution #8.3.2)

JUSTIFICATION

The existing sidewalk installation policy was adopted by Council in January of 2009. The existing policy only reflects requirements for the installation of sidewalks in new developments. Engineering staff have updated the policy not only to include new developments but also infill of sidewalks on Norfolk capital road construction projects.

The revised sidewalk installation policy will address both sidewalk installations in new developments as well as on Norfolk capital road projects. This will provide many positives for Norfolk County residents, such as enhanced sidewalk connectivity, promote safety, as well as economies of scale since the new sidewalk would be constructed at the time of Infrastructure Reconstruction.

To provide for the additional financial pressures of this change in policy, it was recommended that the transfer to the Roadway Construction Reserve be increased by an additional $130,400 in 2022.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	130,400
TOTAL EXPENDITURES	130,400
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	130,400
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 130,400

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

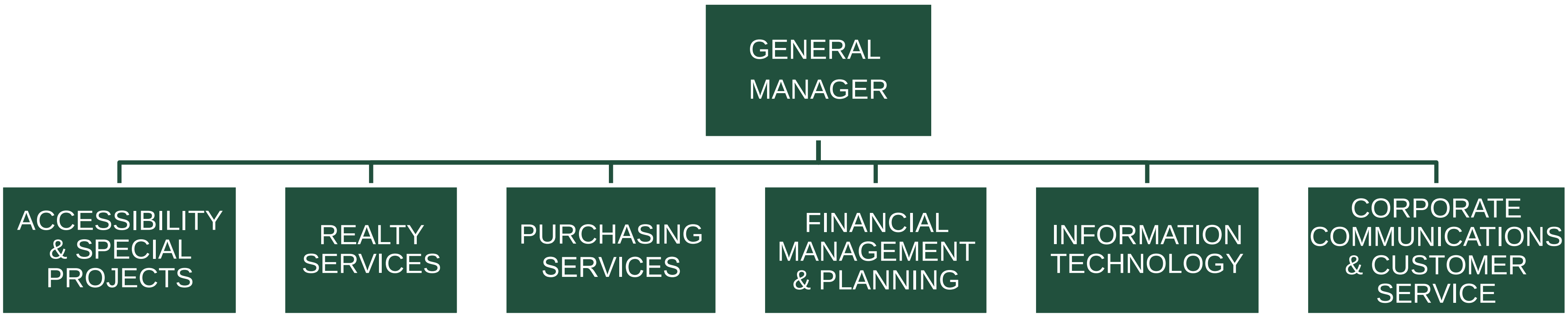
Environmental Services - Waste Management

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	302,400	**325,500**	(1,300)	**(0.4)**	0	0	**324,200**	(1,300)	**(0.4)**
Materials & Supplies	72,400	**76,300**	15,600	**20.4**	0	0	**91,900**	15,600	**20.4**
Services	6,211,900	**6,260,100**	9,000	**0.1**	0	0	**6,269,100**	9,000	**0.1**
Transfer Payments/Grants	2,407,400	**2,407,400**	27,500	**1.1**	0	0	**2,434,900**	27,500	**1.1**
Interdepartmental Charges	343,700	**348,700**	26,200	**7.5**	0	0	**374,900**	26,200	**7.5**
Financial	9,000	**7,400**	400	**5.4**	0	0	**7,800**	400	**5.4**
Infrastructure Funding	1,200,000	**1,200,000**	(300)	**0.0**	0	0	**1,199,700**	(300)	**0.0**
Capital	5,000	**5,000**	(5,000)	**(100.0)**	0	0	**0**	5,000	**100.0**
TOTAL EXPENDITURES	**10,551,800**	**10,630,400**	**72,100**	**0.7**	**0**	**0**	**10,702,500**	**72,100**	**0.7**
REVENUES									
PIL's-Supplementaries-Local Improvements	(5,200)	**(4,500)**	(700)	**15.6**	0	0	**(5,200)**	700	**15.6**
Federal/Provincial Grants	(770,700)	**(770,700)**	(33,700)	**4.4**	0	0	**(804,400)**	33,700	**4.4**
Fees & Service Charges	(1,096,200)	**(813,200)**	(127,100)	**15.6**	0	0	**(940,300)**	127,100	**15.6**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(122,000)	**(122,000)**	(3,800)	**3.1**	0	0	**(125,800)**	3,800	**3.1**
Other Revenues	(10,800)	**(10,800)**	(28,000)	**259.3**	0	0	**(38,800)**	28,000	**259.3**
TOTAL REVENUES	**(2,004,900)**	**(1,721,200)**	**(193,300)**	**11.2**	**0**	**0**	**(1,914,500)**	**193,300**	**11.2**
NET LEVY REQUIREMENT	**8,547,000**	**8,909,200**	**(121,200)**	**(1.4)**	**0**	**0**	**8,788,000**	**(121,200)**	**(1.4)**
STAFFING COMPLEMENT		**4.00**	**(0.15)**		**0.00**	**0.00**	**3.85**	**(0.15)**	

CORPORATE SERVICES

CORPORATE SERVICES DIVISION



FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

CORPORATE SERVICES SUMMARY

DIVISION NET LEVY REQUIREMENT

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
Corporate Services Administration	1,500,900	**1,665,600**	(665,500)	**(40.0)**	0	0	**1,000,100**	(665,500)	**(40.0)**
Purchasing Services	418,900	**679,100**	81,300	**12.0**	0	0	**760,400**	81,300	**12.0**
Financial Management & Planning	2,645,200	**2,573,500**	101,400	**3.9**	250,000	0	**2,924,900**	351,400	**13.7**
Information Technology	739,300	**791,800**	92,100	**11.6**	0	0	**883,900**	92,100	**11.6**
Corporate Communications & Customer Service	776,200	**845,300**	122,700	**14.5**	0	0	**968,000**	122,700	**14.5**
TOTAL	**6,080,600**	**6,555,300**	**(268,000)**	**(4.1)**	**250,000**	**0**	**6,537,300**	**(18,000)**	**(0.3)**

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

CORPORATE SERVICES SUMMARY

DIVISION SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	5,972,300	**6,245,800**	305,500	**4.9**	641,000	0	**7,192,300**	946,500	**15.2**
Materials & Supplies	263,100	**262,600**	1,800	**0.7**	0	0	**264,400**	1,800	**0.7**
Services	2,464,100	**2,530,800**	129,000	**5.1**	0	0	**2,659,800**	129,000	**5.1**
Interdepartmental Charges	866,400	**908,200**	61,700	**6.8**	0	0	**969,900**	61,700	**6.8**
Financial	2,500,300	**2,622,200**	584,200	**22.3**	0	0	**3,206,400**	584,200	**22.3**
Infrastructure Funding	1,159,700	**1,014,200**	123,100	**12.1**	0	0	**1,137,300**	123,100	**12.1**
Capital	865,500	**865,500**	(702,000)	**(81.1)**	0	0	**163,500**	(702,000)	**(81.1)**
TOTAL EXPENDITURES	**14,091,400**	**14,449,300**	**503,300**	**3.5**	**641,000**	**0**	**15,593,600**	**1,144,300**	**7.9**
REVENUES									
Federal/Provincial Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Fees & Service Charges	(350,400)	**(347,300)**	(4,000)	**1.2**	0	0	**(351,300)**	4,000	**1.2**
Transfer From Reserve & Reserve Funds	(251,200)	**(251,200)**	251,200	**(100.0)**	(304,800)	0	**(304,800)**	53,600	**21.3**
Interdepartmental Recoveries	(6,628,900)	**(6,474,300)**	(1,017,500)	**15.7**	(86,200)	0	**(7,578,000)**	1,103,700	**17.0**
Other Revenues	(780,300)	**(821,200)**	(1,000)	**0.1**	0	0	**(822,200)**	1,000	**0.1**
TOTAL REVENUES	**(8,010,800)**	**(7,894,000)**	**(771,300)**	**9.8**	**(391,000)**	**0**	**(9,056,300)**	**1,162,300**	**14.7**
NET LEVY REQUIREMENT	**6,080,600**	**6,555,300**	**(268,000)**	**(4.1)**	**250,000**	**0**	**6,537,300**	**(18,000)**	**(0.3)**
STAFFING COMPLEMENT		**71.02**	**(2.15)**		**6.00**	**0.00**	**74.87**	**3.85**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Corporate Services Administration

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	622,400	**659,600**	30,600	**4.6**	107,000	0	**797,200**	137,600	**20.9**
Materials & Supplies	24,000	**23,900**	0	**0.0**	0	0	**23,900**	0	**0.0**
Services	87,700	**93,600**	(100)	**(0.1)**	0	0	**93,500**	(100)	**(0.1)**
Interdepartmental Charges	176,800	**183,900**	5,000	**2.7**	0	0	**188,900**	5,000	**2.7**
Infrastructure Funding	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Capital	745,000	**745,000**	(702,000)	**(94.2)**	0	0	**43,000**	(702,000)	**(94.2)**
TOTAL EXPENDITURES	**1,655,900**	**1,706,000**	**(666,500)**	**(39.1)**	**107,000**	**0**	**1,146,500**	**(559,500)**	**(32.8)**
REVENUES									
Federal/Provincial Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Fees & Service Charges	(61,000)	**(29,900)**	0	**0.0**	0	0	**(29,900)**	0	**0.0**
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	(107,000)	0	**(107,000)**	107,000	**100.0**
Interdepartmental Recoveries	(88,400)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Other Revenues	(5,600)	**(10,500)**	1,000	**(9.5)**	0	0	**(9,500)**	(1,000)	**(9.5)**
TOTAL REVENUES	**(154,900)**	**(40,400)**	**1,000**	**(2.5)**	**(107,000)**	**0**	**(146,400)**	**106,000**	**262.4**
NET LEVY REQUIREMENT	**1,500,900**	**1,665,600**	**(665,500)**	**(40.0)**	**0**	**0**	**1,000,100**	**(665,500)**	**(40.0)**
STAFFING COMPLEMENT		**6.35**	**0.00**		**1.00**	**0.00**	**7.35**	**1.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	EBS-330-2022-018 HR Management Strategy - Land Monetization Project	SLT Priority Ranking	1
Department	Corporate Support Services	Position Type	Temporary Full-Time
Strategic Theme	Corporate	FTEs	1.00
Strategic Direction	Ongoing Operations	Budget Impact	$ 0
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	$ 0
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	01-January-2022	New or Existing	Existing Program
End Date	December 2021		

DESCRIPTION

Report CS 21-48 Human Resources Management Strategy (July 20, 2021 Council Meeting - Resolution #3) - Land Monetization Project was presented to Council in Closed Session for consideration.

JUSTIFICATION

Prior to the approval of the Land Monetization Project, Realty Services was already beyond peak capacity with a substantial amount of back-logged realty files to address. It is important to recognize that by their nature, municipal realty issues are complex and varied. The uniqueness of every transaction makes each file challenging and, in many instances, very time consuming. Most files require multiple steps in the process - many of which are legislated. Example of steps involved include: for example, research, circulation to numerous departments and agencies, various reports to Council, securing deposits, correspondence to abutting property owners, real estate agents, surveyors, appraisers, solicitors and legal professionals, negotiations, title searching, public meeting notifications, passing of by-laws, registration of documents, etc.

Staff recommended that one (1) additional FTE be approved in Realty Services with 100% funding to be provided by the Property Management Reserve to contribute to the Land Monetization project and address succession management needs.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	107,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	107,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	107,000
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	107,000
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 0

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Purchasing Services

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	471,400	**693,100**	88,000	**12.7**	86,200	0	**867,300**	174,200	**25.1**
Materials & Supplies	2,400	**3,600**	(1,000)	**(27.8)**	0	0	**2,600**	(1,000)	**(27.8)**
Services	18,500	**27,900**	500	**1.8**	0	0	**28,400**	500	**1.8**
Interdepartmental Charges	16,000	**19,000**	(6,200)	**(32.6)**	0	0	**12,800**	(6,200)	**(32.6)**
Financial	100	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Capital	20,500	**20,500**	0	**0.0**	0	0	**20,500**	0	**0.0**
TOTAL EXPENDITURES	**528,900**	**764,100**	**81,300**	**10.6**	**86,200**	**0**	**931,600**	**167,500**	**21.9**
REVENUES									
Transfer From Reserve & Reserve Funds	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(25,000)	**0**	0	**0.0**	(86,200)	0	**(86,200)**	86,200	**100.0**
Other Revenues	(85,000)	**(85,000)**	0	**0.0**	0	0	**(85,000)**	0	**0.0**
TOTAL REVENUES	**(110,000)**	**(85,000)**	**0**	**0.0**	**(86,200)**	**0**	**(171,200)**	**86,200**	**101.4**
NET LEVY REQUIREMENT	**418,900**	**679,100**	**81,300**	**12.0**	**0**	**0**	**760,400**	**81,300**	**12.0**
STAFFING COMPLEMENT		**7.00**	**0.00**		**1.00**	**0.00**	**8.00**	**1.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	**EBS-330-2022-017 Procurement Support for Water Infrastructure Matters**	**SLT Priority Ranking**	**1**
Department	Corporate Support Services	Position Type	Permanent Full-Time
Strategic Theme	Corporate	FTEs	1.00
Strategic Direction	Corporate Infrastructure Sustainability	Budget Impact	$ 86,200
Strategic Goal	Ensure Sufficient Infrastructure Capacity for the Community	Net Levy Impact	$ 86,200
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	20-July-2021	New or Existing	Existing Program
End Date	No end date		

DESCRIPTION

CS 21-50 Amendment to Staff Direction Previously Provided - July 20, 2021 Council Meeting (Resolution #47).

JUSTIFICATION

Staff provided Council a verbal update, at its Special Council Meeting held on March 2, 2021, in Closed Session with respect to a Legal Infrastructure Matter relating to the security of the water supply for the community of Simcoe and next steps being undertaken to ensure the provision of safe and reliable drinking water to the existing customers and address the existing water supply deficit.

At this meeting, Council directed the CAO to proceed with the recruitment of a temporary full-time position to address the procurement related requirements required to address these water infrastructure matters. Subsequently, report CS 21-50 was presented at the July 20, 2021 Council meeting to better document the direction provided by Council at its Special Council Meeting held on March 2, 2021 in Closed Session, and further to seek approval to convert the Council directed temporary full-time position to permanent fulltime.

Staff recommended within CS 21-50 that financial resources be dedicated to support the permanent status which will contribute to the success of addressing the procurement requirements of the of water capacity issues faced by the County and its various components to be completed, infrastructure matters and longer-term strategy as it relates to assisting departments managing contracts and vendor performance.

Costs for this initiative are recovered from the Rate Supported Operating Budget, with no financial impact on the tax levy.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	86,200
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	86,200
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	172,400
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	86,200
Other Revenues	
TOTAL REVENUES	86,200
BUDGET IMPACT	86,200
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET RATE IMPACT	$ 86,200

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Financial Management & Planning

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	2,701,800	**2,657,800**	6,300	**0.2**	447,800	0	**3,111,900**	454,100	**17.1**
Materials & Supplies	29,700	**31,200**	0	**0.0**	0	0	**31,200**	0	**0.0**
Services	1,735,400	**1,764,600**	(142,600)	**(8.1)**	0	0	**1,622,000**	(142,600)	**(8.1)**
Interdepartmental Charges	502,900	**514,100**	48,000	**9.3**	0	0	**562,100**	48,000	**9.3**
Financial	2,500,200	**2,622,200**	584,200	**22.3**	0	0	**3,206,400**	584,200	**22.3**
Infrastructure Funding	558,200	**412,700**	99,900	**24.2**	0	0	**512,600**	99,900	**24.2**
Capital	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**8,028,200**	**8,002,600**	**595,800**	**7.4**	**447,800**	**0**	**9,046,200**	**1,043,600**	**13.0**
REVENUES									
Fees & Service Charges	(289,400)	**(317,400)**	(4,000)	**1.3**	0	0	**(321,400)**	4,000	**1.3**
Transfer From Reserve & Reserve Funds	(239,400)	**(239,400)**	239,400	**(100.0)**	(197,800)	0	**(197,800)**	(41,600)	**(17.4)**
Interdepartmental Recoveries	(4,164,400)	**(4,146,600)**	(727,800)	**17.6**	0	0	**(4,874,400)**	727,800	**17.6**
Other Revenues	(689,700)	**(725,700)**	(2,000)	**0.3**	0	0	**(727,700)**	2,000	**0.3**
TOTAL REVENUES	**(5,383,000)**	**(5,429,100)**	**(494,400)**	**9.1**	**(197,800)**	**0**	**(6,121,300)**	**692,200**	**12.7**
NET LEVY REQUIREMENT	**2,645,200**	**2,573,500**	**101,400**	**3.9**	**250,000**	**0**	**2,924,900**	**351,400**	**13.7**
STAFFING COMPLEMENT		**30.17**	**(2.00)**		**4.00**	**0.00**	**32.17**	**2.00**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	FSD-410-2022-006 HR Management Strategy - Financial Management & Planning	SLT Priority Ranking	1
Department	Financial Services	Position Type	Permanent Full-Time
Strategic Theme	Corporate	FTEs	4.00
Strategic Direction	Financial Sustainability	Budget Impact	$ 250,000
Strategic Goal	Ensure Timely and Accurate Financial Reporting	Net Levy Impact	$ 250,000
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	20-April-2021	New or Existing	Existing Program
End Date	No end date		

DESCRIPTION

Per report CAO 21-26 Human Resource Management Strategy - Financial Management (April 20, 2021 CIC, Resolution #9)

JUSTIFICATION

Staff recommended the addition of 2 TFT positions and 2 PFT positions with a budgetary impact of approximately $250,000 to help address talent recruitment and retention issues within the department, offset partially by reduced overtime cost, vacation payouts and attrition.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	**($)**
Salaries and Benefits	447,800
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	447,800
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	197,800
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	197,800
BUDGET IMPACT	250,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 250,000

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Information Technology

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	2021 APPROVED BUDGET	Base Budget Adjustments	2022 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2022 APPROVED BUDGET	2022 Budget $ Incr/(Decr)	2022 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,060,700	**1,113,300**	68,300	**6.1**	0	0	**1,181,600**	68,300	**6.1**
Materials & Supplies	193,100	**193,200**	3,000	**1.6**	0	0	**196,200**	3,000	**1.6**
Services	439,100	**433,100**	261,400	**60.4**	0	0	**694,500**	261,400	**60.4**
Interdepartmental Charges	146,300	**148,300**	12,000	**8.1**	0	0	**160,300**	12,000	**8.1**
Infrastructure Funding	601,500	**601,500**	23,200	**3.9**	0	0	**624,700**	23,200	**3.9**
Capital	100,000	**100,000**	0	**0.0**	0	0	**100,000**	0	**0.0**
TOTAL EXPENDITURES	**2,540,700**	**2,589,400**	**367,900**	**14.2**	**0**	**0**	**2,957,300**	**367,900**	**14.2**
REVENUES									
Federal/Provincial Grants	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	(1,801,400)	**(1,797,600)**	(275,800)	**15.3**	0	0	**(2,073,400)**	275,800	**15.3**
TOTAL REVENUES	**(1,801,400)**	**(1,797,600)**	**(275,800)**	**15.3**	**0**	**0**	**(2,073,400)**	**275,800**	**15.3**
NET LEVY REQUIREMENT	**739,300**	**791,800**	**92,100**	**11.6**	**0**	**0**	**883,900**	**92,100**	**11.6**
STAFFING COMPLEMENT		**12.35**	**0.00**		**0.00**	**0.00**	**12.35**	**0.00**	

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

Corporate Communications & Customer Service

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	1,116,000	**1,122,000**	112,300	**10.0**	0	0	**1,234,300**	112,300	**10.0**
Materials & Supplies	13,900	**10,700**	(200)	**(1.9)**	0	0	**10,500**	(200)	**(1.9)**
Services	183,400	**211,600**	9,800	**4.6**	0	0	**221,400**	9,800	**4.6**
Interdepartmental Charges	24,500	**42,900**	2,900	**6.8**	0	0	**45,800**	2,900	**6.8**
Financial	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**1,337,700**	**1,387,200**	**124,800**	**9.0**	**0**	**0**	**1,512,000**	**124,800**	**9.0**
REVENUES									
Fees & Service Charges	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Transfer From Reserve & Reserve Funds	(11,800)	**(11,800)**	11,800	**(100.0)**	0	0	**0**	(11,800)	**(100.0)**
Interdepartmental Recoveries	(549,700)	**(530,100)**	(13,900)	**2.6**	0	0	**(544,000)**	13,900	**2.6**
TOTAL REVENUES	**(561,500)**	**(541,900)**	**(2,100)**	**0.4**	**0**	**0**	**(544,000)**	**2,100**	**0.4**
NET LEVY REQUIREMENT	**776,200**	**845,300**	**122,700**	**14.5**	**0**	**0**	**968,000**	**122,700**	**14.5**
STAFFING COMPLEMENT		**15.15**	**(0.15)**		**0.00**	**0.00**	**15.00**	**(0.15)**	

Corporate Revenues & Expenditures

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

CORPORATE REVENUES & EXPENDITURES SUMMARY

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	**2021 APPROVED BUDGET**	Base Budget Adjustments	**2022 Base Bud % Incr/(Decr)**	Council Approved Initiatives	New Budget Initiatives	**2022 APPROVED BUDGET**	2022 Budget $ Incr/(Decr)	**2022 Budget % Incr/(Decr)**
EXPENDITURES									
Salaries & Benefits	420,000	**520,000**	(150,000)	**(28.8)**	0	0	**370,000**	(150,000)	**(28.8)**
Materials & Supplies	(5,000)	**(10,000)**	10,000	**100.0**	0	0	**0**	(10,000)	**(100.0)**
Services	62,500	**75,000**	295,900	**394.5**	0	0	**370,900**	295,900	**394.5**
Transfer Payments/Grants	850,000	**850,000**	300,000	**35.3**	0	0	**1,150,000**	300,000	**35.3**
Interdepartmental Charges	5,600	**6,800**	1,900	**27.9**	0	0	**8,700**	1,900	**27.9**
Financial	3,085,800	**1,788,000**	553,800	**31.0**	0	0	**2,341,800**	553,800	**31.0**
Infrastructure Funding	6,472,500	**6,472,500**	903,100	**14.0**	0	0	**7,375,600**	903,100	**14.0**
Capital	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**10,891,400**	**9,702,300**	**1,914,700**	**19.7**	**0**	**0**	**11,617,000**	**1,914,700**	**19.7**
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,100,600)	**(3,011,800)**	(300,000)	**10.0**	0	0	**(3,311,800)**	300,000	**10.0**
Federal/Provincial Grants	(6,135,800)	**(6,135,800)**	44,100	**(0.7)**	0	0	**(6,091,700)**	(44,100)	**(0.7)**
Transfer From Reserve & Reserve Funds	(2,500,000)	**(2,500,000)**	1,930,000	**(77.2)**	0	0	**(570,000)**	(1,930,000)	**(77.2)**
Other Revenues	(2,586,900)	**(2,102,400)**	(318,000)	**15.1**	0	0	**(2,420,400)**	318,000	**15.1**
TOTAL REVENUES	**(14,323,300)**	**(13,750,000)**	**1,356,100**	**(9.9)**	**0**	**0**	**(12,393,900)**	**(1,356,100)**	**(9.9)**
NET LEVY REQUIREMENT	**(3,431,900)**	**(4,047,700)**	**3,270,800**	**80.8**	**0**	**0**	**(776,900)**	**(3,270,800)**	**(80.8)**

COVID-19

FINAL 2022 LEVY SUPPORTED OPERATING BUDGET

COVID-19

DEPARTMENT SUMMARY

	2021 Forecasted Actuals	2021 APPROVED BUDGET	Base Budget Adjustments	2022 Base Bud % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2022 APPROVED BUDGET	2022 Budget $ Incr/(Decr)	2022 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	362,700	**0**	0	**0.0**	20,000	0	**20,000**	20,000	**100.0**
Materials & Supplies	186,200	**915,000**	(700,000)	**(76.5)**	0	0	**215,000**	(700,000)	**(76.5)**
Services	191,100	**196,900**	(3,200)	**(1.6)**	0	0	**193,700**	(3,200)	**(1.6)**
Interdepartmental Charges	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Infrastructure Funding	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Capital	227,000	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL EXPENDITURES	**967,100**	**1,111,900**	**(703,200)**	**(63.2)**	**20,000**	**0**	**428,700**	**(683,200)**	**(61.4)**
REVENUES									
Federal/Provincial Grants	(10,000)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Municipal Recoveries	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Fees & Service Charges	200,000	**404,000**	(204,000)	**50.5**	0	0	**200,000**	(204,000)	**(50.5)**
Transfer From Reserve & Reserve Funds	(1,156,400)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Interdepartmental Recoveries	0	**0**	0	**0.0**	0	0	**0**	0	**0.0**
Other Revenues	(700)	**0**	0	**0.0**	0	0	**0**	0	**0.0**
TOTAL REVENUES	**(967,100)**	**404,000**	**(204,000)**	**50.5**	**0**	**0**	**200,000**	**(204,000)**	**(50.5)**
NET LEVY REQUIREMENT	**0**	**1,515,900**	**(907,200)**	**(59.8)**	**20,000**	**0**	**628,700**	**(887,200)**	**(58.5)**
STAFFING COMPLEMENT		**0.00**	**0.00**		**0.25**	**0.00**	**0.25**	**0.25**	

Norfolk County Proposed 2022 Council-Approved Initiative

Name	EBS-410-2021-019 Inventory Contol - COVID	SLT Priority Ranking	1
Department	Financial Services	Position Type	Temporary Full-Time
Strategic Theme	Community	FTEs	0.25
Strategic Direction	Community Well-Being	Budget Impact	$ 20,000
Strategic Goal	Assure Determinants of Health are Addressed	Net Levy Impact	$ 20,000
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement
Start Date	30-March-2020	New or Existing	Existing Program
End Date	March 2022		

DESCRIPTION

CS 21-51 (Closed Session report at July 20,2021) - "Employee Matter Budget"

JUSTIFICATION

The purpose of this report was to seek direction from Council with respect to the employees redeployed to the County's PPE Inventory Control group as part of the COVID-19 response and propose recommended steps for PPE inventory moving forward.

This Tax Levy impact reflects the budget impacts from January 1, 2022 - March 31, 2022 which is when provincial restrictions are projected to begin lifting.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	($)
Salaries and Benefits	20,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	20,000
Revenues:	**($)**
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	20,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2022 NET LEVY IMPACT	$ 20,000

SUPPLEMENTARY INFORMATION

Final 2022 New Budget Initiatives

Number	Name	Description	2022 Net Levy Impact ($)	FTEs	Page Number
DCS-810-2022-060	Norfolk Community Day	An initiative to create a new event called Norfolk Community Day that would take place in June 2022, and continue annually. The global pandemic has greatly affected community events and there is a need to connect Norfolk County citizens with an event that will offer free programming and entertainment at our facilities. This would present an opportunity to foster our partnerships with community groups across the County.	-	-	48
DCS-850-2022-059	By-law Enforcement Summer Student	Clerks and By-law is recommending that an additional Summer Student position be added to the 2022 Budget to provide 4 months of additional parking enforcement related to the lake-front communities of Port Dover, Long Point and Turkey Point and urban centres, as well as providing administrative support and special project assistance for By-law Enforcement matters.	1,100	0.33	34
		Total Levy Funded New Budget Initiatives	**1,100**	**0.33**	

Final 2022 Council Approved Initiatives

Number	Name	Description	2022 Net Levy Impact ($)	FTEs	Page Number
CMG-210-2022-004	2021 Budget Option 4B - In-sourcing Legal Services (Jan-May 2022 impact)	Option 4B-In-sourcing Legal Services (approved in 2021) - On a 12 month pilot basis, create one (1) new temporary administrative law clerk to support the Corporate Solicitor to significantly reduce the amount of legal work that is outsourced.	-	0.42	32
CMG-320-2022-005	Traffic and Transportation Technologist (18 month contract)	CAO 21-73 Parking Function Resource Allocation (November 9 CIC, Resolution #8.6.3)	-	1.00	72
CMG-750-2021-003	Community Paramedicine for Long-term Care (3 year Program)	Per Council report CAO 21-04 (February 9, 2021 CIC, Resolution #11) Norfolk County entered into an agreement with the Ministry of Long-Term Care to provide $2,567,000 of 100% funding over 3 years (April 2021-March 2024) to support Community Paramedicine services for seniors who are on the provincial long-term care waitlist, or will soon be eligible for long-term care.	-	4.50	39
CSD-730-2022-071	ECCC - Priority Place Funding - Forests and Treed Swamps	Council Report OPS 21-09 (September 14th CIC, Resolution #10)	-	0.25	67
CSD-730-2022-072	Recreation Facilities Review - 3 Year TFT Position	CD 21-41 Recreational Facilities Review - Process Road Map (June 8,2021 CIC, Resolution #12)	-	1.00	59
CSD-730-2022-073	Delhi Seniors - SALC Operating Budget	Council approved staff to pursue the transfer of the SALC from Delhi Senior Citizens group and reopen and program the Delhi Friendship Centre per Report CES 20-18 (October 13, 2021 Council Meeting, Resolution #10)	-	-	60
CSD-740-2021-068	Forestry Farm Gas Well - Project Manager	Request to engage the services of a project manager with technical expertise related to the leaking gas wells issue (specifically Forestry Farm Road sites).	20,000	-	37
DCS-840-2022-058	Project Microphone	CD 21-78 Project Microphone and Entrepreneurship Centre Resourcing (July 20, 2021 Council meeting, Resolution #24). Council Initiative Reserve Funding approval per Report CD 21-39 (May 11, 2021 CIC, Resolution #17).	-	0.41	54
DCS-840-2022-058	Economic Recovery Task Force	Per staff report PD 20-73 Economic Recovery Taskforce Update: on June 9, 2020 Council approved the creation of the Norfolk County Economic Recovery Taskforce (NCERT).	-	-	56
DCS-850-2022-057	Building Inspector 0.83 FTE to 1.0 FTE	CD 21-23 Building Inspector 0.83 FTE to 1.0 FTE - Council-In-Committee (April 13, 2021, Resolution #3).	-	0.17	50
EBS-330-2022-017	Procurement Support for Water Infrastructure Matters	CS 21-50 Amendment to Staff Direction Previously Provided - July 20, 2021 Council Meeting (Resolution #47).	-	1.00	89

FINAL 2022 COUNCIL APPROVED INITIATIVES

Number	Name	Description	2022 Net Levy Impact ($)	FTEs	Page Number
EBS-330-2022-018	HR Management Strategy - Land Monetization Project	Report CS 21-48 Human Resources Management Strategy (July 20, 2021 Council Meeting - Resolution #3) - Land Monetization Project was presented to Council in Closed Session for consideration.	-	1.00	91
EBS-410-2021-019	Inventory Contol - COVID	CS 21-51 (Closed Session report at July 20,2021) - "Employee Matter Budget"	20,000	0.25	98
FSD-410-2022-006	HR Management Strategy - Financial Management & Planning	Per report CAO 21-26 Human Resource Management Strategy - Financial Management (April 20, 2021 CIC, Resolution #9).	250,000	4.00	87
HSS-630-2021-072	Norview Lodge COVID-19 Pandemic Additional Staffing	HSS 20-20 NVL (Norview Lodge) COVID-19 Pandemic Additional Staffing - Council-in-Committee meeting (Resolution #10 - December 8, 2020).	-	4.15	24
MCS-150-2022-004	Proposal for Universal Broadband Fund	Report CAO 21-09 (February 9, 2021 CIC - Resolution #1; and February 16, 2021 Council - Resolution #16&#17) - The proposal to bring high-speed internet across Norfolk County included waiving permit fees and providing financial and in-kind contributions totaling $1,000,000 over 4 years to the project. Council supported the proposal in an effort to elevate the application on behalf of the County with funding to be provided from the Council Initiatives Reserve.	-	-	42
PED-820-2022-003	In-sourcing Planning & Development Studies (Pilot)	Per Option 4A from the Proposed 2021 Levy Supported Operating Budget: Create one (1) new temporary Project Planner position that would be funded from 100% Development Charges (DC) and reduce the reliance and costs associated with hiring consultants to complete some of the projects.	-	0.50	52
PED-840-2022-002	Digital Service Squad	CS 21-55 - June 30,2021 Operating Variance Report (Appendix B - Temporary Staff Approval) (September 14,2021 CIC)	-	0.33	55
PWE-550-2022-038	Sidewalk Installation Policy	EIS 21-39 Sidewalk Installation Policy (November 9, 2021 CIC, Resolution #8.3.2)	130,400	-	80
		Subtotal	**420,400**	**18.98**	

Final 2022 Council Approved Initiatives

Number	Name	Description	2022 Net Levy Impact ($)	FTEs	Page Number
HSS-650-2021-065	School-Focused Nurses Initiative	HSS 20-11 Annual Service Plan, Budget Submission and Funding Update - Board of Health meeting (Resolution #4 - November 3, 2020).	-	2.90	BOH Package
HSS-650-2021-071	Harm Reduction Surveillance Project	HSS 20-26 Public Health Agency of Canada Funding Grant for Harm Reduction Surveillance - Board of Health meeting (January 5, 2021).	-	0.12	BOH Package
HSS-650-2021-066	COVID-19 Response Team	HSS 20-21 COVID-19 Update and Sustainability Plan-Additional Information - Board of Health meeting (Resolution #6 - October 27, 2020).	-	8.60	BOH Package
		Total Board of Health	**-**	**11.62**	
		Total Levy Funded Council Approved Initiatives	**420,400**	**30.60**	

2022 Service Level Adjustment

Name	Description	2022 Net Levy Impact ($)	Page Number
Ontario Works Administration Budget - Service Level Adjustment	Establishment of a reserve transfer to be used to support new affordable housing development in future years ($382,800); levy impact for this new transfer is offset by a service level adjustment in Ontario Works Administration to bring the municipal contribution down to the level cost shared with the Ministry. The reserve contribution is intended to aid in having projects "shovel ready" to improve access to funding opportunities.	-	22
	Total Service Level Adjustment	**-**	