



County of Essex

Administrative Report

Office of the Director, Corporate Services/Treasurer

To: Warden Tom Bain and Members of County Council

From: Robert Maisonville
Director of Corporate Services/Treasurer

Date: February 5, 2014

Subject: 2014 Budget – General Government Services

Report #: 2014-R04-FIN-0205-RM

Purpose

To provide Council with the 2014 budget estimates for General Government Services, encompassing the operations of: Council; Administration (Chief Administrative Officer / Council Services / Corporate Services); Financial Expenses; Human Resources; Planning Services and Emergency Management Co-Ordination.

Discussion

General Government Services support all departmental operations in achieving their mandate of service delivery. The Corporation's facility asset renewal / replacement initiatives are also included in General Government. Two major capital projects are included within the 2014 estimates: Transportation West End Depot and continuation of the Civic Centre Exterior Renewal. Funding for these two projects will be achieved through a combination of existing current funding levels and the Facility Asset Renewal Reserve (reserve replenishment over a 15-year period from the Civic Centre owners/tenants). No new dollars have been added to the budget to facilitate these initiatives.

Prior Year Performance

Net operations for 2013 are projected to result in a favourable financial position of approximately \$214,000. Accounting for this favourable variance is greater than budget returns on the Corporation's investment portfolio, along with modest savings in various expenditures across all departments.

Proposed Budget

In total, the proposed budget for 2014 of \$4,402,870 represents a 1.9% decrease from prior year (\$87,210). Projected favourable interest income and increased departmental recoveries more than offset the nominal negotiated increases in wages and associated benefits.

Included in the budget is the on-going \$2 million capital allocation to address funding requirements for facility asset renewal and replacement. In addition to the 2014 projects (Transportation West-End Depot, Civic Centre renewal), estimated demands for facility infrastructure will continue over the next several years and include:

- | | |
|---|-------------------|
| ➤ EMS facility (South-West Windsor) | \$2 million |
| ➤ Sun Parlor Home (structural components) | \$4+ million |
| ➤ Library expansions (furnishings & shelving) | \$300,000/library |

Key initiatives proposed for 2014, include:

- Development of a new Transportation Depot in the Western quadrant of the County
- Renewal of the Civic Centre exterior (insulation, cladding, windows, structural work and HVAC)
- Development of a new, accessible corporate web site and improvements to all forms of communication
- Continued focus on corporate-wide staff development / training
- Corporate job evaluation (pay equity / internal equity)
- Negotiation of two outstanding collective agreements, subject to interest arbitration
- Completion of the five-year review of County Official Plan
- Continued improvement in emergency management coordination across the County and region

In all cases, where budget items are deemed to be of one-time nature, offsetting allocations from the Corporation's Reserves have been proposed.

Recommendation

For the information and consideration of Council.

Respectfully Submitted

Robert Maisonville

-Originally signed by Robert Maisonville-

Robert Maisonville
Director of Corporate Services/Treasurer

Concurred With,

Brian Gregg

-Originally signed by Brian Gregg-

Brian Gregg
Chief Administrative Officer

Appendix No.	Title of Appendix
Appendix A	General Government – 2014 Budget <ul style="list-style-type: none">• Members of Council- 2014 Budget• Administration – 2014 Budget• Financial Expenses – 2014 Budget• Human Resources – 2014 Budget• Planning Services – 2014 Budget• Emergency Management Coordination – 2014 Budget

GENERAL GOVERNMENT SERVICES

Description

General Government Services include Members of Council, Administration (Office of the Chief Administrative Officer / Corporate Services / Council Services), Financial Expenses, Human Resources, Planning Services, and Emergency Management Co-ordination.

Prior Year Performance

Projected net 2013 results of operations indicate a favourable variance of \$212,000, largely due to favourable net interest income (offset by increased interest contributions to reserves). Other operational variances were offset by contributions to / from reserves within each department.

2013 achievements include the replacement of the corporation's telephone system, implementation of electronic council agendas, the first phase of exterior renovations on the Civic Centre, and significant progress toward the completion of the review of the County Official Plan.

Proposed Budget - Current Year

The proposed budget for 2014 amounts to \$4,402,870, a decrease of \$87,000 over 2013. Efforts have been made in each department to eliminate operational increases and all one-time costs have been funded by reserve.

Key initiatives proposed as part of the 2014 work plan include:

- EMS facility potential purchase – Dougall base (\$313,000)
- Civic Centre Renovations - structural components, exterior cladding, window replacement, improved accessibility and elevator replacement (\$4.5 million)
- West End Transportation Services depot – property and facility development
- Continued implementation of corporate job evaluation
- interest arbitration of 2 collective agreements
- continue the provision of high-speed fibre technology for the County and local municipalities
- completion of the review and update of County Official Plan
- continued improvements in accessibility for the corporate web page and all forms of communication
- continued improvement in emergency management coordination across the county and region

<u>General Government Services</u>	2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Expenditures</u>			
Members of Council	395,760	382,940	398,660
Administration	3,408,050	3,413,990	3,342,820
Financial Expenses	6,374,360	3,809,680	7,212,380
Human Resources	642,670	674,400	723,680
Planning Services	192,680	191,410	231,980
Emergency Management Co-ordination	209,550	202,740	205,720
	11,223,070	8,675,160	12,115,240
<u>Recoveries</u>			
Administration	1,549,060	1,548,360	1,609,300
Financial Expenses	2,073,990	2,944,790	2,278,870
Human Resources	235,500	235,500	293,650
Planning Services	12,000	36,000	37,000
Emergency Management Co-ordination	6,500	5,500	5,500
	3,877,050	4,770,150	4,224,320
Net Operations	7,346,020	3,905,010	7,890,920
<u>Contributions to (from) Reserves</u>			
Contribution from Rate Stabilization Reserve	(137,000)	(166,000)	(154,000)
Contribution to (from) Capital Reserve	(2,818,280)	363,040	(3,459,690)
Contribution to Insurance Reserve	22,000	27,000	22,000
Contribution from Automation Reserve	(108,000)	(48,000)	(65,000)
Contribution to Donations Reserve (Interest)	9,940	12,610	7,000
Contribution to County Official Plan Review Reserve	15,000	44,420	5,000
Contribution to W.S.I.B. Reserve	160,400	139,860	156,640
Total Contributions to (from) Reserves	(2,855,940)	372,930	(3,488,050)
County Responsibility	4,490,080	4,277,940	4,402,870

GENERAL GOVERNMENT SERVICES

Members of Council

Description

Essex County Council is comprised of the Mayors and Deputy Mayors of the seven (7) member municipalities. County Council is responsible for establishing the policies governing the operations of the County of Essex.

Prior Year Performance

Projected results of operations for 2013 reveal that expenditures were under budget by \$12,820; primarily due to an under expenditure in the Warden's conference expenses and the early implementation of the electronic agenda, which eliminated agenda courier costs.

Proposed Budget – Current Year

The proposed budget for 2014 reflects an increase of less than one percent. The Municipal Election, scheduled for October 27th, 2014, will result in both additional expenditures and reductions for the 2014 budget.

Savings in the 2014 budget are primarily related to Council, Committee and Board indemnity fees. There will be fewer than normal Council, Committee and Board meetings held in the months of November and December, until the newly elected Council is sworn in and new Committee/Board members are appointed. As well, for 2014 there is a reduction in conference expenses due to approved 2014 conferences being held in venues within the province.

In accordance with Section 24 of Procedure By-law 58-2010, the formula based salaries and meeting stipends for members of County Council, which were recalculated for 2013, remain unchanged until December 1, 2014.

The savings noted above are offset in the 2014 budget by additional expenses associated with the Municipal Election including the Warden's Banquet, Warden's Election and Reception and additional advertising to fill lay positions on various Committees and Boards. As well, an increase in the Accessibility Workshop of \$1,500 has been allocated to offset the removal of sponsorship funding from the Windsor Accessibility Advisory Committee.

Members of Council		2013 BUDGET	2013 ACTUAL <small>(unaudited)</small>	2014 BUDGET
<u>Salaries/Indemnities</u>				
111011101/2101	Warden's Salary & Indemnities	71,850	67,000	70,840
111022101	Committee Indemnities	18,500	17,500	15,800
111022102	Board Indemnities	13,000	12,000	11,120
111021107	Deputy Warden's Salary & Indemnities	11,800	11,200	11,600
111021101	Councillors' Regular Salaries & Indemnities	115,530	115,360	114,570
		230,680	223,060	223,930
<u>Benefits</u>				
111011202	Canada Pension Plan	4,000	3,900	3,900
111011204	Employer Health Tax	3,680	3,600	3,680
111011205	Health Insurance	3,300	3,190	3,350
		10,980	10,690	10,930
<u>Warden's Office</u>				
111012201	General Expenses	7,000	6,000	7,000
111012202	Warden's Election & Reception	0	0	3,050
111012203	Warden's Banquet	0	0	5,310
111013101	Telephone / Technology	2,000	3,200	2,000
111012206	Out-of-town Meetings	1,830	1,800	1,710
		10,830	11,000	19,070
<u>Council Expense</u>				
111022304	Out-of-town Meetings	800	200	800
111022308	Meeting Expenses	2,890	2,500	3,290
111022340	Accessibility Workshop	5,500	5,500	7,000
111022309	Subscriptions	1,430	2,500	2,410
111022311	Name Plates, Scrolls, Plaques	300	200	700
111022314	Municipal Membership Fees	43,000	44,400	45,320
111022315	Councillors' Insurance	3,290	3,290	3,780
111022318	Agenda Delivery	2,500	950	500
111023108	Advertising	7,000	7,000	9,000
111022341	Accessibility Standards Implementation	4,000	2,500	4,000
111022398	Other	3,700	3,700	3,700
		74,410	72,740	80,500
<u>Conferences</u>				
111012205	Warden	14,460	8,500	12,540
111022305	Councillors	32,750	34,000	29,090
111022306	Convention Expenses	2,500	2,500	2,500
111022307	Association Meetings & Workshops	1,620	1,600	1,380
		51,330	46,600	45,510
<u>Mileage</u>				
111012204	Warden	3,800	6,500	6,430
111022301	Council Sessions	7,420	6,000	6,660
111022302	Committee Meetings	4,830	4,850	4,200
111022303	External Boards & Agencies	1,480	1,500	1,430
		17,530	18,850	18,720
County Responsibility		395,760	382,940	398,660

GENERAL GOVERNMENT SERVICES

Administration

Description

The Administration budget reflects the operations of three cost centres – the office of the Chief Administrative Officer, Council Services and Corporate Services.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	20	20	20	20	1,323	1,328	1,384	1,397	1,440
Students	1	1	1	2	8	8	16	8	16
Total	21	21	21	22	1,300	1,336	1,400	1,405	1,456

Prior Year Performance

Administration continues to provide corporate governance and services (such as Finance, Payroll, IT and GIS) that are of benefit both to the entire corporation, and to a number of external bodies. Results of 2013 operations are expected to be approximately \$15,000 over budget due to a number of minor operational variances.

During 2013 the Corporation's telephone system was upgraded to replace outdated technology, improve productivity, and reduce ongoing operational costs. The cost of this project was funded by the Corporation's Automation Reserve.

The Aerial Photography was also re flown in 2013, with costs funded by the Capital Reserve.

Proposed Budget – Current Year

The proposed budget for 2014 represents a 2.7% increase over the 2013 budget. Included in the 2014 budget are the following significant initiatives:

- Replacement of the Corporation's website and employee intranet site to provide enhanced accessibility, compliance with legislation, and expanded access to resources for employees (funded by reserve)
- A reduction in internal printing costs (offset by reduced recoveries) due to the 2013 implementation of electronic Council agendas and increased use of electronic communication
- Expansion in maintenance of IT / GIS hardware and software as corporate reliance on technology continues to expand
- Inflationary increases for operational expenditures
- Nominal increases in benefit costs due to stable pension contribution rates (OMERS) as well as other statutory and extended health and welfare benefits

Administration		2013 BUDGET	2013 ACTUAL <small>(unaudited)</small>	2014 BUDGET
<u>Salaries and Wages</u>				
112011101	Full Time	1,384,600	1,396,440	1,440,600
112011104	Students	15,700	8,350	15,700
		1,400,300	1,404,790	1,456,300
<u>Benefits</u>				
112011201	Employment Insurance	22,800	23,000	23,540
112011202	Canada Pension Plan	46,820	45,000	47,590
112011203	O.M.E.R.S.	145,980	146,000	153,330
112011204	Employer Health Tax	27,310	29,000	28,400
112011205	Health Insurance	107,380	102,300	104,440
112011206	Group Insurance	9,510	7,970	9,280
112011207	Disability Insurance	21,550	19,830	20,550
112011208	W.S.I.B.	28,590	27,500	29,130
112011210	WSIB Claims	0	15,000	0
		409,940	415,600	416,260
<u>Staff Expense</u>				
112013001	Mileage	13,000	10,000	11,000
112013002	Staff Training	19,800	16,000	20,100
112013003	Workshops and Seminars	22,900	23,000	22,900
112013004	Out-of-town Meetings	3,000	3,000	3,000
112013005	Membership Fees	5,800	5,960	6,180
112013007	Auto - Maintenance	5,000	4,800	5,000
112013098	Other	2,000	2,000	2,000
		71,500	64,760	70,180
<u>Office Expense</u>				
112013101	Telephone	13,500	14,000	14,000
112013102	Postage	5,500	5,200	5,500
112013103	Office Supplies	7,500	7,500	7,500
112013104	Computer Supplies	6,400	6,400	6,700
112013105	Subscriptions & Reference Material	3,500	3,000	3,000
112013106	Copier Charges	15,000	17,000	17,000
112013107	Fax Charges	350	250	250
112013108	Advertising	2,500	1,500	2,500
112013109	Courier	400	200	200
112013110	Printing - Internal	19,000	10,000	3,500
112013198	Other	1,500	1,400	1,500
112013603	Paper	7,500	4,500	3,500
112013606	Outside Printing	1,000	1,000	1,000
		83,650	71,950	66,150
<u>Equipment Lease & Maintenance</u>				
112013201	Office Machine Maintenance	1,500	1,500	1,500
112013202	Equipment Leases	750	720	750
112013203	Copier Lease & Maintenance	30,700	25,000	33,400
112013204	Server / Software Maintenance	135,400	135,500	128,000
		168,350	162,720	163,650
<u>Purchased Service</u>				
112013301	Legal Fees	7,500	7,000	7,500
112013302	Audit Fees	13,680	13,680	13,930
112013303	Consultant Fees	7,000	7,000	7,000
112013304	GIS - Computer Maintenance	154,150	155,000	165,910
112013398	Regional Communication	247,460	256,500	272,000
		429,790	439,180	466,340

<u>Administration</u>	2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Occupancy Expense</u>			
112013401 Insurance	56,810	58,920	66,000
112013408 Shared Costs - Civic Centre	400,210	393,300	412,940
112013490 Insurance Claims & Deductibles	10,000	5,000	10,000
	467,020	457,220	488,940
<u>Capital Expenditures</u>			
112013801 Equipment	132,500	188,200	135,000
112013801 Website / Intranet	0	0	65,000
112013801 Telephone System	100,000	80,000	0
112013813 Aerial Photography	145,000	129,570	15,000
	377,500	397,770	215,000
TOTAL - Administration Expense	3,408,050	3,413,990	3,342,820
<u>Recoveries</u>			
112016501 Administration - E.W.S.W.A.	170,000	170,000	172,000
112016504 Administration - Civic Centre	62,730	61,400	62,330
112016508 Corp Services / IT Alloc - Emerg. Medical Serv.	805,100	805,100	866,960
112016509 Administration - Community Services	60,770	60,770	65,160
112016512 IT Services - Sun Parlor Home	75,000	75,000	77,000
112016602 Recoveries - IT Services (WEEDC/ERCA)	21,060	21,430	21,060
112016611 Printing Charges - Internal	23,000	19,830	4,500
112016612 Printing Charges - Other	7,500	8,700	7,500
112016705 Rental Revenue - E.W.S.W.A.	28,200	27,740	29,120
112016706 Rental Revenue - Emerg. Med. Serv.	42,740	42,740	44,890
112016713 Rental Revenue - ERCA Storage	4,700	4,700	4,940
112016709 Recoveries - Fax Machine	800	550	550
112016710 Recoveries - Copier	18,000	19,300	19,500
112016795 Recoveries - W.S.I.B.	201,960	198,730	204,890
112016718 Recovery - Phone lines (R911)	0	0	2,000
112016718 Recovery - Aerial Photography	0	300	0
112016798 Oil & Gas Lease	12,000	15,500	14,400
112016798 Miscellaneous Revenue	15,500	16,570	12,500
TOTAL - Administration Recoveries	1,549,060	1,548,360	1,609,300
Net Operations	1,858,990	1,865,630	1,733,520
<u>Contributions to (from) Reserves</u>			
112014124 Contribution to Insurance Reserve	22,000	27,000	22,000
112014112 Contribution to W.S.I.B. Reserve	160,400	139,860	156,640
112016803 Contrib. from Capital Reserve	(167,500)	(207,720)	(30,000)
112014110 Contrib. to Capital Res. (Amortization)	190,000	190,000	190,000
112014110 Contrib. to Capital Reserve (Sale-Aerial Photo.)	0	300	0
112016808 Contribution from Automation Reserve	(108,000)	(48,000)	(65,000)
112014110 Contribution to Capital Reserve (Oil & Gas)	12,000	15,500	14,400
Net Contribution to (from) Reserves	108,900	116,940	288,040
County Responsibility	1,967,890	1,982,570	2,021,560

GENERAL GOVERNMENT SERVICES

Financial Expenses

Description

This department reflects the expenses and recoveries associated with activities supporting general corporate operations, as well as significant Corporate capital initiatives.

Prior Year Performance

2013 operations resulted in a favourable variance of \$215,000. Net investment income was higher than budget due to favourable net investment results in the ONE funds, which was partially offset by increased interest transfers to the Capital and Donation Reserves. The practice of attributing interest to the capital reserve was established to partially bridge the funding gap between accumulated amortization (which is based on the historical cost of an asset) and future replacement value (usually significantly higher).

Renovation of the former Tecumseh Child Care facility (for use as the Tecumseh EMS base) began in 2012 and was completed as budgeted in 2013. Repairs at various EMS stations and the cost of an Environment Assessment at the Dougall EMS base were funded by the Capital reserve, in accordance with the Corporation's Reserve strategy.

Finally, exterior renewal, window replacement and HVAC upgrades at the Civic Centre began in 2013, and will continue into 2014. The cost of this project is being financed by the Corporation's Capital Reserve and will be repaid by the Building Operating Fund over the next 15 years.

Proposed Budget - Current Year

The proposed 2014 request represents a decrease of \$151,000 over the prior year. While ONE fund investments provided favourable results in 2013, monthly returns continue to be volatile. Conservative interest estimates are included in the 2014 budget, however it is anticipated that bank / investment balances will decrease as facility capital & infrastructure projects get underway.

Capital projects incorporated into the 2014 budget include:

- EMS facilities – Dougall base (\$313,000)
- West End Transportation Services depot – property & facility development
- Civic Centre Renovations - structural components, exterior cladding, window replacement, improved accessibility and elevator replacement (\$4.5 million). The full cost of this project will be recouped over 15 years from the Building Operating Fund, beginning with a repayment of \$330,000 in 2014.

Facility Capital projects will be financed without the issuance of debt using the annual \$2 million facility capital renewal funding that was initiated for this purpose in 2010. Some of the future capital initiatives include:

- Sun Parlor Home (structural components, elevators) \$4+ million
- Library expansions (furnishings & shelving) \$300,000 / library
- EMS Facility – West Windsor \$2 million

Municipal tax write-offs and supplementary taxes are not included in the Budget process due to the unpredictable nature of this activity. Net municipal tax write-offs and supplementary taxes are reported separately as part of the year-end reconciliation process.

Financial Expenses	2013 BUDGET	2013 ACTUAL <small>(unaudited)</small>	2014 BUDGET
Financial Expenses			
112013503 Bank Charges	250	150	120
112013504 Municipal Tax Write-offs	0	373,000	0
112013904 Debenture Debt - Infrastructure Ont	635,620	635,620	311,960
112013441 Occupancy Costs - 975 Lesperance, Tec.	7,250	3,000	0
112013406 Property Repair & Mtce - EMS Stations	0	41,000	55,000
112013839 Civic Centre Exterior Renewal (Facility Renewal	4,000,000	1,000,000	4,500,000
112013833 EMS Station - Tecumseh (Fac. Asset Renewal)	1,700,000	1,700,000	0
112013834 EMS Station - Dougall	0	25,000	313,000
1120138xx Facility Asset Renewal	0	0	2,000,000
112013505 Credit Rating Service (S&P)	17,850	17,810	18,300
112013506 Payroll Services	13,390	14,100	14,000
TOTAL - Financial Expense	6,374,360	3,809,680	7,212,380
Recoveries			
112016102 Supplementary Taxes (net)	0	376,000	0
112016714 Rental Income - EMS Facilities	516,490	516,490	627,480
112016762 Rental Income - 975 Lesperance, Tec.	500	1,200	0
112016121 Financing Recovery - Transportation	451,100	451,100	221,390
112016122 Financing Recovery - Building Op. Fund	0	0	330,000
112016702 Net Interest Income	1,105,900	1,600,000	1,100,000
TOTAL - Financial Recoveries	2,073,990	2,944,790	2,278,870
Net Operations	4,300,370	864,890	4,933,510
Contributions to (from) Reserves			
112014110 Contrib to Capital Reserve (net rent)	331,960	331,960	536,910
112014110 Contrib from Capital Reserve	(3,700,000)	(766,000)	(4,538,000)
112014110 Contribution to Capital Reserve - Interest	515,260	799,000	367,000
112014162 Contribution to Donation Reserve - Interest	9,940	12,610	7,000
Total Contributions to (from) Reserves	(2,842,840)	377,570	(3,627,090)
County Responsibility	1,457,530	1,242,460	1,306,420

GENERAL GOVERNMENT SERVICES

Human Resources

Description

The Human Resources department provides in-house expertise and consulting in matters involving labour relations, employee compensation and benefits, employee recruitment, employee training and development, occupational health and safety and compliance with governing legislation.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	4	4	4	4	277	311	305	308	317
Students	1	1	1	1	7	5	8	7	9
Total	5	5	5	5	284	316	313	315	326

Prior Year Performance

Employee attendance continue to be a focus of the department, however a significant amount of time and third party resources were devoted to assisting with investigations and both interest and grievance arbitrations. Job evaluation issues slowed due to related grievances and arbitrations.

Operationally, the department ended the year slightly over budget, due to higher than anticipated costs of printing collective agreements and other minor operational variances. Legal fees (related to investigations and arbitrations) and consulting fees (related to job evaluation) in excess of budget were offset by increased contributions from reserves.

Proposed Budget

The proposed 2014 budget reflects an increase of \$5,860 (2%) over the 2013 budget. Significant 2014 initiative/trends that are contributing to this increase are:

- Significant increase in grievance related arbitrations
- Increased usage of 3rd party adjudication for complex sick claims (partially funded by reserve)
- Training of non union employees in the effective administration of performance appraisals.

Because much of this increase relates to EMS, the 2014 budget includes an increase in the recovery for services to EMS. All one-time expenditures have been funded from the rate stabilization reserve.

Human Resources		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
Salaries and Wages				
112031101	Full Time and Students	312,500	315,000	325,800
Benefits				
112031201	Employment Insurance	5,090	4,900	4,900
112031202	Canada Pension Plan	10,350	9,900	10,040
112031203	O.M.E.R.S.	34,490	33,500	34,670
112031204	Employer Health Tax	6,410	6,100	6,310
112031205	Health Insurance	24,480	24,440	23,570
112031206	Group Insurance	2,330	2,350	2,280
112031207	Disability Insurance	4,850	4,890	4,670
112031208	W.S.I.B.	6,630	6,300	6,540
		94,630	92,380	92,980
Staff Expense				
112033001	Mileage	5,000	7,000	6,100
112033002	Staff Training	1,500	1,500	1,500
	Corporate Training - Human Rights Code	10,000	10,000	0
112033008	Health & Safety	1,000	2,000	1,000
112033003	Workshops & Seminars	4,500	3,000	4,000
112033004	Out-of-town Meetings	500	450	500
112033005	Membership Fees	1,800	1,800	2,000
112033009	Employee Relations	200	280	1,000
112033098	Other / Meeting Expenditures	600	420	200
		25,100	26,450	16,300
Office Expense				
112033101	Telephone	2,500	1,600	2,500
112033102	Postage	300	300	300
112033103	Office Supplies	600	600	600
112033104	Computer Supplies	100	50	100
112033105	Subscriptions & Reference Material	1,500	1,450	1,500
112033123	Subscript. & Ref Material- Health & Safety	700	400	700
112033106	Copier Charges	50	50	100
112033107	Fax Charges	50	50	100
112033108	Advertising	1,200	1,000	1,200
112033109	Courier	100	80	100
112033110	Printing - Internal	2,500	5,000	2,000
112033198	Other	100	200	100
		9,700	10,780	9,300
Equipment Lease & Maintenance				
112033203	Copier Lease / Maintenance	2,800	2,800	2,800
112033204	Computer Maintenance	6,180	6,450	6,500
		8,980	9,250	9,300
Occupancy Expense				
112033407	Rent	7,260	7,140	7,500
Purchased Service				
112033301	Legal Fees	75,000	90,000	120,000
112033303	Consultant Fees	32,000	21,000	85,000
112033303	Consultant Fees - Job Evaluation Process	60,000	85,000	40,000
112033390	Employee Assistance Program	15,000	15,000	15,000
		182,000	211,000	260,000
Capital Expenditures				
112033801	Equipment	2,500	2,400	2,500
TOTAL - Human Resources Expenses		642,670	674,400	723,680
Recoveries				
112036720	Allocation to EMS	235,500	235,500	293,650
TOTAL - Human Resources Recoveries		235,500	235,500	293,650
Net Operations		407,170	438,900	430,030
Contributions from Reserves				
112036801	Contribution from Rate Stabilization Reserve	(137,000)	(166,000)	(154,000)
Total Contributions from Reserves		(137,000)	(166,000)	(154,000)
County Responsibility		270,170	272,900	276,030

GENERAL GOVERNMENT SERVICES

Planning Services

Description

The Planning Services department provides planning advisory services to County Council on matters related to County-wide land use planning, economic development, and strategic planning matters. This section also prepares responses to provincial policy and program initiatives. The Manager of Planning Services acts as the approval authority in accordance with the Planning Act for plans of subdivision, plans of condominium, part lot control by-laws, and local Official Plan amendments.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	1	1	1	1	88	91	91	93	94
Total	1	1	1	1	88	91	91	93	94

Prior Year Performance

Operations for 2013 resulted in a nominal unfavourable variance of approximately \$4,100. Operational savings were achieved in various program expenses, and consulting fees were fully funded by the Official Plan Reserve. Favorable results due to subdivision application fees that were triple the budgeted revenue, and no expenditures for legal services were contributed to the Official Plan reserve to fund future revisions. All other areas of the budget were on target.

Proposed Budget – Current Year

The proposed budget for 2014 of \$199,980 represents an increase year over year of approximately \$4,300 (2.2%). The budget includes provision for legal expenses in the event of appeals to decisions as the approval authority, or to protect the County's interest in appeals of decisions at the local level. (One-time legal fees will be funded by the Rate Stabilization Reserve). Additional advertising fees have been included for the five-year review of the Official Plan. The proposed budget acknowledges the current economic situation for the County, and therefore the anticipated recoveries from subdivision application fees to remain at historic levels. The budget also includes an annual \$40,000 contribution to the Official Plan review reserve. The mandatory review is required every five years, and this will provide the County with an adequate reserve for the next review that will likely commence in 2017. The next five year review will include new population and employment projections, with the anticipated cost to be shared with the City of Windsor. As a result, this will represent a significant increase in the total cost of the project.

In regard to strategic planning matters, there will be continued involvement in regional transportation issues, i.e., International crossing / corridor, Hwy 401 and Hwy 3 improvements and county-wide active transportation study. Other major issues include continued implementation of the recommendations contained in the Windsor / Essex Housing Analysis and Recommended Strategies Study, and the completion of the Windsor Essex Ten Year Housing and Homelessness Plan, through both the Housing Advisory Committee and the Long Term Affordable Housing Strategy Committee. In addition, the

GENERAL GOVERNMENT SERVICES

Planning Services

Proposed Budget – Current Year (cont'd)

Manager serves as the County's representative on the Committee to review applications for Federal and Provincial funding under the Canada/Ontario Affordable Housing Program.

The most significant project for 2014 will be the completion of the mandatory five-year review of the County Official Plan. This project began in 2009 with Council authorizing the hiring of Jones Consulting based upon the recommendation of the Steering Committee after a thorough review of submissions from a Request for Proposals process. The Inter-Municipal Planning Consultation Committee, which is comprised of all the local planners, the County Manager of Planning Services, and the City Planner, continues to be the Steering Committee for this important project. The Steering Committee meets regularly to review the work completed and provide guidance throughout the project.

To date, the consultant has completed the Foundation Report (Population and Employment projections), the Background Report, and the final draft of the Official Plan. A final public meeting is scheduled for December 2013, with Council adoption proposed for early 2014. Following adoption, there will be continued dialogue with the Ministry of Municipal Affairs and Housing in order to achieve the final approval.

A second major project for 2014 will be the preparation of an Agricultural Lot Size Study. The determination of the appropriate lot size for various types of agricultural operations has been an extremely contentious issue throughout the Official Plan review. The Ontario Ministry of Agriculture and Food has insisted that the County include a 40 hectare minimum farm parcel size for general agricultural uses. The current lot fabric within the County indicates that less than 8% of farms meet this minimum standard. Local Official Plans have a range of minimum sizes from 10 hectares to 40 hectares. The Official Plan Review Steering Committee would prefer a consistent approach across the County.

In order to determine the appropriate lot size for various types of agriculture, and to possibly justify an area less than the Ministry standard of 40 hectares, the County must complete a lot size study. As part of this project, it may be appropriate to revisit the Specialty Crop Study that was initially proposed as a work item in the Official Plan five year review. That part of the review was deleted when Ministry funding to assist with the cost became unavailable. However, there is potential for funding through the Local Food Fund initiative. Administration intends to make application to the program for funding, and the ultimate direction of the study will be determined by such. The budget includes provisions to fund the study from the Official Plan Review reserve account.

Planning Services		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
112021101	Full Time	90,700	93,200	94,000
<u>Benefits</u>				
112021201	Employment Insurance	1,130	1,130	1,180
112021202	Canada Pension Plan	2,360	2,360	2,430
112021203	O.M.E.R.S.	10,380	10,300	10,780
112021204	Employer Health Tax	1,770	1,750	1,840
112021205	Health Insurance	5,650	5,640	5,900
112021206	Group Insurance	680	670	680
112021207	Disability Insurance	1,420	1,400	1,380
112021208	W.S.I.B.	1,870	1,870	1,890
		25,260	25,120	26,080
<u>Staff Expense</u>				
112023001	Mileage	4,200	4,000	4,200
112023002	Training	3,100	2,520	3,100
112023003	Workshops & Seminars	3,100	0	3,100
112023004	Out-of-town Meetings	1,800	1,080	1,800
112023005	Memberships	1,250	1,090	1,250
112023098	Other	600	600	600
		14,050	9,290	14,050
<u>Office Expense</u>				
112023101	Telephone	1,400	1,500	1,500
112023102	Postage	350	360	350
112023103	Office Supplies	600	500	500
112023104	Computer Supplies	300	250	300
112023105	Subscriptions & Reference Material	250	200	250
112023106	Copier Charges	500	400	500
112023107	Fax Charges	100	100	100
112023109	Courier	300	200	300
112023110	Printing - Internal	1,000	1,000	1,000
112023407	Rent	8,970	8,810	9,250
		13,770	13,320	14,050
<u>Equipment Lease & Maintenance</u>				
112023203	Copier Lease / Maintenance	600	250	500
112023204	Computer Maintenance	300	250	300
		900	500	800
<u>Purchased Service</u>				
112023301	Legal Expenses	19,000	0	19,000
112023303	Consulting Fees	25,000	46,580	10,000
	Consulting - Farm Size Study	0	0	50,000
112023391	Advertising & Public Relations	2,000	1,500	2,000
		46,000	48,080	81,000
<u>Capital Expenditures</u>				
112023801	Equipment	2,000	1,900	2,000
TOTAL - Planning Expenses		192,680	191,410	231,980
<u>Recoveries</u>				
112026717	Subdivision Application Fees	12,000	36,000	12,000
	OMAFRA Grant Funding (re Farm Size Study)	0	0	25,000
TOTAL - Planning Recoveries		12,000	36,000	37,000
Net Operations		180,680	155,410	194,980
<u>Contributions to (from) Reserves</u>				
112024111	Contribution to OP Review Reserve	40,000	83,000	40,000
112026819	Contribution from OP Review Reserve	(25,000)	(38,580)	(35,000)
Total Contributions to (from) Reserves		15,000	44,420	5,000
County Responsibility		195,680	199,830	199,980

GENERAL GOVERNMENT SERVICES

Emergency Management Co-ordination

Description

Emergency Management Co-ordination is the activity undertaken in advance of a large-scale emergency to minimize, through the existence of effective, up-to-date and proven emergency management programs (including response plans and training), the risk to the life and health of residents and to reduce damage to property. Emergency management coordination activities include, but are not restricted to, the maintenance, implementation and revision of the County Emergency Response Plan. Other responsibilities include: emergency management assistance to municipalities in the areas of (i) plan maintenance, (ii) plan testing, (iii) training, (iv) public awareness, (v) county-wide workshops, (vi) disaster response, recovery and assistance (ODRAP), and (vii) coordination of emergency planning related functions such as the County Mutual Aid Firefighting System and other protective services such as 9-1-1, emergency notification systems and Hazardous Materials Response.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	1	1	1	1	59	62	63	62	63
Part-time*	2	4	4	4	8	14	15	14	15
Total	3	5	5	5	67	76	78	76	78

* includes annual fees paid to the County Fire Coordinator and Deputy Fire Coordinators as part of Fire Mutual Aid Agreements and by requirement of the Ontario Fire Marshall. Since 2012, there are 2 Deputy Fire Coordinators instead of 1.

Prior Year Performance

For 2013, net operations are projected to be under budget by approximately \$5,810. These savings are directly related to lower than expected costs for staff expenses, office supplies/support and contracted services.

Proposed Budget – Current Year

The proposed budget for 2014 is \$200,220 which represents a decrease from the prior year budget of approximately \$2,800. Those decreases are directly related to Reverse 911 telephone line switchovers to VoIP lines located at the Sun Parlor Home and the subsequent savings.

GENERAL GOVERNMENT SERVICES

Emergency Management Co-ordination

Proposed Budget – Current Year (continued)

Other key components of this budget include:

- Continued savings in Reverse 911 and WebEOC database purchases and maintenance costs by maintaining the database without commercial database information but direct municipal and public input (to improve the integrity of the information);
- Continued development and implementation of online emergency management training for elected officials and senior managers, Emergency Operations Centre and Emergency Information Officer/Centre courses and annual regional exercises, drills and training; and
- Hiring of a summer student to assist with ongoing training and resource allocations / support to assist with a uniform, standardized and contiguous approach to emergency management coordination across the county and region. Projects and initiatives such as a detailed Hazard Identification and Risk Analysis review, Accessibility and Functional Needs Registry developments as a part of the WebEOC applications and databases, Web Site and Social Media applications, and improvements in support of regional emergency management coordination and municipal mutual aid agreements are all designed to increase these standard approaches, efficiencies and economies of scale in support of all municipalities and the development and improvement of disaster resilient communities while continuing to exercise due diligence in the protection of all residents and businesses.

Emergency Management Co-ordination		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
Salaries and Wages				
122011101	Full Time	63,000	62,000	62,500
121011101	Part Time	15,400	14,000	15,400
		78,400	76,000	77,900
Benefits				
122011201	Employment Insurance	1,520	1,500	1,560
122011202	Canada Pension Plan	2,890	2,800	2,960
122011203	O.M.E.R.S.	6,160	6,150	6,010
122011204	Employer Health Tax	1,530	1,470	1,520
122011205	Health Insurance	5,390	5,270	5,900
122011206	Group Insurance	360	350	340
122011207	Disability Insurance	880	880	830
122011208	W.S.I.B.	1,520	1,510	1,580
		20,250	19,930	20,700
Staff Expense				
122013001	Mileage	1,500	1,200	1,200
122013002	Training	500	300	400
122013003	Workshops & Seminars (incl DRC Project)	1,000	1,500	1,000
122013004	Out-of-town Meetings	1,000	500	1,000
122013005	Membership Fees	230	200	200
122013098	Other - Municipal / Emergency / EOC Training	2,000	2,000	2,000
		6,230	5,700	5,800
Office Expense				
122013101	Telephone	900	900	900
122013298	Other (Emergency Oper. Centre, Sat. Phones)	1,000	750	1,000
122013102	Postage	100	90	100
122013103	Office Supplies	100	100	100
122013104	Computer Supplies	100	90	100
122013105	Subscriptions & Reference Material	100	50	50
122013106	Copier Charges	50	80	100
122013107	Fax	100	20	100
122013109	Courier	50	50	50
122013110	Printing - Internal	1,000	500	750
122013198	Other	50	50	50
122013407	Rent	8,350	8,070	8,470
		11,900	10,750	11,770
Equipment Lease & Maintenance				
122013201	Computer Maintenance	100	50	100
122013203	Copier Lease / Maintenance	600	500	500
		700	550	600
Operating Expense				
121013602	Radio Tower Maintenance	500	200	500
121013602	Radio Licence Renewal	350	350	350
121013602	Other Equipment Maintenance	300	250	300
121013401	Insurance	2,420	2,430	3,000
		3,570	3,230	4,150
Purchased Service				
121013340	HAZMAT	20,000	20,000	20,000
121013340	Red Cross / Social Serv. Support Agreement	20,000	20,000	20,000
121013340	Web EOC Service Agreement	18,000	17,000	13,000
121013341	Reverse 911 - Warranty / Service Agreement	10,000	9,830	10,000
122013675	Reverse 911 - Telephone Line Rental	17,000	16,500	13,300
122013676	Reverse 911 - Database Maintenance	500	450	5,500
		85,500	83,780	81,800
Capital Expenditures				
122013801	Equipment Purchases	3,000	2,800	3,000
		3,000	2,800	3,000
TOTAL Expenditures		209,550	202,740	205,720
Recoveries				
122016715	Detroit Edison Annual Grant	5,500	5,500	5,500
122016503	Municipal Recovery (Essex - shared EOC costs)	1,000	0	0
TOTAL - Recoveries		6,500	5,500	5,500
County Responsibility		203,050	197,240	200,220