



Working together with our community

Council-In-Committee Meeting – December 14, 2021

Subject: Proposed 2022 New Budget Initiatives
Report Number: CS 21-75
Division: Corporate Services
Department: Financial Management & Planning
Purpose: For Decision

Recommendation(s):

THAT Report CS 21-75, Proposed 2022 New Budget Initiatives, be received as information;

AND THAT the proposed new budget initiatives for Norfolk Community Day and an additional By-law Enforcement Summer Student be referred to the Budget Committee for consideration with the Proposed 2022 Levy Supported Operating Budget.

Executive Summary:

This report outlines two New Budget Initiatives that are recommended, by the Senior Leadership team, to be included in the Proposed 2022 Levy Supported Operating Budget. These New Budget Initiatives are for a Norfolk Community Day (\$0 net levy impact) and a By-Law Enforcement Summer Student (\$1,100 net levy impact). Business cases have been included in Attachment A and Attachment B, respectively.

A number of other strategic New Budget Initiatives were analyzed and reviewed by the Senior Leadership Team (SLT), however are not recommended for consideration in the 2022 budget process due to budgetary pressures. However, SLT will continue to monitor the requests and may forward to Council for future consideration later in 2022. Draft business cases have also been attached to this report in Attachment C.

The intention of this report is to provide an opportunity for Council to ask questions and seek additional information, if required. Council may ask that some NBI be brought forward prior to the budget deliberations in January, where a final decision will be made.

Discussion:

Council, at the July 20, 2021 Council Meeting, approved the 2022 Budget Timetable and Guidance (Staff Report CS 21-43). Specific guidance relating to the Levy Supported Operating Budget noted:

- 6) That a staff report outlining the business case for service level enhancements be presented to Council prior to the inclusion of a New Budget Initiative in the 2022 proposed budget document.

This report also outlined that cost savings or revenue opportunities should be sought to offset the financial impact of any New Budget Initiative being presented.

New Budget Initiatives (NBIs) represent service level enhancements within the annual operating budget document for Council's consideration.

Two NBIs were presented to Council at the September 14, 2021 Council-in-Committee meeting. These initiatives included New Green Space in Waterford (CD 21-94) and a Storm Sewer Inspection Program (EIS 21-37). Neither of these initiatives were approved to be included within the budget document.

Since the presentation of the first two NBIs, the Senior Leadership Team (SLT), together with Financial Management and Planning staff and department managers and directors completed a very thorough review and ranking of the remaining proposed initiatives. Given the challenge of significant budgetary pressures and additional process review requirements, coupled with guidance of a 2.5% average residential tax increase, it was a difficult task to determine which initiatives could be accommodated within the budget, and ultimately presented to Council. In total, there were seven NBIs that were ranked, with only two being recommended to move forward at this time with minimal budgetary impact.

The two initiatives presented with this memo and planned to be included in the Proposed Budget document, are Norfolk Community Day and a By-law Enforcement Summer Student. While the other initiatives are being presented to Council at this time for information purposes, and will not be reflected in the Proposed Budget, these draft business cases are included in Appendix C for reference.

New Budget Initiatives Recommended

Norfolk Community Day

This initiative identifies that there is a need to enhance the connection of Norfolk County citizens. This proposal offers a free event that will provide programming and entertainment at County facilities, at different locations across the County throughout the day. It will also allow for an opportunity to foster our partnerships with community groups across the County. It should be noted that this initiative is being presented with a \$0 net levy impact, as it is anticipated that sponsorships would be secured to offset any associated costs. The detailed business case for this initiative has been included in Attachment A

By-Law Enforcement Summer Student

This initiative is being presented 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. This initiative is being presented with a net levy impact of \$1,100, as a conservative approach. At this time, no allocation has been included for funding from the Canada Summer Jobs program, as it is not guaranteed, however, if funding is provided for this position it is anticipated that the impact on the levy would be positive. The detailed business case for this initiative has been included in Attachment B.

New Budget Initiatives Not Recommended

The table below outlines the initiatives that were brought forward by staff for consideration in the 2022 budget process, which were ultimately recommended not to be included in the budget at this time by SLT. Senior Leadership will continue to refine the business cases and analysis, and some requests may be brought forward to Council for future consideration.

Initiative	Department	2022 Levy Impact	Status
Development Technologist	Engineering	\$106,700	Pending further analysis and review
Drainage Technologist	Engineering	\$129,800	Pending further analysis and review
Inventory Controller	Purchasing	\$0	Pending further analysis and review
CADLink	Paramedic Services	\$112,200	Deferred due to budgetary impact
Legal Services	County Solicitor	\$4,700	Pending further review

Financial Services Comments:

The two NBI's recommended to be included in the Proposed 2022 Levy Supported Operating Budget represent a total net levy increase of \$1,100.

Due to significant analysis, deliberation, and review, staff are confident that the Proposed 2022 Levy Supported Operating Budget targeted guidance of 2.5% average residential tax increase will be met, including the financial impact of the two NBI's that are being put forward to the Budget Committee.

Interdepartmental Implications:

Not Applicable.

Consultation(s):

Senior Leadership Team

Strategic Plan Linkage:

This report aligns with the 2019-2022 Council Strategic Priority "Focus on Service" and "Foster Vibrant, Creative Communities".

Explanation:

New budget initiatives recommended to be included in the Proposed 2022 Levy Supported Operating Budget focus on By-Law enforcement service enhancement and enhancing the sense of community for Norfolk County.

Conclusion:

The two noted NBIs, Norfolk Community Day and By-Law Enforcement Summer Student, will be included within the Proposed 2022 Levy Supported Operating Budget for Council's consideration at the January budget deliberations.

Attachment(s):

- Attachment A – Norfolk Community Day Business Case
- Attachment B – By-Law Enforcement Summer Student Business Case
- Attachment C – Draft NBIs not Recommended for the Proposed 2022 Levy Supported Operating Budget

Submitted By:
Shelley Darlington
General Manager, Corporate Services
For more information, call:
519-426-5870 ext. 1320

Reviewed By:
Kathryn Fanning
Manager, Strategic Financial Planning &
Reporting
For more information, call:
519-426-5870 ext. 1344

Prepared By:
Chris Everets
Supervisor, Financial Planning & Reporting
For more information, call:
519-426-5870 ext. 1334