

2014  
DRAFT BUDGET

For Presentation to Council on  
November 26, 2013



# Grey County Warden's Budget Overview

---

## Introductory Remarks

I would like to express my appreciation to the Standing Committee Chairs, Councillors and staff for their work in preparing the 2014 budget. In response to the County Corporate Strategic Plan ([Grey County Approved Corporate Strategic Plan 2012-2015](#)), the Corporation is committed to the coordinated delivery of responsive and cost-effective services that strengthen the economic, social, environmental, and cultural well-being of the diverse communities it serves.

The 2014 budget is being provided to Council in November in order to seek an early approval of the budget. With an early approval, it will provide departments and staff with additional time to plan and procure projects for 2014, as well provide the lower tier municipalities with this information earlier to assist them with their 2014 budget processes.

The 2014 budget review process has undergone a number of layers of review. These include departmental reviews, senior management reviews and Standing Committee reviews. Each Standing Committee after reviewing its proposed budgets and making any required amendments has now referred its proposed budgets to County Council for consideration and approval.

In advance of the Standing Committees' budget reviews, staff provided Report FR-CC-25-13 to Council that gave an overview on budget assumptions used in developing the 2014 budget, in order to seek Council's direction on these budget assumptions. This report was endorsed by County Council giving direction to staff to prepare the draft 2014 budgetary process based on an approximate 1% increase for 2014 as per Resolution CC119-13.

The 2014 Draft Budget as presented to Council represents a net levy requirement of \$52,008,373 which is an estimated tax rate increase of 1.14% or an increase of \$1,086,194 to be raised from taxation as compared to the 2013 budget.

Key initiatives and staffing changes have been proposed in the 2014 budget in an attempt to support the directions and priorities that have been set out in the Strategic Plan. These initiatives and staffing changes are detailed in each of the Standing Committee Chair's Budget Overviews and I encourage you to read the letter from each of the Chairs in order to gain insights into these initiatives and how these support the County's Strategic Plan as well as the other departmental funding requirements for 2014.

## Budget Overview

To assist each Standing Committee with the review of the budgets that are under their direction and control, a corporate budget overview and background report was provided in order that each Standing Committee was aware of the overall 2014 funding requirements needed to meet the proposed budgets as developed by staff and being recommended to the applicable Standing Committees.

Budgets have been prepared to reflect the needs of each of the County's operations. Each Standing Committee has now reviewed and recommended these budget submissions to County Council for their review and consideration. The 2014 budget has many external and internal challenges, such as increased utility costs, declining tenant rent revenue, increased funding for capital infrastructure, wage and benefit increases, as well as many other operating expenses. In order to offset some of these budget challenges, 2014 budgets have also projected inflationary revenue increases, lower Ontario Works caseload projections, the use of reserves, Federal Gas Tax and One Time Funding.

The estimated tax rate increase of 1.14% estimated for 2014 is based on the budget assumption that the County will receive an additional \$500,000 in new assessment growth during the 2013 tax year. This assessment growth number will not be confirmed until the Municipal Property Assessment Corporation announces the roll edition of assessment values in December. Therefore, this calculated tax increase could increase or decrease once the final growth number is calculated. To illustrate the impact growth has on the 2014 Budget the following table has been provided. As illustrated, without any new assessment growth, the total funding required to meet the 2014 budget requests would require a 2.13% tax rate increase.

### 2014 Budget – Net Levy Requirement

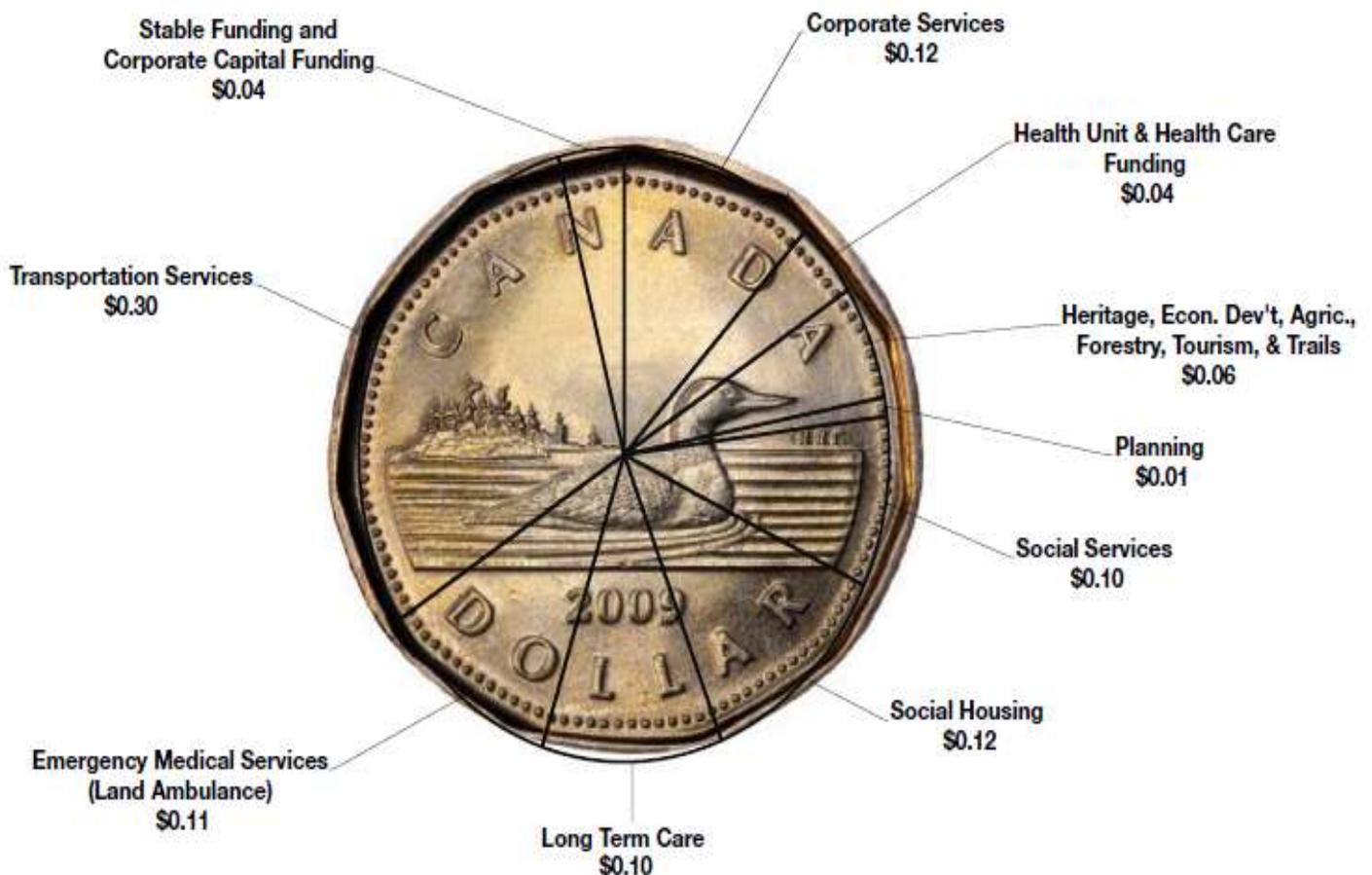
<b>Committee/Function</b>	<b>2013 Net Levy</b>	<b>2014 Net Levy</b>	<b>Increase / (Decrease)</b>	<b>% Change</b>
Corporate Services	\$7,635,699	\$8,008,669	\$372,970	
Planning & Community Development	\$3,666,749	\$3,805,305	\$138,556	
Social Services	\$16,551,016	\$16,551,318	\$302	
Transportation & Public Safety	\$21,291,696	\$21,519,845	\$228,149	
Stable Funding & Corporate Capital Funding	\$1,777,019	\$2,123,236	\$346,217	
<b>Total Funding Required</b>	<b>\$50,922,179</b>	<b>\$52,008,373</b>	<b>\$1,086,194</b>	<b>2.13%</b>
<i>Less: Estimated New Assessment Growth</i>			(\$500,000)	
<b>Additional Funding to be Raised from Taxation - Tax Rate Increase</b>			<b>\$586,194</b>	<b>1.14%</b>

## 2014 Budget – Where Your County Tax Dollar Goes

As Warden, and as a County Councillor, I am at times asked, “Where do my County tax dollars go?” The County budget provides funding for a number of key County services. The following illustration provides a breakdown of how much of each County tax dollar goes towards funding these various County services.

As you can see from this illustration, a significant portion of the County’s budget (47 cents) goes towards taking care of people. Whether it is Emergency Medical Services, providing Long Term Care or giving people a hand up in a hard time, the budget reflects that the County is dedicated to helping people.

Budgets for 2014 have been prepared to reflect the needs for each of these County services. Standing Committees and staff have done a good job of recognizing the need to be fiscally responsible, while also maintaining services that support the department’s mandate, legislative requirements, while also trying to deliver on County Council’s stated priorities and expectations for levels of service.



## Closing Remarks

I know as Warden and as a County Councillor, it is not an easy task putting together the County's budget. I commend Councillors and staff who diligently worked to provide a budget that reflects the current economic times while providing the services needed in our County.

While the proposed 2014 budget does provide some additional funding for some new key initiatives, as detailed in each Standing Committee Chair's Budget Overviews, the 2014 budget has generally been developed to maintain current service levels.

As well, the 2014 budget continues to provide savings with the provincial uploading of social program costs. From these savings, the budget proposes to transfer to reserves an additional \$346,217 in funding for corporate capital infrastructure replacement in order to address the County's infrastructure shortfall. This continues to build upon the investment that Council approved in the 2011, 2012 and 2013 budgets.

For 2014, \$650,000 in funding is being proposed to be transferred from the County's corporate capital infrastructure reserve and allocated to the Transportation Services capital program to assist the department in undertaking major capital bridge projects. Without this funding, the 2014 budget would require an additional 1.26% levy increase to fund this proposed capital bridge work.

County Council will need to review the contents of the 2014 proposed budget and consider the proposals now included in this budget and make their recommendations to County Council for a 2014 tax levy increase satisfactory to the majority of Councillors.

In closing, I again wish to thank all County Councillors as well as staff for their combined efforts and overall ownership of the budget process which has resulted in a responsible budget package being turned over to County Council for its consideration.

Respectfully submitted,

Duncan McKinlay  
Warden



**2014 BUDGET ANALYSIS BY STANDING COMMITTEE AND FUNCTION  
(NET DOLLARS)  
Compared with 2013**

2014 Budgeted Allocation of \$2,557,795 - To Reserve for Future Capital Funding

COMMITTEE/FUNCTION	2013			2014			Change 14 Levy to 13
	BUDGETS			BUDGETS			
	Operating	Capital	Combined	Operating	Capital	Combined	
	Net Operating Budget	Net Capital Budget	Net Tax Levy	Net Operating Budget	Net Capital Budget	Net Tax Levy	Increase / (Decrease)
<b>CORPORATE SERVICES</b>							
Council	601,915	-	601,915	612,400	-	612,400	10,485
Administration Department	3,593,836	60,500	3,654,336	3,708,431	51,500	3,759,931	105,595
Workers Comp & Wkly Indem. Self Ins.	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-
General Administration	(24,492)	234,559	210,067	478	234,559	235,037	24,970
Assessment (MPAC)	1,821,010	-	1,821,010	1,792,862	-	1,792,862	(28,148)
Provincial Offences	(605,165)	-	(605,165)	(601,758)	-	(601,758)	3,407
Property	217,530	120,500	338,030	221,798	195,000	416,798	78,768
Taxation and Other	(75,748)	-	(75,748)	(75,748)	-	(75,748)	-
<b>Sub Total</b>	<b>5,528,886</b>	<b>415,559</b>	<b>5,944,445</b>	<b>5,658,463</b>	<b>481,059</b>	<b>6,139,522</b>	<b>195,077</b>
Health Unit	1,591,254	-	1,591,254	1,614,537	-	1,614,537	23,283
Hospital Grants & Health Care Funding	100,000	-	100,000	254,610	-	254,610	154,610
<b>Sub Total</b>	<b>1,691,254</b>	<b>-</b>	<b>1,691,254</b>	<b>1,869,147</b>	<b>-</b>	<b>1,869,147</b>	<b>177,893</b>
<b>Total Corporate Services</b>	<b>7,220,140</b>	<b>415,559</b>	<b>7,635,699</b>	<b>7,527,610</b>	<b>481,059</b>	<b>8,008,669</b>	<b>372,970</b>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>							
<b>ECONOMIC DEVELOPMENT, AGRICULTURE, FORESTRY, TOURISM, TRAILS &amp; GREY ROOTS</b>							
Econ. Dev't/Ag/Forestry/Tourism/Trails	931,120	75,000	1,006,120	937,130	75,000	1,012,130	6,010
Grey Roots	1,931,772	117,300	2,049,072	2,012,200	129,600	2,141,800	92,728
<b>Sub Total</b>	<b>2,862,892</b>	<b>192,300</b>	<b>3,055,192</b>	<b>2,949,330</b>	<b>204,600</b>	<b>3,153,930</b>	<b>98,738</b>
<b>PLANNING &amp; DEVELOPMENT</b>							
Planning & Studies	611,557	-	611,557	623,375	28,000	651,375	39,818
<b>Sub Total</b>	<b>611,557</b>	<b>-</b>	<b>611,557</b>	<b>623,375</b>	<b>28,000</b>	<b>651,375</b>	<b>39,818</b>
<b>Total Planning &amp; Community Development</b>	<b>3,474,449</b>	<b>192,300</b>	<b>3,666,749</b>	<b>3,572,705</b>	<b>232,600</b>	<b>3,805,305</b>	<b>138,556</b>



**2014 BUDGET ANALYSIS BY STANDING COMMITTEE AND FUNCTION  
(NET DOLLARS)  
Compared with 2013**

2014 Budgeted Allocation of \$2,557,795 - To Reserve for Future Capital Funding

COMMITTEE/FUNCTION	2013			2014			Change 14 Levy to 13
	BUDGETS			BUDGETS			
	Operating	Capital	Combined	Operating	Capital	Combined	
	Net Operating Budget	Net Capital Budget	Net Tax Levy	Net Operating Budget	Net Capital Budget	Net Tax Levy	Increase / (Decrease)
<b>SOCIAL SERVICES, HOUSING &amp; LONG TERM CARE</b>							
<b>Ontario Works</b>							
Social Assistance	1,713,773	-	1,713,773	1,341,119	-	1,341,119	(372,654)
Community Homelessness Prevention Initiative	-	-	-	-	-	-	-
Social Services Administration	1,232,297	-	1,232,297	1,214,306	-	1,214,306	(17,991)
Ontario Works	571,567	-	571,567	569,805	-	569,805	(1,762)
Child Care	1,291,437	45,300	1,336,737	1,342,874	45,300	1,388,174	51,437
County Social Initiatives	256,251	-	256,251	266,730	-	266,730	10,479
<b>Sub Total</b>	<b>5,065,325</b>	<b>45,300</b>	<b>5,110,625</b>	<b>4,734,834</b>	<b>45,300</b>	<b>4,780,134</b>	<b>(330,491)</b>
<b>PROVINCIAL OMPF GRANT</b>	-	-	-	-	-	-	-
<b>STABLE FUNDING-Borrowing/Repayment</b>	-	-	-	-	-	-	-
Corporate Capital Replacement - To Reserve	1,977,019	-	1,977,019	2,323,236	-	2,323,236	346,217
<b>STABLE FUNDING - Caseload Reserve</b>	<b>(200,000)</b>	-	<b>(200,000)</b>	<b>(200,000)</b>	-	<b>(200,000)</b>	-
<b>Sub Total</b>	<b>1,777,019</b>	-	<b>1,777,019</b>	<b>2,123,236</b>	-	<b>2,123,236</b>	<b>346,217</b>
<b>Housing &amp; Long Term Care</b>							
Social Housing	5,093,023	1,071,200	6,164,223	5,168,979	1,114,408	6,283,387	119,164
Grey Gables	774,619	227,871	1,002,490	818,990	234,707	1,053,697	51,207
Lee Manor	1,207,979	1,550,015	2,757,994	1,466,266	1,555,685	3,021,951	263,957
Rockwood Terrace	1,296,809	218,875	1,515,684	1,186,708	225,441	1,412,149	(103,535)
<b>Sub Total Housing &amp; LTC</b>	<b>8,372,430</b>	<b>3,067,961</b>	<b>11,440,391</b>	<b>8,640,943</b>	<b>3,130,241</b>	<b>11,771,184</b>	<b>330,793</b>
<b>Total Social Services, Housing and Long Term Care</b>	<b>13,437,755</b>	<b>3,113,261</b>	<b>16,551,016</b>	<b>13,375,777</b>	<b>3,175,541</b>	<b>16,551,318</b>	<b>302</b>



**2014 BUDGET ANALYSIS BY STANDING COMMITTEE AND FUNCTION  
(NET DOLLARS)  
Compared with 2013**

2014 Budgeted Allocation of \$2,557,795 - To Reserve for Future Capital Funding

COMMITTEE/FUNCTION	2013			2014			Change 14 Levy to 13
	BUDGETS			BUDGETS			
	Operating	Capital	Combined	Operating	Capital	Combined	
	Net Operating Budget	Net Capital Budget	Net Tax Levy	Net Operating Budget	Net Capital Budget	Net Tax Levy	Increase / (Decrease)
<b>TRANSPORTATION &amp; PUBLIC SAFETY</b>							
Ordinary Maintenance/Winter Control	7,816,200	-	7,816,200	7,618,900	-	7,618,900	(197,300)
Construction, Resurfacing and Minor Capital	-	5,332,493	5,332,493	-	5,656,667	5,656,667	324,174
Supervision & Overhead	1,451,900	-	1,451,900	1,529,400	-	1,529,400	77,500
Housing & Depots	446,400	260,000	706,400	394,740	310,000	704,740	(1,660)
Equipment - Operations & Cap	84,100	-	84,100	-	-	-	(84,100)
Asset Management, Studies and Engineering	196,550	-	196,550	181,000	-	181,000	(15,550)
Quarry	(12,900)	-	(12,900)	38,000	-	38,000	50,900
EMS (Ambulance) Operations & Cap	5,659,166	57,787	5,716,953	5,733,351	57,787	5,791,138	74,185
<b>Total Transportation &amp; Public Safety</b>	<b>15,641,416</b>	<b>5,650,280</b>	<b>21,291,696</b>	<b>15,495,391</b>	<b>6,024,454</b>	<b>21,519,845</b>	<b>228,149</b>
<b>TOTAL TO RAISE FROM TAXATION</b>	<b>41,550,779</b>	<b>9,371,400</b>	<b>50,922,179</b>	<b>42,094,719</b>	<b>9,913,654</b>	<b>52,008,373</b>	<b>1,086,194</b>
Calculation of Tax Rate Increase for 2014						2014 Levy Increase Over 2013 Approved Budget	1,086,194
1% = \$514,222	2013 New Growth	\$500,000	Less: Estimated New Assessment Growth			(500,000) *	
			2014 Budgetary Levy Increase Net of New Growth			586,194	
			<b>2014 Budgetary Increase over the 2013 Approved Budget</b>			<b>1.1400%**</b>	

\*Note: Roll Edition of Assessment Values not available until December 2013

\*\* % Increase subject to change as 2013 New Assessment Growth is an Estimate at this time. Actual growth number available with Assessment Roll Edition - December 2013



## 2014 BUDGET ANALYSIS BY FUNCTION (GROSS EXPENDITURE DOLLARS)

COMMITTEE/FUNCTION	2013			2014		
	OPERATING BUDGET	CAPITAL BUDGET	TOTAL BUDGET	OPERATING BUDGET	CAPITAL BUDGET	TOTAL BUDGET
<b>CORPORATE SERVICES</b>						
Council	601,915		<b>601,915</b>	612,400		<b>612,400</b>
Administration Department	3,653,456	280,200	<b>3,933,656</b>	3,837,818	72,500	<b>3,910,318</b>
Workers Comp & Weekly Indem. Self Ins.	(1,400)		<b>(1,400)</b>	(1,100)		<b>(1,100)</b>
Information Systems	9,239		<b>9,239</b>	6,200		<b>6,200</b>
General Administration	489,842	409,559	<b>899,401</b>	650,478	309,559	<b>960,037</b>
Assessment (MPAC)	1,821,010		<b>1,821,010</b>	1,792,862		<b>1,792,862</b>
Provincial Offences	2,478,335		<b>2,478,335</b>	2,527,742		<b>2,527,742</b>
Property	225,030	323,500	<b>548,530</b>	229,535	295,000	<b>524,535</b>
Sub Total	9,277,427	1,013,259	<b>10,290,686</b>	9,655,935	677,059	<b>10,332,994</b>
Health Unit	1,670,960		<b>1,670,960</b>	1,694,243		<b>1,694,243</b>
Hospital Grants & Health Care Funding	100,000		<b>100,000</b>	300,000		<b>300,000</b>
Sub Total	1,770,960	-	<b>1,770,960</b>	1,994,243	-	<b>1,994,243</b>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>						
<b>ECONOMIC DEVELOPMENT, AGRICULTURE, FORESTRY, TOURISM, TRAILS &amp; GREY ROOTS</b>						
Econ. Dev't/Ag/Forestry/Tourism/Trails	1,466,435	350,000	<b>1,816,435</b>	1,465,125	263,000	<b>1,728,125</b>
Grey Roots	2,243,396	352,300	<b>2,595,696</b>	2,293,024	496,600	<b>2,789,624</b>
Sub Total	3,709,831	702,300	<b>4,412,131</b>	3,758,149	759,600	<b>4,517,749</b>
<b>PLANNING &amp; DEVELOPMENT</b>						
Planning & Studies	714,777	329,000	<b>1,043,777</b>	745,170	290,500	<b>1,035,670</b>
Sub Total	714,777	329,000	<b>1,043,777</b>	745,170	290,500	<b>1,035,670</b>



## 2014 BUDGET ANALYSIS BY FUNCTION (GROSS EXPENDITURE DOLLARS)

COMMITTEE/FUNCTION	2013			2014		
	OPERATING BUDGET	CAPITAL BUDGET	TOTAL BUDGET	OPERATING BUDGET	CAPITAL BUDGET	TOTAL BUDGET
<b>SOCIAL SERVICES, HOUSING &amp; LONG TERM CARE</b>						
<b>ONTARIO WORKS</b>						
Social Assistance	12,423,297		12,423,297	11,788,900		11,788,900
Community Homelessness Prevent. Init.	1,334,708		1,334,708	1,337,929		1,337,929
Social Services Administration	2,482,945	15,200	2,498,145	2,428,613	27,800	2,456,413
Ontario Works	1,851,805		1,851,805	1,919,126		1,919,126
Child Care	7,819,992	343,025	8,163,017	7,665,550	101,245	7,766,795
County Social Initiatives	433,919	-	433,919	503,773		503,773
Sub Total	26,346,666	358,225	26,704,891	25,643,891	129,045	25,772,936
<b>HOUSING &amp; LONG TERM CARE</b>						
Social Housing	11,209,373	1,559,000	12,768,373	11,075,477	1,980,250	13,055,727
Grey Gables	5,162,938	315,871	5,478,809	5,337,618	275,734	5,613,352
Lee Manor	11,235,248	2,013,610	13,248,858	11,711,548	1,737,710	13,449,258
Rockwood Terrace	7,840,316	886,146	8,726,462	7,869,542	281,250	8,150,792
Sub Total	35,447,875	4,774,627	40,222,502	35,994,185	4,274,944	40,269,129
<b>TRANSPORTATION &amp; PUBLIC SAFETY</b>						
Ordinary Maintenance/Winter Control	8,119,200		8,119,200	7,851,900		7,851,900
Construction, Resurfacing and Minor Capital		12,550,742	12,550,742		17,032,117	17,032,117
Supervision & Overhead	1,584,820		1,584,820	1,529,400		1,529,400
Housing & Depots	446,400	260,000	706,400	394,740	310,000	704,740
Equipment - Operations & Cap		692,200	692,200		270,000	270,000
Asset Management	337,000		337,000	201,000		201,000
Quarry	37,100		37,100	38,000		38,000
EMS Operations & Cap	11,745,257	606,280	12,351,537	12,032,300	483,252	12,515,552
Sub Total	22,269,777	14,109,222	36,378,999	22,047,340	18,095,369	40,142,709
<b>TAX ADJUSTMENTS &amp; GRANTS</b>						
	2,342,019		2,342,019	2,688,236		2,688,236
<b>TOTAL</b>						
	<b>101,879,332</b>	<b>21,286,633</b>	<b>123,165,965</b>	<b>102,527,149</b>	<b>24,226,517</b>	<b>126,753,666</b>

2014 BUDGET DETAILED AS COMPARED TO 2013 APPROVED BUDGET

COMMITTEE/FUNCTION	2013				2014				2013				2014				2013	2014	2014 Change to 2013
	Operating Budget				Draft Operating Budget				Capital Budget				Draft Capital Budget				Oper & Cap		
	Gross Operating Expense	Revenue (Grants, Subsidies, etc)	To (From) Reserves	Net Operating	Gross Operating Expense	Revenue (Grants, Subsidies, etc)	To (From) Reserves	Net Operating	Gross Capital Expense	Revenue (Grants, Subsidies, etc)	To (From) Reserves & Debentures	Net Capital	Gross Capital Expense	Revenue (Grants, Subsidies, etc)	To (From) Reserves & Debentures	Net Capital	Approved Budget	Total Draft Budget	
<b>CORPORATE SERVICES</b>																			
Council	595,115		6,800	601,915	605,600		6,800	612,400				-				-	601,915	612,400	10,485
Administration Department	3,635,146	(4,620)	(36,690)	3,593,836	3,819,508	(1,200)	(109,877)	3,708,431	211,700	(18,000)	(133,200)	60,500	(50,000)	(21,000)	122,500	51,500	3,654,336	3,759,931	105,595
Workers Comp & Wkly Indem. Self Ins.	(146,584)	(1,400)	147,984	-	(92,545)	(1,100)	93,645	-				-				-	-	-	-
Information Systems	(7,111)	(9,239)	16,350	-	(11,300)	(6,200)	17,500	-				-				-	-	-	-
General Administration	187,608	(514,334)	302,234	(24,492)	203,052	(650,000)	447,426	478	175,000		59,559	234,559	75,000		159,559	234,559	210,067	235,037	24,970
Assessment (MPAC)	1,821,010			1,821,010	1,792,862			1,792,862				-				-	1,821,010	1,792,862	(28,148)
Provincial Offences	2,478,335	(3,083,500)		(605,165)	2,527,742	(3,129,500)		(601,758)				-				-	(605,165)	(601,758)	3,407
Property	195,898	(7,500)	29,132	217,530	202,235	(7,737)	27,300	221,798	273,000		(152,500)	120,500	135,000		60,000	195,000	338,030	416,798	78,768
Taxation and Other	365,000	(440,748)		(75,748)	365,000	(440,748)		(75,748)				-				-	(75,748)	(75,748)	-
<b>Sub Total</b>	<b>9,124,417</b>	<b>(4,061,341)</b>	<b>465,810</b>	<b>5,528,886</b>	<b>9,412,154</b>	<b>(4,236,485)</b>	<b>482,794</b>	<b>5,658,463</b>	<b>659,700</b>	<b>(18,000)</b>	<b>(226,141)</b>	<b>415,559</b>	<b>160,000</b>	<b>(21,000)</b>	<b>342,059</b>	<b>481,059</b>	<b>5,944,445</b>	<b>6,139,522</b>	<b>195,077</b>
Health Unit	1,670,960		(79,706)	1,591,254	1,694,243		(79,706)	1,614,537				-				-	1,591,254	1,614,537	23,283
Hospital Grants & Health Care Funding	100,000			100,000	300,000		(45,390)	254,610				-				-	100,000	254,610	154,610
<b>Sub Total</b>	<b>1,770,960</b>	<b>-</b>	<b>(79,706)</b>	<b>1,691,254</b>	<b>1,994,243</b>	<b>-</b>	<b>(125,096)</b>	<b>1,869,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,691,254</b>	<b>1,869,147</b>	<b>177,893</b>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>																			
<b>ECONOMIC DEVELOPMENT, AGRICULTURE, FORESTRY, TOURISM, TRIALS &amp; GREY ROOTS</b>																			
Econ. Dev't/Ag/Forestry/Tourism/Trails	1,451,435	(334,520)	(185,795)	931,120	1,465,125	(337,800)	(190,195)	937,130	350,000		(275,000)	75,000	188,000		(113,000)	75,000	1,006,120	1,012,130	6,010
Grey Roots	2,241,331	(228,624)	(80,935)	1,931,772	2,290,959	(233,324)	(45,435)	2,012,200	345,000	(125,000)	(102,700)	117,300	468,000	(155,000)	(183,400)	129,600	2,049,072	2,141,800	92,728
<b>Sub Total</b>	<b>3,692,766</b>	<b>(563,144)</b>	<b>(266,730)</b>	<b>2,862,892</b>	<b>3,756,084</b>	<b>(571,124)</b>	<b>(235,630)</b>	<b>2,949,330</b>	<b>695,000</b>	<b>(125,000)</b>	<b>(377,700)</b>	<b>192,300</b>	<b>656,000</b>	<b>(155,000)</b>	<b>(296,400)</b>	<b>204,600</b>	<b>3,055,192</b>	<b>3,153,930</b>	<b>98,738</b>
<b>PLANNING &amp; DEVELOPMENT</b>																			
Planning & Studies	714,777	(75,220)	(28,000)	611,557	745,170	(75,220)	(46,575)	623,375	298,000		(298,000)	-	262,500		(234,500)	28,000	611,557	651,375	39,818
<b>Sub Total</b>	<b>714,777</b>	<b>(75,220)</b>	<b>(28,000)</b>	<b>611,557</b>	<b>745,170</b>	<b>(75,220)</b>	<b>(46,575)</b>	<b>623,375</b>	<b>298,000</b>	<b>-</b>	<b>(298,000)</b>	<b>-</b>	<b>262,500</b>	<b>-</b>	<b>(234,500)</b>	<b>28,000</b>	<b>611,557</b>	<b>651,375</b>	<b>39,818</b>
<b>SOCIAL SERVICES, HOUSING &amp; LONG TERM CARE</b>																			
<b>ONTARIO WORKS</b>																			
Social Assistance	12,423,297	(10,709,524)		1,713,773	11,788,900	(10,447,781)		1,341,119				-				-	1,713,773	1,341,119	(372,654)
Community Homelessness Prevent. Initiat.	1,334,708	(1,334,708)		-	1,337,929	(1,337,929)		-				-				-	-	-	-
Ontario Works Administration	2,482,945	(1,242,173)	(8,475)	1,232,297	2,428,613	(1,214,307)		1,214,306	15,200		(15,200)	-	27,800		(27,800)	-	1,232,297	1,214,306	(17,991)
Ontario Works	1,851,805	(1,280,238)		571,567	1,919,126	(1,349,321)		569,805				-				-	571,567	569,805	(1,762)
Child Care	7,819,992	(6,447,067)	(81,488)	1,291,437	7,665,550	(6,256,785)	(65,891)	1,342,874	177,725	(48,225)	(84,200)	45,300	55,945	(55,945)	45,300	45,300	1,336,737	1,388,174	51,437
County Social Initiatives	433,919	(127,668)	(50,000)	256,251	503,773	(147,043)	(90,000)	266,730				-				-	256,251	266,730	10,479
<b>Sub Total</b>	<b>26,346,666</b>	<b>(21,141,378)</b>	<b>(139,963)</b>	<b>5,065,325</b>	<b>25,643,891</b>	<b>(20,753,166)</b>	<b>(155,891)</b>	<b>4,734,834</b>	<b>192,925</b>	<b>(48,225)</b>	<b>(99,400)</b>	<b>45,300</b>	<b>83,745</b>	<b>(55,945)</b>	<b>17,500</b>	<b>45,300</b>	<b>5,110,625</b>	<b>4,780,134</b>	<b>(330,491)</b>
<b>PROVINCIAL OMPF GRANT</b>																			
<b>STABLE FUNDING - Borrowing/Repayment</b>																			
Corporate Capital Replacement - To Reserve			1,977,019	1,977,019			2,323,236	2,323,236				-				-	1,977,019	2,323,236	346,217
<b>STABLE FUNDING - From Caseload Reserves</b>																			
			(200,000)	(200,000)			(200,000)	(200,000)				-				-	(200,000)	(200,000)	-
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>1,777,019</b>	<b>1,777,019</b>	<b>-</b>	<b>-</b>	<b>2,123,236</b>	<b>2,123,236</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,777,019</b>	<b>2,123,236</b>	<b>346,217</b>



## Corporate Services Committee

### Introductory Remarks

The Corporate Services Committee is responsible for overseeing the budgets of Council, Corporate Administration, Provincial Offences, County Property, Grey Bruce Health Unit and Health Care Initiatives. In addition, this Committee is responsible for the administration of the taxation budget, which includes supplementary tax and tax write-offs.

The 2014 budgets have been drafted being mindful of the [Grey County Approved Corporate Strategic Plan 2012-2015](#) along with County Council's endorsed Resolution CC119-13, giving direction to staff to prepare the draft 2014 budgetary process based on an approximate 1% increase for 2014.

### Overview

The overall net budget of operating and capital combined totals \$8,008,669, requiring a net levy increase of \$372,970 or a 4.88% increase over the 2013 budget. This reflects a 0.73% increase to the corporate net levy requirement for 2014.

The information contained in this overview is to provide information on items impacting the 2014 Corporate Services budgets and any key initiatives that have been included.

### Council

The 2014 Council budget has an increase of \$10,485 over 2013. As approved by Council, the annual salaries and per diem rates have been increased by 1.0%, which is the estimated Federal Consumer Price Index increase as approved by By-law 4702-10. This increase has been offset by a one day per diem reduction for the AMO conference as the distance per diem will not be required in 2014.

The Association and Membership Fees budget line includes funds for memberships with the Ontario Good Roads Association, the Federation of Canadian Municipalities, Association of Municipalities of Ontario and the Western Ontario Wardens' Caucus.

Other Materials and Services budget line has also been increased in recognition of the elimination of sponsorships for the annual Warden's Banquet.

## Administration Budgets

The Administration Budget is a consolidation of the following budgets: the CAO, Clerk, Emergency Management, Finance, Human Resources, and Information Technology (IT).

The 2014 Administration budget includes a requested levy contribution of \$3,708,431, which is an increase of \$114,595 over the 2013 budget.

The 2014 budget lines for Wages and Benefits reflect a 2% wage increase, along with merit increases and any estimated benefit rate increases and/or decreases. As well, an additional 175 hours of part-time support staff has been budgeted at a cost of \$5,900 in the Emergency Management 2014 budget. This cost increase is being offset by a reduction in OMERS premiums in the Clerk's Department budget.

The 2014 Administration budget(s) include \$35,800 in additional funds for licensing and maintenance agreements for the ESRI, Geocortex and the Human Resources Information System software.

As well, an additional \$45,000 for legal fees has been included in the 2014 budget in order to assist with the upcoming contract negotiations and labour issues that will take place in 2014.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 4 – Making Connections	<p><b>4.4 Embrace and continually invest in technology in order to enhance the operations of all county services as well as the county's overall state of future preparedness.</b></p> <p>The Administration budget(s) include funds for software licensing and maintenance agreements for ESRI (GIS mapping software), Geocortex (design, develop and maintain ESRI web-based application software) and HRWARE (Human Resources Information System software).</p>	\$35,800

## Workers' Compensation and Weekly Indemnity Budget

The Workers' Compensation and Weekly Indemnity budgets are self-insured plans. The premiums charged to County Departments are shown in these budgets as a credit or a source of revenue and this is used then to pay all of the costs to administer these self-insured plans.

Staff has reviewed the County's current and past two fiscal years of Workers' Compensation claim costs. As a result of this analysis, the budgeted Workplace Safety Insurance Board (WSIB) premium rates for 2014 have been reduced corporate-wide by 10% to reflect the lower claim costs that have been experienced over the past 2 ½ years. This will result in approximately \$80,000 in budgetary saving with lower premiums being charged out to each of the County Departments in 2014.

## Information Services Budget

This Departmental Budget accumulates the costs of keeping the County's base network servers up and running along with the costs of licensing and providing virus protection. It also provides training funding to keep the County's Information Technology staffs' knowledge current with new network developments.

This budget is funded by an inter-functional charge to each department. While the number of computers on the corporation's network has increased for 2014, this inter-functional charge has been reduced in 2014 from a cost per computer of \$725 per annum to \$700. This reduction is a result of the County not renewing its annual Microsoft Enterprise (Licensing) in 2013 and budgeting to place a portion of these expenditure savings aside to provide future funding for software upgrades planned for purchase.

## General Administration Budgets

Investment Income is being budgeted \$135,666 higher in 2014 due to investment fund balance increases and some higher investment interest reinvestments. In compliance with the County's Cash and Investment Management Policy... that the net revenue budgeted from investments in a fiscal year and used in the calculation of the County's tax rate is not greater than 1% of own purpose levy and that any revenue that is budgeted that exceeds this threshold shall be placed in a one-time funding reserve for use in funding non-recurring expenditures... a transfer to reserve in the amount of \$140,779 has been budgeted for 2014.

Payments to Individuals and Organizations include the budgeted payments for the following:

- \$3,420 – Municipal Employer Pension Centre of Ontario (MEPCO) -OMERS Support Fund
- \$10,000 – Children's Water Festival

- \$250 – Federation of Agriculture – Public Speaking Competition

## Assessment Budget

The County pays for the cost of the services of the Municipal Property Assessment Corporation (MPAC) on behalf of all municipalities in the County. MPAC's fee for 2014 has been estimated to be \$1,792,862 or a decrease of \$28,148 over the amount budgeted in 2013. The estimated budget for 2014 is based on the billing increase the County experienced in 2013 (0.23%) as compared to the 2012 billing.

## County Property – Administration Building Budget

This budget includes the ongoing costs of operating and maintaining the County Administration Building.

An Inter-functional Administration Charge of \$18,600 has been shown as a credit in this budget in order to allocate maintenance staff costs to the Provincial Offences building where these costs are cost shared with Bruce County in the Provincial Offences operating budget.

## County Property – Jail Budget

The County received formal notification of the closure of the Owen Sound Jail in December 2011 and that the funding from the Province would cease in June 2012. The 2013 budget for the Jail property was developed anticipating the divestiture of this property in 2012. The County is now anticipating the transfer of ownership of this property in the fall of 2013 with no further expenditures being required in 2014.

## County Property – Provincial Offences Building Budget

Rental income is included in this budget which is the offset of the rent charged to the Provincial Offences operating budget. This income exceeds the County's operating costs and should be viewed as a return on the capital spent to renovate and upgrade this building.

## Provincial Offences Operating Budget

The County operates the Provincial Offences courts for both Grey and Bruce Counties. The net revenue from the program is cost shared on the basis of population.

Provincial Offences Revenue has been increased by approximately \$46,000 in 2014 in recognition of additional revenue from collection efforts. As always, predicting the financial future of the POA budget is not easy as the County has no control over the volume of tickets that are issued. It should be noted that 2013 has shown a decline in ticket volume, and if this continues, it will be difficult to manage a balanced budget in 2014.

## Administration and General Administration – Capital Budgets

The 2014 budget consists of the following expenditures:

- \$75,000 in funding for change management processes in order to assist the organization in managing and adopting organizational changes that have been identified (e.g. departmental reviews and implementation plans).
- \$234,559 as a Transfer to Reserve in order to provide funding for future capital projects. This Transfer to Reserves for future capital projects commenced with the 2011 approved budget which included a budgeted amount of \$234,559, which was equal to a 0.5% levy increase.
- \$20,000 in expenditures to upgrade the Corporate Website.
- \$7,000 as a Transfer to Reserve in order to fund the future replacement of Photocopiers.
- \$10,000 as a Transfer to Reserve for future Telephone System upgrades.
- \$17,000 as a Transfer to Reserve for future Ortho Photography expenditures.
- \$18,500 as a Transfer to Reserve for future Tower Replacements (Ceylon and Woodford).
- \$70,000 as a Transfer to Reserve for future Network & Desktop Software upgrades.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 1 – Expanding the Prosperity Base	<p><b>1.6 Accelerate the commitment to lifecycle planning for long-term investment in county-owned capital assets.</b></p> <p>This initiative provides future funding for the creation/replacement/rehabilitation of county-owned capital assets.</p>	No levy impact

## Property – Administration & POA Buildings - Capital Budgets

The 2014 budget(s) require a proposed levy contribution of \$195,000 of which \$125,000 is being proposed as a transfer to reserve as a provision for the possible future Administration/POA building expansion.

In 2012, County Council appointed a task force to review administration space needs of the County Corporation. The purpose of this Committee was to review the findings, conclusions and recommendations of the Ventin Group's analysis of Grey County

administration space needs, as outlined in its report, *Space Need Study of the Administration/POA Court*, dated October 11, 2011, and to undertake additional research and enquiry as deemed necessary to make recommendations to the Corporate Services Committee on a preferred course of action to satisfy identified space needs.

The Space Needs Review Task Force, at its April 9, 2013 meeting, recommended hiring the Ventin Group to provide, as the next step in the process, concept design drawings, suggested floor plan layouts and construction cost estimates for a 35-40,000 square foot addition at the rear of the administration building.

Based on some very preliminary estimates of cost for this conceptual addition, an estimate of \$6-7 million has been provided. This building project was included in the 2014-2018 Five Year Capital & Extra-Ordinary Expenditures forecast, beginning with a transfer to reserve in 2014 and 2015, with a construction project estimated at \$7 million potentially beginning in 2016. The 2014 budget proposes a transfer to reserve of \$125,000 to begin the funding level required from taxation to fund a future debenture of approximately \$4.7 million over a period of 15 years.

The other projects proposed in the 2014 Administration Building budget are as follows:

- \$100,000 in expenditures to develop a corporate energy conservation strategy to be funded from Federal Gas Tax funding.
- \$35,000 for painting of the exterior of the Administration Building and its balcony decks.
- \$35,000 as a transfer to reserve for future capital funding to provide adequate funds in reserve for the replacement of building and equipment components in the future.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 1 – Expanding the Prosperity Base	<p><b>1.6 Accelerate the commitment to lifecycle planning for long-term investment in county-owned capital assets.</b></p> <p>This initiative begins preparing for the funding level required from taxation to fund a future debenture for the Administration Building expansion project.</p> <p>Continue to invest in county-owned capital assets to extend the life of the capital asset and to plan for the future investment in these assets with funds being transferred to reserve.</p>	\$125,000

## Grey Bruce Health Unit

Public Health Units in Ontario are funded 75% by the Ministry of Health and 25% by the Local Municipalities. The 2014 budget has been developed using an estimated budget increase of 2.0% over the Ministry of Health's approved 2013 budget, with Grey County's share equaling \$1,694,243.

## Centre Grey Hospital Campaign (Markdale Hospital)

The 2014 budget includes a transfer to reserve of \$100,000 for the Centre Grey Hospital Campaign, with 2014 representing the sixth installment to reserves for this project. Council approved a capital grant of land and money for the Centre Grey Health Services Foundation for the Centre Grey Hospital Campaign in the total amount of \$1,000,000.

The amount of money to be paid as part of the capital grant shall be determined by subtracting the value of the lands donated to the Centre Grey Health Services Foundation from the \$1,000,000 and the value of the lands shall be determined by an appraiser at the time of the land transfer.

The approval of this capital grant is contingent upon the approval of funding for completion of the Centre Grey Hospital by the Province of Ontario and payments will not be processed until such time as construction begins, but not before 2009.

## Grey Bruce Health Services – The Hospital Campaign

Grey Bruce Health Services has requested Grey County's financial contribution of \$1,000,000 in support of "The Hospital Campaign", embarked to raise funds to improve cancer and heart care in the region.

County Council on August 6, 2013 endorsed that the amount of \$254,610, being ½ of 1% of own tax levy, be considered in the 2014 budget deliberations. From this budgeted amount, along with the allocation of funding from the County's Health Care Initiative Reserve and/or the County's One Time Funding Reserve, as required, a capital grant of \$1,000,000 be provided to the Grey Bruce Health Services to fund the regional expenditures of this campaign and that this be paid over a period of five years.

The 2014 budget has been drafted with taxation of \$100,000 being allocated to the Centre Grey Hospital Campaign along with \$200,000 in funding being provided for the Grey Bruce Health Services – “The Hospital Campaign”, of which \$154,610 is being funded from taxation and the balance for 2014 being funded from the County’s Health Care Initiative Reserve.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 2 – Enabling Healthy and Resilient Communities	<p><b>2.2 Work cooperatively with local partners to improve access to health care serves.</b></p> <p>This initiative provides funding for a financial commitment of \$1 million over five years in support of “The Hospital Campaign” embarked to raise funds to improve cancer and heart care in the region.</p>	\$154,610

Respectfully submitted,

Bob Pringle  
 Chair, Corporate Services Committee



**COUNTY OF GREY  
CORPORATE SERVICES COMMITTEE  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Council	601,915	0	612,400	612,400	10,485
Administration Depts	3,593,836	(129,387)	3,837,818	3,708,431	114,595
Workers Comp & Weekly Indem. Self Ins	0	1,100	(1,100)	0	0
Information Systems	0	(6,200)	6,200	0	0
General Administration	(24,492)	(650,000)	650,478	478	24,970
<b>Total Council and Administration</b>	<b>4,171,259</b>	<b>(784,487)</b>	<b>5,105,796</b>	<b>4,321,309</b>	<b>150,050</b>
Assessment Services- MPAC	1,821,010	0	1,792,862	1,792,862	(28,148)
County Admin Building	222,030	(1,000)	227,535	226,535	4,505
Jail	0	0	0	0	0
Morrison Building (G & B House)	(4,500)	(6,737)	2,000	(4,737)	(237)
POA Building	0	0	0	0	0
<b>Total Property</b>	<b>217,530</b>	<b>(7,737)</b>	<b>229,535</b>	<b>221,798</b>	<b>4,268</b>
Provincial Offences	(605,165)	(3,129,500)	2,527,742	(601,758)	3,407
Tax and Other	(75,748)	(440,748)	365,000	(75,748)	0
<b>Total Operating</b>	<b>5,528,886</b>	<b>(4,362,472)</b>	<b>10,020,935</b>	<b>5,658,463</b>	<b>129,577</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
General Administration	234,559	(75,000)	309,559	234,559	0
Administration	60,500	(21,000)	72,500	51,500	(9,000)
County Admin Building	120,500	(100,000)	295,000	195,000	74,500
POA Building	0	0	0	0	0
Jail	0	0	0	0	0
<b>Total Capital</b>	<b>415,559</b>	<b>(196,000)</b>	<b>677,059</b>	<b>481,059</b>	<b>65,500</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Operations	5,528,886	(4,362,472)	10,020,935	5,658,463	129,577
Capital	415,559	(196,000)	677,059	481,059	65,500
<b>Total - Operating &amp; Capital Summary</b>	<b>5,944,445</b>	<b>(4,558,472)</b>	<b>10,697,994</b>	<b>6,139,522</b>	<b>195,077</b>



**COUNTY OF GREY  
CORPORATE SERVICES COMMITTEE  
2014 BUDGET SUMMARY**

**HEALTH UNIT AND HEALTH CARE FUNDING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Grey Bruce Health Unit	1,591,254	(79,706)	1,694,243	1,614,537	23,283
Centre Grey Hospital Campaign	100,000	0	100,000	100,000	0
GBHS - The Hospital Campaign	0	(45,390)	200,000	154,610	154,610
<b>Total Health Unit &amp; MRI</b>	<b>1,691,254</b>	<b>(125,096)</b>	<b>1,994,243</b>	<b>1,869,147</b>	<b>177,893</b>

**OPERATING AND CAPITAL COMBINED SUMMARY  
INCLUDING HEALTH UNIT & HEALTH CARE FUNDING**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Operations	5,528,886	(4,362,472)	10,020,935	5,658,463	129,577
Capital	415,559	(196,000)	677,059	481,059	65,500
Health Unit & Health Care Funding	1,691,254	(125,096)	1,994,243	1,869,147	177,893
<b>Grand Total - Including Health Costs</b>	<b>7,635,699</b>	<b>(4,683,568)</b>	<b>12,692,237</b>	<b>8,008,669</b>	<b>372,970</b>

## Planning and Community Development Committee

### Introductory Remarks

The Planning and Community Development Committee has stewardship of the following budgets: Planning, Civic Addressing, Agriculture, Forestry, Trails, Economic Development, Tourism and Grey Roots. The budgets have been drafted in recognition of the [Grey County Approved Corporate Strategic Plan 2012-2015](#).

In addition, the budget development has been guided by a number of approved policies such as the Transportation Services Review, Recreational Trails' Strategy, Trails' Signage Policy, Grey Roots Marketing Plan, Interpretive Plan and Business Plan, Tourism Destination Development Action Plan and the Economic Development Study. Key initiatives related to these policies and strategies, along with budget implications have been included for ease of reference.

### Overview

The 2014 draft budget has total expenditures of \$5,553,419 and requires a net levy contribution of \$3,805,305, which is an increase of \$138,556, being a 3.78% increase over the 2013 budget, which translates to a corporate net levy increase of 0.27%.

### Planning

The Planning budget consists of three specific components: Planning (General) Operating, Civic Addressing and Planning Capital. The Planning budget includes a requested levy contribution of \$623,375 which is an increase of \$11,818 over 2013.

The Planning Capital budget includes a transfer to reserves of \$28,000 to fund a portion of the studies that were identified in the five year capital forecast and the development charges background study. The details of the capital budget are as follows:

- \$5,000 transfer to reserves to fund a portion of the Growth Management Study update (2014 project). The total estimated cost for the Growth Management Study is \$60,000 with the remaining amount to be funded from existing reserves and development charges.
- \$6,000 transfer to reserves to fund a portion of a future Housing Study update (proposed 2015 project).
- \$1,000 transfer to reserves to fund part of a future plotter replacement.
- \$6,000 transfer to reserves to fund a portion of a future Transportation Master Plan update (2018/2019 project).

- \$10,000 transfer to reserves to fund part of a future Archaeological Master Plan (proposed 2017 project).

Planning Capital also includes: the continuation of the Transportation Master Plan (TMP) in case there are expenses in 2014 to finalize the project (carried over from 2013); the Natural Heritage Study (carried over from 2013); and the Development Charges Update (depending upon results of the TMP) to be funded from reserves and development charges.

## Agriculture

The Agriculture budget includes the management of the County’s Forest Management By-law, beaver and coyote control, and funding to organizations that support the agricultural industry, including the Grey County Agricultural Services and the Grey County 4-H. The draft budget proposes an increase in legal fees (\$9,500) and an increase in professional and consulting fees (\$4,400) to deal with a potential court proceeding involving a by-law enforcement matter. The proposal is to fund the extraordinary expenses from reserves. The draft 2014 budget proposes a levy commitment of \$137,500 which is a decrease of \$500 as compared to the 2013 budget.

## Forestry

The Forestry budget includes the management of the County’s 45 forest properties, which includes harvesting through good forestry practices as well as trail development and maintenance of trails within the County forests. The proposed budget includes the carry-over of funds (\$5,000) for the educational forestry video included in the 2013 budget in case expenses occur for this project in 2014. The educational forestry video is to be funded from reserves. The budget includes trail development work for the Derby Forest Tract and the Massie Forest Tract. The draft 2014 budget proposes total expenditures of \$149,200 which is offset by the projected forestry revenue (\$190,000) from tree harvesting and a transfer from reserves of \$5,000 resulting in an estimated surplus of \$45,800.

## Trails

The Trails budget covers the management of the CP Rail Trail. The Rail Trail Bridge and Culvert Inspection Report conducted in 2011 identified a number of structures in need of repair. The 2014 CP Trail Capital Budget includes funds for the rehabilitation of Culvert#15 and the replacement of the “missing” culvert south of Highway 26 on the CP Rail Trail. The total net levy requirement for the CP Rail Trail Operating and Capital Budget is \$136,275 which is an increase of \$2,495 over the 2013 budget.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 3 – securing our	<b>3.7 Continue to implement the Grey County Recreational Trails Strategy and seek</b>	No Impact (levy

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
place as Ontario's recreation jewel	<p><b>opportunities to work with others to expand the county-wide trails network.</b></p> <p>The CP Rail Trail Capital budget includes funds for the rehabilitation of Culvert#15 located north of Sunny Valley Road on the CP Rail Trail. The estimated cost of Culvert#15 is \$138,000. The proposal is to fund the culvert replacement using federal gas tax funding.</p> <p>The CP Rail Trail Capital budget also includes the replacement of the “missing” culvert on the CP Rail Trail south of Highway 26 in the City of Owen Sound. The recommended solution is to add a culvert which will add additional drainage capacity during regular storm events and to pave a section of the trail through the tunnel so that drainage water can flow across the trail and outlet on the north side of the tunnel during peak storm events. The estimated cost for this project is \$25,000.</p> <p>The CP Rail Trail Capital Budget also includes pre-engineering for Culvert#16 which is anticipated to be completed in 2016. The proposal is to fund the pre-engineering from reserves (\$25,000).</p>	requirements for CP Trail Capital are the same as 2013 budget - \$75,000)

## Intelligent Community

Grey County began an Intelligent Community initiative in 2013. As part of a larger benchmarking initiative led by the South West Economic Alliance (SWEA) a team from CISCO Systems has investigated Grey County and is currently finalizing a report titled “Diagnostic and High Level Service Strategy for Grey County”. The Intelligent Community initiative did not spend any of the \$100,120 budgeted in 2013 due to staff priorities and due to the timing of the CISCO report. If SWEA is not able to secure funding for the regional study, \$20,000 will be funded from the Intelligent Community budget to cover the CISCO work done to date in Grey County. The budget for 2014 is proposed at \$100,120 and still funded from reserve.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 4 – Making Connections	<p><b>4.5 Champion a broadband initiative for Western Ontario that will improve telecommunications in underserved areas, thereby improving connections to services and economic opportunities within Grey County and the region.</b></p> <p>This initiative supports all corporate goals.</p>	No levy impact

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
	Leveraging community competitive advantages through high speed broadband technologies and applications to achieve above average rates of economic growth, job creation, social diversification and environmental innovation.	

## Economic Development

Economic Development operations will “normalize” in 2014 after bringing the Local Food Economic Development Officer (EDO) position in-house in 2013 and hiring the initial EDO position in 2012. From a budget perspective, the careful investments in building the department over the past few years can be moderated in a net levy increase of \$8,575 to fund total expenditures of \$365,345. Building our understanding of the regional economy and best bet prospects, establishing a working group of municipal EDOs, and reaching out with better communications and networking over the past two years now lead Grey County to undertake a formal Economic Development Strategy in 2014, with this project largely funded from One-Time Reserves.

As proposed in the Five Year Capital Forecast, an ongoing amount of \$15,000 is being built into the annual budget to enable ongoing updates to the County’s Economic Development Strategy every five years.

The Five Year Capital Forecast was based on the estimate of \$75,000 for a combined Economic Development Strategy and Tourism Destination Action Plan update. After discussion with the Tourism Advisory Committee, it has been determined that the County’s needs would be best served by separating Tourism from the Economic Development strategy. The budget allocation has been left within the Economic Development budget with the understanding that dependent upon costs and availability of grant funding, the Tourism update may also be completed in 2014, or placed within the 2015 budget request.

The Province recently announced the Rural Economic Development Fund (RED) and an application will be submitted for funding of the economic development strategy. Any funding received will offset the need for one time reserve funding.

The draft budget includes some funding to partnerships which are intended to leverage other funding and create sustainable business units and are noted below.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 1 – Expanding the prosperity base	<b>1.2 Develop and implement an economic action plan that encourages greater diversification within the employment base, including an increase in the number of well paying, highly skilled jobs.</b>	\$60,000 From Reserve – One-time Funding \$15,000 Net

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
	The completion of an Economic Development Action Plan will provide Grey County with a roadmap in how to best focus its efforts in economic development within Grey County, what partners to work with and what resources are best suited for Grey County over the next three to five years.	Levy
Goal 1 – Expanding the prosperity base	<p><b>1.3 Support and promote initiatives that enhance the viability and diversification of agricultural operations and primary industries, both of which are important to the future of Grey County.</b></p> <p>The 2014 budget supports the following partnerships:</p> <ul style="list-style-type: none"> <li>• \$10,000 for Grey County Chef’s Forum (Greenbelt Funding) on a distribution hub project</li> <li>• \$5,000 in partnership with Georgian College and Bruce County on a pilot Food Regulations Training initiative</li> <li>• \$2,000 for Grey Bruce Agriculture and Culinary Association</li> <li>• \$2,382 for Bluewater Wood Alliance</li> </ul>	No Impact

## Tourism

The Tourism budget comprises Grey County’s General Operating budget, as well as several regional tourism budgets, RTMP (Regional Tourism Marketing Partners), Fall Conference and Brochure Swap, and the Georgian Bay Partnership. All regional budgets are flat-lined with no net levy increase against a total net levy of \$36,000.

Grey County’s General Operating budget has a net levy increase of \$ 5,540 to \$447,810, for a total investment in tourism of \$483,810. Major initiatives in 2014 are completion of re-development of tourism’s website and a new marketing plan incorporating Grey County’s new brand.

An update of Grey County’s Tourism Destination Development Action Plan is needed. With the department taking on the overall Economic Development Strategy, there will be some elements that are transferable to tourism and the likely scenario is to undertake the tourism update in 2015, although as noted previously, it may proceed in 2014 dependent upon the Economic Development Strategy.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 3 - Securing our place as Ontario’s	<b>4.4 Embrace and continually invest in technology in order to enhance the operations of all county services as well as the county’s overall state of future preparedness.</b>	No levy impact – \$10,000 funded from Reserve

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
recreation jewel and Goal 4 – Making connections	Updating the tourism website will be completed in 2014 with assistance from the IT department. Search Engine Optimization (SEO) and some external consulting assistance will be funded from reserve to complete this task.	
Goal 6 – Achieving excellence in governance and service	<b>6.6 Review and update the county’s corporate branding (e.g., tagline, logo, etc.).</b> Grey County Tourism will develop a new marketing plan incorporating the new brand in 2014.	No impact – accommodated within current budget allocation

## Grey Roots

The Grey Roots combined draft operating and capital budgets include a requested levy contribution of \$2,141,800 which is an increase of \$92,728 over the 2013 net levy. Revenue projections for 2014 remain consistent with what was budgeted in 2013. The budget as presented includes some key recommendations from the newly updated Business Plan including development of a social media plan, moving towards becoming a more digital museum through the acquisition of hand held devices for visitors to use for interpretation and E-Commerce software.

There are some minor staffing increases in Visitor Services (\$7,700) and Archives (\$9,100). There is 210 additional hours for Visitor Services’ staff in recognition of actual needs in 2013 to support special events that require staff to be on site beyond standard hours. The Archives increase provides for moving the Assistant Archivist position to full time; increasing from four to five days per week. This will accommodate weekends as well as alleviate vacation coverage.

The logo sculpture for the entrance of the main building is carried over from 2013. The drawings have been completed in-kind by Grant Diemert, Architect, and connections have been made with Georgian College to construct the sculpture. Partnerships are being sought to offset the cost of materials. The project cost is estimated at \$25,000 and is funded from reserve.

The capital budget has been based on the Five Year Capital Forecast with two exceptions. An allowance has been made to carry forward some of the construction of the historic equipment and exhibit building in the event that it is not completed by year end. As well, the project of creating a collection plan at a cost of \$25,000 and funded from reserve will be held over until 2015.

The details of the capital budget are as follows:

- \$35,000 to create a digital museum. This initiative will include the heritage village as recommended in the business plan. \$25,000 of the project is funded from reserve.

- \$28,600 transfer to reserve for future capital needs as indicated in the Building Assessment.
- \$88,000 towards completion of the historic machinery and exhibit building that commenced in 2013 with a transfer of \$40,000 from reserve for project as tendered. The completion of the interior of the building for flooring wiring and interior finish with \$48,000 required from the levy.
- \$170,000 to begin construction of church with funding \$97,000 from reserve and \$30,000 fundraising. Project to be completed in 2015.
- Construct an Orange Lodge at a cost of \$125,000 with the project fully funded by volunteers. The time frame of construction is dependent upon fundraising efforts.
- \$50,000 for repairs to the sawmill foundation to be funded from reserve.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 1 – Expanding the Prosperity Base	<p><b>1.6 Accelerate the commitment to lifecycle planning for long-term investment in county-owned assets.</b></p> <p>The items proposed in the capital budget provide for future funding for the creation, replacement and rehabilitation of county-owned capital assets.</p>	\$12,300
Goal 4 Making Connections	<p><b>4.4 Embrace and continually invest in technology in order to enhance the operations of county services.</b></p> <p>Proposed for 2014 is an E-Commerce module for visitor services to allow for off-site purchases for admissions by the public as well as purchases from the gift shop, (\$3,000) to be funded from reserve.</p>	No levy impact
Goal 4 Making Connections	<p><b>4.4 Embrace and continually invest in technology in order to enhance the operations of county services.</b></p> <p>The marketing budget includes (\$4,500) to be funded from reserve to implement a social media plan as recommended through the marketing plan.</p>	No levy impact

Respectfully submitted,

Arlene Wright  
 Chair, Planning and Community Development Committee



**COUNTY OF GREY  
PLANNING AND COMMUNITY  
DEVELOPMENT COMMITTEE  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Planning	611,557	(121,795)	745,170	623,375	11,818
Agriculture	138,000	(14,900)	152,400	137,500	(500)
Forestry	(35,700)	(195,000)	149,200	(45,800)	(10,100)
Trails	58,780	(5,275)	66,550	61,275	2,495
Economic Development	291,770	(165,120)	465,465	300,345	8,575
Tourism	478,270	(147,700)	631,510	483,810	5,540
Grey Roots	1,931,772	(280,824)	2,293,024	2,012,200	80,428
<b>Total Operating</b>	<b>3,474,449</b>	<b>(930,614)</b>	<b>4,503,319</b>	<b>3,572,705</b>	<b>98,256</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Planning	0	(262,500)	290,500	28,000	28,000
Trails	75,000	(188,000)	263,000	75,000	0
Grey Roots	117,300	(367,000)	496,600	129,600	12,300
					0
<b>Total Capital</b>	<b>192,300</b>	<b>(817,500)</b>	<b>1,050,100</b>	<b>232,600</b>	<b>40,300</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2,013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Operations	3,474,449	(930,614)	4,503,319	3,572,705	98,256
Capital	192,300	(817,500)	1,050,100	232,600	40,300
<b>Total - Operating &amp; Capital Summary</b>	<b>3,666,749</b>	<b>(1,748,114)</b>	<b>5,553,419</b>	<b>3,805,305</b>	<b>138,556</b>

## Social Services Committee (Housing, Long Term Care, Social Services)

### Introductory Remarks

The Social Services Committee is responsible for overseeing the budgets of the Housing, Long Term Care and the Social Services departments.

The overall net budget of operating and capital combined totals \$18,674,553, which requires a net levy increase of \$346,518 or a 1.9% increase over the 2013 budget. This reflects a 0.68% increase to the corporate net levy requirement for 2014. The following is a summary and synopsis of the Housing, Long Term Care and Social Services departmental budgets.

### Housing Department

The 2014 Housing Department Budget comprises a number of different components.

Through the Grey County & Owen Sound Housing Corporation (Grey County Housing) the County of Grey owns 888 units, located in 10 different communities and 32 separate housing sites in Grey County. Housing staff are responsible to manage the operational and capital repair costs to maintain these units.

Non-Profit Housing represents 533 social housing units with 10 different housing providers. This is a program that was also downloaded by the province. Subsidies are provided by the County to assist the providers with their rent geared to income subsidies for tenants, mortgage costs and with operational costs that would allow them to operate on a not for profit basis. Subsidies for the Non-Profit Housing Providers are determined by provincial legislation.

The following is an overview of the changes found in the proposed 2014 Budget for Housing from the approved 2013 Budget.

The net budget levy increase proposed for the 2014 Housing Budget is \$119,164 which equals a 1.93% increase over the 2013 budget or a 0.23% increase to the corporate net levy requirement for 2014. This is a result of an increase in the County Housing operational spending of \$69,459 and a capital budget increase of \$43,208. The non-profit housing subsidy is increased by \$6,497.

In the operational budget, rent revenue received from our tenants are estimated to go down again next year by about \$35,900. The rents the County can charge tenants are regulated by the province.

There has been an increase in the salaries and benefits lines to reflect changes with staff movement on the salary grid. There are no new staff budgeted for in 2014 and one vacant staff position is being carried into 2014 when a determination will be made on this position.

The operational budget for our public housing buildings has been adjusted to reflect the pattern of expenses in 2012 and to-date in the 2013 budget to meet the maintenance and upkeep of the buildings and to address rising costs for services such as some utility costs, insurance and property taxes. The largest increases to operational accounts were for Property Taxes (\$40,134), Insurance (\$17,450) [impact of fires in 2011 & 2012], Snow Removal (\$7,700) and heating repairs (\$3,400). Some operational accounts have been reduced. Success in bed bug treatments in 2013 has allowed us to reduce Pest Controls (\$23,100), anticipated reductions in gas and electrical cost has allowed a decrease in budget fund (\$29,250).

The proposed net capital budget is \$1,114,408, an increase levy of \$43,208 from the 2013 approved net capital budget. Capital budget items are focused on improving safety, reducing energy consumption and addressing life cycle replacements of building components as identified in Building Condition Audits.

The challenges of the Grey County Housing budget is in maintaining an aging infrastructure, that is experiencing increase “wear and tear” due to a changing clientele; and providing the services to tenants and staff, as a responsible landlord, faced with social interaction and safety/security issues among tenants made more difficult by addiction and mental health issues.

The Housing Department also administers a number of provincially sponsored programs. These include rent supplement program, homeownership program, Ontario Renovate program and in collaboration with the Social Services Department administers the Sustainable Housing Benefit program using funding provided from the Community Homelessness Prevention Initiative (CHPI) funding. There is no levy impact on the County in administering these programs.

The budgets have been drafted being mindful of the Grey County Approved Corporate Strategic Plan. [Grey County Approved Corporate Strategic Plan 2012-2015](#)

## Long Term Care Department

The Long Term Care department includes Grey Gables, Lee Manor and Rockwood Terrace. The homes collectively employ more than 400 full and part-time staff who provide care and service to 316 residents.

The Long Term Care budget consists of three funding envelopes: Nursing and Personal Care, Program and Support Services, and Other Accommodation. Wages and benefits account for 85% of total expenditures.

Funding increases vary each year and the 2014 proposed budget does not include a projection for an increase in 2014. Funding to support *Nursing and Personal Care* is currently based on acuity from resident assessments completed between April 2011 and March 2012. Lee Manor was impacted by a funding cap in the “special rehabilitation” category in 2013. This resulted in a (\$168,000) reduction in funding for the current year.

The net budget levy increase proposed for the 2014 Long Term Care budgets is \$211,629 which equals a 4.01% increase over the 2013 budget or a 0.41% increase to the corporate levy requirement for 2014.

The release of the acuity funding for the *Nursing and Personal Care* envelope is anticipated prior to the end of the first quarter of 2014. An annual base funding increase is also anticipated during the year.

The budgets have been drafted in recognition of the [Grey County Approved Corporate Strategic Plan 2012-2015](#) .

The following table identifies key initiatives that link to the Corporate Strategic Plan and the overall operating and capital budget.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 2 - Enabling Healthy and Resilient Communities	New Base Funding- Each home receives an annual amount of \$750 per resident to fund physio-therapy with an additional \$0.27 per resident day for exercises.	No Levy Impact (New funding offset by additional expenditures)
Goal 6 - Achieving Excellence in Governance and Service	Staffing- Proposed increase of 10 hours biweekly with an annual budget impact of \$16,000 to increase coordinator hours. This will provide additional support to the Residents, Families and Personal Support Workers (Grey Gables) Proposed increase of 24 hours biweekly with an annualized cost of \$19,000 to increase program aide hours. This will enhance the quality of life for the residents and provide a safer work environment for staff. (Rockwood Terrace) Proposed decrease of 113 hours for Part-time Scheduler with an annual budget reduction of \$7,000. (Lee Manor)	\$28,000

## Social Services Department

The Social Services department encompasses Social Assistance, Community Homelessness Prevention Program, Ontario Works Administration and Employment Assistance and Child Care Budgets. The overall net budget for 2014, including operating and capital combined totals \$6,903,370 and requires a net levy increase of \$15,725 or a 0.23% increase over the 2013 budget. This reflects a 0.03% increase to the corporate net levy requirement for 2014. Included again in this budget is the County's Stable Funding component as a transfer from the Social Services Caseload Reserve in the amount of \$200,000.

In 2014, the provincial funding for Social Assistance, Employment Support and the Van Program will increase from 85.8% to 88.6%. This funding increase has resulted in a savings in the 2014 budget of \$346,217. This amount of savings from the funding upload is included in this budget as a transfer to reserve to fund future corporate capital needs. This is in addition to the amount of \$1,977,019 which was in the 2013 Social Services budget as a transfer to reserve for corporate capital and has been included again in the 2014 budget.

The Social Assistance portion of the budget provides a variety of supports to enable recipients to become self-sufficient through employment. This budget shows a net levy decrease of \$372,654 for 2014. This budget is based on an estimated caseload increase of 1% over the 2013 year end estimated caseload and a 1% provincially mandated rate increase.

A 0.9% rate increase for funeral services has been added to the 2013 estimated year end cost of funerals. This rate increase is based on the average increase in the Consumer Price Index (CPI) for Ontario for the period of August 2012 to July 2013. \$7,500 has been added to the Non Shareable budget line to assist seniors with the cost of dentures.

The Community Homelessness Prevention Initiative (CHPI) addresses housing and homelessness related needs and is a 100% provincially funded program. The Dom Hostel expense includes a 1% Personal Needs Allowance rate increase which is mandated by the province. It also includes a 0.9% per diem rate increase based on the average CPI increase.

The Administration portion of the budget encompasses the costs associated with delivering Ontario Works Income Support Program. Ontario Works administration includes the salaries and benefits for staff delivering the income support function as well as office costs such as rent, office supplies, insurance etc. This program is cost shared 50% by the province and 50% municipal and shows a net levy decrease of \$17,991 and includes a 2% salary increase for staff. The contract caseworker position which was in the 2013 budget has been removed, decreasing the Social Services staff complement in the Ontario Works budget by 1 Full time Equivalent (FTE) for 2014 and

resulting in a net savings of \$35,308. The salary for a fourth Ontario Works Manager is also included and replaces a caseworker position in the budget.

The combined Ontario Works budgets represent a net levy decrease of \$1,762 and include a 2% salary increase for staff. This budget is benefiting from the reduction of the 1 FTE as well as the provincial cost share funding increase from 85.8% to 88.6%. \$1,175,700 of expenses in the Ontario Works and Van Program budgets are funded at 88.6% and the remaining expenses are funded 50% by the province.

Employment Related expenditures have increased in 2013 and are expected to remain high in 2014; therefore this budget contains increases in Transportation, Clothing and Grooming, Tuition and LEAP Incentives. The Ontario Works Employment portion of the budget covers the costs associated with delivery of employment services. Employment support programs facilitate participants' efforts to become job-ready and to obtain and maintain long term sustainable employment. Employment Placement supports participants who are job-ready to find and maintain paid employment and also assists participants interested in exiting social assistance through self-employment.

Community Participation enables both voluntary participants and participants with mandatory obligations to develop new skills, make new job contacts, add current references to their resume, and give back to the community by participating in unpaid community service activities.

The Learning, Earning and Parenting program (LEAP) provides specialized assistance for participants ages 16 to 21 to assist them to complete their education while caring for dependent children. Family Support Workers provide assistance to recipients to obtain support from absent spouses or others who should be contributing toward a client's care and maintenance. The Eligibility Review Workers ensure that tax payers' dollars are spent according to regulations and investigate any tips of fraudulent activity by anyone in receipt of social assistance.

The total 2014 Child Care budget has a net levy increase of \$51,437, including a 2% salary increase for staff. These budgets contain funding from the Ministry of Youth and Children Services and the Ministry of Education. The Ministry of Education funded budgets contain the County of Grey's annual funding allocation of \$5,031,123 as well as \$479,236 in mitigation funding which was received from the Ministry of Education in 2013. The Mitigation Funding has been incorporated into these budgets to offset the decrease in child care funding but has not been applied to the 2014 staff salary increases or to the Private Home Daycare Provider rate increase contained in these budgets.

The 2014 municipal budget structure for Child Care has been restructured to align with the new format and guidelines from the Ministry of Education. All salaries, benefits

and administrative expenses other than those associated with Private Home Daycare are now included in the Administration Budget. All Fee Subsidy expenses and funding have been integrated into the Purchase of Service budget and a new Direct Operating Grant budget now contains the Wage Subsidy, Wage Improvement and Pay Equity expenses and funding, which were previously included in the Specialized Child Care and Best Start Operating budgets.

In addition to the new budget structure, the cost share funding for a number of the budgets has changed, resulting in a net levy increase in some budgets and a net levy decrease in other budgets in comparison with the funding presentation in the 2013 budget. As illustrated in the table below; the combined impact for all Ministry of Education budgets is a net levy increase of \$54,096. This total net impact of the changes in these budgets is equivalent to the cost of the 2014 Child Care staff salary increase and Private Home Day Care Provider rate increase.

#### NET LEVY IMPACTS OF MINISTRY OF EDUCATION FUNDED PROGRAMS

MINISTRY OF EDUCATION FUNDED PROGRAM	2013 NET LEVY	2014 NET LEVY	NET LEVY INCREASE/ (DECREASE)
Private Home Day Care	\$321,338	\$294,238	(\$27,100)
Child Care Administration	\$190,546	\$204,641	\$14,095
Health and Safety	-	-	-
Purchase of Service	\$267,218	\$428,646	\$161,428
Direct Operating Grant	\$212,283	\$117,956	(\$94,327)
Specialized Child Care	\$170,313	\$170,313	-
TOTAL	\$1,161,698	\$1,215,794	\$54,096

Private Home Day Care providers approved for licensed Home Child Care provide daily care to not more than 5 children from infancy to 12 years in an approved (licensed) residence. Home Child Care workers employed by the County assess and match appropriate caregivers and children to meet individual needs. This budget has a net levy decrease of \$27,100. This budget now contains only the Private Home Daycare Workers and includes a 2% increase in salaries. Due to a staff retirement in 2013, there is a reduction of 1 FTE in the 2014 budget with a net savings of \$16,937.

The net levy increase for the 2014 Child Care Administration budget is \$14,095. This budget now contains all Child Care administration costs including expenses from the previous Child Care Administration Federal and Best Start budgets which no longer exist as distinct budgets within the Ministry guidelines. Provincial funding contained in this budget for Administration is \$140,220 along with \$74,748 in Mitigation Funding.

The 2014 Health and Safety budget includes a total of \$26,801 in provincial funding which is allocated for repairs and maintenance and small waterworks funding. A \$33,000 transfer from the Best Start Reserve is included in this budget to fund health and safety cost requirements that are in excess of provincial funding.

The Early Years Development Planning budget is funded by the Ministry of Children and Youth Services, with a maximum of \$23,500 in funding. An additional expense of \$7,500 has been added to Professional and Consulting Fees for clerical services to support the Let's Grow Implementation Committee. This is the County of Grey's annual portion of a two year joint initiative with Bruce County and will be funded from the Best Start Reserve.

The Counties of Grey and Bruce co-lead the Ontario Early Years and Literacy program, specifically focusing on a rural model. Service is located within a 15 minute drive and is geared to children 0-6 years of age. This program covers a large range of activities including early learning activities such as crafts, music, free play, learning centres, pre and post natal resources and information, parenting resources, outreach services, and Early Literacy specialists.

The Purchase of Service program provides parental choice and accessibility to quality, subsidized childcare. Under this program, Grey County purchases space from numerous centres within Grey County and in towns that border Grey County. This budget now contains Fee Subsidy expenses and funding for all Fee Subsidy programs. \$30,899 in mitigation funding is included in this budget.

There has been an increase in the cost of Ontario Works Formal and Informal Child Care in 2013 which has been incorporated into the 2014 budget. \$55,000 has been moved from Purchased Service to the new Play Based Material and Equipment expense. In total, expenses in the 2014 Purchase of Service budget have decreased by \$73,161 but due to the restructuring of the Child Care funding in 2014, a number of budget lines that were previously 100% funded are now funded with 80% subsidy, which has created a net levy increase of \$161,428 in this budget.

The Direct Operating Grant budget is a 100% provincially funded program and contains wage subsidy, wage improvement and pay equity costs. The total expenses in the 2014 budget remain the same as in the 2013 budget but a net levy decrease of \$94,326 is showing in this budget as a result of wage subsidy expenses which were 80% funded in 2013 but now have 100% funding applied in the 2014 budget, which has created the decrease from the 2013 budget.

Preschool children that have demonstrated delays in two or more areas of development are supported through the Preschool Resource Development Program in childcare settings or in the child's home. This service is purchased from Community Living Owen Sound and District who provides the service throughout Grey County. The expenses in the Specialized Child Care budget remain the same as in 2013 and \$337,196 in Mitigation Funding has been included in this budget, resulting in no change in the net levy for 2014.

The County Social Initiatives Budget contains items that are not funded by provincial subsidy and have been approved in the past using 100% municipal dollars. Expenses which were included in the 2013 budget remain in the 2014 budget. A funding increase request in the amount of \$2,688 for 211 Services has been included in this budget.

In 2014, this budget contains a decrease in funding from the Best Start Reserve. In the 2013 budget, \$50,000 had been transferred from this reserve to fund a portion of the Recreation Program and Children's Mental Health Program. The balance in the Best Start Reserve is decreasing and may not be sufficient to fund this budget after 2014; therefore the transfer from this reserve for 2014 has been reduced to \$40,000 in an effort to reduce the impact on the levy in the year that Best Start Reserve funding is no longer available. The 2014 net levy for this budget is showing an increase of \$12,688.

Van transportation is provided to clients to address the transportation issues within our rural community. The vans transport participants to their Community Placements or other educational and training workshops, as well as to job interviews etc. In the past, a portion of the Employment Support subsidy has been used to fund the Van Program because it falls within the guidelines for Ontario Works funding. However, this is a program that the County of Grey has made the decision to operate and is not mandated by the province. \$50,000 has been included in the 2014 budget for expenses associated with the Coordinated Transportation Review, which is a collaborative review involving the Social Services, Planning and Transportation Services Departments. The expenses for the review will be funded from the Social Services Caseload Reserve.

The 2014 budget for this program contains a 2% salary increase for staff and an increase in the part time Van Driver hours from 20 hours per week to 28 hours per week. It also includes a Casual Van Driver position for 12 weeks to eliminate service reduction while staff is on vacation. The Van Program budget has provincial funding which has increased from 85.8% to 88.6% and has a net levy decrease of \$2,209.

The Social Services Administration Capital budget includes costs for laptops and computer related hardware replacements which are funded from the Computer Replacement Reserve.

The Child Care Capital budget contains \$55,945 in 100% provincially funded costs to assist Child Care Operators' transition to the Full Day Learning Program.

As in the 2013 budget, a transfer to reserve of \$25,000 as a contribution towards future accessibility related renovation costs for the Ontario Early Years Centre is included, as well as a transfer of \$20,300 to the Ontario Early years Centre Capital Reserve to fund future capital requirements for the building as identified in the 2011

Building Condition Assessment Study. There is no levy increase in this budget for 2014.

The budgets have been drafted in recognition of the [Grey County Approved Corporate Strategic Plan 2012-2015](#).

Strategic Goal	Key Initiatives related to actions within the Corporate Strategic Plan	Key Budget Implications
Goal 2 - Enabling healthy and Resilient Communities	<p>Grey Bruce Crystal Meth Task Force-the budget allocation to this entity meets this goal by continuing to invest in long term strategies that seek to reduce substance and alcohol abuse, and that promote healthy living and physical activity amongst County residents.</p> <p>Social Services, Planning and Transportation Services working collaboratively for a coordinated transportation service leads to improved access to health care services for residents with limited or no transportation options.</p>	<p>No Levy Impact (Levy requirement as per 2013 Budget)</p> <p>No Levy Impact (\$50,000 in funding provided from Caseload Reserve)</p>
Goal 5 - Listening and Working Together	Social Services Satellites, Hubs and Itinerant Service Locations—by collaborating with the public, stakeholders and other governments to improve County services, this goal is achieved. Services that were difficult to access have been brought to communities by both Ontario Works and Children’s Services through the help of key partnerships.	No Levy Impact (Levy requirement as per 2013 Budget)
Goal 6 - Achieving Excellence in Governance and Service	Social Initiative program costs such as Getting Ahead Workshops, baby bags, and special testing meets this goal by ensuring that County services and programs are inclusive, accessible and reflective of the diversity of the population.	No Levy Impact (Levy requirement as per 2013 Budget)

Respectfully submitted,

Dwight Burley  
Chair, Social Services Committee



**COUNTY OF GREY  
SOCIAL SERVICES COMMITTEE  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Social Services	5,065,325	(20,909,057)	25,643,891	4,734,833	(330,492)
Stable Funding	1,777,019	(200,000)	2,323,236	2,123,236	346,217
Housing	5,093,023	(5,906,498)	11,075,477	5,168,979	75,956
Long Term Care	3,279,407	(21,446,744)	24,918,708	3,471,964	192,557
<b>Total Operating</b>	<b>15,214,774</b>	<b>(48,462,299)</b>	<b>63,961,312</b>	<b>15,499,012</b>	<b>284,238</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted 129045	Levy	
Social Services	45,300	(83,745)	129,045	45,300	0
Stable Funding	0	0	0	0	0
Housing	1,071,200	0	1,114,408	1,114,408	43,208
Long Term Care	1,996,761	(278,861)	2,294,694	2,015,833	19,072
<b>Total Capital</b>	<b>3,113,261</b>	<b>(362,606)</b>	<b>3,538,147</b>	<b>3,175,541</b>	<b>62,280</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2,013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Operations	15,214,774	(48,462,299)	63,961,312	15,499,012	284,238
Capital	3,113,261	(362,606)	3,538,147	3,175,541	62,280
<b>Total - Operating &amp; Capital Summary</b>	<b>18,328,035</b>	<b>(48,824,905)</b>	<b>67,499,459</b>	<b>18,674,553</b>	<b>346,518</b>



**COUNTY OF GREY  
SOCIAL SERVICES  
2014 BUDGET SUMMARY**

**Operating Summary**

	2013 Budgeted Levy	Revenue	2014 Budgeted Expenditure	Levy	Net Budget Change Increase / (Decrease)
<b><u>Social Assistance</u></b>					
Social Assistance - OW	1,713,773	(10,447,781)	11,788,900	1,341,119	(372,654)
<b><u>CHPI</u></b>					
Community Homelessness Prevention Initiative	0	(1,337,929)	1,337,929	0	0
<b><u>Administration</u></b>					
Administration - OW	1,232,297	(1,214,307)	2,428,613	1,214,306	(17,991)
<b><u>Ontario Works</u></b>					
Employment Support	571,567	(1,349,321)	1,919,126	569,805	(1,762)
<b>Total OW Programs</b>	<b>3,517,637</b>	<b>(14,349,338)</b>	<b>17,474,568</b>	<b>3,125,230</b>	<b>(392,407)</b>
<b><u>Child Care</u></b>					
Private Home Day Care	321,338	(1,166,322)	1,460,560	294,238	(27,100)
Child Care Administration	190,546	(214,968)	419,609	204,641	14,095
Child Care Health & Safety	0	(59,801)	59,801	0	0
Best Start Unconditional	0	(25,391)	25,391	0	0
Early Child Development Planning	8,985	(31,000)	40,252	9,252	267
Ontario Early Yrs. & Literacy	120,754	(778,871)	896,699	117,828	(2,926)
Purchase of Service	267,218	(1,824,969)	2,253,615	428,646	161,428
Direct Operating Grants	212,283	(1,375,816)	1,493,772	117,956	(94,327)
Specialized Child Care	170,313	(845,538)	1,015,851	170,313	0
<b>Total Child Care Programs</b>	<b>1,291,437</b>	<b>(6,322,676)</b>	<b>7,665,550</b>	<b>1,342,874</b>	<b>51,437</b>
<b><u>County Social Initiatives - 100% Local Funding</u></b>					
County Social Initiatives	235,122	(40,000)	287,810	247,810	12,688
Ontario Works Van Program	21,129	(197,043)	215,963	18,920	(2,209)
<b>Total County Social Initiatives</b>	<b>256,251</b>	<b>(237,043)</b>	<b>503,773</b>	<b>266,730</b>	<b>10,479</b>
<b>Total Operating</b>	<b>5,065,325</b>	<b>(20,909,057)</b>	<b>25,643,891</b>	<b>4,734,833</b>	<b>(330,492)</b>
Stable Funding - Caseload Reserves	(200,000)	(200,000)	0	(200,000)	0
Transfer to Reserve - Upload Savings for Future Corporate Capital Replacement	0	0	346,217	346,217	346,217
Transfer to Reserve - Future Corporate Capital Replacement	1,977,019	0	1,977,019	1,977,019	0
<b>Total Stable Funding &amp; Future Corporate Capital Replacement</b>	<b>1,777,019</b>	<b>(200,000)</b>	<b>2,323,236</b>	<b>2,123,236</b>	<b>346,217</b>
<b>Total Operating including Stable Funding &amp; Future Corporate Capital Replacement</b>	<b>6,842,344</b>	<b>(21,109,057)</b>	<b>27,967,127</b>	<b>6,858,069</b>	<b>15,725</b>



**COUNTY OF GREY  
SOCIAL SERVICES  
2014 BUDGET SUMMARY**

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
OW and Ontario Works Capital	0	(27,800)	27,800	0	0
Child Care Capital	45,300	(55,945)	101,245	45,300	0
<b>Total Capital</b>	<b>45,300</b>	<b>(83,745)</b>	<b>129,045</b>	<b>45,300</b>	<b>0</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
OW Programs	3,517,637	(14,377,138)	17,502,368	3,125,230	(392,407)
Child Care Programs	1,336,737	(6,378,621)	7,766,795	1,388,174	51,437
County Social Initiatives	256,251	(237,043)	503,773	266,730	10,479
<b>Sub-Total</b>	<b>5,110,625</b>	<b>(20,992,802)</b>	<b>25,772,936</b>	<b>4,780,134</b>	<b>(330,492)</b>
Stable Funding - Caseload Reserves	(200,000)	(200,000)	0	(200,000)	0
Transfer to Reserve - Upload Savings for Future Corporate Capital Replacement	0	0	346,217	346,217	346,217
Transfer to Reserve - Future Corporate Capital Replacement	1,977,019	0	1,977,019	1,977,019	0
<b>Total Stable Funding &amp; Future Corporate Capital Replacement</b>	<b>1,777,019</b>	<b>(200,000)</b>	<b>2,323,236</b>	<b>2,123,236</b>	<b>346,217</b>
<b>Total Operating and Capital including Stable Funding &amp; Future Corporate Capital Replacement</b>	<b>6,887,644</b>	<b>(21,192,802)</b>	<b>28,096,172</b>	<b>6,903,370</b>	<b>15,725</b>



**COUNTY OF GREY  
HOUSING  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
County Housing	2,326,234	(4,607,782)	7,003,475	2,395,693	69,459
Non Profit Housing	2,766,789	(570,314)	3,343,600	2,773,286	6,497
Rental and Supportive	0	(96,416)	96,416	0	0
DOOR Program	0	(22,500)	22,500	0	0
Short Term Rent Support Program	0	0	0	0	0
Investment in Affordable Housing	0	(609,486)	609,486	0	0
<b>Total</b>	<b>5,093,023</b>	<b>(5,906,498)</b>	<b>11,075,477</b>	<b>5,168,979</b>	<b>75,956</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
County Housing	1,071,200		1,114,408	1,114,408	43,208
<b>Total Capital</b>	<b>1,071,200</b>	<b>0</b>	<b>1,114,408</b>	<b>1,114,408</b>	<b>43,208</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Operating	5,093,023	(5,906,498)	11,075,477	5,168,979	75,956
Capital	1,071,200	0	1,114,408	1,114,408	43,208
<b>Grand Total</b>	<b>6,164,223</b>	<b>(5,906,498)</b>	<b>12,189,885</b>	<b>6,283,387</b>	<b>119,164</b>



**COUNTY OF GREY  
LONG TERM CARE  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Grey Gables	774,619	(4,518,628)	5,337,618	818,990	44,371
Lee Manor	1,207,979	(10,245,282)	11,711,548	1,466,266	258,287
Rockwood Terrace	1,296,809	(6,682,834)	7,869,542	1,186,708	(110,101)
<b>Total</b>	<b>3,279,407</b>	<b>(21,446,744)</b>	<b>24,918,708</b>	<b>3,471,964</b>	<b>192,557</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Grey Gables	227,871	(41,027)	275,734	234,707	6,836
Lee Manor - Ongoing	189,005	(182,025)	376,700	194,675	5,670
Lee Manor - Renovation	1,361,010		1,361,010	1,361,010	0
Rockwood Terrace	218,875	(55,809)	281,250	225,441	6,566
<b>Total Capital</b>	<b>1,996,761</b>	<b>(278,861)</b>	<b>2,294,694</b>	<b>2,015,833</b>	<b>19,072</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Grey Gables	1,002,490	(4,559,655)	5,613,352	1,053,697	51,207
Lee Manor	2,757,994	(10,427,307)	13,449,258	3,021,951	263,957
Rockwood Terrace	1,515,684	(6,738,643)	8,150,792	1,412,149	(103,535)
<b>Grand Total</b>	<b>5,276,168</b>	<b>(21,725,605)</b>	<b>27,213,402</b>	<b>5,487,797</b>	<b>211,629</b>

## Transportation and Public Safety Committee (Emergency Medical Services and Transportation Services)

### Introductory Remarks

The Transportation and Public Safety Committee is responsible for overseeing the budgets of the Emergency Medical Services and the Transportation Services Departments.

### Overview

The overall net budget of operating and capital combined totals \$21,519,845, which will require a net levy increase of \$228,149 or a 1.07% increase over the 2013 budget. This reflects a 0.44% increase to the corporate net levy requirement for 2014. The following is a summary and synopsis of the Emergency Medical Services and the Transportation Services departmental budgets.

### Emergency Medical Services Department

Grey County EMS provides emergency medical services and non-emergency patient transportation services to citizens and visitors in Grey County. Grey County EMS responds to over 18,000 calls for service annually with a staff of 120 full and part time paramedics and a fleet of 17 ambulances.

The 2014 Grey County Emergency Medical Services budget reflects a budget increase of \$74,185 which represents a 1.29% increase over the 2013 budget or a 0.14% increase to the corporate net levy requirement for 2014.

The EMS budget is subject to 50:50 funding from the Ministry of Health and Long Term Care (MoHLTC). MoHLTC funding increases included in the 2014 budget are based on assumptions on the annualized 50:50 base funding adjustment calculation and include a 2014 inflationary increase of 1.0%.

### *Emergency Medical Services - Operating Budget*

The 2014 proposed operating budget reflects a \$74,185 increase as compared to 2013. The increase is attributable to salaries and associated benefits, insurance and supply costs. The budget has been assisted by \$302,402 in provincial funding increases received in 2013 of which \$42,163 was unbudgeted. The proposed 2014 budget reflects an increase of \$354,958 in provincial funding.

Salaries and benefits have increased \$267,823 as compared with the 2013 budget (of this amount, \$42,931 is attributable to benefits) and these expenditure lines have been impacted by the following:

- Wage increase for unionized base on previously negotiated collective provisions
- Wage increase for non-union staff

The vehicle operations budget has been increased by \$25,188 and \$19,170 of this amount is an increase in the insurance budget line. The 2014 budget has been prepared on the basis that the fuel costs incurred in 2013 will remain the same for 2014 (combination of fuel and inter-functional fuel budget lines).

The 2014 budget for medical supplies, oxygen and medications has been held at 2013 levels as current cost and usage is anticipated to remain unchanged.

Also included in the budget is the cost associated with the purchase of software allowing for real time viewing of dispatch data and vehicle activity amounting to \$7,778. This platform will allow for the incorporation of the “CadLink” feature that allows for the downloading of dispatch data directly to the tablet computers. Other purchases included in the operating budget are \$22,000 for patient care equipment and \$3,922 for two Duty Supervisor laptops (cost of laptops and Interfunctional IS charge for two additional computers on the network).

The introduction of a new funding model and reporting practices in 2009 mandated by the Ministry of Health and Long Term Care related to equipment reserves resulted in a change to the way the transfer to reserve was presented. As part of the annual capital budget process, staff reviews the capital reserve schedule to determine how much needs to be transferred to reserve in order to ensure adequate funds are set aside to replace vehicles and equipment when their useful lifespan is reached. In the past, the transfer to reserve was split between budget pages titled EMS Administration (the amount roughly equal to annual amortization and eligible for 50/50 funding) and EMS – Other Administration (the balance remaining that is required to fund purchases that exceeds annual amortization and was therefore 100% municipally funded). The full transfer to reserve totaling \$506,000 is shown on the page titled EMS Administration as it is expected that amortization will meet or exceed this amount.

### *Emergency Medical Services - Capital Budget*

The 2014 proposed capital budget has a levy impact totaling \$57,787 to fund the debenture for the Craigeith station; vehicles and equipment purchases are funded through an equipment reserve.

Capital purchases for 2014 are as follows:

- 2 ambulances – the department has moved to single stretcher ambulances with sliding safety paramedic seat – \$325,511
- 1 Emergency Response Unit – \$67,900
- 2 stretchers totaling \$32,054

## Transportation Services Department

### *Introductory Remarks*

The Transportation Service Department is responsible for moving people and goods safely, efficiently and sustainably, and to support a competitive economy and a high quality of life.

The Grey County Road network includes 877 kilometres of roads and 189 structural culverts and bridges.

### *Overview*

The Transportation Services Department's overall net budget of operating and capital combined totals a net levy increase of \$153,964 or a 0.99% increase over the 2013 budget. This reflects a 0.30% increase to the corporate net levy requirement for 2014.

### *Ordinary Maintenance*

The Ordinary Maintenance levy has decreased \$197,300 from \$7,816,200 to \$7,618,900. The more notable changes include the following:

- Pavement edge repairs have been increased by \$50,000. The edge repair treatment secures the edge of the pavement, which reduces the amount of pothole patching and increases the overall life of the road.
- Crack filling has been reduced by \$75,000 to reflect the anticipated needs.
- Shoulder gravelling has been decreased by \$105,000. Over the last two (2) summers (2012 and 2013), the County aggressively completed shoulder gravelling. As a result, the overall condition of the shoulders has significantly improved and the annual budget may be decreased.
- The brushing budget usually only includes tree removal. This budget has been increased by \$40,000 to permit the removal of dense brush in ditches to enhance drainage.
- Grass mowing has been increased by \$17,000 to reflect the actual costs.
- The overall cost of the sign shop has been reduced \$114,000, as a result of the proposed Transportation Services Internal Review recommendations.
- Sign installation and maintenance has been increased by \$20,000 to accommodate the installation of some municipal/community signs.

- Winter maintenance has been reduced by \$20,000, based on historical spending.

*Construction, Resurfacing and Minor Capital*

The gross expenditure for this budget is projected to increase from \$12,550,742 to \$17,032,117. The total levy, however, will only increase by \$324,174. The remainder of the additional funds will be funded by various sources such as gas tax, development charges and partnerships.

The projects identified are consistent with the projects identified on the five year program for 2014 as presented in TR-TAPS-45-13. However, the estimated cost has been adjusted and will continue to be refined as the tender packages are developed.

The attached map and chart identifies the prioritized construction projects that include upgrades to 99 kilometers of Grey Roads. 2014 Construction and Resurfacing Map

Grey Road 15, between 18th Street East and East Bayshore Road, is a two (2) year shared reconstruction project with the City of Owen Sound. City staff has indicated that the contract will be ready for tender; however City Council has not approved the expenditure.

The 2014-2018 Five Year Capital Forecast included a proposed annual addition of \$800,000 to provide a source of funding that will allow the Transportation Services Department to begin the capital work required to rehabilitate or replace bridge and culvert assets. It is recommended that this be funded from the annual amount being transferred to reserves for future capital infrastructure needs. It is the Transportation Services Department’s plan to utilize \$650,000 in 2014 that will include \$150,000 to complete studies, reports and designs in preparation for construction in future years and \$500,000 for the Normanby-Carrick Bridge.

Strategic Goal	Key Initiatives Related to Actions Within the Corporate Strategic Plan	Key Budget Implications
Goal 1 – Enhancing the Prosperity Base	<p><b>1.6 Accelerate the commitment to lifecycle planning for long- term investment in county owned capital assets.</b></p> <p>a) The construction budget has been based on asset management principles with the goal of maximizing the lifecycle of assets based on engineering and financial principles.</p> <p>b) An additional \$650,000 of funding has been incorporated into the 2014 budget for bridge projects, including funding for the replacement of the Normanby-Carrick bridge.</p>	<p>a) No levy implication.</p> <p>b) No levy implication - Funded from Capital Infrastructure Reserve</p>

### *Supervision and Overhead-Operational*

The proposed 2014 net budget is \$77,500 higher than the 2013 approved budget. Several of the items have been decreased from the 2013 budget. However, there has been an increase of \$28,000 for additional support for the Weave (Transportation Services Asset Management software) initiative. In addition, one time funding from reserves has been eliminated in 2014.

Modifications have been made to several cost centres within the Supervision and Overhead-Operational budget to enhance accountability.

The current Transportation Services Clerical Administration staff includes an Administrative Assistant, Maintenance Management Assistant and Finance Officer. The budget supports these three staff members as well as a seasonal position and a summer student. The department will hire a full time clerical staff and eliminate the seasonal and summer positions. This will enhance the efficiency and productivity of the department and result in additional \$8,100 expenditure which will be funded within the current budget.

### *Housing and Depots*

The net operating and capital budget for 2014 represents a decrease of \$1,660. In previous years capital works have been included in the operational budget. These expenditures have now been planned for in the capital budget. As a result, the operating budget has been reduced \$51,660.

The capital budget has been increased by \$50,000 for environmental cleanup of the Durham Patrol Yard (paint shop). In 2012, an Environmental Assessment was completed on the Durham Patrol Yard and it was concluded that there were several isolated areas that should be remediated. The Durham Patrol is no longer active and if it was cleaned it could be sold.

### *Equipment*

The operating budget has been analyzed and the 2014 budget reflects more representative costing of all the components. It is the goal to have the fleet operations and revenue balance in 2014.

### *Asset Management*

The asset management budget identifies the non-capital studies planned for 2014. This budget has been reduced by \$15,550. It is planned to have a study completed on the Grey County traffic control signals to determine the five year capital need. A new budget line for asset management administration has been added. This will support the ongoing need to capture and map a variety of transportation assets. In previous years this work was completed, but not captured in a specific cost centre.

### *Quarry*

The operating cost will consist of direct routine costs to maintain the status of the quarry, as well as \$25,000 to have a study completed to assess the quarry and provide recommendations regarding the future.

Respectfully submitted,

Brian Milne  
Chair, Transportation and Public Safety Committee



**COUNTY OF GREY  
TRANSPORTATION AND PUBLIC SAFETY COMMITTEE  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Transportation Services	10,018,250	(2,922,000)	12,684,040	9,762,040	(256,210)
EMS	5,659,166	(6,298,949)	12,032,300	5,733,351	74,185
<b>Total Operating</b>	<b>15,677,416</b>	<b>(9,220,949)</b>	<b>24,716,340</b>	<b>15,495,391</b>	<b>(182,025)</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Transportation Services	5,556,493	(10,875,450)	16,842,117	5,966,667	410,174
EMS	57,787	(425,465)	483,252	57,787	0
<b>Total Capital</b>	<b>5,614,280</b>	<b>(11,300,915)</b>	<b>17,325,369</b>	<b>6,024,454</b>	<b>410,174</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

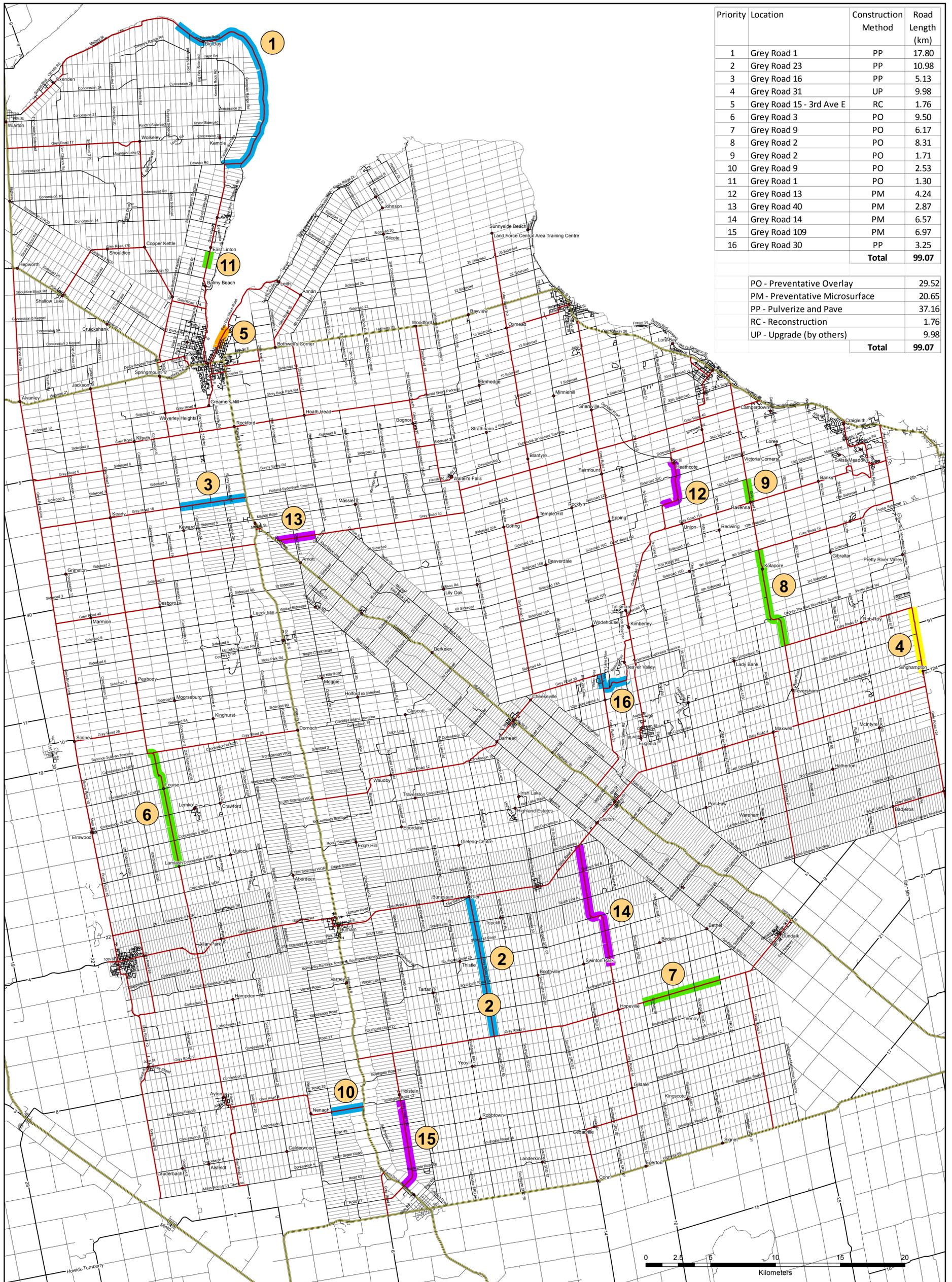
	2,013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
Transportation Services	15,574,743	(13,797,450)	29,526,157	15,728,707	153,964
EMS	5,716,953	(6,724,414)	12,515,552	5,791,138	74,185
<b>Total - Operating &amp; Capital Summary</b>	<b>21,291,696</b>	<b>(20,521,864)</b>	<b>42,041,709</b>	<b>21,519,845</b>	<b>228,149</b>



**COUNTY OF GREY  
TRANSPORTATION SERVICES  
2014 BUDGET SUMMARY**

**OPERATING and CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Ordinary Maintenance	7,816,200	(243,000)	7,861,900	7,618,900	(197,300)
Construction, Resurfacing and Minor Capital	5,332,493	(11,375,450)	17,032,117	5,656,667	324,174
Supervision & Overhead	1,451,900	-	1,529,400	1,529,400	77,500
Housing & Depots	706,400	(40,000)	744,740	704,740	(1,660)
Equipment Operations	84,100	(2,619,000)	2,619,000	-	(84,100)
Asset Management	196,550	(20,000)	201,000	181,000	(15,550)
Quarry Operation	(12,900)	-	38,000	38,000	50,900
<b>Total</b>	<b>15,574,743</b>	<b>(14,297,450)</b>	<b>30,026,157</b>	<b>15,728,707</b>	<b>153,964</b>



Priority	Location	Construction Method	Road Length (km)
1	Grey Road 1	PP	17.80
2	Grey Road 23	PP	10.98
3	Grey Road 16	PP	5.13
4	Grey Road 31	UP	9.98
5	Grey Road 15 - 3rd Ave E	RC	1.76
6	Grey Road 3	PO	9.50
7	Grey Road 9	PO	6.17
8	Grey Road 2	PO	8.31
9	Grey Road 2	PO	1.71
10	Grey Road 9	PO	2.53
11	Grey Road 1	PO	1.30
12	Grey Road 13	PM	4.24
13	Grey Road 40	PM	2.87
14	Grey Road 14	PM	6.57
15	Grey Road 109	PM	6.97
16	Grey Road 30	PP	3.25
<b>Total</b>			<b>99.07</b>

PO - Preventative Overlay	29.52
PM - Preventative Microsurface	20.65
PP - Pulverize and Pave	37.16
RC - Reconstruction	1.76
UP - Upgrade (by others)	9.98
<b>Total</b>	<b>99.07</b>

**LEGEND**

<b>Construction Method</b>	<b>Roads</b>
Preventative Overlay	MTO Highway
Preventative Microsurface	County Road
Pulverize and Pave	Municipal Roads
Reconstruction	
Upgrade (by others)	

Coordinate System: NAD 1983 UTM Zone 17N  
Units: Meter

REVISIONS	No.	DATE	INTERNAL	DESCRIPTION
	1	23/09/13		

**2014 CONSTRUCTION AND RESURFACING**

DESIGN: [ ] CHECKED: [ ] SCALE: 1:130,000 DATE: 23/09/13  
 DRAWN: [ ] CHECKED: [ ] DRAWING NO: TS-FOR-2014-01

SHEET 1 OF 1



**COUNTY OF GREY  
EMS  
2014 BUDGET SUMMARY**

**OPERATING SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
EMS (Ambulance)	6,254,297	(6,298,949)	12,679,316	6,380,367	126,070
EMS (Other Administration)	(595,131)	0	(647,016)	(647,016)	(51,885)
<b>Total Operating</b>	<b>5,659,166</b>	<b>(6,298,949)</b>	<b>12,032,300</b>	<b>5,733,351</b>	<b>74,185</b>

**CAPITAL SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
EMS (Ambulance)	57,787	(425,465)	483,252	57,787	0
<b>Total Capital</b>	<b>57,787</b>	<b>(425,465)</b>	<b>483,252</b>	<b>57,787</b>	<b>0</b>

**OPERATING AND CAPITAL COMBINED SUMMARY**

	2,013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Budgeted Levy	
EMS (Ambulance)	5,716,953	(6,724,414)	12,515,552	5,791,138	74,185
<b>Total EMS</b>	<b>5,716,953</b>	<b>(6,724,414)</b>	<b>12,515,552</b>	<b>5,791,138</b>	<b>74,185</b>



**COUNTY OF GREY  
TAXATION AND GRANTS  
2014 BUDGET SUMMARY**

	2013	2014			Net Budget Change Increase / (Decrease)
	Budgeted Levy	Revenue	Budgeted Expenditure	Levy	
Taxation	(50,922,179)	(52,373,373)	365,000	(52,008,373)	(1,086,194)
Grant - OMPF				0	0
Stable Funding - Borrowing				0	0
Stable Funding - Repayment				0	0
Stable Funding - Reserves	(200,000)	(200,000)		(200,000)	0
Future Capital Funding - Transfer to Reserve	1,977,019		1,977,019	1,977,019	0
<b>Total</b>	<b>(49,145,160)</b>	<b>(52,573,373)</b>	<b>2,342,019</b>	<b>(50,231,354)</b>	<b>(1,086,194)</b>

**COUNTY OF GREY - RESERVES**

RESERVE ACCOUNT TRANSACTIONS												December 31, 2012		December 31, 2013		
FOR THE YEAR ENDING																
Name	Account number	Purpose of Reserve	Bal. As at Jan 1/12	2012 Reserve Opening Balance Adjustment	Current Contributions	Capital Contributions	Current Withdrawals	Capital Withdrawals	Contribution from Surplus	2012 Year End Balance	2013 Reserve Opening Balance Adjustment	2013 Budgeted Contributions	2013 Budgeted Withdrawals	2013 Proj. Year End Balance		
<b>RESERVES</b>																
<b>Finance and Personnel</b>																
Grants	1-05-GRA-00-00	One-Time Funding	3,546,156.22				(226,752.71)	(32,175.16)		3,287,228.35			(700,540)	2,586,688		
Taxation - Capping	1-05-TAX-CC-00	Capping	83,000.00							83,000.00				83,000		
Taxation	1-05-TAX-00-00	Allowance for tax write offs	100,000.00							100,000.00				100,000		
Energy Audit	1-01-ADM-EC-00	Energy Audit and Conservation Expend.	220,057.79							220,057.79				220,058		
Information Services	1-01-ADM-IS-00	Planned software purchase	1,470.20	(1,470.20)						0.00				0		
Disaster Relief	1-01-ADM-DP-TD	Disaster Relief (Tornado)	100,000.00							100,000.00				100,000		
IT - General	1-01-ADM-DP-IT	Information Technology General	64,316.16	1,470.20	16,350.00		(6,056.00)	(2,612.96)	50,000.00	123,467.40		16,350		139,817		
IT - Corporate Photocopiers	1-01-ADM-DP-CR	Fund replacement of County Photocopiers	22,422.37			28,000.00		(32,054.40)		18,367.97		24,000	(11,700)	30,668		
IT - Admin Bldg. Telephone System	1-01-ADM-DP-TP	Fund replacement of Telephone System	20,000.00			10,000.00				30,000.00		10,000		40,000		
IT - Communication Tower Reserve	1-01-ADM-DP-TO	Fund Future Communication Tower needs	0.00		12,750.00					12,750.00		17,500		30,250		
IT - Strategic Plan Review	1-01-ADM-DP-SR	IT Strategic Plan Reviews	0.00							0.00				0		
IT - Ortho Photography	1-01-ADM-DP-OP	Future Ortho Photography needs	0.00	5,000.00		17,000.00				22,000.00		17,000		39,000		
Council Communications	1-01-ADM-CO-CC	Council Communications	12,043.84		6,800.00					18,843.84		6,800		25,644		
Strategic Plan Review	1-01-ADM-CO-SR	Council/Departmental Strategic Reviews	35,135.40			75,000.00	(34,991.28)			75,144.12		75,000	(65,000)	85,144		
Document Management	1-01-ADM-DP-CL	Document Management Software	10,636.18							10,636.18				10,636		
POA Building	1-01-POA-00-00	POA Building (Museum) renovations	177,422.72		29,330.00					206,752.72		27,632	(38,000)	196,385		
Administration/POA - Bldg. Expansion	1-01-POA-EX-00	Future Building Expansion	1,049,842.56						711,766.46	1,761,609.02				1,761,609		
Administration - Conference/Sponsorships	1-01-ADM-DP-FI	Sponsorship of Conferences, etc.	10,000.00							10,000.00			(5,000)	5,000		
Administration - Insurance Appraisals	1-01-ADM-DP-IA	Insurance Appraisals - County Properties	9,710.00							9,710.00				9,710		
Administration - HR	1-01-ADM-DP-PC	Ext. Salary Survey/Dis. Man./HR Software	66,000.00							66,000.00			(66,000)	0		
Administration	1-01-ADM-DP-00	Administration future capital replacement	294,675.24							294,675.24				294,675		
Administration- New G/L	1-01-ADM-DP-GL	New G/L Account Structure	15,000.00							15,000.00			(15,000)	0		
Administration	1-01-ADM-PE-00	Pay Equity	732,428.00		183,107.00					915,535.00		183,107		1,098,642		
Health Care - Centre Grey Hospital	1-01-HEA-MH-00	New Markdale Hospital	294,300.00		100,000.00					394,300.00		100,000		494,300		
Health Care Initiatives	1-01-HEA-HF-00	Health Care Initiatives Funding	120,084.00							120,084.00				120,084		
Health Unit Operations	1-01-HEA-HU-00	Health Unit General	22,810.23		4,726.17					27,536.40				27,536		
<b>Heritage, Agriculture &amp; Tourism</b>																
Tourism	1-80-APT-TO-00	Tourism General	92,851.37						50,259.87	143,111.24			(95,000)	48,111		
Forestry	1-80-APT-FM-00	Stewardship & mgmt of County forests	189,984.07							189,984.07		15,000	(5,000)	199,984		
Trails	1-80-APT-TL-00	CP Rail Corridor	296,241.09					(47,561.22)	89,246.53	337,926.40				337,926		
Economic Development	1-80-APT-ED-00	Economic Development Initiatives	84,334.83						8,653.21	92,988.04				92,988		
Local Food	1-80-APT-AG-LF	Local Food Project	6,299.58							6,299.58				6,300		
Museum Artifacts	1-90-HER-MU-00	Ins proceeds to replace lost artifacts	17,804.50							17,804.50				17,805		
Grey Roots	1-90-HER-HC-00	Grey Roots General	212,474.94	33,169.78				(16,546.17)	165,556.34	394,654.89			(119,500)	275,155		
Grey Roots - Donation Reserve	1-90-HER-DO-00	Grey Roots Donation (Bequest) Reserve	104,713.25							104,713.25				104,713		
Grey Roots - Building Improvements	1-90-HER-HC-BI	Grey Roots - Building Improvements	43,000.00			28,000.00				71,000.00				71,000		
Grey Roots - County Exhibit	1-90-HER-HC-GE	Grey Roots - Future Development of Grey County Gallery	10,000.00			30,500.00				40,500.00		7,300		47,800		
Grey Roots	1-90-HER-HC-HL	Grey Roots Landscaping	51,000.00							51,000.00				51,000		
Grey Roots - Computer Replacement	1-90-HER-CR-00	Replacements	6,195.00		2,065.00					8,260.00		2,065		10,325		
Grey Roots - Large Workshop/Storage Bldg	1-90-HER-HC-SB	Grey Roots - Workshop/Storage Bldg	0.00							0.00				0		
Heritage Project - Automotive Garage	1-90-HER-HC-B2	Automotive Garage	1,000.00							1,000.00				1,000		
Heritage Project - Blacksmith Shop	1-90-HER-HC-B3	George Rice Blacksmith Shop	33,169.78	(33,169.78)						0.00				0		
Heritage Project - Church	1-90-HER-HC-C2	Church Construction	97,000.00							97,000.00				97,000		

**COUNTY OF GREY - RESERVES**

RESERVE ACCOUNT TRANSACTIONS												December 31, 2012		December 31, 2013		
FOR THE YEAR ENDING																
Name	Account number	Purpose of Reserve	Bal. As at Jan 1/12	2012 Reserve Opening Balance Adjustment	Current Contributions	Capital Contributions	Current Withdrawals	Capital Withdrawals	Contribution from Surplus	2012 Year End Balance	2013 Reserve Opening Balance Adjustment	2013 Budgeted Contributions	2013 Budgeted Withdrawals	2013 Proj. Year End Balance		
<b>Planning &amp; Development</b>																
Planning Operations	1-60-PLN-00-00	General Planning projects & office needs	143,284.67				(1,205.86)	(15,302.79)		126,776.02			(126,200)	576		
Planning Studies	1-60-PLN-ST-00	Planned studies	31,356.01							31,356.01				31,356		
Planning Legal	1-60-PLN-LG-00	Legal costs	297,240.77				(23,483.75)	(8,842.26)		264,914.76			(25,000)	239,915		
Planning - ArcGIS	1-60-PLN-AS-00	ArcGIS Server	28,000.00							28,000.00				28,000		
Planning - Development Charges	1-60-PLN-DC-00	Development Charges Study	0.00							0.00				0		
Planning - Plotter Replacement	1-60-PLN-PR-00	Equipment replacement - Plotter	1,000.00							1,000.00				1,000		
Planning - Ortho Photography	1-60-PLN-OP-00	Future Ortho Photography needs	5,000.00	(5,000.00)						0.00				0		
Planning - Growth Management Study Update	1-60-PLN-ST-GS	To Fund Future Growth Management Study Update	0.00							0.00		15,000		15,000		
Planning - Housing Study Update	1-60-PLN-ST-HS	To Fund Future Housing Study Update	0.00							0.00		6,000		6,000		
Planning - Archaeological Master Plan Official Plan	1-60-PLN-ST-AP	To Fund Future Archaeological Master Plan	0.00							0.00		10,000		10,000		
Official Plan	1-60-PLL-00-00	Five year update	36,523.04							36,523.04				36,523		
Waste Management	1-65-WTM-00-00	TBD	112,607.65							112,607.65			(15,000)	97,608		
<b>Social Services, Housing &amp; Long Term Care</b>																
Social Services Operations	1-10-ADM-00-00	Ontario Works caseload fluctuations, etc	1,401,070.98				(519,700.00)		654,146.56	1,535,517.54			(208,250)	1,327,268		
Social Services - Ont. Early Years Literacy Program	1-10-CHI-EL-00	To assist with providing Ont. Early Years Literacy Program.	22,366.09							22,366.09				22,366		
Social Services - Computer Replacement	1-10-ADM-CR-00	Future Computer Replacements	196,374.70		18,308.00					214,682.70		18,310	(15,425)	217,568		
Social Services - Van Replacements	1-10-ONW-CI-00	Future Van Replacements	20,607.85	(20,607.85)						0.00				0		
Best Start - Unconditional Funding	1-10-CHI-BS-00	One-Time Funding for Child Care costs	550,133.20				(151,277.22)			398,855.98			(251,488)	147,368		
Ontario Early Years Centre	1-10-CHI-00-00	For future renovation costs to meet accessibility standards	0.00			25,000.00				25,000.00		25,000		50,000		
	1-10-CHI-EL-HR	To fund Future Capital projects at OEYC	0.00							0.00		140,300	(129,500)	10,800		
Housing	1-15-LHC-00-00	Housing Capital Projects, etc.	3,077,046.22			292,600.00		(29,881.56)	205,484.13	3,545,248.79			(262,800)	3,282,449		
Housing	1-15-LHC-CR-00	Housing Computer Replacements	0.00		3,600.00		(1,000.00)			2,600.00		3,600		6,200		
Housing	1-15-LHC-AH-DO	"DOOR Funding"	87,399.77				(57,200.00)			30,199.77			(22,500)	7,700		
Housing	1-15-NPH-00-00	Non-Profit Housing General Reserve	207,113.84							207,113.84				207,114		
Administration Property Projects	1-15-PRO-AD-00	Cty Building Int. and Ext. Renovations	70,160.32		52,000.00	25,000.00				147,160.32		52,000	(65,000)	134,160		
Grey Gables Operations	1-20-GGG-OA-AD	Future Capital projects, etc.	494,750.98				(5,000.00)	(193,113.85)	55,134.12	351,771.25		17,137	(58,000)	310,908		
Grey Gables Donations	1-20-GGG-DO-00	Local donations	61,663.25		11,965.39			(18,942.49)		54,686.15			(30,000)	24,686		
Rockwood Terrace Operations	1-20-RRR-OA-AD	Future Capital projects, etc.	1,430,103.05			0.00		(20,515.32)	457,477.45	1,867,065.18			(570,625)	1,296,440		
Rockwood Terrace Donations	1-20-RRR-DO-00	Local donations	34,917.99		5,738.39		(1,000.00)			39,656.38			(20,000)	19,656		
Lee Manor Operations	1-20-LLL-OA-AD	Renovation & Future Capital projects, etc.	1,181,620.76			81,400.00		(10,697.70)	297,730.67	1,550,053.73			(455,595)	1,094,459		
Lee Manor Donations	1-20-LLL-DO-??	Local donations	63,663.80		1,655.00					65,318.80				65,319		
<b>Transportation and Public Safety</b>																
Unscheduled Construction, Acquisitions & Winter Maintenance Fluctuations Reserve	1-30-000-00-00	Construction, acquisitions & winter maintenance fluctuations	1,420,997.46	(62,054.18)		1,300,000.00	(50,000.00)	(55,000.00)	29,298.31	2,583,241.59	(1,487,991)		(120,000)	975,251		
Construction	1-30-CON-11-00	Future Construction Project - Grey Road 19-F33	0.00							0.00	287,991			287,991		
Construction	1-30-CON-12-00	Future Construction Project - Grey Road 119-F18,21,24	0.00							0.00	600,000			600,000		
Construction	1-30-CON-13-00	Future Construction Project - Grey Road 4-F18	0.00							0.00	600,000			600,000		
Winter Control	1-30-WIN-00-00	RWIS Installation	505,074.76							505,074.76				505,075		
Equipment Reserve	1-30-EQH-00-00	Equipment replacements	2,161,314.19	20,607.85	1,170,000.00			(744,520.18)		2,607,401.86		1,200,000	(627,200)	3,180,202		
Housing Reserve	1-30-HOU-00-00	Dome/Depot reserve	266,673.87	(100,000.00)		50,000.00				216,673.87		110,000		326,674		
Housing - New Depot Patrol D	1-30-HOU-DN-00	New Depot - Patrol D - reserve	0.00	100,000.00		150,000.00				250,000.00		150,000		400,000		
Traffic Light Mtnc	1-30-TLM-00-00	Hanover - Wal-Mart & Traffic Light Reserve	106,000.00			20,000.00	(3,000.00)			123,000.00		40,000	(3,000)	160,000		
Durham Road Reserve	1-30-SUP-00-00	Highway 4 transfer money	45,162.27							45,162.27				45,162		
Pit Rehabilitation (held by MNR)	1-30-QUA-00-00	MNR requirement	82,117.61		1,579.71					83,697.32				83,697		
Resurfacing & Minor Capital	1-30-RMC-00-00	Future Resurfacing & Minor Capital Projects	200,000.00							200,000.00			(200,000)	0		
Structures/Culvert Rehabilitation	1-30-SCR-00-00	Structures & Culvert Rehabilitation	372,393.76							372,393.76			(135,000)	237,394		
Work Manager	1-30-WKM-00-00	Work Manager Software Upgrade/Replacement	100,000.00	62,054.18			(100,000.00)			62,054.18			(20,000)	42,054		
Ambulance	1-40-AMB-00-00	Ambulance Equipment and general reserves	2,427,716.96		506,000.00		(51,430.53)	(524,680.12)	153,723.65	2,511,329.96		506,000	(679,556)	2,337,774		

**COUNTY OF GREY - RESERVES**

RESERVE ACCOUNT TRANSACTIONS											December 31, 2012		December 31, 2013		
FOR THE YEAR ENDING															
Name	Account number	Purpose of Reserve	Bal. As at Jan 1/12	2012 Reserve Opening Balance Adjustment	Current Contributions	Capital Contributions	Current Withdrawals	Capital Withdrawals	Contribution from Surplus	2012 Year End Balance	2013 Reserve Opening Balance Adjustment	2013 Budgeted Contributions	2013 Budgeted Withdrawals	2013 Proj. Year End Balance	
<b>General</b>															
Self Insurance	1-01-ADM-CO-00	Reduce dependency on insurance; cover deductibles	185,262.69		41,701.17					226,963.86		44,127		271,091	
WSIB	0-00-000-00-00	Cover costs of self insured WSIB	2,575,731.77		156,203.00				165,481.88	2,897,416.65		147,984		3,045,401	
Weekly Indemnity - ST Disability	1-01-ADM-WI-00	Provide stability for future Weekly Indemnity premium rates	100,000.00							100,000.00				100,000	
Working Capital	1-01-ADM-GN-00	Ongoing financial operations	1,930,799.28							1,930,799.28				1,930,799	
Capital Infrastructure	1-01-ADM-GN-IN	Future Capital Infrastructure Needs	234,559.00		1,351,231.00	234,559.00				1,820,349.00		2,211,578		4,031,927	
Stable Funding	1-05-GRA-00-SF	Provide Stable Funding - OMPF Loss, etc.	(625,788.00)		625,788.00					0.00				0	
<b>Reserve Totals</b>			<b>29,895,599.88</b>	<b>0.00</b>	<b>4,300,897.83</b>	<b>2,367,059.00</b>	<b>(1,232,097.35)</b>	<b>(1,752,446.18)</b>	<b>3,093,959.18</b>	<b>36,672,972.36</b>	<b>0.00</b>	<b>5,198,790</b>	<b>(5,160,879)</b>	<b>36,710,883</b>	
<b>OBLIGATORY RESERVES</b>															
Federal Gas Tax	5-00-GRA-GT-00	Mandated by Federal Gas Tax Agreement	2,459,284.72		2,869,552.23			(108,837.21)		5,219,999.74		2,834,707	(5,073,273)	2,981,434	
Development Charges - Land Ambulance	5-00-DEV-01-00	To fund growth related capital costs for Land Ambulance	115,035.39		35,440.55			(608,910.00)		(458,434.06)				(458,434)	
Development Charges - Social Housing	5-00-DEV-02-00	To fund growth related capital costs for Social Housing	12,266.81							12,266.81				12,267	
Development Charges - Children's Services	5-00-DEV-03-00	To fund growth related capital costs for Children's Services	10,086.04							10,086.04				10,086	
Development Charges - Public Works Buildings & Fleet	5-00-DEV-04-00	To fund growth related capital costs for Public Works - Buildings & Fleet	115,320.34		47,241.43					162,561.77				162,562	
Development Charges - Provincial Offences	5-00-DEV-05-00	To fund growth related capital costs for Provincial Offences	13,902.38		5,437.34					19,339.72				19,340	
Development Charges - Employment Resources	5-00-DEV-06-00	To fund growth related capital costs for Employment Resources	40,616.77		6,808.20					47,424.97				47,425	
Development Charges - General Government	5-00-DEV-07-00	To fund growth related capital costs for General Government	5,950.38		17,610.14					23,560.52		(108,000)		(84,439)	
Development Charges - Trails	5-00-DEV-08-00	To fund growth related capital costs for Trails	545.19		248.97			(675.00)		119.16			(675)	(556)	
Development Charges - Roads and Related Works	5-00-DEV-09-00	To fund growth related capital costs for Roads and Related Works	1,727,007.10		883,901.19		(2,406.00)	(214,779.08)		2,393,723.21			(788,226)	1,605,497	
Development Charges - Health Unit	5-00-DEV-10-00	To fund growth related capital costs for Health Unit	0.00		27,872.13		(79,706.00)			(51,833.87)			(79,706)	(131,540)	
<b>Obligatory Reserve Totals</b>			<b>4,500,015.12</b>	<b>0.00</b>	<b>3,894,112.18</b>	<b>0.00</b>	<b>(82,112.00)</b>	<b>(933,201.29)</b>	<b>0.00</b>	<b>7,378,814.01</b>	<b>0.00</b>	<b>2,834,707.00</b>	<b>(6,049,880.00)</b>	<b>4,163,641</b>	