



County of
Essex

2017

Budget Report



Mission Statement

The County of Essex is a municipal corporation of elected officials and employees working together to meet the challenges of today while respecting our past and preparing for our future.



2017 Budget Overview

County Council adopted the 2017 budget on February 1, 2017. The development of the County of Essex budget builds upon Council's commitment to accountability, transparency and excellence in financial management. The budget invests in our community and region, maintaining and improving provisions of health services, community engagement and physical and technological infrastructure. The Corporation's capital investment plan builds on improvements to existing infrastructure while preparing for future expansion to service the growth related requirements of our community. Provided below are high level discussions on various matters pertaining to the development of the 2017 estimates:

Legislation

The preparation of annual estimates is prescribed by Section 289 of the *Municipal Act 2001*:

An upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality...

In preparing the budget, the upper-tier municipality, shall treat any operating surplus of any previous year as revenue that will be available during the current year; shall provide for any operating deficit of any previous year ... and may provide for such reserves as the upper-tier municipality considers necessary.

Budget Process

The annual budget process commences each year in September with Administration meeting periodically to discuss a variety of budget planning issues, including:

- development of critical budgeting assumptions.

- review of departmental work plans.
- establish a timetable for budget presentation.
- improvements to the form and content.

The timetable established for the 2017 Budget is summarized as follows:

- September 2016 – review budget assumptions, prior year budget document & projected year end balances. Corporate Services provides Departments with detailed wage & benefit schedules, working documents and current year projections.
- November 2016 – departmental preparation of preliminary estimates.
- December 2016 – Administrative review of departmental estimates.
- February 1, 2017 – County Council review of departmental submissions and Budget adoption.

The Budget Report is segregated into functional areas, or more accurately in a County context, operating departments, including:

- Community Services – Housing with Supports / Counselling
- Homes For The Aged – Sun Parlor Home for Senior Citizens
- Emergency Medical Services
- Transportation Services
- Library Services
- General Government Services
- External Commitments

The departmental sections are comprised of two specific components, a line item presentation of the operating requirements supplemented by a qualitative analysis of the more relevant operational variables, including:

- A description of the function, division, program or activity.
- A staffing chart with associated costs.
- A review of prior year's performance.

- A description of the current year's planned activities with identification of key operating variables.

The departmental estimates identify expenditure and recovery classifications. With few exceptions, expenditure and recovery classifications are consistent throughout the Budget Report. In limited cases, exceptions to the uniformity principle are necessary to facilitate the unique operating circumstances or reporting requirements of the program, division, or department.

The presentation of the estimates for each departmental program begins with a delineation of the expenditures by classification, followed by a quantification of recoveries and/or contributions to(from) reserves, if applicable, concluding ultimately with an identification of the amount that the County will contribute toward the operation of a program - referred to as County Responsibility.

Totals are determined for each classification of expenditure and recovery and for all classes in combination. All totals and the measurement of the County Responsibility are shaded for distinct identification. Totals are established for each program, summarized by function or department at the beginning of each of the departmental sections, and then summarized corporately on the Budget Summary comparison schedule.

The operating estimates for the Corporation address the following two principal functions:

- Services provided / delivered directly by the County
- Funding provided to agencies external to the County

Costs of providing services delivered by the County can be further delineated as being either operational or capital in nature. External commitments funded by the County can be classified as mandatory (i.e. required by legislation or regulation) or discretionary (nature and extent determined by County Council).

Budget estimates have been prepared under the premise that existing service levels are acceptable, all one-time expenditures, to the extent possible, have been drawn from the Corporation's Rate Stabilization Reserve and proposed enhancements have only been advanced in circumstances where current service delivery levels expose the Corporation to undue risk or are judged to fall short of mandated or endorsed standards.

The estimates are prepared using a combination of incremental budgeting and modified zero-based budgeting. Estimates for routine, ongoing operational expenditures are prepared by analyzing current expenditures and projecting

costs for the upcoming year. Discretionary expenditures are reviewed and must be fully rationalized annually.

Inherent in the development of the budget is the recognition of risk. Estimates are prepared based upon an evaluation of the best information available, in light of current operating conditions and circumstances. As budget estimates are developed, care is exercised in assessing the risk of the likelihood of differing outcomes materializing and the effect such outcomes may have on service delivery levels and financial results.

The work plans and associated expenditures contained within the Budget are intended to position Essex County as a vibrant, sustainable and healthy community that fosters opportunity and promotes an enriched quality of life by:

- Delivering regional and/or broad-based services that meet the evolving needs of the Community.
- Operating efficiently and effectively in a fiscally responsible manner.
- Being a leader in community building initiatives.
- Managing the impacts of growth to provide a liveable, energetic and thriving community, making Essex County a preeminent location to live, learn, work, play, invest and visit.

The Budget reflects the vision of Council, focusing upon its core values as they relate to service delivery while simultaneously looking forward, preparing to meet the challenges of the future.

Fiscally Responsible Government

Essex County continues to be faced with financial pressures from inflation, service demand growth, major operational cost increases, own capital requirements (growth and asset replacement related), facility and roadway infrastructure (replacement and expansion), modest change in assessment growth, reduction in provincial funding, competing demands for new County-wide initiatives, in addition to regional capital requests. These pressures will continue to impact Council decisions related to program delivery, priorities and service levels in 2017 and beyond.

The County has established standards of service delivery that effectively manage the demands and the needs of residents while minimizing the effect of increased costs upon the property tax base of its community.

During the 2017 Budget development, Administration has been guided by fundamental principles previously endorsed by Council, namely:

- **The current levels of service being delivered to the community are appropriate.** (Enhancements to operations in EMS, Transportation Services and Sun Parlor Home are proposed in 2017 to maintain service levels).
- **The Corporation is prepared to maintain its commitment to the community as represented by current discretionary funding levels (i.e. external commitments).**
- **In making decisions with respect to the 2017 Budget, consideration has been given to the consequences of such decisions upon the Corporation's future financial stability.**

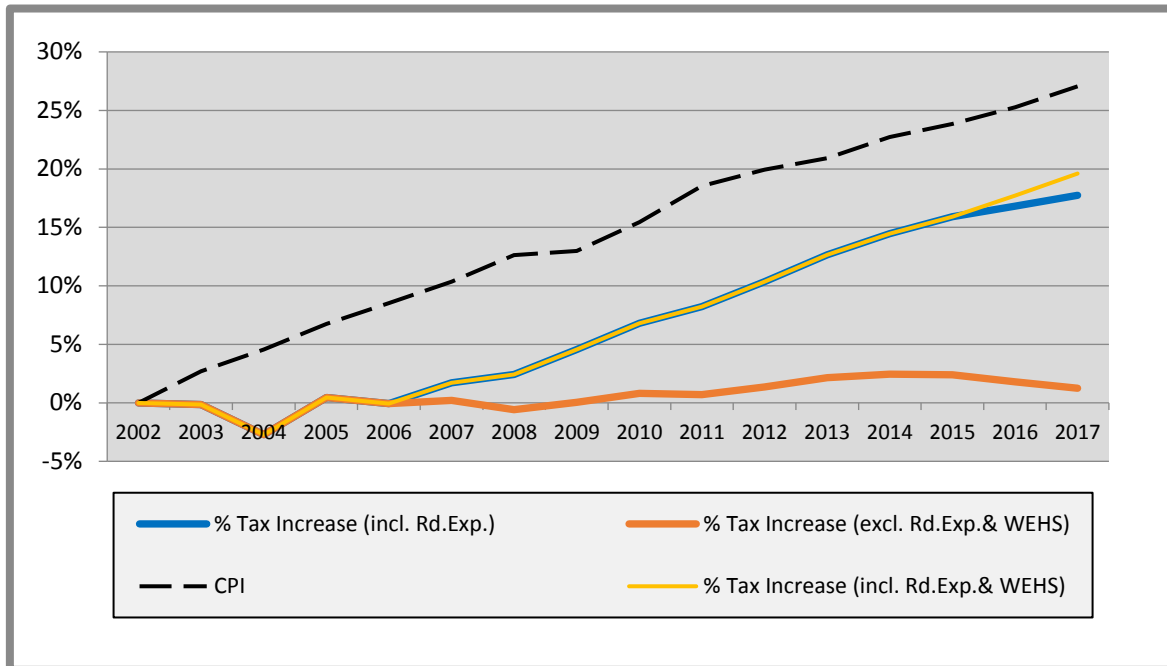
Standard and Poor's, a leading provider of financial market intelligence and the Corporation's bond rating agency, recognized the County of Essex's sound financial practices in the Corporation's most recent credit rating (November 2016). Standard and Poor's highlighted the following performance strengths in affirming the County's credit rating at **AA** with a **stable** outlook:

- Strong financial position, derived from very low debt and debt service burdens;
- Exceptional liquidity, a result of the Corporation's ongoing commitment to a solid Reserve Strategy;
- Consistently very strong record in terms of budgetary performance. Solid operating surpluses have provided the Corporation with the means to fund its capital expenditures largely from internal sources, reducing debt issuance needs;
- Long standing life-cycle capital program, which plans for the replacement of assets over their useful lives through contributions to and from capital/infrastructure reserves, validating the County's "pay-as-you-go" philosophy of funding capital/infrastructure requirements by creating capacity in the budget in a measured way and through the effective use of reserve balances;

- Very predictable and well-balanced institutional framework, with a strong financial management team exercising prudent financial decisions, and
- Diversified economic development efforts away from automotive manufacturing towards alternative energy, medical equipment, advanced manufacturing, tourism, aerospace and agri-businesses.

It is these principles of sound financial stewardship that have positioned the County ahead of its peers and provided Council with the ability to effectively manage changes to tax rates year over year. Provided in the [Chart 1](#) below is a cumulative comparison of the change in Consumer Price Index (CPI) and change in County Tax Rates (with and without Infrastructure Expansion and hospital funding) since 2002 (fifteen years). As is evident from the chart, the County's tax rate increase, exclusive of the 1.5% annual increase associated with Infrastructure Expansion and new funding for the New Windsor-Essex Hospital System (NWEHS) has been basically flat (**less than 0.07% per year**). The total increase in tax rate, inclusive of Infrastructure Expansion and NWEHS, has increased by approximately 19% over 15 years, or approximately 1.3% per year. In contrast, over this same time period, annual inflation has increased by over 27% or 1.8% per year.

Chart 1: CPI and Tax Rate Comparison, 2002-2017



2016 Budget Performance

Based on interim December results of operations, the Corporation is projected to be in a surplus position from Budget of approximately \$833,000 for the year ended December 31, 2016.

Summarized below is the significant variance by department:

Department	Variance
Sun Parlor Home	(495,000)
Emergency Medical Services (EMS)	(240,000)
Transportation Services	253,000
General Government (incl. Library surplus)	891,000
External Commitments	423,000

As is evident from the listing above and reported previously during 2016, significant expenditures at Sun Parlor Home and EMS were more than offset by savings in General Government, Transportation Services and External Commitments. Significant variances are highlighted below:

- Sun Parlor Home – Overages in staffing costs related to legislated training requirements, staff replacement costs including overtime (STD, LTD, additional coverage during outbreaks) and modified work assignments (WSIB/injury).
- EMS - Additional staffing costs related to modified work assignments (WSIB/maternity/injury), staff replacements (STD, LTD), up staffing (off-load delays), escalating WSIB premiums and NEER experience, offset, in part, by savings in vehicle fuel, repairs and maintenance.
- General Government - Savings in salaries, indemnities and benefits and a significant favourable variance from budget in net interest income is offset, in part, by security costs associated with the Library Services labour disruption. \$790,000 in savings in Library Services costs will be transferred to the Corporation's Rate Stabilization Reserve for future disposition.
- Transportation Services - Favourable expenditures in wages & benefits (timing of replacement of staff vacancies), winter control maintenance costs and greater than budget permit revenue.
- External Commitments - Increases in County share of Social Services and Social Housing costs due to an increased shift in regional weighted assessment towards the County were more than offset by savings due to reductions in administrative and program delivery costs.
- External Commitments - Operational savings experienced by the Windsor Essex County Health Unit and Physician Recruitment office were offset, in part, by greater than budgeted tax appeals expenditures required by the local municipalities (paid through the County) as well as a greater than budgeted commitment towards the SouthWestern Integrated Fibre Technology (SWIFT) Network initiative.
- External Commitments - Unbudgeted refund of prior years' surplus from the Windsor Essex Economic Development Corporation was redistributed to the local municipalities for economic development purposes (\$766,500).

The results of operations for the year ended December 31, 2016 are addressed in greater detail in the departmental estimates

and, where appropriate, in the Exhibit section of the 2017 Budget.

2017 Budget

Provided in [Chart 2](#) is a condensed summary of the proposed operations for 2017, compared to 2016 Budget and Projected Actual (see Budget Summary Comparison). Gross Operations for 2017 are budgeted at \$146.8 million with \$57.6 million in recoveries (provincial and third party contributions, user fees, investment income etc.) and a net contribution to reserve of \$537,250, resulting in a Levy requirement of \$89.7 million, a \$4.4 million increase from prior year with a corresponding **tax rate increase of 1.76%** (equivalent to a \$16.27 increase, or \$940.09 on a house assessed at \$200,000 – see tax rate comparison on page 22).

Chart 2: Budget Summary (excerpt from [Budget Summary Comparison](#))

Budget Summary	2016 Budget	2016 Projection	2017 Budget
Total Gross Expenditures	143,458,730	131,956,340	146,757,390
Departmental Recoveries	(55,563,950)	(61,112,010)	(57,595,160)
Net Expenditures	87,894,780	70,844,330	89,162,230
Net Contribution to(from) Reserves	(2,631,610)	14,418,840	537,250
Total County Requirement	85,263,170	85,263,170	89,699,480

For 2017, the County of Essex is challenged by a number of key operating conditions and capital expenditures imposing a significant year-over-year increase in net levy requirements, on a stand-alone basis. Offsetting these expenditures, in part, are savings achieved through: the upload of Ontario Works social assistance costs and employment benefit costs; anticipated marginal increases in subsidy for Emergency Medical Services, a net positive change in Current Value Assessment / marginal assessment growth and various departmental cost reductions / containment initiatives proposed throughout the departmental budgets. Highlighted in [Chart 3](#) and discussed in the proceeding pages is a high level overview of the various external influences or County of Essex specific conditions giving rise to a projected **net tax increase of approximately 1.76%**.

Chart 3: Summary of Levy Impacts

	Levy Impact \$	Tax Impact %
Budget 2017 - Summary of Levy Impacts		
County Levy 2016	85,263,170	-3.27%
Regional Services cost sharing (EMS, S.S., S.H.)	134,000	0.15%
Roadway expansion (1.5% of Levy)	1,278,900	1.45%
Social Housing – inflationary & federal block funding	367,000	0.42%
Social Services – inflationary & rate incr., prov. upload	(856,000)	-0.97%
Wages	1,725,300	2.19%
Benefits & Pension	778,500	0.65%
Construction Rehabilitation Program	450,000	0.51%
Asset amortization (facility, fleet & equipment)	550,000	0.62%
County-Wide Active Transportation Infrastructure	100,000	0.12%
Transportation Maintenance – Winter Control	(200,000)	-0.23%
SPH - reduction in subsidy (2016 Case Mix Index)	154,000	0.16%
Net expenditures/recoveries (utilities/contracts/supplies)	3,610	0.02%
Net Interest Income	(639,000)	-0.73%
New Windsor Essex Hospital System	590,000	0.67%
County Levy 2017	89,699,480	1.76%

Regional Service Delivery – Cost Sharing

The County of Essex and City of Windsor share service delivery costs for Social Services, including social assistance and childcare, Social Housing and Emergency Medical Services. Social Services and Social Housing are cost shared on a proportional basis of 60% weighted assessment and 40% actual costs, as determined through an arbitration ruling. Emergency Medical Services are cost shared based on weighted assessment, as prescribed by legislation. Under existing tax policy rules/decisions, the projected change to the weighted assessment figures for the City and County based on MPAC’s preliminary Phased-In Assessment Reports would indicate a shift or a relative increase in property assessment in the County of Essex, in comparison to the City of Windsor, by approximately 0.28%. Based on 2017 estimates, this relative change in weighted assessment translates into a shift in cost sharing onto the County of Essex for 2017 of approximately \$134,000.

Infrastructure Expansion

Council has adopted a financial forecasting model to address the roadway expansion requirements as identified in the Essex Windsor Regional

Transportation Study, updated for inflationary considerations, along with estimates, based on recent reports, for the expansion cost of County Roads 17, 19, 22, 42 and 46. The model was premised on 1.5% Levy increases through 2018 to accommodate the approximate \$440 million of infrastructure. **In 2012, the financial model was amended to identify and prioritize expansion requirements exclusive of senior government funding and grade separations.** In order to accommodate 100% municipal funding, the schedule has been elongated to manage the financial burden within reasonable limits of the County Levy. The current plan amounts to approximately \$440 million (excludes grade separations on County Roads 19 & 22) with a time-line extending through 2036. Assuming no change to the current plan of incorporating a 1.5% increase in the annual levy, the annual base funding level will continue to grow from \$13.6 million in 2017 to \$15 million in 2018, adjusted for inflation thereafter, providing sufficient financial resources for the management of both the volume of expansion and the timing for financing, without the requirement of debt issuance, and then ultimately position the County to maintain this infrastructure on a go forward basis. **Adherence to a structured plan of self-funding minimizes long-term costs on the local tax base; affirming the Corporation's pay-as-you-go philosophy of funding infrastructure expansion.**

It is important to note that the current analysis assumes: limited receipt of funding from provincial/federal sources (Administration will continue to pressure upper levels of government on the merits of funding expansion projects, and has identified projects that could be quickly advanced if infrastructure funding should become available); the continued cost share of Federal Gas Tax revenue at 80% local municipal / 20% County, and a modest allowance for inflationary considerations on project cost. **If it is Council's desire to narrow the time-frame of expansion, without the receipt of senior government funding, the County would need to either substantially increase the annual tax levy allocation to support transportation infrastructure expansion, continue the 1.5% levy allocation beyond 2018 or issue debt;** in all cases, the result can be viewed as a greater tax burden on the residents and businesses of Essex County in the short-term for the development of expedited infrastructure growth.

Incorporated into the funding model for 2017, as approved by County Council (Report #R017-R001-TSD-0118-TRB), is the utilization of Capacity Expansion Reserve to support the acceleration of the CWATS Program for those structures that align with the County's rehabilitation program, but may not coincide with current priorities and limited annual CWATS resources, made available through the CWATS Committee process. These

segments are planned to have paved shoulders, as provided under the CWATS Master Plan, and the timing of the construction is being advanced to take advantage of economies of scale and coincide with the timing of the road rehabilitation program. Annual transfers from the reserve to the CWATS program budget will be made and contributions to the reserve will be facilitated through the annual budget process. The impacts on the reserve will not require changes to the Capacity Expansion Program scope, however timing of projects will need to be coordinated with availability of funds and may extend outward the time horizon for completion of expansion projects and/or result in deferral of some CWATS Paved Shoulder Program projects, should competing demands and availability of reserve dollars necessitate.

Social Housing

For 2017, the estimated annual cost increase for Social Housing is \$413,730 (Total County Responsibility - \$9,424,830). The cost increase reflects general inflationary adjustments, an increase in operating costs for housing providers and cost shift from the City to County based on the cost sharing formula and relative growth in the County compared to the City. The reduction in Federal Block Funding has been managed within the budget allocation.

Social Services – Ontario Works Benefits

Notwithstanding the fact that the Essex/Windsor region continues to experience one of the lowest rates of unemployment in the Country, Ontario Works caseloads are expected to remain consistent with prior year. Detailed caseload data remains outstanding however due to issues with implementation of the Provincial Social Assistance Management System (SAMS). Included in the Social Services budget are increases in OW benefit payments and inflationary increases associated with wages, benefits and cost of service delivery.

The Government of Ontario announced in 2008, that the Province would, over time, assume the cost of the municipal share of Ontario Works (OW) income and employment assistance benefits. The upload of OW began in 2010 and will be gradually phased-in over a nine-year period, with 100% upload of benefit costs achieved in 2018. The estimated annual impact of this upload, on a percentage basis, is on [Chart 4](#). The estimated benefit for 2017, net of OW benefit payment increases and program inflationary adjustments is \$856,000.

Chart 4: Ontario Works – Provincial Upload

Ontario Works	Provincial Cost Share
Pre-Upload	80.0%
2010	80.6%
2011	81.2%
2012	82.8%
2013	85.8%
2014	88.6%
2015	91.4%
2016	94.2%
2017	97.2%
2018	100.0%

Wages and Benefits

With an employee base in excess of 800 staff, approximately 40% of the Corporation's gross expenditures are accounted for in salaries, wages and benefits. Collective agreements that either remain outstanding or are coming due in 2017 include: CUPE 2974.0 (Library) and ONA (SPH) - expired March 31, 2016; CUPE 2974.2 (EMS) and CUPE 860 (SPH) - expire March 31, 2017. Wage allocations consistent with negotiated settlements have been accrued and budgeted for these employee groups through 2017. Potentially compounding negotiated settlements, the Corporation is legislated to maintain compliance with pay equity and is currently undertaking a comprehensive job evaluation review. In addition to anticipated adjustments in salaries/wages, the Corporation will also experience an increase in various statutory deductions and pension costs, either directly through rate increases or indirectly as a result of the increase to the yearly maximum pensionable earning limits.

For 2017, the Corporation experienced a significant increase in health/drug and Long-Term Disability benefit premium increases across all the Corporation's employee groups. Total increase in premiums across all employee groups, net of third party recoveries and reflective of changes to wages amounts to \$576,065 (74% of benefit increases). Statutory benefits and OMERS pension cost increases account for the balance of the total benefit increase at approximately \$97,900 and \$104,500 respectively.

Staffing enhancements / changes included within the proposed 2017 Budget include:

- Increased staffing hours at the Sun Parlor Home across most divisions to meet mandated training requirements; additional two 8 hours shifts

per day in the Nursing Division to address adequate care requirements to minimize falls, reduce skin and wound conditions and address behaviour challenges.

- Additional staffing hours in EMS to address call volume response times and mitigate off load delays (Code 7's).
- Year two of the phased departmental reorganization in Transportation Services (two FTE's) to mitigate risk in areas that have experienced sustained strain and impeded achievement of service delivery levels.
- Reduction in staff hours related to the labour disruption at Essex County Library. Anticipated return to normal operations is budgeted as at March 1, 2017. This will have an impact on base operating cost in 2018.
- Addition of a supervisory staff person in Housing with Supports (100% funded through the Provincial Community Homelessness Prevention Initiation (CHPI) Program); to provide a coordinated and integrated regional service delivery system with the City of Windsor, as the Consolidated Municipal Service delivery agent for our region.

Included in the 2017 estimates is a net levy allocation of \$1,725,300 to address: the staff enhancements / changes noted above; projected retroactive adjustments to base wages; anticipated pay equity adjustments, and estimated wage settlements through 2017.

Transportation – Construction Rehabilitation Program

An increase in the annual expenditure level of the Rehabilitation Program in the amount of \$450,000 has been included for 2017, providing total funding of \$10.6 million (inclusive of Federal Gas Tax and Ontario Community Infrastructure (OCIF) Funding). Up until 2012, the base funding level had not been increased since 2003. Administration is currently in the process of updating the Corporation's Asset Management Plan (AMP), with an anticipated delivery timeframe to County Council at its first meeting in March, 2017. Council will recall that from the 2013 AMP report, historic funding levels are not adequate to address the ongoing maintenance requirements of the network. Preliminary review of the consultants' findings (as at December 31, 2016) confirm that additional funding is required to manage the Corporation's extensive roadway network. Further analysis with respect to condition index ratings and rehabilitation strategies are being analyzed and a revised 25 year model

will be presented to Council, addressing life-cycle costing for all corporate assets.

Despite continued unsuccessful efforts, funding from upper levels of government will continue to be explored, gradual municipal increments in capital rehabilitation and operational/maintenance allocations will continue to be pursued in the context of good corporate governance and prudent financial management, weighing the balance of acceptable levels of service necessary for regional use, while mitigating risk and liability.

Asset Replacement – Life-Cycle Costing

As reported earlier to Council (Report #2017-R001-FIN-0118-RM) amortization expense reported within the Corporation's financial statements, in theory, reflects the annual use of the Corporation's assets. However, amortization is measured as straight line depreciation of the cost to acquire that asset over a defined asset life for accounting purposes; neither the estimated cost to replace the asset nor the true useful life of the asset, are considered in the calculation. For 2017, based on the 2016 asset structure and taking into consideration new assets coming into service for 2017, the estimated amortization expense that will be reported as part of the 2017 audited financial statements will be approximately \$11 million (excluding consolidation of EWSWA).

Included within the 2017 Budget, are capital commitments (life-cycle costing and capital from current) equal to approximately \$8.3 million, an increase to the annual levy of \$550,000. Linear assets (roads, bridges, culverts) are replaced on a pay-as-you-go basis, budgeted at \$10.6 million for 2017 as discussed above. Therefore, in total, factoring in roadway rehabilitation costs, the quantum of funds established for the replacement of assets and capital from current equates to approximately \$19 million.

While the amount included within the 2017 estimates for capital replacement exceeds the estimated cost of asset usage (amortization expense), it still remains below the true cost to replace corporate assets, after factoring inflation. The increased allocation proposed for 2017 supports the Corporation's efforts to manage the continued viability of the Corporation's asset base proactively in a measured way and through the effective use of reserve balances.

An update to the Corporation's AMP will be forthcoming in the spring of 2017, expanding asset reporting from linear assets to include facility and components, fleet, heavy equipment, I.T. infrastructure etc.

County-Wide Active Transportation Infrastructure

The focus and role of municipal highways has begun to experience a shift away from “motor vehicle only” to accommodating other modes of transportation. These other modes include pedestrian and bicycle access in a safe and sustainable manner. The County of Essex has recognized this paradigm shift, embraced the concepts and identified the significant impacts that must be addressed. In 2010, the County initiated the County Wide Active Transportation Study (CWATS) aimed at identifying opportunities to support and strengthen the Active Transportation plans and networks across the region. The Study was designed to improve and designate a regional active transportation network of on-road corridors and off road trails, to improve connections between the proposed regional and local municipal systems and to promote the use of active transportation with the Region. The CWATS includes an implementation strategy that provides recommendations on priorities, funding and timing to develop the proposed network as well as a maintenance strategy to ensure quality and safe use into the future. Building upon the efforts of the local municipalities, the CWATS is intended to provide a continuous network with improved connectivity across the Region.

Aside from the capital cost to develop this network, the implementation of the recommendations will have impacts on Maintenance Operations and affect the on-going Rehabilitation Program. Timing, co-ordination and funding will present numerous challenges.

Current estimates suggest that the County portion of the CWATS initiative amounts to a total project cost of \$71 million, with a County portion of approximately \$39 million. Included within the 2017 estimates is a provision of \$1.6 million, an increase of \$100,000 from prior year, to address the County component funding of this program over an estimated 20-year period. A Steering Committee was established in 2013, with the goal of developing annual implementation plans; work by the Committee is on-going and reports will be brought forward for County Council’s consideration. It is important to note that for the County to fulfill its commitment within the 20-year time horizon, future annual incremental levy allocations will be necessary.

As discussed above under Infrastructure Expansion, the timeframe for this program may be accelerated through the utilization of the Capacity Expansion Reserve to support the construction of the CWATS Program for those structures that align with the County’s rehabilitation program, but may not coincide with current priorities and limited annual CWATS

resources, made available through the CWATS Committee process. Annual transfers from the reserve to the CWATS program budget will be made and contributions back to the reserve will be facilitated through the annual budget process.

Directly Delivered Services

Increasingly complex resident care requirements in long term care; rehabilitation, reconstruction, maintenance and expansion of a county-wide arterial road network; increased care level requirements and demand for service from the regional emergency medical services unit, and the commitment to developing a county-wide active transportation network are but a few of the interests that continue to compete for resources. Cognizant of the economic realities of our region, Corporate Services has worked with all departments, reviewing all resources in an effort to present Council with a budget that balances operating requirements against economic constraints, while not jeopardizing the Corporation's future financial stability. The Corporation, across all departments, is subject to inflationary adjustments for supplies, service contracts, equipment replacement, utilities etc. Every effort is being made to reduce line expenditures, where possible, to mitigate the various external financial impacts on the County's net levy. In many cases, capital requests have been deferred, operational considerations reduced, and reserves utilized to the extent possible. In total, included within the budget estimates for 2017 is a net increase in other operational costs/recoveries of \$3,610.

Economic Initiatives – Windsor-Essex Hospitals System

Proposed for the Windsor-Essex region is the construction of a portfolio of projects termed as the "New Windsor-Essex Hospitals System (NWEHS)". A project that includes:

- Construction of a new 1.6 million sq. ft., 10-storey, Single-Site Acute Care Hospital located at the corner of County Rd. 42 and Ninth Concession Rd.
- Construction of a new 80,000 sq. ft., 4-storey, Urgent Care and Satellite Facility at the former Grace Hospital Site.
- Redevelopment of the Ouellette Campus at 1030 Ouellette Ave. to support outpatient mental health services.

- Construction and redevelopment at the existing HDGH Tayfour Campus on Prince Rd, including a 60-bed acute mental health wing, expansion of diagnostic imaging and addition of dialysis services; and
- Demolition of the existing Met Campus and transfer of a clean site to the City of Windsor.

The capital cost of the proposed NWEHS is estimated at \$2 billion, with a local cost share component of 10% or approximately \$200 million. The timing of the remittance of local cost share commitments and determination of County contribution remains outstanding. However, as reviewed recently by County Council in report # 2016-R03-FIN-0120-RM, Corporate Reserve Strategy Update, one means of funding this commitment is to build up a reserve and an annual provision in excess of \$5 million by 2027 to satisfy the County's obligation. Included within the 2017 estimates is an increase in the annual levy of \$590,000 as part of this implementation plan. Further analysis and reporting will be forthcoming once greater certainty is established with respect to the total amount of the County's contribution and timing of funds required.

Facility Asset Renewal

As has been discussed in various reports and prior year budgets, the Corporation's Reserve Strategy had focused on the replacement of: linear assets, facility equipment; heavy equipment & vehicles; and major computer system components. New facilities and major facility replacement expenditures, such as roofs, exterior cladding, HVAC and window replacements were funded through various grant programs, including the Community Reinvestment Fund (CRF), Ontario Municipal Partnership Fund (OMPF) and most recently through Infrastructure Stimulus Funding (ISF). In the absence of these funding mechanisms, the Corporation, in 2011, began setting aside a funding base to construct and maintain the Corporation's facility infrastructure.

Listed below are some of the outstanding / current demands for facility infrastructure, estimated at upwards of \$12 million.

- EMS facilities (South-West Windsor) \$2-4 million
- Transportation facilities (base rationalization) \$2-4 million
- Sun Parlor Home (structural components, elevators) \$4-5 million
- Library expansions (furnishings & shelving) \$300,000 / library

- Social Housing facility renewal

Included in the 2017 Budget is the reconstruction of the Dougall EMS Base (\$2.5 million); replacement of the Nurse Call / Patient Wandering System at the Sun Parlor Home (\$450,000); and the remaining facility components at the new West End Transportation Depot (\$2.5 million).

Budget Risk Factors

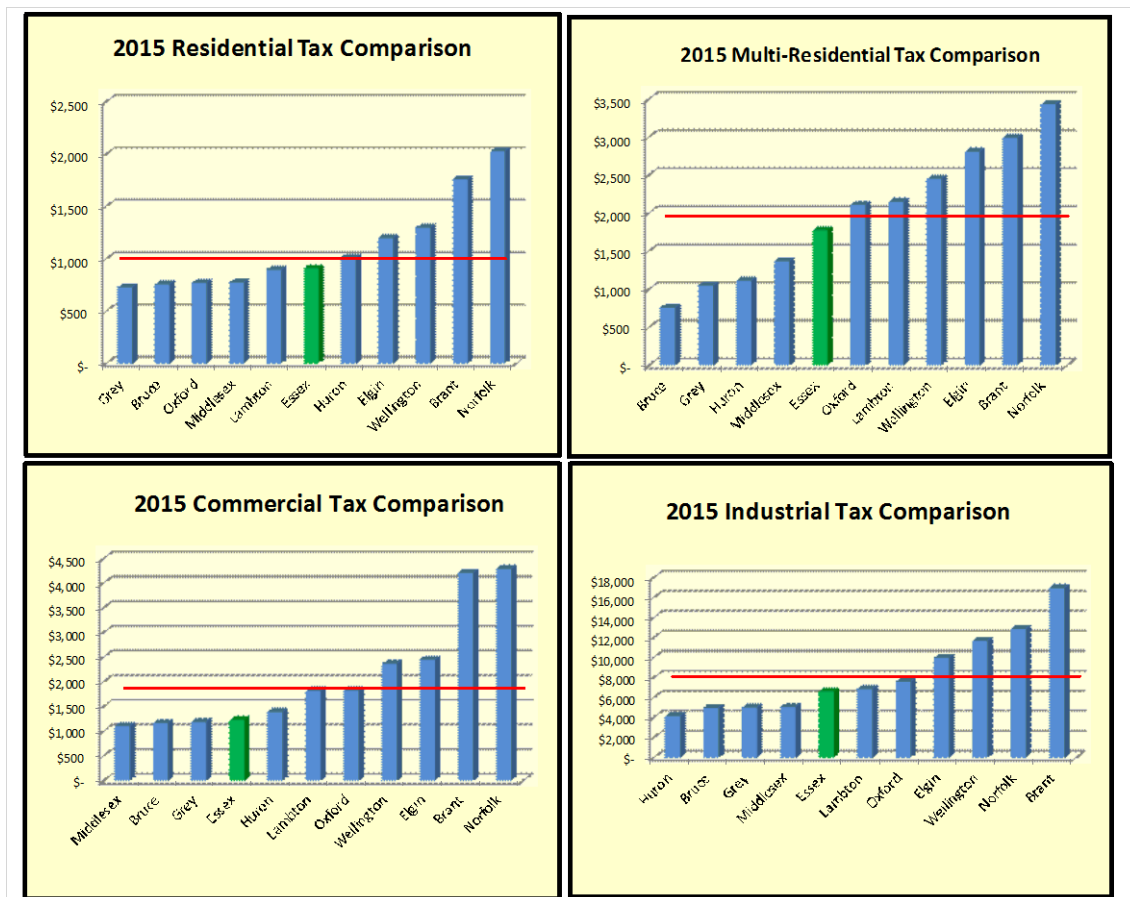
It is important to highlight for Council that there are risk factors inherent with any budget, in most cases beyond the control or discretion of Administration or Council. Economic realities potentially impacting operations include, but are not limited to:

- EMS delivery issues related to hospital emergency off-load delays
- EMS call volume – demographics & response time framework
- Service requirements to care for an increasingly frail and higher level of acuity resident complement at Sun Parlor Home
- Increase in social service caseloads
- Winter control maintenance costs
- Province-wide municipal insurance issues
- Cost of fuel, medical and other supplies necessary across a diverse set of operating programs, specifically in EMS, Sun Parlor Home and Transportation Services
- Operational impact of US Exchange rate
- Decline in Sun Parlor Home Nursing subsidy if the CMI continues to decline in relation to other service providers in the Province
- Interest earned on investments
- Continued OMERS pension funding requirements
- Continued premium increases for WSIB and other statutory deductions
- Health & welfare premiums (usage & escalation in service costs)
- Outstanding collective bargaining / arbitration results

Taxation Comparison with Other Municipalities

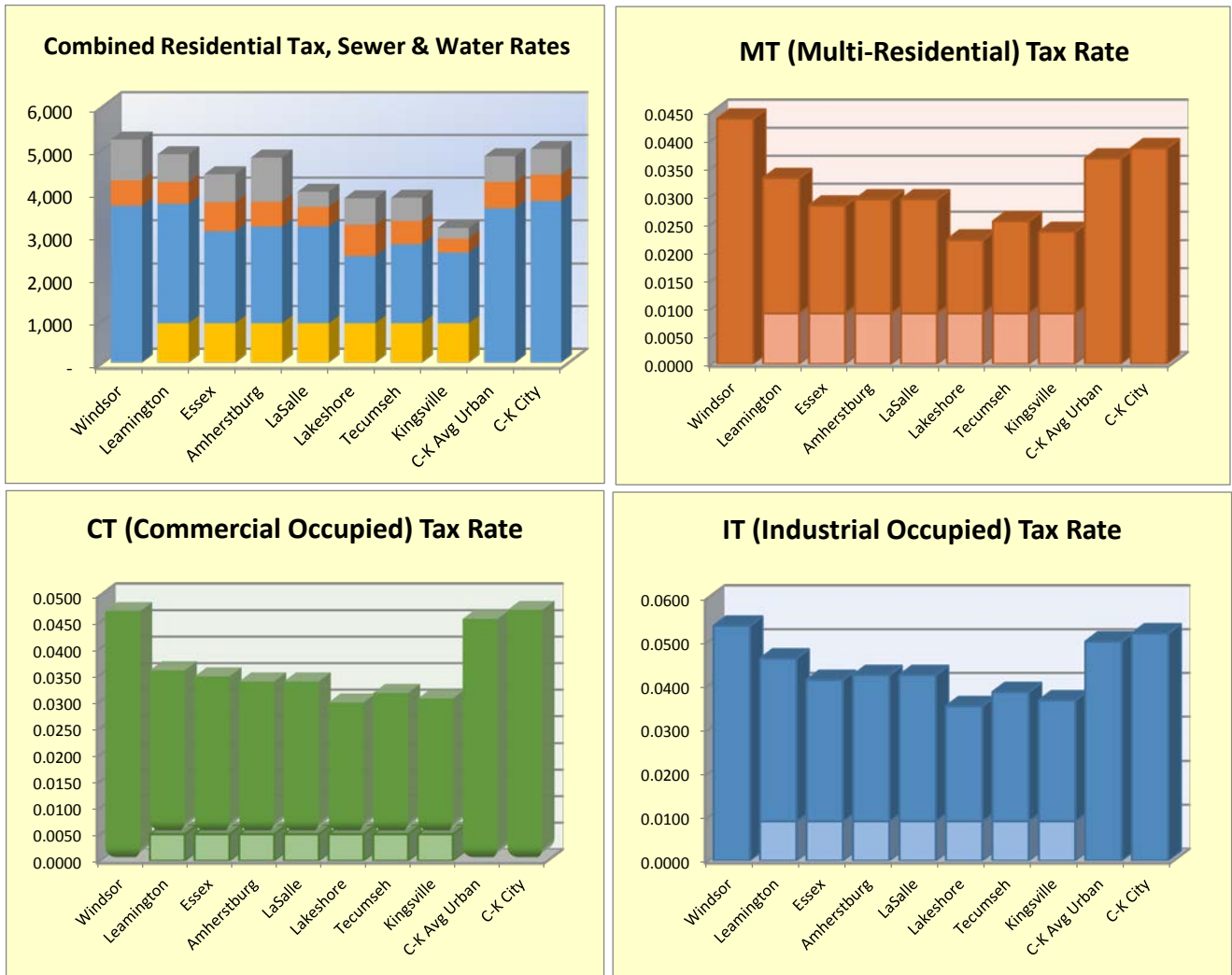
[Chart 5](#) on the following page provides a comparison of residential, multi-residential, commercial and industrial tax rates among South-Western Ontario Counties from prior year. As is evident from the graphs the County's tax rates remain below average and among the lowest of its peer group comparison. It is important to highlight that these low tax rates are achieved despite the fact that Essex County is the only upper tier municipality that redistributes 60% of its Federal Gas Tax revenue to its lower tier municipalities (>\$3 million annually)

Chart 5: 2015 Tax Rate Comparisons, South-Western Ontario Counties



[Chart 6](#) provides 2016 tax comparisons for residential (including water and wastewater), multi-residential, commercial and industrial rates of local municipalities (including County allocation) to immediate neighbours to the west and east. The favourable rates provide an economic advantage for residing and doing business in Essex County.

Chart 6: 2016 Tax Rate Comparison – Essex County / Windsor / Chatham-Kent



County Levy & Tax Rates

Over the past five-years the County Levy has increased, due in large part, to address expansion requirements of the County roadway and active transportation infrastructure. Most recently, additional funds (~\$590,000 per annum) have been raised and will continue for the next seven years to address the County’s commitment towards the New Windsor Essex Hospital System. Further, as the County assessment increases relative to the City, a greater shift of costs is transferred from the City to the County for shared programs including: Social Services, Social Housing, Child Care and Emergency Medical Services.

Although the County Levy has steadily grown over the past five years, tax rates remained fairly constant, due in large part, to prudent financial management decisions and moderate but stable growth in assessment in the County of Essex over this same period.

The consolidation of the departmental budget estimates produces a residential tax rate for County purposes for 2017, assuming no change in tax policy, of **.00470046**, representing a **1.76%** increase from prior year.

[Chart 7](#) illustrates the change in County tax rates on a typical residence valued at \$200,000.

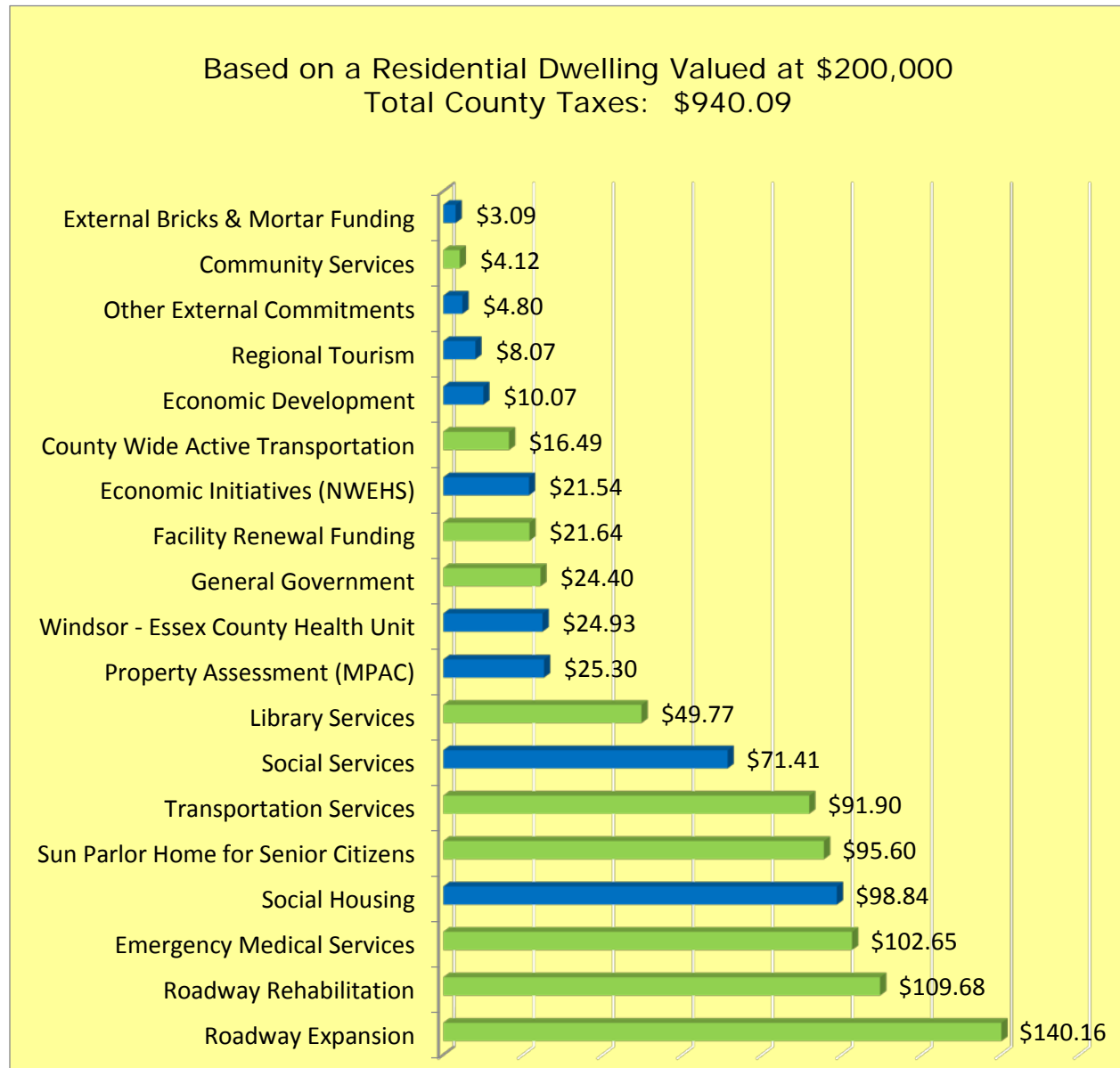
Chart 7: Residential Tax Rate Comparison, 2016-2017

Year	Assessed Value	Res. Tax Rate	Taxes	Tax Change	%
2016	\$200,000	.00461909	\$923.82	nil	nil
2017	\$200,000	.00470046	\$940.09	\$16.27	1.76%

Your Tax Dollars at Work

[Chart 8](#) delineates the tax allocation of a \$200,000 residence among the services either directly delivered (**green**) or paid to external agencies through the County Levy (**blue**). As is evident, a significant portion of County Tax Dollars (30%) are utilized to support commitments external to the County's directly delivered services, including: social assistance, social housing, economic development, regional tourism, public health, hospital & hospice support and property assessment. Of the directly delivered services, transportation infrastructure/rehabilitation, emergency medical services and long term care (Sun Parlor Home) expenditures consume the significant portions of the tax allocation.

Chart 8: Residential Tax Allocation



Corporation of the County of Essex - Budget Summary

Category	Department	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Expenditures	Housing with Supports / Counselling	2,029,280	2,059,760	2,106,100
Expenditures	Sun Parlor Home	25,342,650	25,136,300	24,807,730
Expenditures	Emergency Medical Services	38,222,730	38,453,920	38,990,610
Expenditures	Transportation Services	40,464,260	30,608,980	43,382,530
Expenditures	Library Services	5,386,300	4,516,680	5,290,450
Expenditures	General Government Services	7,553,430	6,376,930	8,366,580
Expenditures	External Commitments	24,460,080	24,803,770	23,813,390
Expenditures	Total	143,458,730	131,956,340	146,757,390
Recoveries	Housing with Supports / Counselling	1,630,990	1,661,470	1,706,710
Recoveries	Sun Parlor Home	15,243,750	15,297,420	15,048,990
Recoveries	Emergency Medical Services	28,478,050	28,869,530	29,642,910
Recoveries	Transportation Services	5,501,340	7,109,140	5,502,990
Recoveries	Library Services	348,620	263,130	357,620
Recoveries	General Government Services	4,301,200	6,451,320	5,275,940
Recoveries	External Commitments	60,000	1,460,000	60,000
Recoveries	Total	55,563,950	61,112,010	57,595,160
Contrib. to (from) Reserves	Sun Parlor Home	(2,285,990)	(1,531,370)	(482,740)
Contrib. to (from) Reserves	Emergency Medical Services	(423,270)	(22,740)	612,390
Contrib. to (from) Reserves	Transportation Services	(2,436,150)	8,773,990	(3,120,660)
Contrib. to (from) Reserves	Library Services	(208,590)	575,540	(103,740)
Contrib. to (from) Reserves	General Government Services	1,392,390	3,827,590	1,377,000
Contrib. to (from) Reserves	External Commitments	1,330,000	1,963,300	2,255,000
Contrib. to (from) Reserves	Rate Stabilization Reserve - Surplus	0	832,530	0
Contrib. to (from) Reserves	Total	(2,631,610)	14,418,840	537,250
Net Department Operations	Housing with Supports / Counselling	398,290	398,290	399,390
Net Department Operations	Sun Parlor Home	7,812,910	8,307,510	9,276,000
Net Department Operations	Emergency Medical Services	9,321,410	9,561,650	9,960,090
Net Department Operations	Transportation Services	32,526,770	32,273,830	34,758,880
Net Department Operations	Library Services	4,829,090	4,829,090	4,829,090
Net Department Operations	General Government Services	4,644,620	3,753,200	4,467,640
Net Department Operations	External Commitments	25,730,080	25,307,070	26,008,390
Net Department Operations	Overall County Surplus	0	832,530	0
	Total County Requirement	85,263,170	85,263,170	89,699,480

Housing With Supports / Counselling Services

Statement of Purpose

The Housing with Supports program / Counselling Services provides support for at-risk County residents who also have need of financial assistance.

Service Description

The Housing with Supports program provides assistance to County residents who require residential care and assistance with daily living activities and are also in need of financial assistance. This program is provided through purchase of service agreements with twelve rest and retirement homes throughout Essex County, and provincial funding is administered by the City of Windsor Social Services department as a part of the Community Homelessness Prevention Initiative (CHPI). Counselling services are provided through a purchase of service agreement with Family Services Windsor - Essex. Both programs are discretionary services for the County of Essex.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	1	2	2	3	62	70	124	125	175
Student	1	1	1	1	8	6	9	9	9
Total	2	3	3	4	70	76	133	134	184

Prior Year Performance

Provincial funding under the Community Homelessness Prevention Initiative (CHPI) provides flexible funding to address homelessness initiatives throughout the region. Program consolidation allows municipalities to use funding in a manner that is reflective of and reactive to the region's local needs, and the County continues to participate in the committees tasked with developing long-term work plans to address housing and homelessness needs.

The County Contribution is projected to be on budget for 2016. While client service gains have been made, the targeted level of caseworker support and interaction with clients has not yet been achieved. Operational savings and unbudgeted recoveries in the Housing with Supports program will be fully used to meet the increased demand for assistance in other regional CHPI-funded programs such as emergency hostels and utility / rent support.

One time CHPI funding was provided in the spring of 2016 to allow all homes to make purchases that would improve the quality of daily life for their residents and enhance the training of their staff. A portion of the funding was used to create a library of relevant training materials that could be used by all County service providers.

Housing With Supports / Counselling Services

At April 1, 2016 the per diem increased by 1% to \$51.19. This was the final approved increase in a multi-year plan to increase the regional per diem rates to support increasing care costs. Despite the increase, a small favourable variance in client support costs was experienced. While the number of individuals served has increased to almost 230, the actual cost of subsidy for individual clients varies with their personal income levels.

Proposed Budget – Current Year

For 2017, the net program cost of \$399,390 represents an increase of \$1,100 (0.3%) from the prior year.

In recent years, there has been a dramatic shift in delivery of services under this program. In the past, client suitability was determined largely by the home owner, and County's role was to determine eligibility for ongoing financial support. Home owners now face additional pressures from the health care system to admit clients with more complex needs, often without the necessary community supports for a successful transition. The County therefore has increased its role in determining the suitability of placement of clients within this program, as well as ensuring that an appropriate level of service is provided at all Homes. Increased oversight and direct supervision is required, and the department does not currently have the resources to meet this need, nor to advocate for the needs of the clients being referred to the program. As the CHPI funding provider, the City of Windsor is currently considering a request to increase the funding allocation to the County of Essex so that a supervisory position could be added in July of 2017. The 2017 Budget includes the additional resources and funding necessary to proceed if approval for additional CHPI funding is received.

The County of Essex continues to work with representatives of the City of Windsor towards the development of harmonized program delivery standards, and it is anticipated that updated standards will be brought to Council for consideration in 2017.

A multi year strategy to increase per diems for Housing with Supports was approved in 2014, and the final 1% increase was implemented in 2016. Current rates are comparable to rates paid throughout the province, and no further increases are anticipated at this time.

While this program is discretionary, it is recommended that Council continue to support this vulnerable portion of the population with a 2017 County contribution of \$399,390. No increase is recommended for subsidized Counselling Services.

Some of the challenging issues facing this sector are:

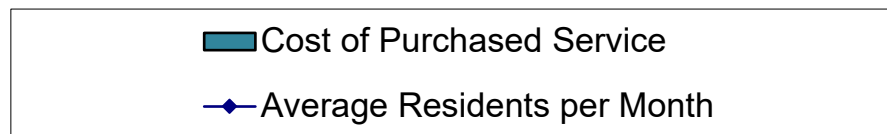
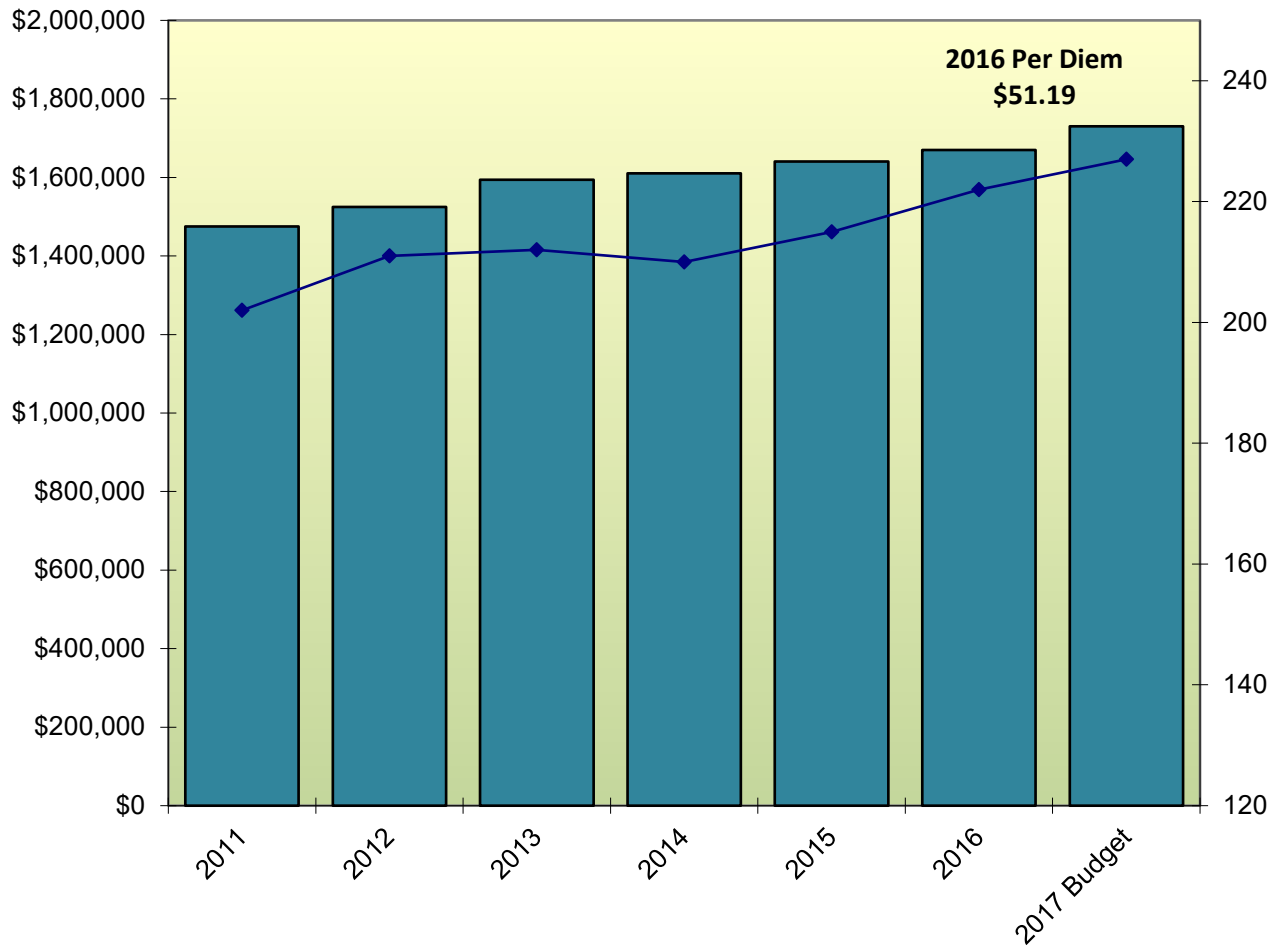
- Home owners pressured by the health care system to accept clients with complex physical and mental health care needs.
- Lack of affordable transportation for medical appointments. ODSP and OW recipients are eligible for mandatory medical travel and transportation whereas seniors receiving OAS or CPP are not. Municipal discretionary dollars continue to be allocated to assist with transportation needs.
- Access to mental health resources continues to be a challenge in the County, especially for in-house counseling and support programs. Family Services Windsor-Essex continues to support group and individual counseling at this time.

Housing With Supports / Counselling Services

Increased Levels of Service (Chart)

Housing with Supports Increased Levels of Service 2011 - 2017

Gross
Cost of
Service



Housing with Supports/Counselling Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	161041101	Full Time - Salaried & Student - Total	132,600	133,500	184,000
Benefits	161041201	Employment Insurance	2,720	2,720	3,200
Benefits	161041202	Canada Pension	5,500	5,500	7,400
Benefits	161041203	O.M.E.R.S.	11,530	11,520	15,800
Benefits	161041204	Employer Health Tax	2,590	2,600	3,600
Benefits	161041205	Health Insurance	11,510	11,480	16,700
Benefits	161041206	Group Insurance	670	640	1,200
Benefits	161041207	Long Term Disability Insurance	1,820	1,810	2,800
Benefits	161041209	Short Term Disability Insurance	0	0	2,700
Benefits	161041208	WSIB	2,970	3,000	4,200
Benefits	Category	Total	39,310	39,270	57,600
Staff Expense	161043001	Mileage	6,500	6,900	8,500
Staff Expense	161043002	Training / Workshops	1,000	700	1,500
Staff Expense	161043696	Administration Fees	74,130	74,130	78,720
Staff Expense	Category	Total	81,630	81,730	88,720
Office Expense	161043101	Telephone	2,500	1,800	2,300
Office Expense	161043102	Postage	500	400	500
Office Expense	161043103	Office Supplies	500	450	500
Office Expense	161043106	Copier Charges	900	150	150
Office Expense	161043107	Fax	100	150	150
Office Expense	161043110	Printing - Internal	400	200	200
Office Expense	161043198	Other	200	200	500
Office Expense	161043407	Rent	9,340	9,360	9,830
Office Expense	Category	Total	14,440	12,710	14,130
Equip. Lease/Maint.	161043203	Copier Lease / Maintenance	0	350	350
Equip. Lease/Maint.	161043204	Computer Maintenance	300	300	300
Equip. Lease/Maint.	161043204	Total	300	650	650
Purchased Service	161043301	Legal / Consulting	1,000	200	1,000
Purchased Service	161043337	Municipal Discr. & Client Transport.	2,000	1,800	2,000
Purchased Service	161043338	Translation Services	1,500	0	1,500
Purchased Service	161015134	Housing with Supports	1,730,000	1,670,000	1,730,000
Purchased Service	161043686	One Time Training (Funded) Life Enrich	0	93,400	0
Purchased Service	161015138	Purchased Counselling	25,000	25,000	25,000
Purchased Service	Category	Total	1,759,500	1,790,400	1,759,500
Capital	161043801	Equipment - Total	1,500	1,500	1,500
Expenditures	Category	Total	2,029,280	2,059,760	2,106,100
Recoveries	161016334	Provincial Subsidy	1,630,990	1,551,140	1,706,710
Recoveries	161016786	Provincial Subsidy - Life Enrichment	0	93,400	0
Recoveries	161016634	Recovery - Housing with Supports	0	16,930	0
Recoveries	Category	Total	1,630,990	1,661,470	1,706,710
Total	County Responsibility		398,290	398,290	399,390

Sun Parlor Home

Statement of Purpose

The Sun Parlor Home is Essex County's one and only municipal Long Term Care Home (LTCH). The Home has been serving the community for over 100 years by offering care 24/7, 365 days a year.

The Home's Mission is "to serve our community by providing supportive, resident-focused care that promotes quality of life." As a not-for-profit and subsidized long-term care home with the capacity to care for 206 residents, the Home's resources are dedicated to residents.

The Sun Parlor Home is funded by the County of Essex, the Erie St. Clair Local Health Integration Network (LHIN), the Ministry of Health and Long Term Care (MOHLTC) and other funding sources, including accommodation fees paid by or on behalf of the residents who live at the Home.

Service Description

Seniors in Ontario's Long Term Care Homes are older and frailer than at any other time in the Province's history. The average age of the Home's resident is 83.5 years. Nine out of ten residents exhibit some form of cognitive impairment, with one in three being severely impaired. Over 40% of residents exhibit behaviours stemming from their condition. One in three residents is completely dependent on staff and all others require frequent support with the activities of daily living, including toileting and feeding. Almost every resident has multiple comorbidities, for example heart disease and arthritis. Two out of three residents use a wheelchair or some assistive device to help with mobility. These statistics represent a significant change in the population served over the past number of years.

The LHIN closely monitors all Long Term Care Homes occupancy rates. The occupancy rate must be maintained above 97% to ensure continued funding. The Home's occupancy rate for 2016 was 97.04%. As was mentioned earlier, residents are older and more frail. The Home has noticed a trend that the length of time individuals are resident at the Home is decreasing. For example the Home admitted 81 new residents in 2016, with 14 of the admissions passing away during the year.

The Home introduced several new programs including an "All About Me" door sign that is personalized for each resident and a Nurture and Doll Therapy program.

The Elder Abuse Network holds their annual tree planting event in honour of Elder Abuse Awareness Day in June of each year. This year the Network chose the Sun Parlor Home as their location to plant and dedicate a tree.

Four staff graduated from the Health Care Aid (HCA) to Personal Support Worker (PSW) Accelerated Program offered at the Home. This was the first time the Home partnered with St. Clair College to offer programming on-site. To support staff attendance, the Home wrote letters of support for staff, offered tuition reimbursement and paid for the textbooks for staff that successfully completed each course. The opportunity to participate in an accelerated program

Sun Parlor Home

in Leamington improved access to the program by eliminating the travel time and costs otherwise required to attend St. Clair College in Windsor.

In support of community engagement in 2016, the Home welcomed a new partner, the Erie Shores Hospice. Hospice offers palliative care education. Volunteers from the Home have participated in this continuing education.

Other new community partners included the Mill Street School. Students from Mill Street School partnered with the Home to “Pay-It-Forward”. Students made gifts for the residents in appreciation for the residents’ efforts to make this area a great place to live and work.

The Home also welcomed 44 youth from St. Pauls Lutheran Church and other Lutheran and Anglican Churches from Southwestern Ontario to participate in Earth Day. The youth helped clean up the grounds around the Home.

The Home continues to work collaboratively with other community partners including the Leamington Horticultural Society who cares for the curb side planters at the front of the Home, the South Essex Community Centre in support of the Meals on Wheels and Day Away Program, Alcoholics Anonymous, the Alzheimer Society and others.

The Home also continues to offer clinical placement opportunities to students enrolled in university, college, and secondary schools. Offering clinical placement opportunities double as a recruitment strategy. Many of the students completing their clinical placement opportunities at the Home are from the area and want to remain close to home when seeking employment. In 2016, clinical placement opportunities were offered to Medical Students, Bachelor of Science in Nursing and Social Work students from the University of Windsor and Office Administration, Practical Nursing and Personal Support Worker (PSW) students enrolled at St. Clair College.

Prior Year Performance

Due to the size and complexity of the Home’s operations, a second Assistant Director of Nursing and a Financial Analyst were hired. The Life Enrichment Department was re-structured to provide 8 full-time Life Enrichment staff. In support of continuity of care for our residents, each staff member was assigned a neighbourhood of up to 31 residents.

The Home’s wireless connectivity was upgraded in late 2015 and concerns continued to be addressed in 2016. A new telephone system, with a move to Voice over Internet Protocol (VoIP) was installed with efforts to improve its operability. The wireless upgrade and new telephone system with cell phones were installed in advance of a new Nurse Call System.

An “Energy Efficiency Facility Upgrade” was initiated in the fall of 2015 and continued well into 2016. The project should wrap up in early 2017. The upgrade included replacement of the heating, ventilation and air conditioning (HVAC) system with nineteen new units. The Home also purchased 28 new air mattresses. These air address residents needing supports to heal wounds and prevent skin breakdown.

Sun Parlor Home

For the third year in a row, residents and their families were invited to participate in a comprehensive Resident Feedback Survey. A Resident Feedback Survey must be conducted by the Home annually. In consultation with Resident's Council, the number of questions in the 2017 survey was reduced from 88 to 39. By reviewing the survey questions and shortening the survey, the Home's goal is to prioritize the focus on areas of greatest concern, obtain comparable results over time and improve the response rate.

The results of the 2016 survey indicate that 96% of respondents rated the quality of care and services received as either excellent or good and 98% of respondents would recommend the Sun Parlor Home to a family member or friend. The results are similar to the 2015 survey results. The 2017 survey will be available from January 1st - 31st, 2017.

In March 2016, the MOHLTC Inspectors were at the Home for 9 days. Inspectors met with residents, families, staff, volunteers and the management team as part of the Home's Resident Quality Inspection (RQI). Every Long Term Care Home in the province are scheduled to undergo an RQI annually. The 2016 RQI results are a significant improvement over previous RQI's. In 2016, the Sun Parlor Home received 3 Written Notifications. In 2015, the Sun Parlor Home received 11 Written Notifications and 2 Compliance Orders. In 2014, the MOHLTC did not conduct an RQI. In 2013, the Sun Parlor Home received 11 Written Notifications and 4 Compliance Orders.

The Home continued to support the philosophy of bringing services and activities to the residents. Again this year, the Home offered music every Thursday afternoon, hosted the Barbershop Harmony Society, a Garage Sale, Vintage Car Show, motorcycle rides and added some new features including a Knitting Circle, hosted by a former staff member Marie, and the Border City Barkers. The Border City Barkers are a group of dog enthusiasts who promote education and safety in the sport of agility. A Dentist and Optometrist continued to provide on-site service clinics (fee for service/billed to OHIP). In addition to the Massage Therapist, a Kinesiologist also came to the Home to provide services to the residents.

A Hummingbird and Butterfly garden was built at the front of the Home, outside of the Special Care Unit.

The occurrences of staff requiring short-term and long-term sick leave was at an all-time high in 2016. This was the single largest factor in the 2016 unfavourable variance of \$495,000. Management continues to work with union representatives and individual staff members to provide early and safe return to work opportunities, and to ensure that health and wellness are a priority for all staff. The average age of the Home's workforce is increasing, and so is the level of care required by residents. Additional training and supports have been built into the 2017 budget to support best practices.

In mid-October, the Nursing Leadership Team implemented a new Registered Nurse (RN) Model as part of an ongoing effort to support continuity of resident care. The new model includes two RN positions that are dedicated to the completion of the RAI-MDS Assessments. The RAI-MDS assessments are the driving impetus of the resident's care plan and directly impact the funding the Home receives from the Province. With the new RN Model, there is

Sun Parlor Home

continuity in coverage of the resident neighbourhoods by having the same part-time staff covering the neighbourhoods when the full-time staff are off.

An element of risk continues to exist from year to year for the Nursing and Personal Care funding envelope. This Provincial funding is either enhanced or reduced based on the Home's Case Mix Index. This index fluctuates annually based on the documentation of the resident acuity levels relative to the entire province. For 2016, the actual Case Mix Index was lower than budgeted, resulting in a significant unfavourable variance for Nursing and Personal Care funding. The 2017 budget anticipates further reductions in this funding envelope as the recently released Case Mix Index for 2017 is even lower than 2016. Management continues to mitigate this financial risk by prioritizing the completion of RAI-MDS assessment and documentation.

New medication carts and tablets were purchased by the Home in support of advancing medication administration practices.

Behavioural Supports Ontario (BSO) funding was received by the Home in June. BSO is a multi-faceted program focused on helping residents and staff better manage responsive behaviours resulting from complex mental health, addictions, dementia and other neurological conditions.

Climate Assessments have been completed for several neighbourhoods at the Home and for one department. The Climate Assessments follow a similar process with a review of the findings and the development of an action plan. The unions representing frontline staff are consulted throughout the process. Positive comments and strengths are identified and shared with staff. Concerns are also identified and addressed to ensure compliance with the Home's obligations under various legislation including the Long Term Care Homes Act, 2007, the Resident Bill of Rights and Health & Safety legislation including efforts to prevent workplace violence, etc. Staff who work on the neighbourhoods or in the departments have the best ideas for how to address the concerns and support the changes. Some concerns were addressed within days while other concerns took longer and needed to be prioritized. The Climate Assessments are part of the Home's efforts for continuous improvement in support of the Home's Mission to provide resident-focused care.

The Home was successful in receiving a grant in the amount of \$2,500 from Veterans Affairs Canada for the Veterans Day Ceremony. The Home was joined by students from St. Louis School across the street to entertain residents prior to the Remembrance Day Ceremony.

The Sun Parlor Home was selected to participate in the Executive Program in Health System Leadership offered by the LHIN and delivered in partnership with the World Health Innovation Network (WIN) and TransForm. The project proposal focused on the implementation of a supply chain solution utilizing effective change management strategies. Three staff participated. Five days of training and consultation were made available to the staff (September to November 2016). The ultimate goal is to have better inventory control, Just-In-Time (JIT) ordering and all supplies in one Stores Room, so that when residents need something, it is available to them.

Sun Parlor Home

There are two unions representing staff at the Home, the Canadian Union of Public Employees (CUPE) and the Ontario Nurses Association (ONA). The County and the Home entered into contract negotiations with ONA in early December 2016. The CUPE Collective Agreement expires in March 2017.

Late in the year a new Fall & Winter menu was introduced using a new software purchased by the department in 2015. The software, called Synergy on Demand, is a dietary system solution that fully integrates resident nutritional profiles with menu development, food production and recipe. With the latest acquisition of the software this past fall – Financial Edition, the department is able to generate quantified stock item lists, purchase orders, physical inventory, food cost reporting for facility menus, risk management tools and so much more.

Unbudgeted expenses continue to be incurred to comply with legislation/regulations. As the Home plans for the 2017 budget, environmental scans are completed to assess the potential of proposed changes, but sometimes there is no awareness of what changes might be introduced by government or other authorities.

Proposed Budget – Current Year

The Sun Parlor Home's recommended 2017 net budget is \$9,276,000, which is a \$1,463,090 (18.7%) increase over prior year (Gross budgeted expenditures of \$24,807,730).

As with past budgets, the single largest factor impacting an increase is the cost of salaries and benefits. The 2017 budget includes estimated rate increases for the Ontario Nurses Association (ONA) which represents Registered Nurses, the non-union management team and the Canadian Union of Public Employee's (CUPE) staff who represent all other unionized staff at the Home.

Improvements around the Home are planned for 2017 and include new sidewalks which were deferred from 2016 due to the delays in the heating, ventilation and air condition (HVAC) installation, a new staff parking lot, renovations to the Special Care Unit, upgrades to both Courtyards, including the planting of grass in the spring in the Special Care Courtyard and benches, and possibly a gazebo as part of a strategy to create outdoor quiet spaces for residents/families. The plan is to install a new Nurse Call and resident wandering system in 2017.

Investments in education and training will continue to be made on an on-going basis to ensure compliance with legislative requirements. Training costs for the Nursing department continue to be supported by contributions from the Corporation's Rate Stabilization Reserve.

Requests for Proposals (RFP)'s for the sidewalks, new furniture (bedroom, lounge and dining room), continence products, oxygen and preferred vendor status for equipment are expected to be prepared in 2017 and into 2018.

Other projects for 2017 include a Medication Management Initiative in Long Term Care Home (LTCH) Demonstration Project from the Ministry.

Sun Parlor Home

The Home will be also be partnering with the Erie Shores Hospice in support of the Windsor Essex Compassionate Community Partnership which is scheduling a launch of the initiative in Leamington.

Sun Parlor Home - Summary

Category	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Expenditures	Administration	954,280	873,300	1,165,650
Expenditures	Nursing and Personal Care	13,079,760	13,546,110	13,738,630
Expenditures	Life Enrichment Services	901,200	881,810	914,280
Expenditures	Food & Nutrition Services	3,579,720	3,598,710	3,606,810
Expenditures	Laundry	986,230	1,009,100	1,051,850
Expenditures	Housekeeping	1,410,430	1,558,150	1,491,100
Expenditures	Maintenance	1,469,480	1,522,750	1,520,050
Expenditures	Structural Compliance Capital	353,050	268,600	449,360
Expenditures	Major Capital	2,608,500	1,877,770	870,000
Expenditures	Total	25,342,650	25,136,300	24,807,730
Provincial Subsidy	Nursing & Personal Care	7,214,310	7,138,240	6,986,500
Provincial Subsidy	Program & Support	673,680	685,670	687,200
Provincial Subsidy	Food	603,770	614,820	626,320
Provincial Subsidy	Accommodation	4,054,910	4,044,390	4,099,270
Provincial Subsidy	Equalization Adjustment	210,530	211,110	210,530
Provincial Subsidy	Total	12,757,200	12,694,230	12,609,820
Resident Revenue	Total	(4,017,300)	(4,044,384)	(4,017,300)
	Net Provincial Subsidy	8,739,900	8,649,846	8,592,520
Recoveries	Provincial - High Wage Transitional	188,210	188,210	188,210
Recoveries	Provincial - Pay Equity Funding	33,760	33,760	33,760
Recoveries	Provincial - Structural Capital Allocation	225,560	226,180	225,560
Recoveries	Provincial - Physician On-Call	19,940	19,950	19,940
Recoveries	Provincial - High Intensity Needs	116,390	141,460	116,390
Recoveries	Provincial - RAI Early Adopter	85,700	85,700	85,700
Recoveries	Provincial - PSW	251,890	245,250	242,110
Recoveries	Provincial - Physiotherapy / Exercise	180,980	183,510	184,280
Recoveries	Provincial - RPN Initiative	163,820	159,650	157,660
Recoveries	Provincial - Behavioural Supports Ontario	32,000	18,240	40,260
Recoveries	Other Subsidies / Grants	0	2,500	0
Recoveries	Preferred Accommodation	700,000	800,000	750,000
Recoveries	Donations	6,500	3,220	2,500
Recoveries	Departmental Recoveries	481,800	495,560	392,800
Recoveries	Total	2,486,550	2,603,190	2,439,170
	Total Recoveries (incl. Resident Revenue)	15,243,750	15,297,420	15,048,990
	Net Operations Sun Parlor Home	10,098,900	9,838,880	9,758,740
Contributions to (from)	Capital Reserve (net)	(26,000)	6,820	(339,610)
Contributions to (from)	Donation Reserves (net)	(198,000)	2,000	2,000
Contributions from	Capital Reserve - Major Capital (net)	(1,734,500)	(1,263,770)	125,000
Contributions from	WSIB NEER Reserve	0	(34,000)	0
Contributions to (from)	Structural Compliance Reserve	(47,490)	19,780	(5,150)
Contributions from	Rate Stabilization Reserve	(280,000)	(262,200)	(264,980)
Contributions from	Total	(2,285,990)	(1,531,370)	(482,740)
Total	County Responsibility	7,812,910	8,307,510	9,276,000

Sun Parlor Home - Administration

Service Description

The administrative team is currently comprised of the Administrator, Administrative Assistant, and two unionized staff including a Clerk Bookkeeper - Accounts Payable and Clerk Bookkeeper - Payroll. Additional analytical support is offered by the County. A Financial Analyst was hired in late 2016 to assist with budget preparation, and regulatory and financial reporting requirements. Administration is responsible for oversight and control of operations for the Sun Parlor Home, as well as policy and procedure development.

Staffing Chart

Staffing	2014	2015	*2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	*2016 Budget (\$000)	*2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	7	5	6	6	467	377	412	380	470

*2016 budget & actual restated as Manager of Resident Services moved to Nursing budget for 2017; Manager of Health & Safety moved to Admin budget for 2017

Prior Year Performance

The Administration Department finished 2016 with a favourable variance of \$37,730. In 2016, the server/IT room was renovated and upgrades were made to the server. Wireless connectivity throughout the Home was enhanced, a new telephone system to standardize the telephones at the County and Emergency Medical Services (EMS) were made and new mobile devices were introduced as a short term gap to replace the aging Spectralink telephones used by staff to communicate with one another.

Proposed Budget – Current Year

The 2017 budget represents an increase of \$77,160 or 9.2% over prior year, largely due to salary and benefit costs (includes annualized funding for the Financial Analyst), as well as increasing computer maintenance costs. The Home will be installing a new nurse call system in 2017. New multifunctional mobile devices used to support the new nurse call system along with Point of Care documentation will be explored as an opportunity to enhance the Home's resident focused care, responsive communication and to meet the documentation standards necessary to ensure the Home is appropriately funded for the service and care delivered.

Supporting a safe environment for the Home's residents/families, staff, Auxiliary, volunteers and students remains a priority.

Sun Parlor Home - Administration

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16301-1101	Full Time - Salaries	269,100	269,760	299,600
Salaries and Wages	16301-1103	Full Time - Hourly	143,300	110,550	170,300
Salaries and Wages	Category	Total	412,400	380,310	469,900
Benefits	16301-1201	Employment Insurance	6,980	6,410	7,300
Benefits	16301-1202	Canada Pension	13,950	12,590	17,200
Benefits	16301-1203	O.M.E.R.S.	43,260	39,820	47,800
Benefits	16301-1204	Employer Health Tax	8,050	7,420	9,200
Benefits	16301-1205	Health Insurance	59,950	55,760	67,900
Benefits	16301-1206	Group Insurance	2,480	2,270	3,000
Benefits	16301-1207	Long Term Disability Insurance	8,990	8,580	11,100
Benefits	16301-1209	Short Term Disability Insurance	0	750	4,800
Benefits	16301-1208	W.S.I.B.	12,200	11,200	13,100
Benefits	Category	Total	155,860	144,800	181,400
Staff Expense	16301-3001	Mileage	3,000	4,800	3,000
Staff Expense	16301-3002	Training	10,000	15,000	10,000
Staff Expense	16301-3003	Workshops & Conferences	3,000	3,000	3,000
Staff Expense	16301-3005	Membership Fees	17,000	14,730	15,000
Staff Expense	16301-3098	Staff-Other	2,000	250	2,000
Staff Expense	Category	Total	35,000	37,780	33,000
Office Expense	16301-3101	Telephone	39,800	33,900	36,000
Office Expense	16301-3102	Postage	4,000	4,400	4,100
Office Expense	16301-3103	Office Supplies	14,000	15,100	14,000
Office Expense	16301-3104	Computer Supplies	6,600	5,500	6,600
Office Expense	16301-3106	Copier Supplies	10,000	12,500	10,000
Office Expense	16301-3108	Advertising	2,000	2,230	2,000
Office Expense	16301-3109	Courier	400	100	400
Office Expense	16301-3110	Printing - Internal	0	2,850	0
Office Expense	16301-3133	Documentation Area Supplies	1,000	0	1,000
Office Expense	Category	Total	77,800	76,580	74,100
Lease & Maintenance	16301-3201	Equipment Maintenance	1,000	0	1,000
Lease & Maintenance	16301-3202	Equipment Leases	6,500	4,640	6,500
Lease & Maintenance	16301-3204	Computer Maintenance	38,230	31,920	57,140
Lease & Maintenance	Category	Total	45,730	36,560	64,640
Purchased Service	16301-3301	Legal Fees	3,000	10,620	3,000
Purchased Service	16301-3302	Audit Fees	10,030	10,030	10,130
Purchased Service	16301-3303	Consultant Fees	10,000	15,500	10,000
Purchased Service	16301-3391	Public Relations	2,000	0	0
Purchased Service	16301-3309	Staff Medicals	2,000	2,880	2,000
Purchased Service	Category	Total	27,030	39,030	25,130
Occupancy	16301-3401	Insurance	32,130	32,460	33,100
Occupancy	16301-3402	Taxes	4,300	4,570	4,570
Occupancy	16301-3421	Fire / Evacuation Preparedness	2,000	700	2,000
Occupancy	Category	Total	38,430	37,730	39,670

Sun Parlor Home - Administration

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Other Expense	16301-3510	Bad Debt Expense	5,000	5,000	5,000
Other Expense	16301-3503	Bank Charges	30	0	0
Other Expense	16301-3629	Health & Safety	8,000	11,230	13,000
Other Expense	16301-3698	Other	4,000	4,800	4,000
Other Expense	16301-3677	Quality Management Program	5,000	5,930	5,000
Other Expense	16301-3509	Payroll Services	32,000	36,000	36,000
Other Expense	Category	Total	54,030	62,960	63,000
Capital Expenditures	16301-3801	Total - Equipment	108,000	57,550	214,810
Expenditures	Category	Total	954,280	873,300	1,165,650
Recoveries	16301-6785	Telephone Recoveries	25,000	30,000	30,000
Recoveries	16301-6787	Power Generation Revenue	22,000	4,370	14,000
Recoveries	16301-6794	Rental Income	25,000	27,200	25,000
Recoveries	16321-6797	Donations	2,000	2,000	2,000
Recoveries	16301-6798	Miscellaneous	15,000	15,000	15,000
Recoveries	Category	Total	89,000	78,570	86,000
Net Operations		Administration	865,280	794,730	1,079,650
Contributions to (from)	16301-4110	Capital Reserve (net)	(26,000)	6,820	(139,610)
Contributions to (from)	16301-6806	Rate Stabilization Reserve	0	0	(23,600)
Contributions to (from)	16321-4166	Donation Reserve	2,000	2,000	2,000
Contributions to (from)	Category	Total	(24,000)	8,820	(161,210)
Total		County Responsibility	841,280	803,550	918,440

Sun Parlor Home – Nursing and Personal Care

Service Description

The Nursing and Personal Care Department is responsible for the provision of care that promotes the residents quality of life and considers each resident's individuality, personal well-being, dignity and freedom of choice. Personal care is provided 24 hours a day, 7 days a week, 365 days a year.

The Nursing Department is comprised of registered nurses (RN), registered practical nurses (RPN), health care aids (HCA) and personal support workers (PSW). The Nursing Department is the largest department at the Home.

Staffing Chart

Staffing	2014	2015	*2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	*2016 Budget (\$000)	*2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	86	88	89	89	4,957	4,970	5,339	5,035	5,449
Part-Time	98	98	98	98	4,458	4,710	4,388	5,124	4,753
Total	184	186	187	187	9,415	9,680	9,727	10,159	10,202

*2016 budget & actual restated as Manager of Resident Services moved to Nursing budget for 2017

Prior Year Performance

The Nursing department ended the year in an unfavourable position of \$502,540, largely due to a salary variance of \$431,520. The additional salary expenses were unprecedented and required for the completion of mandatory education required to meet Ministry of Health and Long Term Care expectations for training, Fire Evacuation training and maintenance of staffing levels. Long term illnesses and staff turnover required extensive recruitment efforts and multiple new hires. For the RN class, retaining the new hires was difficult and resulted in multiple hires for single positions. Experienced RNs were not applying and new grad RNs that were hired (12) have and continue to leave to accept full time positions in the USA, which resulted in additional orientation costs.

Retirements, long term illnesses and staff turnover were prevalent, resulting in significant costs for new hires and orientation expenses that were not anticipated nor budgeted for. Other challenges include the aging workforce. Average full time ages by staff grouping are: PSW 48, RN 46, RPN 51 and Ward Clerks 57. The Home is experiencing increasing numbers of staff with medical conditions requiring extended medical leaves and lengthy periods of modified work / work hardening. These short term and long term medical leaves are impacting the STD usage and often required overtime costs to obtain the necessary replacements to provide resident care. The amounts in excess of what was budgeted for sick costs have been funded by the Corporation's Rate Stabilization Reserve.

Sun Parlor Home - Nursing And Personal Care

Although the Home has a significant roster of part time employees, many are employed at more than one facility which greatly impacts their availability for replacement scheduling and call-ins.

The Nursing Leadership Team was completed when the second Assistant Director of Nursing position was filled in January 2016.

The replacement of hand-held devices (which was to be funded through Quality Management Expenditures) was delayed until the end of 2016 in order to better align with the implementation of the new nurse call system in 2017. Device trials are currently underway, therefore some carryover of this project will occur, with completion of the device replacement expected in early 2017.

Proposed Budget - Current Year

The 2017 Nursing budget represents a net increase of \$970,080 or 20%. Significant investments in mandatory training requirements (Fire Safety, Violence in the Workplace, Gentle Persuasive Approach) for all staff are the primary reason for the increase. Other one time training for PSW champions is being sought to improve the orientation of new hires and ultimately the quality of care for residents. Enhancements to training also include a PointClickCare training module for nursing staff that will provide consistent content and full direction on the complete functionality and utilization of the electronic health record application. Improved efficiency will impact documentation quality and this will have a bearing on the Resident Assessment Instrument (RAI) and Case Mix Index (CMI) scores which are determinants in the Provincial Nursing subsidy. To mitigate the 2017 budgetary effects of these enhancements to training and orientation, \$143,000 of funding from the Corporation's Rate Stabilization Reserve has been applied to the Nursing Department to smooth impact on the levy over multiple years. One time additional wages due to a staff retirement are also funded by the Rate Stabilization Reserve.

In the past, increases in Nursing wages and benefits would primarily be offset by annualized increases to the Nursing and Personal Care Subsidy. Recently announced Case Mix Index information for 2017 has caused the estimated 2017 Nursing subsidy to decline from 2016 funding levels. The Case Mix Index fluctuates annually based on the Home's resident acuity levels relative to the entire province.

Despite aggressive negotiation with the County's benefit insurance providers, the 2017 premium rates are anticipated to increase substantially for the Sun Parlor Home due to an increase in the cost and frequency of approved claims. For Nursing, total benefits are increasing by \$199,020 (7.4%).

The Home recommends enhancement of the current staffing levels to adequately provide the level of care required to minimize falls, reduce skin and wound conditions and deal with exhibited behaviours but will strive to achieve scheduling patterns that improve staff commitment and negate overtime costs. This will involve a review and restructuring of the personnel in the Nursing Department. To support compliance with MOHLTC Regulations, the Home will survey staff/residents regarding topics such as care routines.

The Home will also continue to support enhanced learning through increases to the training budget, as well as an allocation for the cost of attending external workshops.

Sun Parlor Home - Nursing And Personal Care

The role and duties of the Nursing Leadership team remains under review as the second Assistant Director of Nursing position commenced in January 2016. There is a need for a designated RAI Coordinator position to stabilize and effectively maximize CMI funding which is 100% dependent on the RAI MDS.

Sun Parlor Home - Nursing

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Salaries / Wages	16302-1101	Full Time - Salaries (Mgt, RAI & RN)	1,207,300	1,121,550	1,243,100
Salaries / Wages	16302-1102	Part Time - Salaries (RN)	947,900	1,088,650	946,300
Salaries / Wages	16302-1103	Full Time - Hourly (PSW, RPN, Ward Clerks)	4,132,100	3,913,370	4,206,200
Salaries / Wages	16302-1104	Part Time - Hourly (PSW, RPN, Ward Clerks)	3,440,000	4,035,250	3,806,700
Salaries / Wages	Category	Total	9,727,300	10,158,820	10,202,300
Benefits	16302-1201	Employment Insurance	222,220	232,140	204,300
Benefits	16302-1202	Canada Pension	413,780	432,220	439,400
Benefits	16302-1203	O.M.E.R.S.	687,100	717,280	694,300
Benefits	16302-1204	Employer Health Tax	188,480	196,840	198,900
Benefits	16302-1205	Health Insurance	541,400	543,320	668,000
Benefits	16302-1206	Group Insurance	32,370	27,350	38,100
Benefits	16302-1207	Long Term Disability Insurance	259,930	227,970	284,600
Benefits	16302-1209	Short Term Disability Insurance	0	1,090	4,000
Benefits	16302-1208	W.S.I.B.	315,600	319,800	328,300
Benefits	16302-1208	W.S.I.B. NEER Surcharge (Rebate)	25,000	59,000	25,000
Benefits	Category	Total	2,685,880	2,757,010	2,884,900
Staff Expense	16302-3001	Mileage	5,000	2,190	3,500
Staff Expense	16302-3002	Training	10,000	10,000	52,780
Staff Expense	16302-3003	Workshops / Seminars	15,000	15,000	15,000
Staff Expense	16302-3094	IT Allocation	80,340	80,340	85,000
Staff Expense	16302-3303	Consulting (STD Adjudication)	500	3,820	3,000
Staff Expense	Category	Total	110,840	111,350	159,280
Equipment	16302-3208	Resident Charting Equip. Lease / Mtce	16,200	1,280	8,000
Equipment	16302-3207	Resident Charting Software Maintenance	36,440	30,100	31,200
Equipment	Category	Total	52,640	31,380	39,200
Operations	16302-3630	Medical Supplies	90,000	87,000	90,000
Operations	16302-3631	Prescription Drugs	1,500	1,500	1,500
Operations	16302-3698	Other	7,000	1,600	7,000
Operations	16302-3628	Home Physician	31,000	30,000	31,000
Operations	16302-3670	High Intensity Needs (Claims Based)	57,000	57,000	57,000
Operations	16302-3672	High Intensity Needs (Per Diem Based)	55,000	55,000	55,000
Operations	16302-3677	Quality Management Expenditures	110,000	110,000	60,000
Operations	16302-3678	Physician On-Call	20,600	19,950	19,950
Operations	16302-3639	Incontinent Supplies - Disposables	110,000	104,500	110,000
Operations	Category	Total	482,100	466,550	431,450
Capital Expenditures	16302-3801	Total - Equipment	21,000	21,000	21,500
Expenditures	Category	Total	13,079,760	13,546,110	13,738,630

Sun Parlor Home - Nursing

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Recoveries	16302-6795	W.S.I.B. Recoveries	0	400	0
Recoveries	16302-6798	Miscellaneous	90,000	95,000	90,000
Recoveries	16302-6777	Quality Management Recoveries	60,000	60,000	60,000
Recoveries	16302-6389	Subsidy - High Int. Needs (Claims Based) & Lab Fees	60,000	84,910	60,000
Recoveries	16302-6392	Subsidy - High Intensity Needs (Per Diem)	47,370	47,500	47,370
Recoveries	16302-6385	Subsidy - Physician On-Call	19,940	19,950	19,940
Recoveries	16302-6383	Subsidy - RAI - MDS Early Adopter	85,700	85,700	85,700
Recoveries	16301-6389	Subsidy - Nursing & Personal Care	7,214,310	7,138,240	6,986,500
Recoveries	16302-6379	Subsidy - Behavioural Supports Ontario	32,000	18,240	40,260
Recoveries	16302-6380	Subsidy - PSW Funding	251,890	245,250	242,110
Recoveries	16302-6381	Subsidy - RPN Initiative	163,820	159,650	157,660
Recoveries	Category	Total	8,025,030	7,954,840	7,789,540
Contributions to (from)	16302-4163	WSIB NEER Reserve	0	(34,000)	0
Contributions to (from)	16302-41xx	Capital Reserve	(50,000)	(50,000)	0
Contributions to (from)	16302-6806	Rate Stabilization Reserve	(200,000)	(200,000)	(174,280)
Contributions to (from)	Category	Total	(250,000)	(284,000)	(174,280)
Total	County Responsibility		4,804,730	5,307,270	5,774,810

Sun Parlor Home – Life Enrichment Services

Service Description

The Life Enrichment Department is responsible for the activities that enrich the lives of each resident by helping them achieve their optimum physical, mental, social and spiritual function. Activities are adapted and varied to meet individual resident needs and may be recreational and/or therapeutic. The Department also provides a wide range of physiotherapy and occupational therapy, after consultation with the appropriate therapists. Support is given to the Residents' Council, Family Council, Auxiliary, Volunteers, Pastoral Care, Hairdressing, and staff education programs at the Sun Parlor Home.

Staffing Chart

Staffing	2014	2015	*2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	*2016 Budget (\$000)	*2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	7	7	9	9	398	410	463	452	515
Part-Time	6	6	1	1	168	163	60	69	16
Total	13	13	10	10	566	573	523	521	531

*2016 budget & actual restated as Manager of Health & Safety moved to Admin budget for 2017;

Prior Year Performance

In May of 2016, the department moved three part time staff into full time positions to bring the total of full time to 8. This provided each of the 8 Units in the Home to have a full time Life Enrichment staff to provide therapies and programs. Additionally, there were early evening programs offered 7 days a week. This increase in full time hours was fiscally possible with the absorption of the volunteer coordinator hours and the bulk of the part time hours into the full time category. Sick days and days off were not replaced at all. Student hours were moved into the part time category to better utilize those funds and allowed 33% vacation replacement during the summer months (one of every three days).

One of the goals of this staffing pattern was to increase programs throughout the Home. During the period July to September 2015, the percentage of residents with "little to no activity" was at 23.7%. For that same period in 2016, the percentage dropped to 12.4%. Another goal that was set and attained was the increase in programs, usually 1 on 1, for the lower functioning residents from 2.75 hours per week in July to September of 2015 to 5.0 during the same period in 2016. Positive outcomes for residents with dementia throughout the Home as well as the Special Care Unit can be seen in the statistics and incidents tracked with a noted decrease in worsening behavioral symptoms.

After posting an RFP for Physiotherapy services, an intensive rating and interview process followed. Lifemark was chosen to provide these services at reduced hourly rates and offers superior clinical support and staff training to support the Home's Restorative Care program.

Sun Parlor Home – Life Enrichment Services

Proposed Budget – Current Year

The proposed budget for 2017 represents a decrease of \$3,740 (8.9%).

The 2017 plan maintains the current 8 full time Life Enrichment Aides. The part time hours total 600 hours, which includes the movement of student hours to part time hours to enable backfilling the later shift on the full time staff's day off, as well as occasional vacation replacement in the summer months.

Sun Parlor Home - Life Enrichment Services

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16303-1101	Full Time - Salaries	79,600	82,720	84,500
Salaries and Wages	16303-1103	Full Time - Hourly	383,600	369,130	430,900
Salaries and Wages	16303-1104	Part Time - Hourly	59,800	69,410	16,000
Salaries and Wages	Category	Total	523,000	521,260	531,400
Benefits	16303-1201	Employment Insurance	11,890	11,850	10,000
Benefits	16303-1202	Canada Pension	22,590	22,510	23,300
Benefits	16303-1203	O.M.E.R.S.	44,040	43,890	48,100
Benefits	16303-1204	Employer Health Tax	10,200	10,170	10,400
Benefits	16303-1205	Health Insurance	56,380	46,790	66,600
Benefits	16303-1206	Group Insurance	2,780	2,350	3,700
Benefits	16303-1207	Long Term Disability Insurance	21,620	18,760	26,200
Benefits	16303-1209	Short Term Disability Insurance	0	220	1,000
Benefits	16303-1208	W.S.I.B.	17,200	17,140	17,300
Benefits	Category	Total	186,700	173,680	206,600
Staff Expense	16303-3001	Mileage	1,500	300	1,000
Staff Expense	16303-3002	Training	6,500	6,500	6,500
Staff Expense	16303-3003	Consulting - STD Adjudication	500	0	0
Staff Expense	Category	Total	8,500	6,800	7,500
Purchased Services	16303-3333	Physiotherapist Services	120,600	118,550	106,080
Purchased Services	16303-3397	Chaplain Services	14,000	14,000	14,000
Purchased Services	16303-3334	Purchased Therapy	13,000	7,910	13,000
Purchased Services	Category	Total	147,600	140,460	133,080
Lease & Maintenance	16303-3201	Total - Equipment Maintenance	1,000	1,000	1,000
Operations	16303-3626	Resident Payments	900	900	0
Operations	16303-3632	Entertainment	15,000	17,500	15,000
Operations	16303-3633	Transportation	0	500	500
Operations	16303-3686	Event Expenditures	4,000	4,500	4,000
Operations	16303-3634	Hobby Crafts	4,000	3,850	4,000
Operations	16303-3643	Music & Memory Program	0	1,610	500
Operations	16303-3698	Other	3,500	2,750	3,500
Operations	Category	Total	27,400	31,610	27,500
Capital Expenditures	16303-3801	Total - Equipment	7,000	7,000	7,200
Expenditures	Category	Total	901,200	881,810	914,280
Recoveries	16303-6798	Miscellaneous	0	2,240	0
Recoveries	16303-6786	Event Revenue	4,000	3,000	4,000
Recoveries	16303-6406	Federal Special Projects Grant	0	2,500	0
Recoveries	16323-6797	Donations - Life Enrichment	500	1,220	500
Recoveries	16303-6377	MOHLTC - Physiotherapy Funding -Exercise	20,300	21,180	20,300
Recoveries	16303-6378	MOHLTC - Subsidy - Physiotherapy	160,680	162,330	163,980
Recoveries	16303-63xx	MOHLTC - Program & Support Subsidy	673,680	685,670	687,200
Recoveries	Category	Total	859,160	878,140	875,980
Total	County Responsibility		42,040	3,670	38,300

Sun Parlor Home – Food & Nutrition Services

Service Description

The Food & Nutrition Department is responsible for the production of over 240,000 safe, nutritious and attractive meals to both residents of the Sun Parlor Home, and to the community (through participation in the Meals on Wheels program & Adult Day Away program). Residents are offered a pleasurable dining experience with several meal choices at each meal, with snacks provided between meals.

The Home's team, consisting of a Manager of Food & Nutrition Services, Food Services Supervisors, Registered Dietitians, Cooks and Food Service Workers ensure meals and customer service is held to optimal standards for the industry. Expertise in the field allows the team to manage dietary programs for residents with increasingly complex care needs, which contributes to the overall quality of life of the Home's residents.

In addition, the department offers Registered Dietitian services to each resident by providing nutritional assessments, evaluating risk and development of an individualized nutritional care plan including counseling and quarterly reviews. An enhanced weight-monitoring program allows the department to follow all weight variances and address them immediately to ensure the resident's nutritional well-being. Furthermore, all residents deemed at nutritional risk are seen by the Registered Dietitian at least monthly to ensure all safety and nutritional needs are being met.

Services provided by the Food & Nutrition Department form an essential and integral part of the function of the Home and contribute to the health and well-being of the residents.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	19	20	20	21	915	1,019	1,063	997	1,131
Part-Time	28	28	28	27	881	894	800	1,015	895
Total	47	48	48	48	1,796	1,913	1,863	2,012	2,026

Prior Year Performance

The Food & Nutrition Services Department ended the year in a deficit position of \$2,620. An unusual increase in Short Term Disability (STD) claims was experienced during the year, resulting in a significant increase in staffing costs to replace those who were absent.

On a positive note, as a result of hands-on supervision, training and coaching by the Food Services Supervisors as well as implementing a computerized system which fully integrated resident nutritional profiles with menu development, food production and recipes, the Home was able to significantly reduce food expenditures through operational efficiencies and a reduction in waste. These savings were able to considerably offset the unfavourable variance

Sun Parlor Home - Food & Nutrition Services

in staffing costs. Final implementation of the software will take place in the early months of 2017.

Staff training included providing the opportunity for all staff to be certified Food Service Workers (new educational requirement to work in Long Term Care) as well as ensuring all staff received Fire Safety training.

Proposed Budget – Current Year

The 2017 budget includes an increase of \$94,540 (3.4%) largely due to increases in wages and benefits. Extended health and welfare benefit premium increases continue to be substantial for Sun Parlor Home, and the budget includes the impact of moving the part time Food Services Supervisor to a full-time role effective July 1st.

Highlights for the current budget include:

- Replacement of the last original refrigeration/freezer unit.
- Food costs have been impacted by unfavorable weather conditions in the south, and marketplace volatility has resulted in rising prices for the protein market (beef, pork, poultry, dairy, etc.) with an estimated price increase of 6-10% for next year. The decline in the value of the Canadian dollar has also triggered significant increases. However, these increases are anticipated to be offset by savings resulting from the ongoing implementation of the Synergy on Demand system.
- The South Essex Community Council (SECC) will be issuing a Request for Proposals (RFP) for the Meals on Wheels Program in 2017. The Home has chosen not to respond to the RFP, as the program had a negative financial impact to the Home. A transition plan to wind down the Meals on Wheels Program will be put in place.
- Installation of computers and computer screens in the main production kitchen to reduce and eventually eliminate the use of paper recipes, production sheets and therapeutic spreadsheets (carried over from 2016).
- Increase in hours to the part time Food Services Supervisor to support the hydration and nutritional program, staff education, resident care conferences and committee work.
- Sneeze-guards to be installed on all food service tables.
- Stainless steel counters in the Café servery to comply with infection control standards.
- Purchase of food production equipment, including a hot holding cart.
- Purchase of new dishes for 1 West, and new silverware throughout the Home.
- Purchase of a dishwasher to replace a unit purchased in 2006.

Food and Nutrition Services will continue to support the Home's strategic directives including;

- Finding quality improvement opportunities to identify evidence-based best practices and look at ways to simplify and streamline departmental roles and communication;
- Supporting the multidisciplinary approach to electronic charting and related information gathering;
- Improving efficiencies through utilization of technology;

Sun Parlor Home - Food & Nutrition Services

- Supporting the “Go Green” and “Buy Local” initiatives where possible.

Sun Parlor Home - Food & Nutrition

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16304-1101	Full Time - Salaries	131,000	137,190	181,400
Salaries and Wages	16304-1102	Part Time - Salaries	42,500	47,120	21,600
Salaries and Wages	16304-1103	Full Time - Hourly	931,700	860,140	949,300
Salaries and Wages	16304-1104	Part Time - Hourly	757,800	967,440	873,600
Salaries and Wages	Category	Total	1,863,000	2,011,890	2,025,900
Benefits	16304-1201	Employment Insurance	46,020	49,700	42,500
Benefits	16304-1202	Canada Pension	82,330	88,910	90,000
Benefits	16304-1203	O.M.E.R.S.	147,900	159,720	155,500
Benefits	16304-1204	Employer Health Tax	36,330	39,230	39,600
Benefits	16304-1205	Health Insurance	127,960	114,810	141,600
Benefits	16304-1206	Group Insurance	6,320	5,260	8,100
Benefits	16304-1207	Long Term Disability Insurance	50,980	39,870	57,600
Benefits	16304-1209	Short Term Disability Insurance	0	380	2,300
Benefits	16304-1208	W.S.I.B.	61,290	66,190	65,500
Benefits	Category	Total	559,130	564,070	602,700
Staff Expense	16304-3001	Mileage	3,000	2,500	3,000
Staff Expense	16304-3002	Training	9,000	8,000	9,000
Staff Expense	Category	Total	12,000	10,500	12,000
Lease & Maintenance	16304-3201	Total - Equipment Maintenance	15,000	15,000	15,000
Operations	16304-3620	Food	864,150	758,100	696,150
Operations	16304-3619	Food Supplements	60,000	55,700	60,000
Operations	16304-3670	High Intensity Needs (Per Diem Based)	15,000	3,730	15,000
Operations	16304-3636	Cleaning Supplies	37,000	33,090	37,000
Operations	16304-3637	Smallwares	17,000	17,000	17,000
Operations	16304-3638	Paper Goods	35,000	30,500	25,000
Operations	16304-3627	Service Contracts	20,500	18,000	18,820
Operations	16304-3698	Other (Group Purchasing Fee, etc)	1,000	4,000	1,000
Operations	Category	Total	1,049,650	920,120	869,970
Purchased Services	16304-3303	Total - Consultant - Dietitian	65,940	62,130	65,940
Capital Expenditures	16304-3801	Total - Equipment	15,000	15,000	15,300
Expenditures	Category	Total	3,579,720	3,598,710	3,606,810
Recoveries	16304-6793	Meals on Wheels Program	120,000	128,900	30,000
Recoveries	16304-6750	Cafeteria / Vending	60,000	55,500	60,000
Recoveries	16304-6389	Subsidy - High Intensity Needs (Per Diems)	9,020	9,050	9,020
Recoveries	16304-6798	Miscellaneous	2,000	2,740	2,000
Recoveries	16304-6782	Food Rebates	14,000	14,150	14,000
Recoveries	16304-63xx	MOHLTC - Food Subsidy	603,770	614,820	626,320
Recoveries	Category	Total	808,790	825,160	741,340
Total	County Responsibility		2,770,930	2,773,550	2,865,470

Sun Parlor Home - Laundry

Service Description

The function of the Laundry and Linen Services is to ensure the cleanliness and upkeep of residents' clothing and linen supplies. An inventory system of all residents clothing and belongings is maintained in accordance with the Ministry of Health and Long Term Care (MOHLTC) legislation.

All laundry is processed in-house. This includes sheets, towels, re-washable incontinent products, personals and draperies, etc. This department is also responsible for arranging dry cleaning services for the residents.

The seamstress mends, repairs and adjusts residents' clothing. She also maintains a preventative maintenance program with general linen supplies.

The laundry department processes approximately 900,000 lbs. of laundry per year. As with other departments, the workload in the laundry department continues to be impacted by the increasingly complex medical needs of the residents (infection control, specialized cleaning etc.)

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	7.5	7.5	7.5	7.5	420	412	398	429	409
Part-Time	8	8	8	8	316	313	330	307	364
Total	15.5	15.5	15.5	15.5	736	725	728	736	773

Prior Year Performance

The department experienced unfavourable wage and benefit expenditures for 2016 of \$26,770. Additional part time and full time hours were required to cover Short-Term Disability (STD) absences for full time staff, and overtime was high in the middle of the year due to illness. Supply expenditures are expected to be under budget due to negotiation of favourable supplier pricing.

Proposed Budget – Current year

The 2017 budget includes an increase of \$65,620 (6.7%) due to increases in wages and benefits. Extended health and welfare benefit premium increases continue to be substantial for Sun Parlor Home. Staffing levels remain constant for 2017, however orientation and training hours have been enhanced in accordance with the Home's priorities for 2017. The Home will offer staff the opportunity to participate in the Laundry and Linen Technology course offered by the Ontario Healthcare Housekeepers Association.

Sun Parlor Home - Laundry

The Laundry Department is exploring new ways to enhance resident services, and also exploring strategies to conserve energy which could include changing the hours in which the laundry department operates.

Sun Parlor Home - Laundry

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16305-1101	Full Time - Salaries	43,300	45,160	48,400
Salaries and Wages	16305-1103	Full Time - Hourly	354,400	383,490	360,900
Salaries and Wages	16305-1104	Part Time - Hourly	330,100	307,480	364,300
Salaries and Wages	Category	Total	727,800	736,130	773,600
Benefits	16305-1201	Employment Insurance	17,270	17,470	16,400
Benefits	16305-1202	Canada Pension	32,870	33,250	33,400
Benefits	16305-1203	O.M.E.R.S.	46,580	53,340	54,400
Benefits	16305-1204	Employer Health Tax	14,190	14,350	15,100
Benefits	16305-1205	Health Insurance	51,200	59,560	59,400
Benefits	16305-1206	Group Insurance	2,390	2,480	2,900
Benefits	16305-1207	Long Term Disability Insurance	19,430	21,530	21,500
Benefits	16305-1209	Short Term Disability Insurance	0	120	600
Benefits	16305-1208	W.S.I.B.	23,950	24,220	25,000
Benefits	Category	Total	207,880	226,320	228,700
Staff Expense	16305-3001	Mileage	250	250	250
Staff Expense	16305-3002	Training	4,000	1,000	4,000
Staff Expense	Category	Total	4,250	1,250	4,250
Operations	16305-3636	Soap Supplies	22,000	22,000	22,000
Operations	16305-3639	Incontinent Supplies	6,000	6,000	6,000
Operations	16305-3640	Linen Replacement	18,000	16,000	17,000
Operations	16305-3698	Other	300	1,400	300
Operations	Category	Total	46,300	45,400	45,300
Expenditures	Category	Total	986,230	1,009,100	1,051,850
Total	County Responsibility		986,230	1,009,100	1,051,850

Sun Parlor Home - Housekeeping

Service Description

The Housekeeping Department works to promote a safe and healthy environment.

Duties in this department involve the cleaning and sanitizing of all major areas within the Home, with particular emphasis on residential areas to ensure compliance with evidence based best practices and legislative requirements.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	10.5	11.5	11.5	11.5	568	581	599	633	615
Part-Time	10	10	10	13	433	500	448	543	486
Total	20.5	21.5	21.5	24.5	1,001	1,081	1,047	1,176	1,101

Prior Year Performance

The department experienced unfavourable wage and benefit expenditures for 2016 of \$152,990. Additional part time staffing was required to cover full time staff Short Term Disability (STD) and work related injuries..

The Home experiences an average of 65 admissions annually (81 in 2016). In addition to admissions, there are internal transfers to meet a resident's needs or to optimize the accommodation rate recoveries. Rooms must be cleaned and painted prior to an admission or transfer. Specialized cleaning to support compliance with infection control guidelines and legislative requirements was included in the approved 2016 budget.

Proposed Budget – Current Year

The proposed 2017 Budget represents an increase from prior year of \$80,670 or 5.7%. Staffing schedules, as budgeted in 2016, continue in 2017, supporting the approved Fire Safety Plan and maintain the established midnight shifts. Cleaning is done on the midnight shift to optimize cleaning routines. Additional training hours have been included in 2017 to support the Home's enhanced orientation program and focus on staff training. The Home is further committed to supporting all Housekeeping staff to participate in an educational opportunity "Environmental Services for Frontline Staff" offered by the Ontario Healthcare Housekeepers Association.

Sun Parlor Home - Housekeeping

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16306-1101	Full Time - Salaries	43,300	45,160	48,400
Salaries and Wages	16306-1103	Full Time - Hourly	555,700	587,450	566,500
Salaries and Wages	16306-1104	Part Time - Hourly	448,000	543,260	486,200
Salaries and Wages	Category	Total	1,047,000	1,175,870	1,101,100
Benefits	16306-1201	Employment Insurance	25,940	29,130	23,400
Benefits	16306-1202	Canada Pension	46,970	52,750	49,400
Benefits	16306-1203	O.M.E.R.S.	79,020	88,750	84,400
Benefits	16306-1204	Employer Health Tax	20,420	22,930	21,500
Benefits	16306-1205	Health Insurance	87,530	87,860	102,100
Benefits	16306-1206	Group Insurance	3,590	3,300	4,300
Benefits	16306-1207	Long Term Disability Insurance	30,010	28,520	33,200
Benefits	16306-1209	Short Term Disability Insurance	0	120	600
Benefits	16306-1208	W.S.I.B.	34,450	38,690	35,600
Benefits	Category	Total	327,930	352,050	354,500
Staff Expense	16306-3001	Mileage	500	500	500
Staff Expense	16306-3002	Training	4,000	1,000	4,000
Staff Expense	16306-3303	Consultant Fees	0	270	0
Staff Expense	Category	Total	4,500	1,770	4,500
Operations	16306-3641	Housekeeping Supplies	30,000	27,460	30,000
Operations	16306-3698	Other	1,000	1,000	1,000
Operations	Category	Total	31,000	28,460	31,000
Expenditures	Category	Total	1,410,430	1,558,150	1,491,100
Recoveries	16306-6798	Miscellaneous	2,600	10,260	2,600
Recoveries	Category	Total	2,600	10,260	2,600
Total	County Responsibility		1,407,830	1,547,890	1,488,500

Sun Parlor Home - Maintenance

Service Description

The main responsibility of the Maintenance Department is to provide for the efficient operation and required preventative maintenance of the physical plant, 22 acres of grounds and to ensure the safety and security of the residents, families, staff and visitors at the Sun Parlor Home. These services are maintained twenty-four hours a day, seven days a week, in accordance with relevant legislative requirements. This department also has the responsibility for maintaining a comprehensive inventory system of both consumable goods and equipment, for the distribution of supplies throughout the Sun Parlor Home and for transporting resident supplies and equipment for repairs (i.e. resident glasses/dentures).

Staffing Chart

Staffing	2014	2015	2016	*2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	7	7	7	8	345	365	359	355	410
Part-Time	1	2	2	2	82	82	91	140	91
Total	8	9	9	10	427	447	450	495	501

*2017 budget includes provision for the addition of one temporary full-time staff member

Prior Year Performance

The department experienced unfavourable wage and benefit expenditures for 2016 of \$64,170. Additional full time hours were required to cover short term disability absences for full time staff, and overtime was high at the end of the year due to illness.

The maintenance staff support the Fire Safety Plan, the philosophy of having “the right person do the right work at the right time” and any contractor on site doing repairs or projects. The Home experiences an average of 65 admissions annually. In addition, there are transfers to meet residents’ needs or to optimize the accommodation rate recoveries. Rooms must be repaired and painted prior to an admission or transfer.

Proposed Budget – Current Year

The 2017 Maintenance Budget reflects a decrease from prior year of \$1,880 or (0.13%). This includes the addition of a temporary full-time maintenance position, which will be funded by the Corporation’s Rate Stabilization Reserve. The temporary additional resources are necessary to support day to day operations during the implementation of several large home-wide projects during 2017.

Increases in health / dental benefit costs, utilities and inflationary impacts on service contracts have been offset by a temporary reduction in service contracts due to new equipment currently under warranty. Improved operational changes implemented in 2015 to maintain maintenance

Sun Parlor Home - Maintenance

department services 24 hours a day 7 days a week will continue, supporting onsite services as well as contractors of the Sun Parlor Home inside and out.

Utility costs are based on average consumption amounts (which are weather dependent) and anticipated rates. Although the County of Essex participates in group purchase plans, which provide reduced rates for utilities, rates continue to escalate.

Sun Parlor Home - Maintenance

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	16307-1103	Full Time - Hourly	359,600	354,270	409,500
Salaries and Wages	16307-1104	Part Time- Hourly	90,700	140,250	91,400
Salaries and Wages	Category	Total	450,300	494,520	500,900
Benefits	16307-1201	Employment Insurance	11,090	12,180	10,500
Benefits	16307-1202	Canada Pension	20,730	22,770	23,100
Benefits	16307-1203	O.M.E.R.S.	36,350	39,920	37,100
Benefits	16307-1204	Employer Health Tax	8,780	9,640	9,800
Benefits	16307-1205	Health Insurance	52,350	64,500	63,900
Benefits	16307-1206	Group Insurance	2,150	2,020	2,600
Benefits	16307-1207	Long Term Disability Insurance	18,860	17,770	20,800
Benefits	16307-1208	W.S.I.B.	14,820	16,280	16,300
Benefits	Category	Total	165,130	185,080	184,100
Staff Expense	16307-3001	Mileage	550	550	550
Staff Expense	16307-3002	Training	4,000	3,500	4,000
Staff Expense	Category	Total	4,550	4,050	4,550
Occupancy	16307-3404	Building Maintenance Supplies	38,000	34,500	38,000
Occupancy	16307-3406	R&M - Equipment & Building	80,000	70,000	80,000
Occupancy	16307-3410	R&M - Grounds	7,000	7,000	7,000
Occupancy	16307-3411	Sewage	73,000	69,000	69,000
Occupancy	16307-3412	Gas	115,000	100,000	100,000
Occupancy	16307-3413	Hydro	350,000	375,000	375,000
Occupancy	16307-3414	Water	25,000	21,000	21,000
Occupancy	Category	Total	688,000	676,500	690,000
Operations	16307-3601	Vehicle Operation	8,000	5,000	9,000
Operations	16307-3627	Service Contracts	104,900	105,900	82,900
Operations	16307-3642	Cable TV	48,000	51,100	48,000
Operations	16307-3698	Other	600	600	600
Operations	Category	Total	161,500	162,600	140,500
Expenditures	Category	Total	1,469,480	1,522,750	1,520,050
Recoveries	16307-6798	Miscellaneous	200	200	200
Recoveries	16307-6796	Cable TV	42,000	44,100	46,000
Recoveries	Category	Total	42,200	44,300	46,200
Contributions to (from)	16307-6801	Rate Stabilization Reserve	0	0	(48,450)
Total	County Responsibility		1,427,280	1,478,450	1,425,400

Sun Parlor Home – Structural Capital Allocation

Service Description

The Sun Parlor Home is an “A” rated home (the highest rating). The Corporation continues to allocate a portion of the Provincial funding to maintain the structural and operational integrity of the Home.

Prior Year Performance

In 2016, the Home replaced 1 whirlpool tub on 3 West. Whirlpool jets are difficult to clean, therefore the elimination of tubs with whirlpool jets is an infection control strategy which the Home is following. The whirlpool tubs are being replaced with tubs that have no whirlpool jets in a measured strategy that includes replacing 2 whirlpool tubs a year. There are 2 tubs yet to be replaced in the Home.

One of the four 80lb washing machines in the Laundry Department was replaced.

Resident lift slings, batteries and chargers are replaced on an ongoing schedule, as required for safety.

A plan was initiated to begin the replacement of mattresses on a recurring 5 year schedule, and to purchase a standard product for the Home. As a result, 52 mattresses were purchased and changed. The complete replacement of air mattresses to avoid entrapment concerns has been completed in 2016.

To improve the efficiency of winter control, a small dump truck from the Roads Department was transferred to the Sun Parlor Home and retrofitted with a plow and salter, which will decrease the amount of time needed to clear snow.

Proposed Budget – Current Year

The largest project for 2017 will be the replacement of the Arjo Opera patient transfer lifts throughout the Home. These resident lifts were originally purchased with Provincial funding, and while their functionality is still acceptable, the vendor has advised that replacement parts will cease to be available shortly. The lift replacement will be funded from the Corporation’s Capital Reserve, and is estimated to total \$200,000.

An 80lb washing machine is scheduled to be replaced, and two more whirlpool tubs will be replaced this year. Flooring projects in the tub rooms and the Special Care Unit Lounge and Dining Room will be a priority in 2017, as will be the installation of a security system in the food storage and central storage areas of the Home (part of the inventory control systems being installed).

To improve the efficiency of lawn care, the 2017 Budget includes funding from the Rate Stabilization Reserve to retrofit one of the tractors with a wider cutting deck, and to replace an older lawn tractor with and new one, also with a wider deck.

In addition to replacement refrigerators, \$25,000 has been allocated to begin updating systems in the serveries and kitchen. The full project will be spread over several years, and will include the installation of digital menu boards, touch-screens in the serveries and kitchen, and the purchase of digital devices to display meal choices. The benefits include the reduction of food waste (elimination of show-plates), improved access to resident dietary information within the serveries and a significant reduction in printed information.

Sun Parlor Home - Structural Capital

Category	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Capital - Direct Resident Care	Hospital Beds (Hi/Low re:Restraint std.)	5,000	5,000	5,000
Capital - Direct Resident Care	Air Mattresses	65,000	43,000	6,650
Capital - Direct Resident Care	Mattresses	16,000	16,000	21,450
Capital - Direct Resident Care	Whirlpool Tubs	28,000	22,690	28,000
Capital - Direct Resident Care	Digital Menu Boards / System / iPads	25,000	0	25,000
Capital - Direct Resident Care	Hygiene System (shower chairs)	8,000	11,400	11,400
Capital - Direct Resident Care	Ceiling Lifts	6,000	6,410	6,500
Capital - Direct Resident Care	TV's - Common Areas / Resident Rooms	1,000	0	1,000
Capital - Direct Resident Care	Opera Lifts	0	0	200,000
Capital - Direct Resident Care	Patient Lifts, Slings, Batteries, Chargers	20,000	12,000	15,000
Capital - Direct Resident Care	Furniture / Office Replacement - various areas	5,000	1,500	5,000
Capital - Automation	Phone system	6,000	3,850	0
Capital - Mechanical	Refrigerators in serveries	20,000	20,000	10,000
Capital - Mechanical	Oven / Combi oven / Kitchen equip	0	0	5,300
Capital - Mechanical	Dishwashers	25,000	25,000	8,000
Capital - Mechanical	Laundry - washers/dryers/serger	25,000	27,000	29,000
Capital - Mechanical	Garburators	4,000	5,420	4,060
Capital - Mechanical	Heating Boilers - domestic	7,000	7,000	0
Capital - Mechanical	Refrigerator for vaccine storage	0	4,750	0
Capital - Structural	Flooring	20,000	3,000	20,000
Capital - Structural	Paint / Drapery / Artwork	10,000	5,500	10,000
Capital - Structural	Security System / Cameras	14,000	10,000	5,000
Capital - Structural	Fire Doors, Hoses / Safe Area for 1W	5,000	4,330	5,000
Capital - Structural	Workplace Hazard Assessment	5,000	0	0
Capital - Structural	Park Benches	6,000	6,550	6,000
Capital - Structural	Tree Removal, Yard Cleanup	10,050	9,000	10,000
Capital - Vehicle & Mtce Equip	Pickup Truck	15,000	19,200	0
Capital - Vehicle & Mtce Equip	Tractor Replacement	0	0	12,000
Capital - Vehicle & Mtce Equip	Snow Blower	2,000	0	0
Capital Expenditures	Total	353,050	268,600	449,360
Recoveries - Subsidy	Total - Structural Capital Allocation	225,560	226,180	225,560
Net Operations Sun Parlor Home - Structural Capital		127,490	42,420	223,800
Contributions to (from)	Structural Capital Reserve	(47,490)	19,780	(5,150)
Contributions to (from)	Rate Stabilization Reserve	(80,000)	(62,200)	(18,650)
Contributions to (from)	Capital Reserve	0	0	(200,000)
Contributions to (from)	Total	(127,490)	(42,420)	(223,800)
Total County Responsibility		0	0	0

Sun Parlor Home – Major Capital Expenditures

Service Description

Major capital repairs and renovations are addressed with a preventative, proactive mindset.

As the Home ages, every effort is being made to maintain the Home to the highest standards, ensuring a safe, secure Home.

Prior Year Performance

The HVAC replacement project was the focus of the 2016 Capital projects. This, along with technology based projects completed in 2015, form the backbone on which the 2017 projects can proceed.

A working group was created within the Home to review and make recommendations regarding how the Wehenkel Estate funds should be spent, and to begin the selection process for resident room and dining room furniture. A multi-year plan was also established to replace fire doors within the Home that have started to warp over time. A number of resident room doors were replaced during the year (within the Structural Capital budget) and more are planned for 2017.

Proposed Budget – Current Year

The Nurse Call System (used by residents to call the nurse) is approaching the end of its useful life; parts are in very limited supply. The Home will replace the system along with an upgrade to the resident wandering system. An RFP was prepared and released and a vendor has been selected, with the System to be installed in early 2017.

Another proposed major capital expenditure for the Home is the upgrading the 2 passenger elevators, the RFP is currently being drafted with the release and work to be completed early in 2017.

The addition of sidewalks from several exits around the Home will go forward in the spring 2017, with the RFP currently being drafted. Repairs and repaving of the parking lot will also begin in spring 2017, with the tender now ready to be released.

Other projects include fire system upgrades, and the continued replacement of fire doors within the Home. Working with the Leamington District Secondary School, a gazebo will be replaced in the Courtyard. Necessary repairs to the cement work in the Courtyard will also begin in the spring.

Most of the funding for major capital projects comes from the Corporation's Capital Reserve. The Donation Reserve will fund the replacement of resident room furnishings when that project moves forward. The Capital Reserve is replenished by establishing an annual amortization amount that reflects the use of capital assets over time. Analysis of the Corporation's Asset Management Plan has confirmed that the annual amortization amount continues to be underfunded. The amortization amount for Sun Parlor Home has therefore been increased by \$275,000 to \$935,000. Annual increases will continue to be required over multiple years to reach the target rate for Sun Parlor Home. Further information on the Corporation's Asset Management Plan will be presented later this spring.

Sun Parlor Home - Major Capital

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Capital - Structural	16301-3803	Replacement of Resident Room Furnishings	200,000	0	0
Capital - Structural	16301-3803	Resident Dining Rooms	60,000	0	0
Capital - Structural	16301-3803	Sidewalks (from fire exits)	50,000	0	50,000
Capital - Structural	16301-3803	Fire Doors	10,000	0	10,000
Capital - Structural	16301-3850	Replacement of rooftop HVAC units	1,500,000	1,828,270	0
Capital - Structural	16301-3803	Nurse call / Patient Wandering System	450,000	0	450,000
Capital - Structural	16301-3803	Tub Room Renovations	24,500	0	0
Capital - Structural	16301-3803	Courtyard Upgrades	30,000	0	30,000
Capital - Structural	16301-3803	Outdoor Landscape	4,000	4,000	0
Capital - Structural	16301-3803	Parking Lot	120,000	6,500	120,000
Capital - Structural	16301-3803	Fire System Upgrade	60,000	39,000	60,000
Capital - Structural	16301-3803	Elevator Door Sensors (3 elevators)	100,000	0	150,000
Capital Expenditures		Total	2,608,500	1,877,770	870,000
Recoveries		Total - Donations	4,000	0	0
Contributions to (from)		Donations Reserve	(200,000)	0	0
Contributions to (from)		Capital Reserve	(2,344,500)	(1,873,770)	(810,000)
Contributions to (from)		Capital Reserve - Amortization	660,000	660,000	935,000
Contributions to (from)		Total	(1,884,500)	(1,213,770)	125,000
Total		County Responsibility	720,000	664,000	995,000

Emergency Medical Services

Statement of Purpose

Essex Windsor Emergency Medical Services is committed to providing the highest quality Emergency Medical Services to the citizens of the County of Essex, the City of Windsor and the Township of Pelee.

Fiscally responsible quality care is fostered through:

- Maintaining mutually supportive relationships with other emergency services and health care agencies in the community
- Participation in public education for prevention and awareness
- Programs of Continuous Quality Improvement to ensure the highest standards of patient care are achieved
- Supporting employees by providing them with the tools and methods to accomplish quality care

The department adheres to the five principles of Emergency Medical Services, which are to provide the community with an EMS system that is:

- Accessible
- Accountable
- Responsive
- Seamless
- Integrated

Service Description

The Emergency Medical Services Department is responsible for the operation of the public ambulance service for the County of Essex, the City of Windsor, and the Township of Pelee. Essex Windsor EMS serves a population base of approximately 390,000 across 1,852 square kilometers. At maximum staffing, there are 25 vehicles in service with annual on-the-road staffing of approximately 184,400 hours for paramedics, exclusive of response time hours provided by Deputy Chiefs and/or District Chiefs.

The EMS department has a fleet of 38 front line ambulances, 12 Emergency Response Vehicles, 1 Logistics Vehicle, 1 Administration Vehicle, a Special Operations Trailer, Hazmat Trailer and an Off Road transport vehicle.

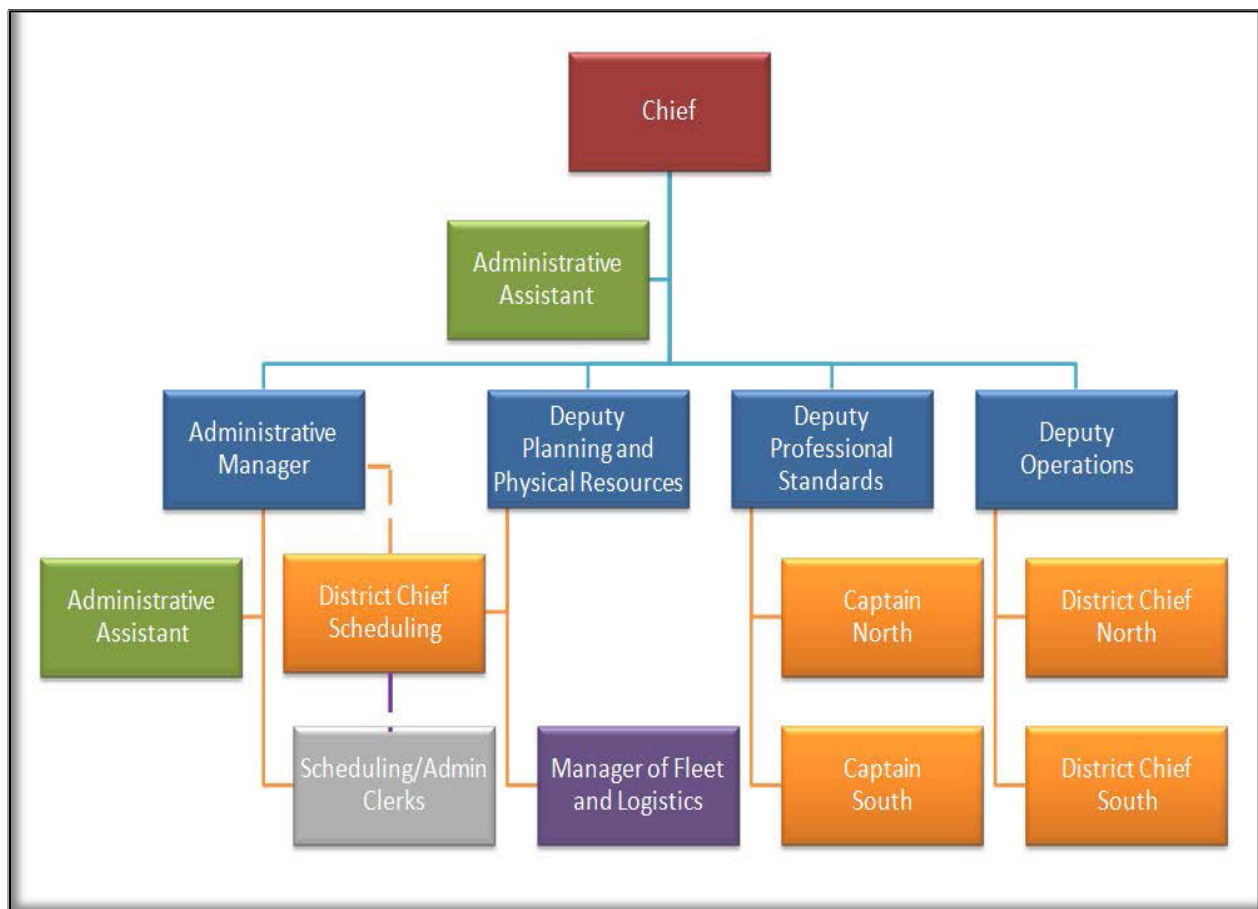
There are 12 ambulance stations located throughout the County of Essex, the City of Windsor and the Township of Pelee.

Emergency Medical Services

Departmental Staffing

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-time paramedics	164	164	168	168	12,544	12,585	14,695	12,772	15,252
Part-time paramedics	102	102	102	102	5,830	6,355	4,316	6,922	4,739
Full-time Management & Administration	28	28	28	28	2,666	2,652	2,848	2,801	2,998
Total	294	294	298	298	21,040	21,592	21,859	22,495	22,989

Organizational Chart



Emergency Medical Services

Mandatory Programs

Essex Windsor Emergency Medical Services, as mandated by legislation, must:

- Obtain and continue to maintain a certificate from the Province of Ontario licensing the County to operate a Land Ambulance Service.
- Develop a Deployment Plan outlining station locations, staffing patterns, emergency coverage patterns and plan;
- Respond to requests for emergency medical assistance in the community by sending the closest available resource;
- Provide emergency medical care to those in need and transport to the most appropriate medical facility;
- Develop and administer mandatory paramedic documentation and performance auditing processes to ensure quality of care and compliance with legislated patient care and documentation standards;
- Provide continuing education programs for paramedics to ensure compliance with legislation;
- Develop and administer strict ambulance vehicle maintenance schedule;
- Develop and administer strict medical and conveyance equipment maintenance schedule;
- Develop and administer mandatory medical supply inventory management;
- Develop an annual response time performance plan. Ensure that this plan is continually maintained, enforced and where necessary, updated. Provide each plan and each update to the Ministry and report to Ministry on the response time performance achieved under the previous year's plan.
- Participate in triennial audit and review (Service Review) in order to demonstrate compliance with all mandatory programs necessary for renewal of Provincial Certification.

Discretionary Programs

- Develop and administer a public relations program to provide education related to public safety initiatives, use of EMS and 911 and to promote the EMS Department;
- Provision and coordination of a regional Public Access Defibrillation Program, including oversight of training and program quality assurance;
- Coordinate the MOHLTC funded Dedicated Ambulance Offload Nurse program in conjunction with area hospital emergency departments;
- Participation and cooperation in patient referral programs such as Community Referral by EMS (CREMS), Community Outreach and Support Team (COAST), Mental Health Response Unit (MHRU) and research in Community Paramedic Remote Patient Monitoring (CPRPM)
- Participation in the development and coordination of local Health Link initiatives.
- Development of a Vulnerable Patient Navigator Program

Emergency Medical Services

Prior Year Performance

In 2016, net departmental operations are anticipated to end the year \$240,240 over budget (County of Essex share).

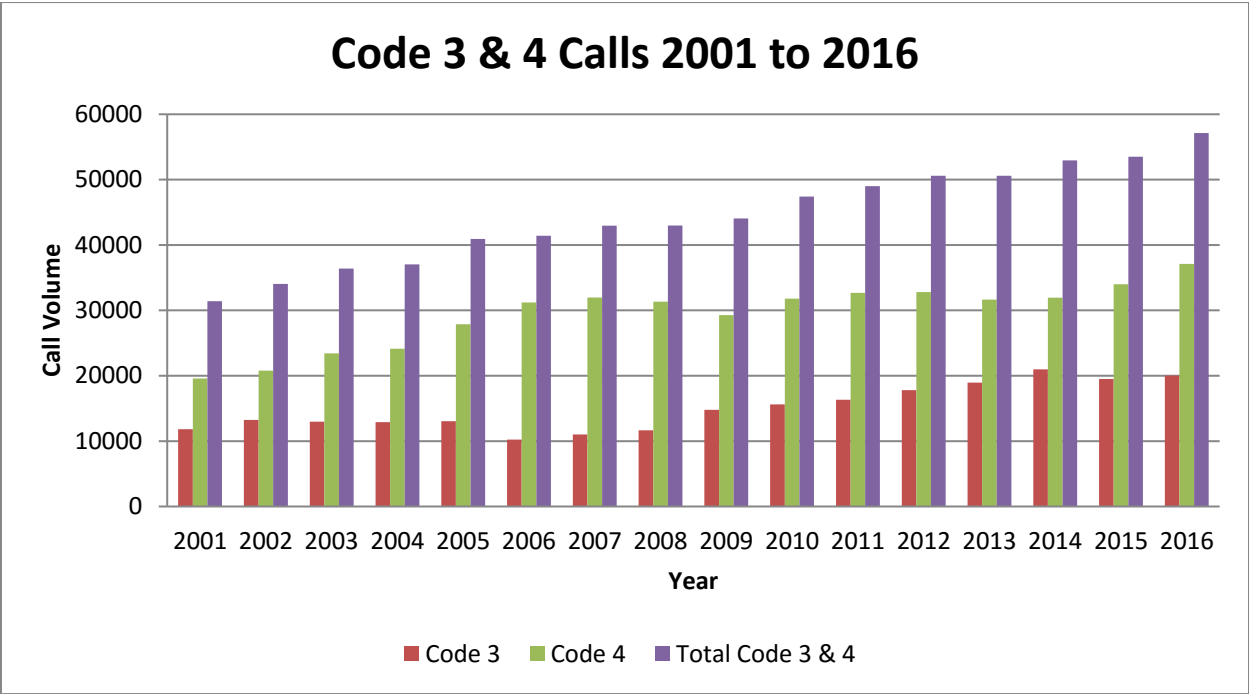
The significant factors leading to the budget variance included wage, benefit and operational costs as follows:

- Modified work assignments (for WSIB / Pregnancy / injury).
- Staff replacement costs (STD / LTD)
- WSIB NEER costs exceeding \$700,000 for 2016
- Consumable equipment purchases are based primarily on the US dollar.
- Lower than historical average fuel prices realized.
- Lower vehicle repair and maintenance costs realized due to cyclical replacement of the fleet.

Performance Metrics

The 2016 call volume, Code 1 through 4 and 8 was 103,560. This is a 1.3% reduction in overall call volume compared to 2015. Low priority transfers decreased by 19% and coverage standbys decreased by 10.5%. Prompt and Urgent responses (Code 3 & 4) increased 6.34% compared to 2015.

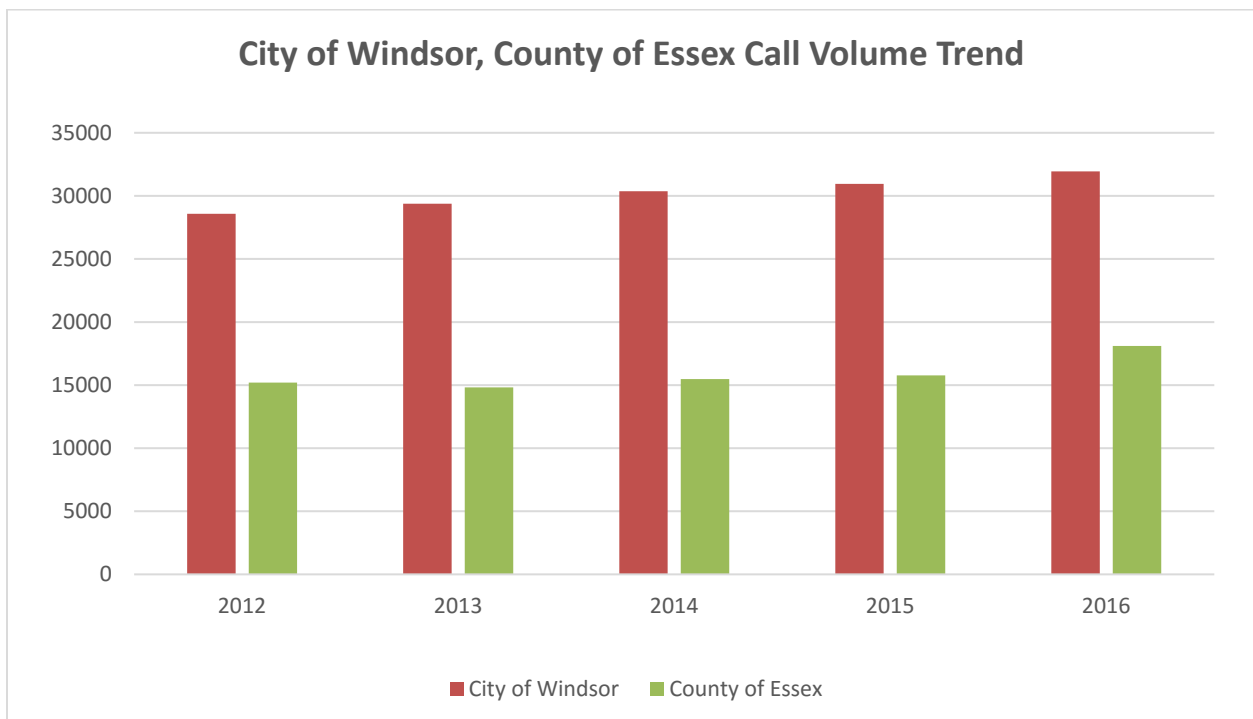
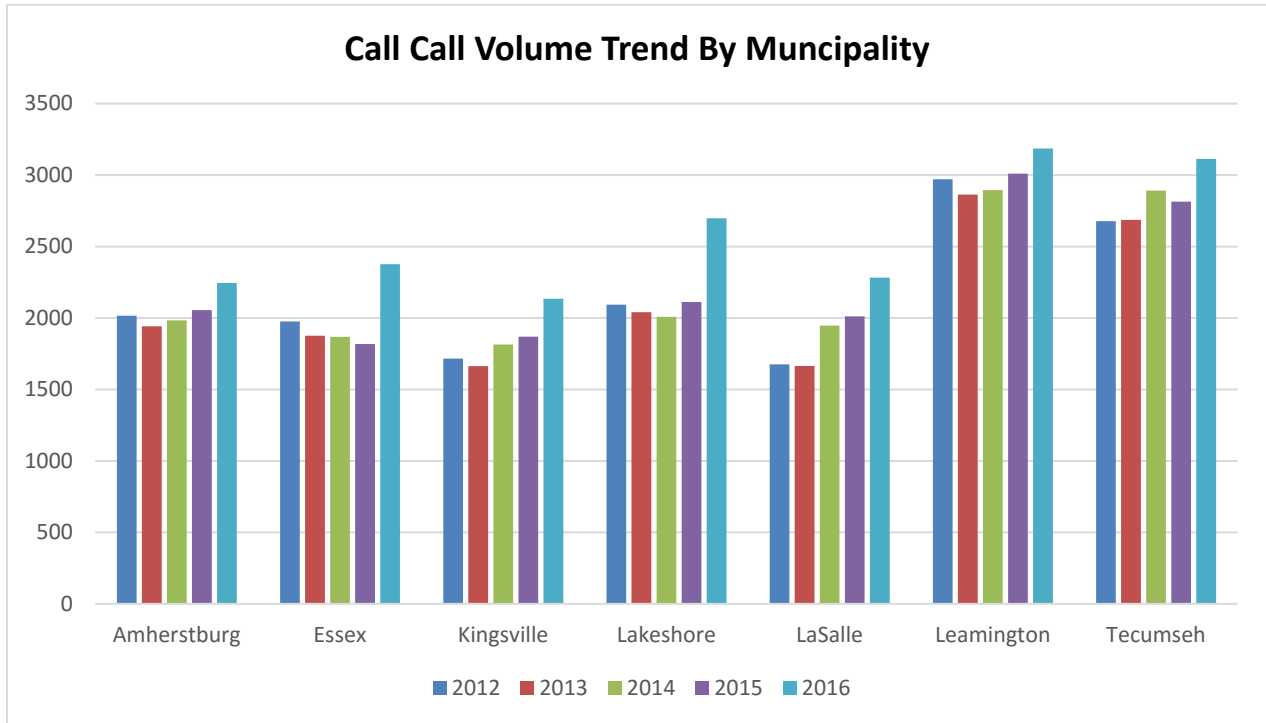
Between 2012 and 2016, Code 1 to 4 call volumes increased on average by 2.79% annually. Acknowledging the aging population and the expected increased demand of EMS services, anticipated annual increase of code 1 to 4 calls will remain consistent in the 3% range for the near term.



Emergency Medical Services

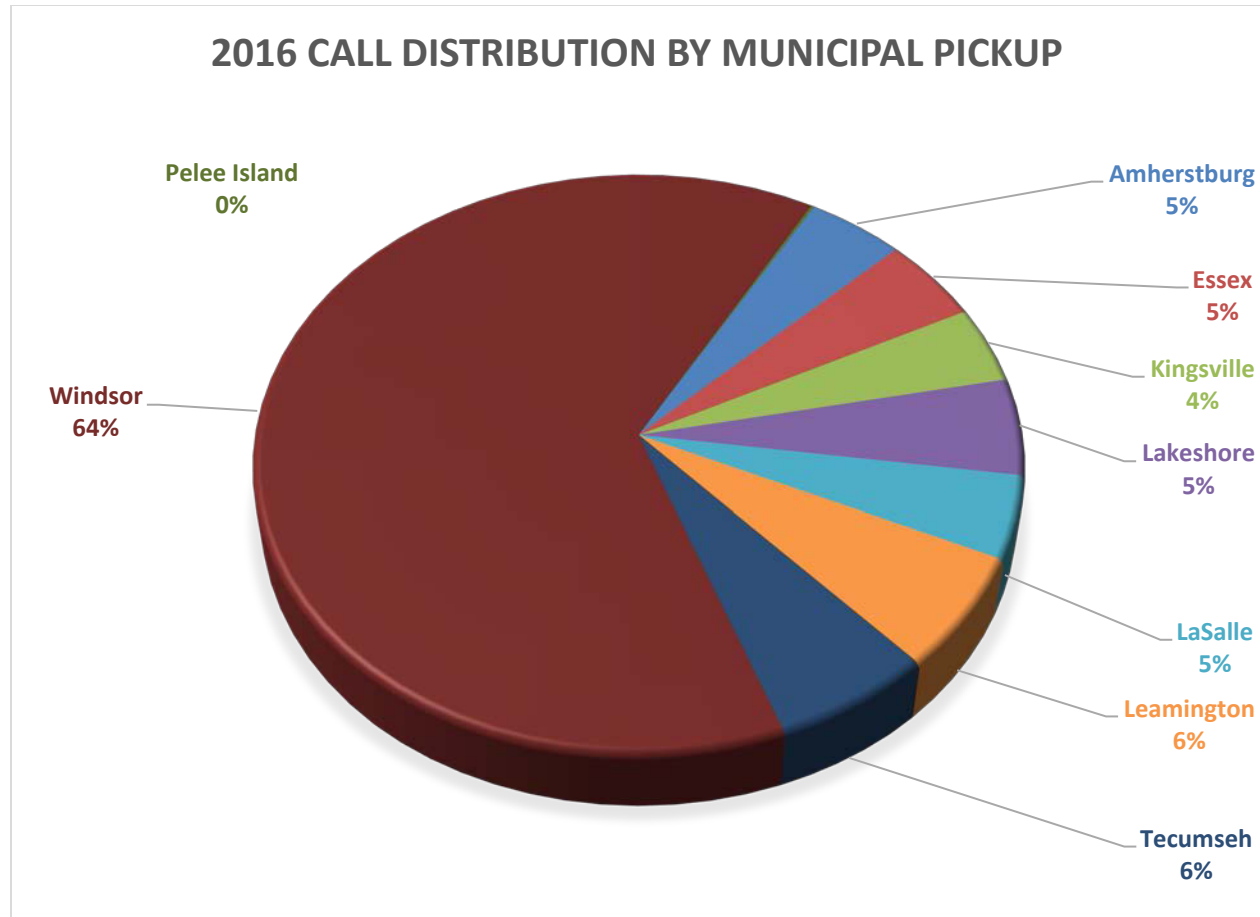
Municipal Call Volumes

For reference purposes, the charts below highlight the call volume trend by Municipality and the City of Windsor for the period of 2012 to 2016 (Codes 1 to 4) by origin of call.



Emergency Medical Services

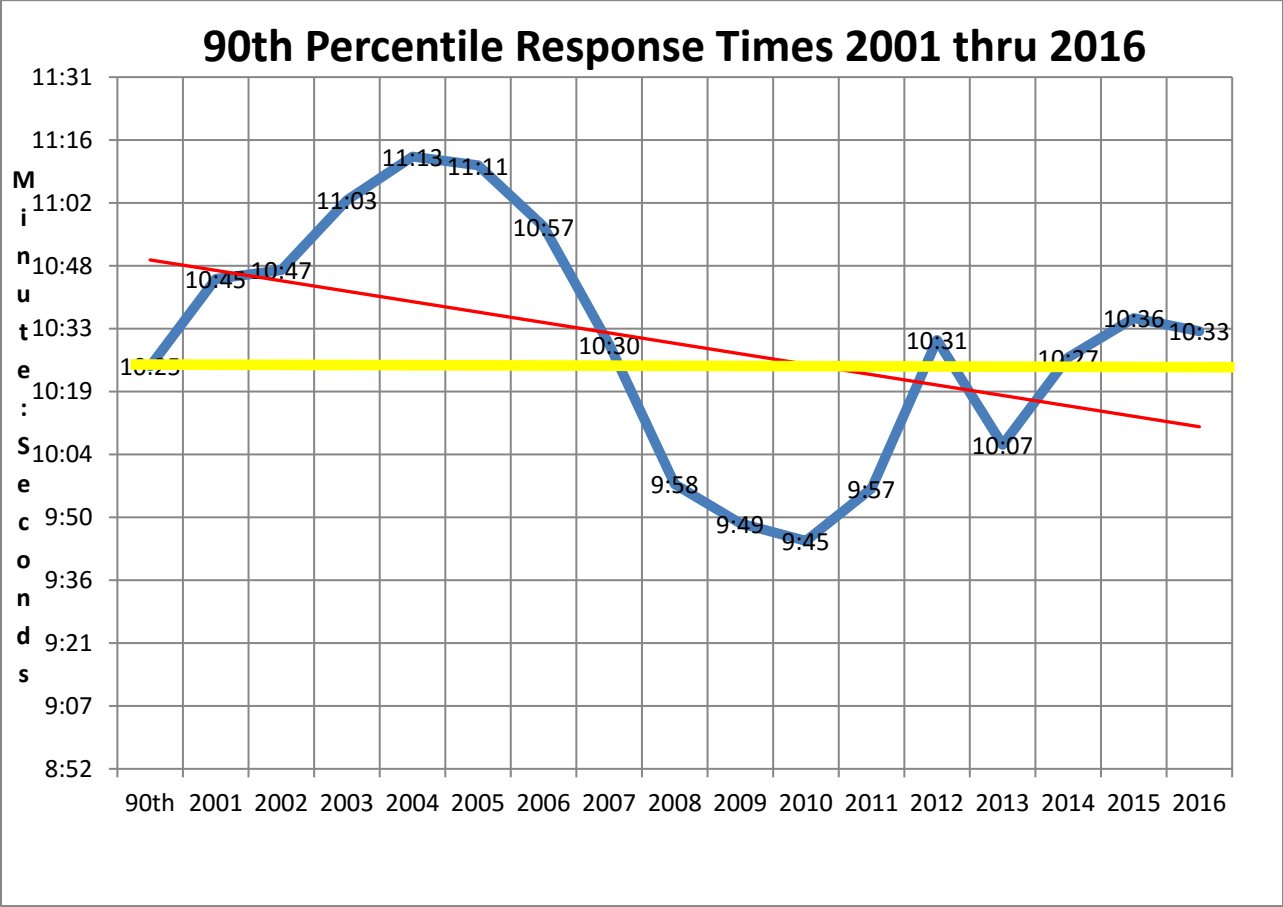
The following chart illustrates the 2016 call volume distribution by municipal pickup.



Response Times

The steady increase in call volume and the continual off load delays has impacted response times over the past four (4) years. Essex Windsor EMS has reviewed and modified deployment plans, monitored and changed staffing hours, but response times continue to increase. One measurement tool is the 90th Percentile. The Ministry of Health and Long Term Care set the Standard in 2000 in regards to the 1996 90th Percentile. That time was set at 10 minutes, 25 seconds. The 2016 90th Percentile is 10 minutes, 33 seconds, a decrease of 6 seconds 2015 and 8 seconds above the 1996 90th Percentile.

Emergency Medical Services



The MOHLTC Response Time Standard framework replaced the 90th Percentile in 2012 and the 2016 Essex Windsor EMS performance is as follows;

CTAS	Time Min.	2015 Target	2015 Actual	2016 Target	2016 Actual
Sudden Cardiac Arrest	6	55%	54%	55%	62%
CTAS 1	8	75%	75%	75%	77%
CTAS 2	10	90%	86%	90%	84%
CTAS 3	12	90%	87%	90%	86%
CTAS 4	14	90%	92%	90%	91%
CTAS 5	14	90%	91%	90%	90%

The locally developed targets for the 2017 Response Time Standard Plan remain the same as 2016, as approved by Essex County Council (see discussion under Proposed Budget section).

Emergency Medical Services

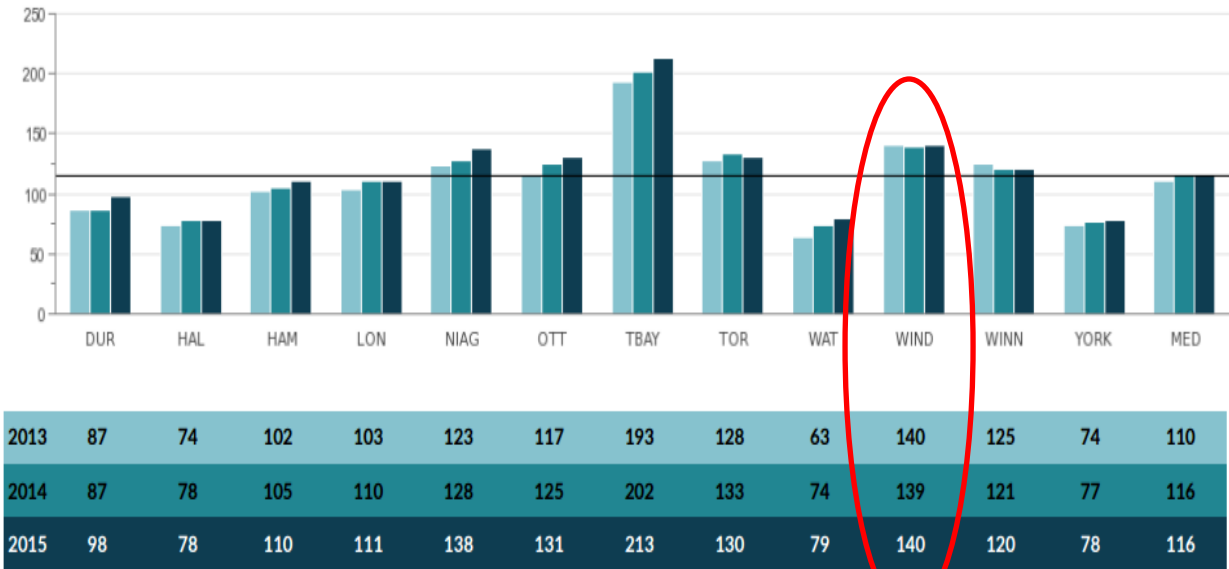
OMBI - Ontario Municipal Benchmarking

Essex Windsor Emergency Medical Service continues to participate in the Municipal Benchmarking Network Canada (MBNC), formerly Ontario Municipal Benchmarking Initiative (OMBI) program, along with 13 other EMS services from across Ontario and Canada. Through MNBC, and other initiatives, administrations provide comparable data to allow municipalities to assess best practices and make informed decisions on service performance, quantity and cost. In reviewing statistical data, such as MBNC, care must be exercised to recognize the unique characteristics related to each community’s socio-demographics, geographic location, population density, and other influencing factors. The benefits of comparisons are to provide enhanced information for decision making, identification of innovative ideas for service improvement and ultimately more efficient and effective service to the citizens served.

According to the 2015 MBNC results, the Essex Windsor area continues to experience the second highest rate of EMS response per population at 140 calls per 1,000 population as compared to the median rate of 116 calls per 1,000 for the MBNC comparator group. In comparison, the City of Thunder Bay is 213 calls per 1,000 population and The Region of Niagara is 138 calls per 1,000 population.

Fig. 8.1 Unique Responses per 1,000 Population

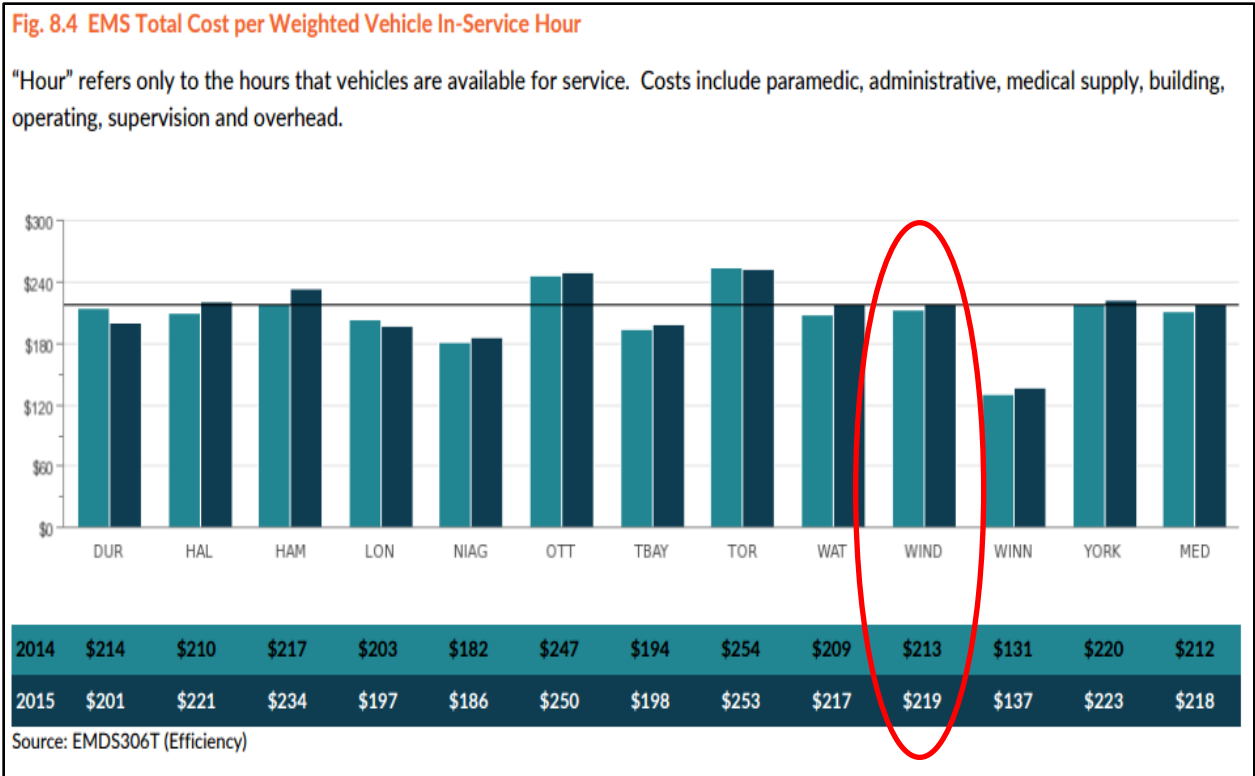
This measure refers to the number of unique events responded to by Emergency Medical Services (EMS). This does not reflect the total number of EMS vehicles responding to events.



Source: EMDS229 (Service Level)

Emergency Medical Services

The Essex Windsor area “cost to provide one hour of ambulance service” is slightly higher than the median (\$218 per hour) of the control group at \$219 per hour (2015 MBNC). This is below the Regions of York, Halton, Toronto, Ottawa and Hamilton. Hours refer to only the hours that vehicles are available for service. Costs include paramedics, administration, medical supplies, building, operating costs, supervision and overhead.



EMS Stations

In 2014, the County of Essex commenced the process of purchasing the EMS Station located at 2620 Dougall Avenue in Windsor from the Province of Ontario, with the intent of constructing a new facility on the site in 2016. Preliminary planning began in the fall of 2015 for the scheduled build of the new station. Due to unforeseen complications the build has been rescheduled to be completed in the late fall of 2017.

Special Events

The department continues to staff Special Events that occur throughout the County and City which require the presence of EMS resources. In 2016, Essex Windsor EMS attended over 50 Special Events, with these events requiring EMS staff and vehicles at a cost to the system. To every extent possible, the events were managed by utilizing the support of volunteer paramedics, the use of in-service resources, dependent on emergency coverage and call demand and personal volunteer attendance. Examples of

Emergency Medical Services

events where EMS services are provided include a variety of local fairs, outdoor concerts, and various marathons.

However, some larger events impose entrance fees to the public and create a financial and operational expense to the service. In these cases, the cost associated with supplying EMS coverage and supplies is recouped utilizing the Fees and Charges By-Law # 02-2015 Bylaw. Further, Essex Windsor EMS enters into a Service Agreement with any organization or agency which is paying for the service, as per the EWEMS Special Events Service Agreement By-Law # 48-2014. The largest cost recovery events covered during 2016 were the Windsor Spitfires and the FINA World Championships.

Emergency Medical Services

Proposed Budget – Current Year

The budget for 2017 represents a total expenditure level of \$38,990,610, with significant recoveries including: \$18,304,930 from the Province; \$982,070 from the Provincial government for the Off Load Nursing initiative, and \$10,315,910 from the City of Windsor and the Township of Pelee. The estimated net levy allocation for the County is \$9,960,090 (6.85%).

The 2017 Emergency Medical Services budget reflects the projected costs of operating a public service based on the actual experience of 2016 and historical trends.

Senior EMS Management continues to review statistical information specific to a number of service delivery metrics. A review of call volumes, the Response Time Targets and Off Load Nurse pressures has identified the requirement for increased vigilance in the area of patient off load. Collaboration between EWEMS, Windsor Regional Hospital, Hotel Dieu Grace Health Care, Leamington District Memorial Hospital and various community partners continue and protocol and procedure changes are implemented to assist with mitigating the demands of off load with the focus of decreasing response times.

Essex Windsor EMS remains committed to continual analysis of performance and seeks system improvement opportunities, however, operating conditions and trends suggest that the current response time targets are unattainable with current deployment plans. As a consequence of the continued off load delays, the volatility of possible increased response times, historical trend of increased call volume, aging demographics and with evidence based research of proactive community based paramedics reducing non urgent call volumes, the department is proposing continuing the Vulnerable Patient Navigator program in 2017.

While the benefits of economies of scale continue to be realized in many operational areas, a number of uncontrollable costs and service enhancements have contributed to an increase in County Responsibility of \$581,460. These costs are mainly associated with:

- Less than 50% (approximately 47%) funding from the Province.
- Rising WSIB-NEER Costs
- US exchange rate
- Inflationary increases to supplies and services.
- Administration / Information Technology / Human Resource Support – due to a substantial increase in the amount of IT support required for electronic scheduling, fleet management, and electronic Ambulance Call Reporting
- Shift in Regional cost sharing proportions
- Significant increases in standard health insurance premiums
- Training cost for mental wellness education and Peer support training

Emergency Medical Services

The chart provided below highlights a continued shift in the regional weighted assessment realized in 2016 along with the reallocation of municipal cost. Cost allocation for 2017 budget planning has been based on preliminary 2017 regional weighted assessment and 2016 tax ratios.

Municipal Share % Allocation	<i>ACTUAL 2016 Wgt Assess</i>	<i>EST 2017 Wgt Assess</i>
City of Windsor	51.544%	51.266%
Township of Pelee	0.294%	0.286%
Total recovery-service partners	51.838%	51.552%
County Responsibility	48.162%	48.448%

The 2017 budget includes a draw from reserves (\$1,403,670) for vehicles and equipment. Amortization of vehicles, equipment and stations is included in the annual expenditures (transferred to reserve) and the cost of replacement assets is drawn from these reserves.

Challenging Issues 2017

The cost of operating an EMS system is directly correlated to factors that are systemic MOHLTC issues which are beyond the control or influence of the Essex Windsor EMS Service. Staffing and funding for Hospitals, Long Term Care Facilities, Community Services and the Community Care Access Centres coupled with the lack of specialists in the Essex Windsor area place an increased burden on the municipal share of providing Emergency Medical Services. This concept is demonstrated by the current and potential future increases in cost associated with the continued inability to unload patients at regional hospital emergency rooms and Provincial Patients First Action Plan.

Inability to Unload Patients in the Emergency Room

Offload Delay - Dedicated Emergency Room Nurses

Essex Windsor EMS continues to deal with the inability to unload patients in the emergency rooms (Offload Delay). Commencing in 2008, the Ministry of Health and Long Term Care (MOHLTC) provided temporary funding for Dedicated Emergency Room Nurses to be put in place in the local hospitals to receive and off-load ambulance patients. Essex Windsor EMS was instrumental in advancing this initiative and, as a result, the MOHLTC provided \$250,000 to the County to implement the Dedicated Emergency Room Nurse Program.

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The program continues to date with a funding level of \$982,070 for the 2016/17 MOHLTC fiscal year. This funding will allow for continued Dedicated Emergency Room Nurse coverage 24 hrs./day, 7 days/week at the two campuses of Windsor Regional Hospital.

Off Load Delay (OLD) Comparison 2015/2016 Projected

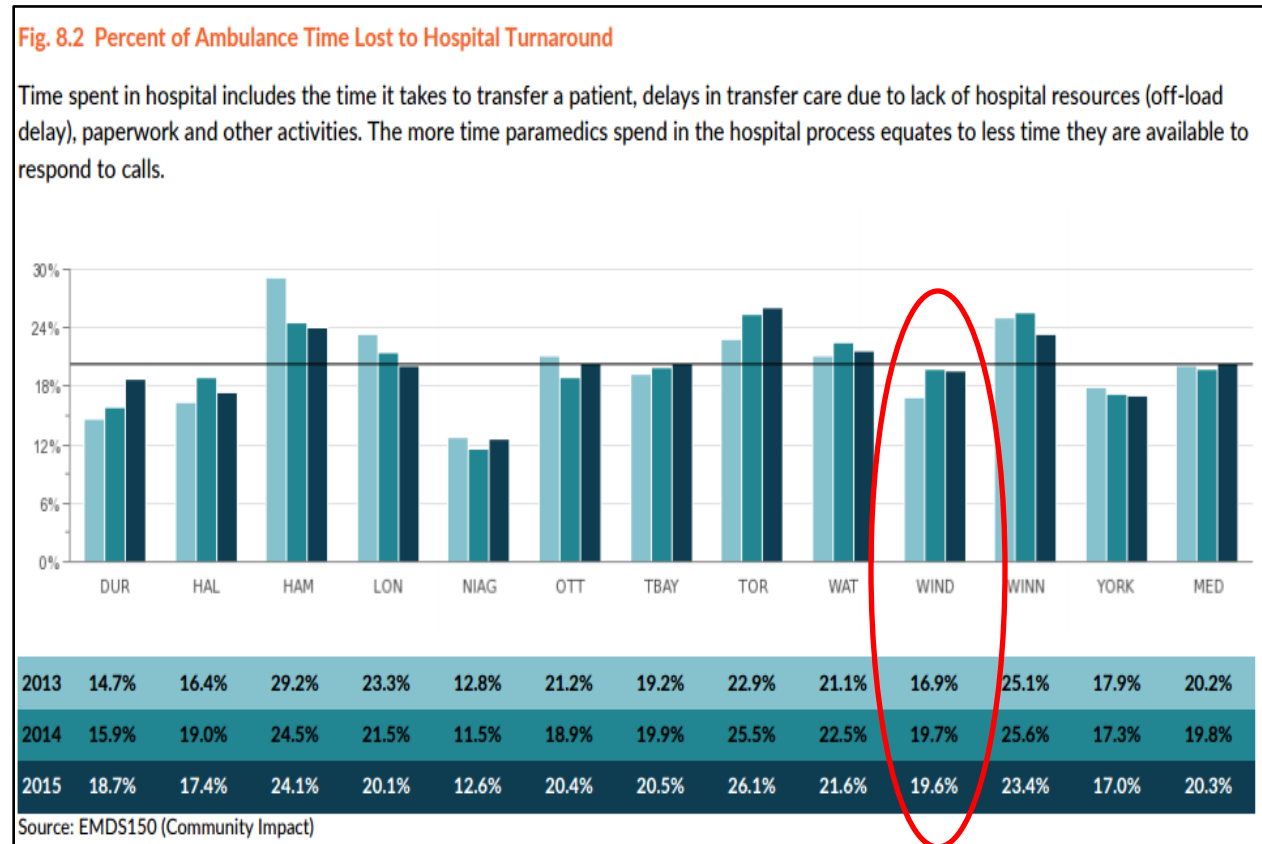
	2015	2016	% Difference
Total OLD	3767	4534	20%
Total OLD Hours	3004	3265	8.7%
Avg OLD Hours/Day	16	20	25%

EWEMS continues to experience increased offload delay hours, frequency and duration. Although process and procedural changes have occurred within the hospital and EMS system, call volume increase and specifically the low acuity of patients transferred and increased number of mental health patients are the main contributors to offload delays.

Home health care initiatives and plans, lack of mental health capacity and ongoing occupancy rates in excess of 100% for both Windsor Regional Hospital's Met and Ouellette Campuses coupled with increased call volume across the region, offload delays will continue to be an ongoing issue. It should be noted that Leamington District Memorial Hospital is not immune to OLD and is experiencing increased offload delays as well.

Emergency Medical Services

The following chart reflects the OLD pressures experiences by the MBNC comparator group. Essex/Windsor is below the median, at 19.6%.



While the Off Load Nurse Program has provided some relief, The Province has announced that the funding for the program for 2018/2019 fiscal year will be based on “Pay for Performance”. This simply means that if the Hospital does not off load promptly, their funding may be in jeopardy. Initially this program was introduced as a temporary measure until such time as permanent solutions were fully investigated through Ontario’s ER Wait Time Strategy. In the interim, Essex-Windsor EMS must submit an annual business case requesting continued funding of the Offload Nurse Program. It has been announced that funding for the 2017/18 fiscal year shall continue.

Aging Population

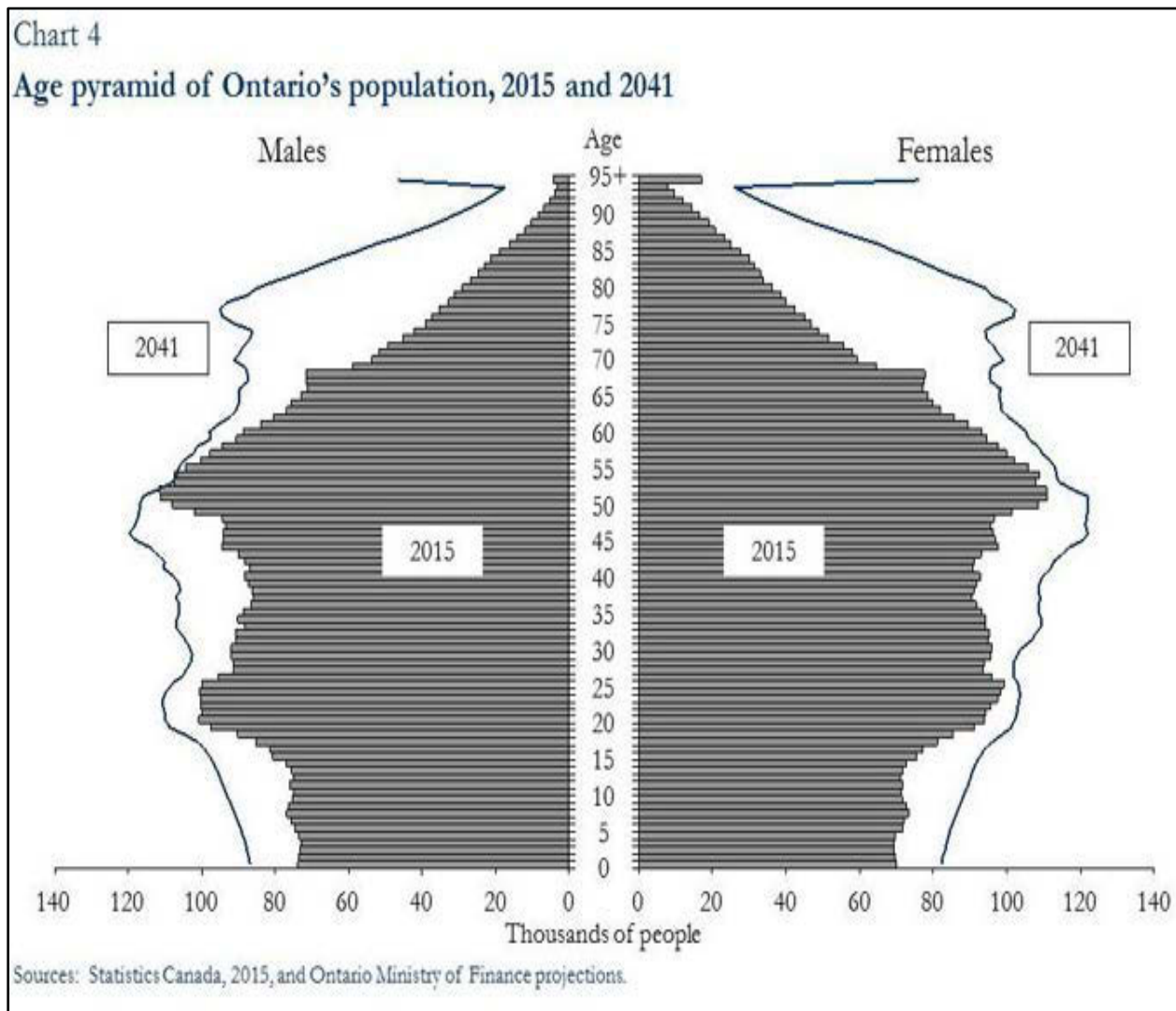
The effects of an aging population and Provincial initiatives to have people age in place rather than placement in a Long Term Care facility are placing increased demand on the services of EMS in the Essex Windsor area. The recent passing of Bill 210, Patients First Act is one such initiative. Although the MOHLTC is providing more funding to other agencies for in-home services, there is a direct impact on the demand for services of EMS as patients are being transported to the Emergency Departments for services such as blood work, general checkups and dehydration.

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As seniors age at home, in general, their medical needs become more complex and more frequent, leading to more calls for EMS. As a result of these factors, call volumes increase each year and impact service and response times negatively.

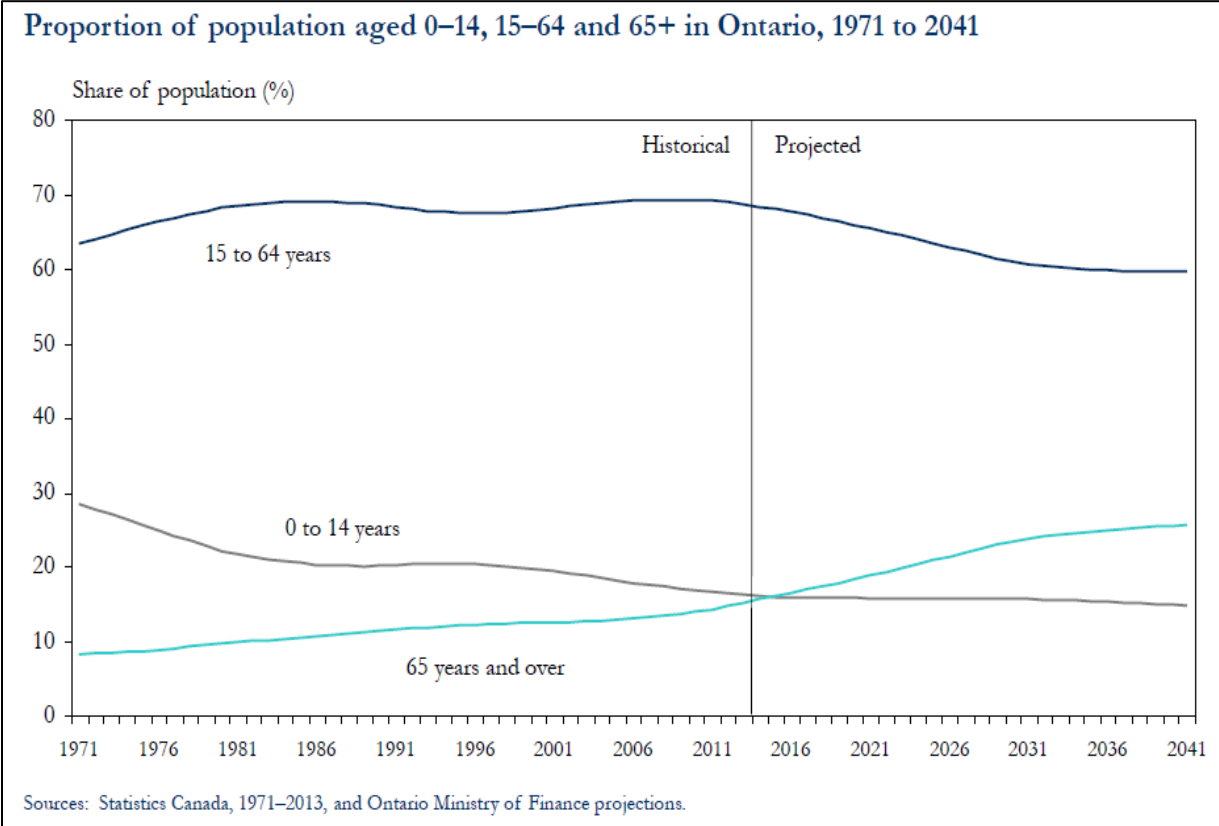
In addition to the current Provincial initiatives, recent reports have recommended the development and expansion of Community Paramedicine programs across Ontario as a support to the aging at home strategies.

It is projected that by 2041 there will be more people in every age group in Ontario compared to 2013. Further, it is projected there will be a sharp increase in seniors, age 65 years of age and older.



The number of seniors in Ontario is projected to more than double from about 2.1 million in 2013 to over 4.5 million by 2041. In 2015, for the first time, seniors will account for a larger share of the population than children age 0-14 years of age.

Emergency Medical Services



An aging population has an impact on the Health Care system which has an impact on the EMS system. For example, an initiative is underway marketing the area as a retirement destination. While the benefits to the local economy are promoted, an increase of retirees in the area will have a direct impact on demand for EMS services as described above.

In 2016, EWEMS instituted the Vulnerable Patient Navigator (VPN) program. In August 2016, four (4) primary care paramedic, working twelve (12) hour shifts, seven (7) days a week connect with those patients that utilized EMS resources three (3) or more times in the previous twelve (12) months. The goal of VPN was to reduce the EMS patient transfers to the emergency rooms and connect or provide the necessary treatment or health care services to the patients in their homes. The goal was achieved, with a reduction of 60% of repeat EMS utilization.

VPN has also strengthened the current Paramedic Referral Program, which connects EMS patients to other community partners with a 90% increase of paramedic referrals in the field. VPN works in conjunction with the Community Paramedic Remote Patient Monitoring (CPRPM) project. CPRPM focuses on the same demographic and instead monitors patients remotely, via electronic devices. This project has reduced EMS response and Emergency Department visits of the targeted population by approximately 53%. The objective is to allow ambulance resources to be available for high acuity responses. The goal is to reduce off load delays, response times and the repeated use of Essex Windsor EMS response services. Preliminary results reflect that the VPN program has met both goals and objectives.

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Together, VPN and CPRPM addresses a patient population that accounts for approximately 25% of the EWEMS call volume and has been historically over the age of 65.

Essex Windsor EMS is committed to growing and fostering our partnerships with agencies such as CCAC, Erie St. Clair LHIN, Community Health Links and other community health care or support agencies to ensure that the residents are provided the right care, at the right time and at the right place. The Vulnerable Patient Navigator Initiative is a key component to providing this care.

Emergency Calls per Population

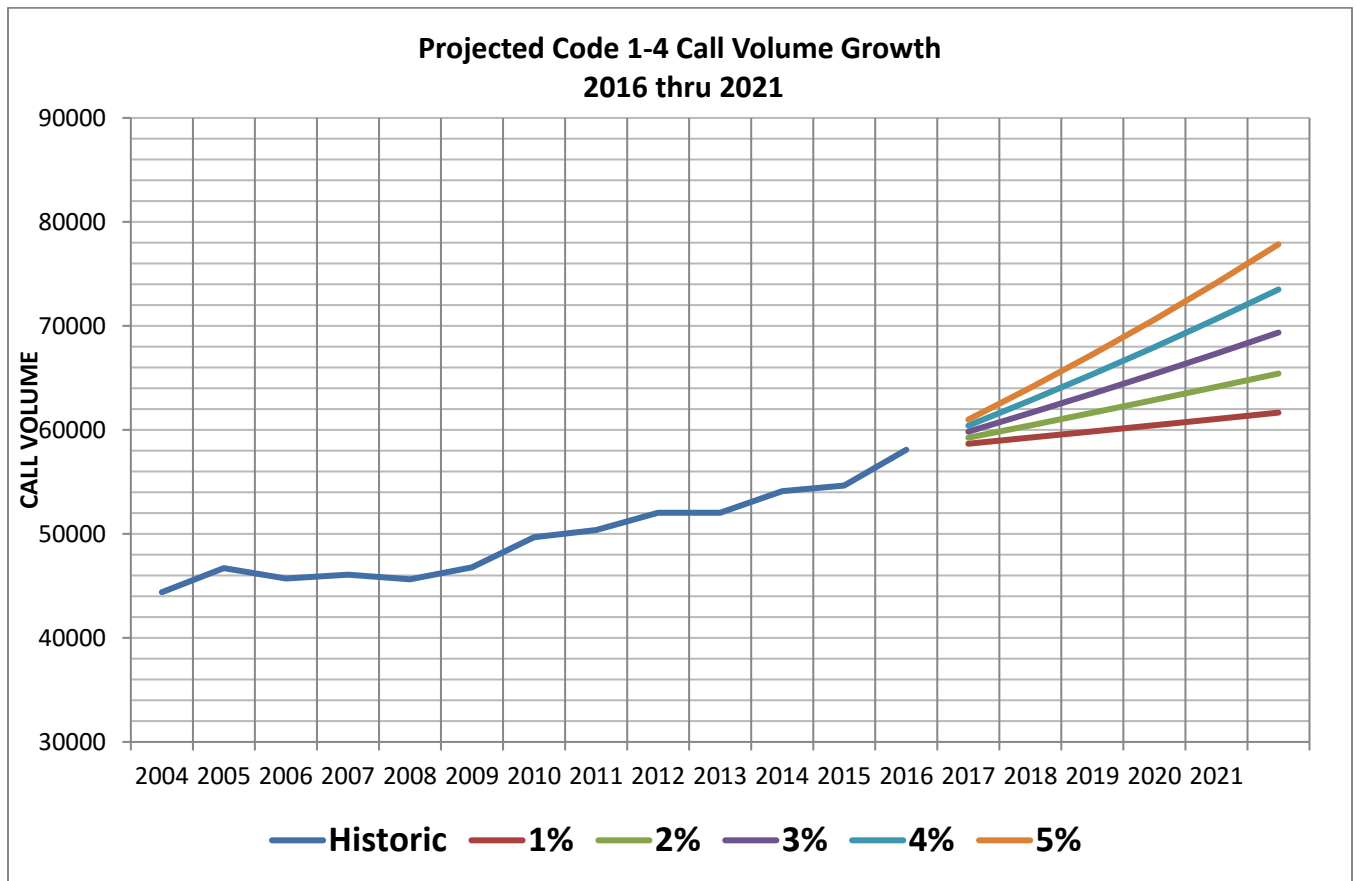
As discussed under Prior Year Performance, the Essex Windsor area continues to experience one of the highest rates of EMS response per population in the Province of Ontario at 140 calls per 1,000 population (MBNC 2015) as compared to the median rate of 116 calls per 1,000 for the comparator group. Further, Essex Windsor's call volume per vehicle or per unit hour of service continues to be one of the highest in the Province. Historical data and population projections suggest that the call volumes will continue to increase given demographic conditions and projections in Windsor and Essex County.

Between 2007 and 2016 (10 year average), Code 1 to 4 call volumes grew on average by 2.3% annually. From 2012 to 2016 (5 year average) the Code 1 to 4 call volume will have increased by approximately 2.8%. This is consistent with the 10 year average.

With the aging population and forecasted increased use of EMS services, it is anticipated that the annual increase of code 1 to 4 calls will remain in the 3% range.

Emergency Medical Services

Based on the historical percentage increase and forecasting to 2021, Code 1 to 4 Call Volume will range between 61,000 to 66,000.



Long Distance Transfers

The EMS system continues to regularly transport patients from the Essex Windsor area to hospitals in London and Detroit. Trips to London place Essex Windsor ambulances out of service for a minimum of 5.5 hours, while Detroit trips place ambulances out of service in excess of one hour per trip. With the expansion of Windsor Regional Hospital's Cardiac Care Services (Cardiac Catheterization Unit) in the fall of 2015, cardiac transfers have decreased but not be eliminated. Many patients are required to go to London to receive medical treatment for services unavailable in Essex Windsor (such as Cardiac By-Pass Surgery).

The current Health Care system in Ontario relies heavily on the ability of MOHLTC to guide the patient to the right hospital for the most appropriate care in the quickest manner. The MOHLTC utilizes Criticalcall to ensure that patients in Ontario are directed to the most appropriate facility for care. Therefore, every Hospital must contact Criticalcall if the care needs of a patient in their facility cannot be sufficiently met. In these instances, the patient may be transferred long distances to another facility.

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Critical will make all the arrangements, but in many cases EWEMS is not notified until a team from another area arrives in the local jurisdiction, requiring EMS transport back to the receiving facility. In the Essex Windsor area, the service is transporting sick pediatric patients to London or Toronto on very short notice and usually at hours when vehicle staffing is limited and therefore compromising the availability of existing resources.

These long term transfers create a strain on the system and, in many instances, Essex Windsor EMS is required to up-staff to accommodate the needs of local citizens, imposing a significant burden on the department's budget.

Central Ambulance Communications Centre (CACC)

It is important to note that the County does not control how vehicles are dispatched; this is controlled by the Province of Ontario through the Central Ambulance Communications Centre (CACC). EWEMS administration is responsible for developing deployment plans but how the deployment plans are implemented is based on how the CACC dispatches the vehicles. EWEMS administration is accountable for EMS service delivery, but has no control or authority over vehicle dispatch.

In the fall of 2016, the Director of the MOHLTC Emergency Health Services Branch announced that a new dispatch triage tool will be implemented in all Provincial CACC's. The new tool is anticipated to reduce the amount of over prioritization of responses, thus utilizing resources more appropriately. This will allow EWEMS administration to develop intrinsic and intuitive deployment plans to ensure the right resource is sent at the right time.

Although the announcement for the new triage tool was announced in 2016, it is not expected that the entire Provincial CACC system will be changed over in 2017 and Windsor CACC was not announced as one of the first sites.

In 2011, the MOHLTC concluded a review of the Niagara and Ottawa Dispatch Centres which are currently being operated on a pilot basis by the local EMS system utilizing an alternate Medical Priority Dispatch System. Following up on this analysis, MOHLTC is expected to recommend the preferred delivery model for CACC's. While the analysis of the effectiveness of the pilot project has been concluded, the MOHLTC has yet to publicly release the results and recommendations.

Scheduling

Paramedics work a 4 week rotating schedule which averages to forty hours per week or 160 hours in a four week period. The majority of the shifts the paramedics work are twelve hours in duration. To achieve 160 hours over four weeks, Paramedics must be scheduled two 8 hour shifts in each four week period. This leaves an 8 hour open shift on each of these days. Current practice is to down staff the unit for that eight hour period.

Historically, the schedule and budget were amended to allow for the part-time to backfill the unstaffed 8 hour shifts in the South District (most of the County stations). The North

Emergency Medical Services

District (Windsor stations including LaSalle and Tecumseh) have not historically been scheduled in the same fashion. Therefore, the North District stations are unstaffed two 8 hour shifts per four week schedule, creating a gap in service and ultimately pulling resources from the County into the City for coverage.

Additional hours have been proposed in the 2017 budget to increase the staffing of these 8 hour open shifts thus improving coverage in the County.

Mental Wellness

In 2016, the Province passed Bill 163, Supporting Ontario's First Responders. This piece of legislation is very important for paramedic well-being, support and overall service well-being. EWEMS has been a longtime supporter of mental wellness of the staff, with a retained psychologist, employee assistance programs, health benefits, counselling and the development of a Peer Support Program.

Peer Support is a group of volunteer, front line paramedics who are trained in communicating with those first responders during a time of need. Such need can range from being involved in a tragic incident or just the need to talk. In 2016, EWEMS trained twelve (12) paramedics as Peer Supporters and their utilization has increased each month. This is an excellent sign, as the more people talk, the better they can receive the proper help they require.

Education in mental wellness, the signs and symptoms and paths for recovery are important for any responder. A nationally recognized education program, The Road to Mental Readiness (R2MR) was originally developed for the Canadian Military by the Canadian Mental Health Commission. This program has now been adopted for all emergency responders.

The primary course goals are:

- To improve short term performance and long term mental health outcomes
- To reduce barriers to care and encourage early access to care

The leadership course goals are:

- To provide the tools and resources required to manage and support employees who may be experiencing a mental illness
- To assist supervisors in maintaining their own mental health as well as promoting positive mental health in their employees.

Preliminary evaluation results show that participating in R2MR training reduces the stigma that often surrounds mental health problems and mental illness and increases resiliency. Participants say that they find it applicable in both their work and home lives.

Proposed in the 2017 budget is training of four (4) persons as Train the Trainers for the R2MR program. This will allow EWEMS to train additional persons in this very valuable program.

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Technology Advances

Electronic Ambulance Call Reports (eACR)

Essex Windsor EMS implemented an Electronic Ambulance Call Report (eACR) system in 2011, becoming fully operational in 2012. In order to support this technology a number of hardware and software installations have been required to ensure connectivity, security and transfers of electronic data.

In 2014, all of Essex Windsor EMS ambulances and ERU's became Wi-Fi hotspots. This achievement allows for critical patient data to be sent to the hospitals as soon as reasonably possible. The data sent is found to be crucial for physician treatment both in the Emergency Department as well as the other supporting departments, such as the cardiac catheterization lab.

In the fall of 2016, Essex Windsor EMS began the final stages of the Business Proof of Concept (BPOC) for live sharing of eACR and CACC data. The objective of the project is for the timely and accurate sharing of data during a call to reduce the amount of time that a Paramedic requires to complete documentation, thereby reducing the time to return resources to an available status. Results and feedback have identified that the BPOC has met and exceeded the objective.

In conjunction with the BPOC, Essex Windsor EMS began utilizing the shared CACC data for the real time viewing of ambulance movement, call engagement and time on task and for accurate and reliable routing or mapping. Routing and mapping has begun and receiving excellent feedback and results. Discussions have commenced on how to best integrate the CACC data with our AVL and ePCR vendor to allow for a streamlined, effective and efficient model to allow real time viewing of EMS resources. All initiatives will allow EWEMS to provide the best possible care to our residents and to monitor the status of our resources in real time to assist in mitigation of any off load or delay in response issues.

These technological advancements continue to place an increasing burden on the Information Technology Staff and the cost of providing additional support is addressed in this budget.

Power Stretchers and Power Loads Devices

In 2013, Essex Windsor EMS introduced Power Stretchers to the ambulance fleet. Along with the Power Stretchers, Power Load lifting devices were installed in the new ambulances from 2013 through to 2016. To date, EWEMS has a total of twenty one (21) Power Load lift devices operational and another five (5) on order for 2017. The goal of this initiative was to reduce the back and shoulder overexertion stretcher related lost time injuries experienced by the Paramedics and thus lowering the WSIB injury experience. Between 2013 and 2014 overexertion back and shoulder lost time hours were reduced by 52.5% and between 2014 and 2015 lost time hours were reduced by a comparable 64.2%. Overexertion lost time hours attributed to stretcher use has been lowered by 83%, between 2013 and 2016. This continued reduction of injuries can be

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attributed directly to the implementation of Power Stretchers and Power Load lifting devices and will have:

- a positive impact on the EWEMS WSIB experience over time
- sets achievable standards that build on Essex-Windsor EMS' strong overall performance.

Essex Windsor EMS remains committed to continual analysis of performance and seeks system improvement opportunities.

Emergency Medical Services

Category	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Expenditures	Salaries and Wages	21,859,400	22,495,190	22,989,000
Expenditures	Benefits	7,332,100	7,454,370	7,706,000
Expenditures	Staff Expense	89,100	105,250	89,980
Expenditures	Office Expense	86,300	79,560	97,240
Expenditures	Equipment Lease / Maintenance	243,620	242,820	233,810
Expenditures	Purchased Service	1,251,070	1,224,720	1,251,070
Expenditures	Occupancy Expense	1,646,860	1,543,270	1,639,150
Expenditures	Operating Expense	3,537,640	3,453,660	3,565,690
Expenditures	Capital Expenditures	2,176,640	1,855,080	1,418,670
Expenditures	Total	38,222,730	38,453,920	38,990,610
Recoveries	Cross Border Revenue	20,000	0	0
Recoveries	Dedicated ER Nurse	982,070	968,400	982,070
Recoveries	Province	17,692,480	17,692,480	18,304,930
Recoveries	Service Partners	9,748,500	10,005,890	10,315,910
Recoveries	Community Paramedicine	0	9,150	0
Recoveries	Special Events Revenue	15,000	43,410	20,000
Recoveries	Miscellaneous Recoveries	20,000	150,200	20,000
Recoveries	Total	28,478,050	28,869,530	29,642,910
Net Operations	Total	9,744,680	9,584,390	9,347,700
Contributions to	Equipment Reserve	766,810	739,740	790,290
Contributions to	Vehicle Reserve	1,043,090	1,069,020	1,225,770
Contributions to	Total	1,809,900	1,808,760	2,016,060
Contributions from	Equipment Reserve	(663,170)	(274,430)	(425,670)
Contributions from	Vehicle Reserve	(1,570,000)	(1,557,070)	(978,000)
Contributions from	Total	(2,233,170)	(1,831,500)	(1,403,670)
Total	County Responsibility	9,321,410	9,561,650	9,960,090

Emergency Medical Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	1101	Mgmt/Supervision	2,848,500	2,801,220	2,997,800
Salaries and Wages	1103	Full Time - Hourly	14,694,600	12,772,080	15,252,100
Salaries and Wages	1104	Part Time - Hourly	4,316,300	6,921,890	4,739,100
Salaries and Wages	Category	Total	21,859,400	22,495,190	22,989,000
Benefits	1201	Employment Insurance	360,300	350,020	317,100
Benefits	1202	Canada Pension Plan	718,700	700,950	744,800
Benefits	1203	O.M.E.R.S.	2,088,000	2,034,380	2,153,900
Benefits	1204	Employer Health Tax	435,200	438,500	457,400
Benefits	1205	Health Insurance	1,384,100	1,375,760	1,521,600
Benefits	1206	Group Insurance	130,700	108,560	157,800
Benefits	1207	Long Term Disability Insurance	420,200	388,560	437,200
Benefits	1209	Short Term Disability Insurance	0	6,250	27,300
Benefits	1208	W.S.I.B.	1,294,900	1,311,440	1,408,900
Benefits	1208	W.S.I.B. NEER	500,000	739,950	480,000
Benefits	Category	Total	7,332,100	7,454,370	7,706,000
Staff Expense	3001	Mileage	3,000	2,000	2,000
Staff Expense	3002	Training	46,000	54,500	50,380
Staff Expense	3003	Workshops / Seminars	9,500	19,500	10,500
Staff Expense	3004	Out of Town Meetings	12,500	12,500	10,000
Staff Expense	3005	Membership Fees	4,000	4,130	4,500
Staff Expense	3096	Overtime Meal Allowance	10,000	8,500	8,500
Staff Expense	3098	Other	4,100	4,120	4,100
Staff Expense	Category	Total	89,100	105,250	89,980
Office Expense	3101	Telephone	36,500	34,130	47,100
Office Expense	3102	Postage	1,000	800	1,000
Office Expense	3103	Office Supplies	15,000	15,000	15,000
Office Expense	3104	Computer Supplies	5,200	5,200	5,200
Office Expense	3105	Subscriptions	1,200	600	1,200
Office Expense	3108	Advertising	1,500	0	1,500
Office Expense	3109	Courier	1,500	1,000	1,500
Office Expense	3110	Printing - Internal	2,000	2,000	2,000
Office Expense	3111	Printing - External	8,000	9,000	8,000
Office Expense	3130	Communication Services	13,600	11,500	13,940
Office Expense	3198	Other	800	330	800
Office Expense	Category	Total	86,300	79,560	97,240
Equip. Lease/Maint.	3201	Office Equipment Maint.	2,000	1,200	2,000
Equip. Lease/Maint.	3203	Copier Lease & Maint.	11,920	11,920	11,920
Equip. Lease/Maint.	3204	Computer System Maint.	229,700	229,700	219,890
Equip. Lease/Maint.	Category	Total	243,620	242,820	233,810

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Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Purchased Service	3301	Legal Expenses	150,000	150,000	150,000
Purchased Service	3303	Consultant Fees	30,000	19,820	30,000
Purchased Service	3345	ER Nursing	982,070	968,400	982,070
Purchased Service	3350	Pelee Island	9,000	9,000	9,000
Purchased Service	3390	Employee Assistance	40,000	40,000	40,000
Purchased Service	3391	Public Relations	15,000	15,000	15,000
Purchased Service	3506	Payroll Services	25,000	22,500	25,000
Purchased Service	Category	Total	1,251,070	1,224,720	1,251,070
Occupancy Expense	3401	Insurance	303,780	294,090	302,910
Occupancy Expense	3403	Utilities	148,000	148,500	150,000
Occupancy Expense	3405	Janitorial Services	40,000	35,000	36,360
Occupancy Expense	3406	Repairs & Maintenance	180,000	180,000	185,000
Occupancy Expense	3407	Facility Lease/Office Rental	920,080	880,080	934,880
Occupancy Expense	3420	Medical Waste Disposal	5,000	5,000	5,000
Occupancy Expense	3490	Insurance Deductibles	50,000	600	25,000
Occupancy Expense	Category	Total	1,646,860	1,543,270	1,639,150
Operating Expense	3601	Vehicle Licenses/Permits	17,000	15,410	17,000
Operating Expense	3602	Equipment Lease & Maint.	164,170	169,800	165,970
Operating Expense	3611	Vehicle Fuel	470,000	400,000	450,000
Operating Expense	3612	Vehicle Repairs & Maint.	500,000	450,000	500,000
Operating Expense	3622	Cleaning Supplies	37,000	37,000	37,000
Operating Expense	3630	Medical Supplies & Equip.	520,000	540,000	540,000
Operating Expense	3633	Transportation	3,000	5,000	3,000
Operating Expense	3640	Bedding	185,000	184,980	185,000
Operating Expense	3651	Laundry - Uniforms	55,000	55,000	55,000
Operating Expense	3652	Laundry - Linen	22,200	31,200	25,000
Operating Expense	3654	Oxygen	90,000	90,000	90,000
Operating Expense	3655	Uniforms	155,000	155,000	155,000
Operating Expense	3656	Tiered Medical Response	37,000	38,000	38,000
Operating Expense	3696	Administration fees	367,430	367,430	373,870
Operating Expense	3698	IT Mtce / Support / HR	914,840	914,840	930,850
Operating Expense	Category	Total	3,537,640	3,453,660	3,565,690
Capital Expenditures	3801	Equipment	606,640	298,010	440,670
Capital Expenditures	3805	Vehicles	1,570,000	1,557,070	978,000
Capital Expenditures	Category	Total	2,176,640	1,855,080	1,418,670
Expenditures	Category	Total	38,222,730	38,453,920	38,990,610

Emergency Medical Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Recoveries	6510	Cross Border Revenue	20,000	0	0
Recoveries	6302	Dedicated ER Nurse	982,070	968,400	982,070
Recoveries	6370	Province	17,692,480	17,692,480	18,304,930
Recoveries	6503	Service Partners	9,748,500	10,005,890	10,315,910
Recoveries	6374	Community Paramedicine	0	9,150	0
Recoveries	6640	Special Events Revenue	15,000	43,410	20,000
Recoveries	6798	Miscellaneous Recoveries	20,000	150,200	20,000
Recoveries	Category	Total	28,478,050	28,869,530	29,642,910
	Net Operations	Emergency Medical Services	9,744,680	9,584,390	9,347,700
Contributions to	4135	Equipment Reserve	766,810	739,740	790,290
Contributions to	4130	Vehicle Reserve	1,043,090	1,069,020	1,225,770
Contributions to	Category	Total	1,809,900	1,808,760	2,016,060
Contributions from	6801	Equipment Reserve	(663,170)	(274,430)	(425,670)
Contributions from	6801	Vehicle Reserve	(1,570,000)	(1,557,070)	(978,000)
Contributions from	Category	Total	(2,233,170)	(1,831,500)	(1,403,670)
Total		County Responsibility	9,321,410	9,561,650	9,960,090

Transportation Services

Statement of Purpose

Transportation Services has responsibility for the planning, engineering, construction, administration and maintenance activities required to manage the County Road Network.

Our mission is to manage the County Road Network in a manner that protects the people who use our roads, preserves the infrastructure that makes up the network and provides for long term sustainability of the network while working cooperatively with Community Stakeholders.

Service Description

The Transportation Services Department of the County of Essex, through programs and policies approved by County Council, provides for all maintenance and construction on the roads, bridges and related infrastructure that constitute the County Road System. The County Road System is comprised of 720 centreline kilometres of various classes of highway from high volume urban arterials to rural highways. In addition to the roadways, the County has responsibility for 84 bridge structures, 127 large drainage culverts, 47 Traffic control systems and numerous active transportation facilities.

The County Road network has been increasing in terms of total lane kilometres as a result of roadway expansion projects. In 2004, the network had an inventory of 1,472 lane km and has increased by 32 lane km to a total of 1,504. This increase in the amount of pavement that must be maintained has had a significant impact on maintenance operations, particularly the level of annual expenditures for Winter Control. Since the implementation of the County Wide Active Transportation System (CWATS) a total of 275 km of various types of facilities ranging from signed only routes, paved shoulders to two way cycle tracks have been constructed. As the network length continues to grow and new facilities are built, the demands for maintenance will increase.

The planning, engineering, construction and administration functions are provided from the Essex County Civic Centre. Maintenance services are delivered from 5 active Depot locations.

Critical Issues:

- Ability to keep up with day to day maintenance demands at appropriate service levels
- Ability to maintain funding for and manage the Construction Program
- Ability to fund and manage future planned Capacity Improvements
- Ability to apply Corridor Management strategies while supporting development

Prior Year Performance

Projected net 2016 results of operations indicate a favourable variance of \$252,940. The majority of construction projects were on budget with over expenditures resulting from scope adjustments. The mild weather during November and December resulted in lower than anticipated Winter Control expenditures which provided an opportunity to provide additional services across other maintenance programs and rehabilitation projects. Other favorable

Transportation Services

variances include higher than anticipated permitting revenue and savings in administration costs resulting from extended staff replacements process.

Proposed Budget – Current Year

The proposed 2017 Transportation Services Department budget includes an expenditure level of \$43,382,530.

An increase in the level of County responsibility is proposed for the 2017 Transportation Services Department's program. Efforts to expand the County's roadway infrastructure are the most significant portion of this budget, as well as the continued trend for increased service demands of the maintenance program. Negotiated increases to wages, mandatory increases to benefits and inflationary increases to materials have also been included as appropriate.

The proposed increase from the 2016 budget level is \$2,232,110, which represents an increase of 6.9% year over year. The significant factors affecting this increase are:

- 1.5% Levy increase for Capacity Project funding (\$1,278,900)
- Incremental increase to Rehabilitation Program (\$450,000)
- Incremental increase to CWATS Program (\$100,000)
- Incremental increase to OCIF funding (\$179,990)

The balance of the year over year variance is related to negotiated and anticipated salary adjustments, mandatory increases in pension and benefit premiums and inflationary pressures on operational costs, and program adjustments.

The departmental expenditures are grouped into three major programs, Planning / Engineering, Construction and Maintenance.

The Planning / Engineering Program includes projects and initiatives that provide Corridor Management functions and support the Construction Program. These activities include the undertaking of Environmental Assessments, Engineering Studies and Preliminary / Detailed Design and several construction projects. Work plans also include data collection and analysis to assist with road network management. This program includes a 2017 expenditure level of \$3,457,550.

The Construction Program consists of three sub programs including the annual Rehabilitation Program, Capacity Improvement Program and the CWATS Program. This program also includes projects related to Municipal Drains, County Connecting Links and intersection improvements. Expenditure levels for 2017 are established with Rehabilitation at \$10,642,200, Capacity Improvement at \$9,118,350 and CWATS at \$6,777,510 for a total of \$26,538,060.

The Maintenance Program consists of three sub programs including Roadway Maintenance, Fleet Management and Facilities Renewal. The Roadway Maintenance program focuses on day to day operations on pavements, roadside environments and winter control. Fleet Management includes equipment maintenance and acquisition of replacement or new equipment. Facilities Renewal addresses the maintenance and upgrade of existing Depots and the development of new facilities. This program includes a 2017 expenditure level of \$13,386,920.

Transportation Services

Current Initiatives

- Annual Construction/Rehabilitation Program
- Countywide Active Transportation System Implementation
- Capacity Expansion Program
- Pavement Preservation Program Implementation
- Bridge and Culvert Condition Survey
- Environmental Assessments CR 22, CR 20
- Preliminary Design CR 22/ CR 19 , CR 20
- Detailed Design CR 22, CR 42, CR 23, Bridges, Culverts
- Traffic Signals Operations Service Monitoring
- Salt Management Plan Implementation and Monitoring
- Transportation Modeling Update EWRTMP
- Gordie Howe Bridge Municipal Advisory Group
- Essex County Highways (ECH) Policy Manual refinement
- Corridor Protection Strategy
- Transportation Impact Study Guidelines
- West End Depot Redevelopment
- 2016 Asset Management Plan Comprehensive Update
- Fleet/Fuel Management System
- Facility Renewal Program
- Traffic Operations Study, counts, travel time, speed studies
- Alternative Energy Developments
- SuperPave transition monitoring
- ePermit Implementation
- eWork Order Management System Implementation
- eRoad Patrol Software Implementation
- eClaims Management Initiative

Future Initiatives

- New EA's in support of future capacity projects
- Regional Transportation Corridor Management and Design Manual

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- Road Rationalization prestudy
- Essex Windsor Regional Transportation Master Plan (EWRTMP Update)
- Network Safety Performance Evaluation
- Roadway Weather Information Station Development with MTO
- Salt Vulnerable Areas Analysis and Mitigation Strategy
- Intersection Improvement Program
- Warm Asphalt and rubberized Asphalt trials
- Vendor Performance Management
- CR 25 Diversion Study

External Initiatives

In addition to the initiatives noted above that are managed by the County, the Department is heavily involved in numerous projects and undertakings of other agencies including MTO, City of Windsor, Chatham-Kent and the local municipalities. Staff have also been actively engaged in several provincial industry initiatives related to concrete and asphalt pavement design and performance.

To address the challenges and opportunities presented by the continuous increase in project volume and complexity and to appropriately support the above noted initiatives a departmental reorganization with a phased in implementation was initiated in 2016.

Capacity Expansion Program

Council has adopted a financial forecasting tool to address the roadway expansion requirements as identified in the Essex Windsor Regional Transportation Study, updated for inflationary considerations, along with estimates, based on recent reports, for the expansion cost of selected high volume highways. The model is premised on a 1.5% Levy increases through 2018 to accommodate the approximate \$400 million of infrastructure. In 2012, the financial model was amended to identify and prioritize expansion requirements exclusive of senior government funding and grade separations. In order to accommodate 100% municipal funding, the schedule has been elongated to 2040 to manage the financial burden within reasonable limits of the County Levy. Assuming no change to the current plan of incorporating a 1.5% increase in the annual levy, the annual base funding level will continue to grow from \$14 million in 2017 to \$15 million in 2018, providing sufficient financial resources for the management of both the volume of expansion and the timing for financing, without the requirement of debt issuance, and then ultimately position the County to maintain the infrastructure on a go forward basis. Adherence to a structured plan of self-funding minimizes costs on the local tax base; affirming the Corporation's pay-as-you-go philosophy of funding infrastructure expansion.

It is important to note that the current analysis assumes: limited receipt of funding from provincial/federal sources (Administration will continue to pressure upper levels of government on the merits of funding expansion projects, and has identified projects that could be quickly

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advanced if infrastructure funding should become available); the continued cost share of Federal Gas Tax revenue at 80% local municipal / 20% county, and a modest allowance for inflationary considerations on project cost. If it is Council's desire to narrow the time-frame of expansion, without the receipt of third party funding, the County would need to either substantially increase the annual tax levy allocation to support transportation infrastructure expansion, continue the 1.5% levy allocation beyond 2018 or issue debt; in all cases resulting in a greater tax burden on the residents and businesses of Essex County.

Transportation Services

Category	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Construction	Roads, Bridges & CWATS	26,386,010	17,232,380	28,359,320
Construction	Administration & Overhead	1,457,880	1,328,200	1,636,290
Construction	Total	27,843,890	18,560,580	29,995,610
Maintenance	Roads, Bridges & CWATS	6,264,570	5,835,310	6,064,570
Maintenance	Administration & Overhead	2,569,780	2,578,200	2,883,330
Maintenance	Total	8,834,350	8,413,510	8,947,900
Capital Requirements	Total	3,786,020	3,634,890	4,439,020
Net Expenditures	Total	40,464,260	30,608,980	43,382,530
Recoveries	Ministry of Natural Resources	27,000	28,510	27,000
Recoveries	Miscellaneous Departmental Recoveries	0	10,260	71,730
Recoveries	Equipment Utilization Recovery	1,088,600	1,088,600	1,143,030
Recoveries	Recoveries, Permit Fees, Signs, Maps, etc.	70,000	120,510	100,000
Recoveries	Road User Agreement Fees (Project 671)	0	0	15,000
Recoveries	Sale of Surplus Equipment	71,000	84,360	36,500
Recoveries	Sale of Facility - Comber Depot	0	53,130	0
Recoveries	CR21-Via Rail Pedestrian Crossing (LS)	125,000	70,690	0
Recoveries	MTO recovery (road service agreement)	0	48,150	0
Recoveries	CR 23 - PPS - CR 34 to Lester - SX	0	100,520	0
Recoveries	CR 18 - PPS - Hwy 77 to TCT - LEA	0	88,950	0
Recoveries	12th Concession Rd - CR 42 to Dimu Drive - TEC	0	60,210	0
Recoveries	CR 8 - Bridge at Canard River (B-08-02) - LA	150,000	105,630	0
Recoveries	CWATS - Recoveries from Municipalities	1,612,920	2,892,800	1,572,920
Recoveries	Ontario Communities Infrastructure Fund	195,500	195,500	375,490
Recoveries	Federal Gas Tax Program	2,161,320	2,161,320	2,161,320
Recoveries	Total	5,501,340	7,109,140	5,502,990
Net Operations	Transportation	34,962,920	23,499,840	37,879,540
Contrib from	Capital Reserve - Federal Gas Tax	0	(26,960)	0
Contrib from	Capital Reserve	(2,377,810)	(1,832,730)	(2,535,910)
Contrib to (from)	Roadway Expansion Reserve	1,326,970	10,392,770	737,810
Contrib to (from)	CWATS Reserve	(757,310)	340,410	(797,310)
Contrib from	Rate Stabilization Reserve	(628,000)	(99,500)	(525,250)
Net Contrib to (from)	Total	(2,436,150)	8,773,990	(3,120,660)
Total	County Responsibility	32,526,770	32,273,830	34,758,880

Transportation Services – County Construction

Service Description

The County Construction Program, consisting of the Planning/Engineering Programs as well as the Rehabilitation, CWATS and Capacity Improvement Programs, provides for major improvements to the roads, bridges, railway crossings, active transportation and drainage infrastructure that make up the Essex County Highway Network.

The increasing number of capacity improvement demands and related projects has subjected the Department to large and very complex engineering programs/projects with multimillion-dollar values. The CWATS program introduces additional levels of complexity in the co-ordination with multiple partners and constructability issues. This is challenging the group to maintain appropriate focus on day-to-day operational tasks.

To address these challenges and to take advantage of other opportunities a departmental reorganization was developed and approved by County Council in 2016. The 2017 Budget has been developed based on this reorganization and the final stages of implementation.

The Transportation Planning and Development Division provides the services required to manage the delivery of the CWATS program, property acquisitions in support of expansion projects, Environmental Assessments and Departmental environmental issues. Roadside development approvals for subdivisions, severance, access and setback permits, utility and sewer installations involve various staff members. Further responsibilities are related to corridor management, policy review and development and engineering consultant management.

The Design and Construction Division provides the services required for the construction and rehabilitation of the County Road system, including preparation of plans, tenders and specifications, studies, reports, project surveys, inspection and contract administration. Consultants provide engineering services as required, supplementing in-house staff. Management of the Municipal Drain program, constructability reviews, external project liaison and Asset Management development are additional responsibilities of this Division.

The Technical Services Division leads the deployment of technology and supports the operations of the other divisions and manages the Department's involvement in Corporate initiatives. Areas of responsibility include, Health and Safety, Risk Management, Emergency Planning, Asset and Records Management and Departmental Analytics. Quality Assurance programs and Performance Management are also a significant focus of this division.

The 2017 Budget, with its increased level of expenditure in the Planning/Engineering Program, Rehabilitation Program, Engineering Projects, CWATS Program and Capacity Improvement initiatives, is an aggressive undertaking that matches the maximum amount of project management the current staffing levels can provide. The expenditure level of these programs combined is approximately \$30.0M.

Transportation Services – County Construction

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	12	13	15	16	859	871	1,003	846	1,144
Part-Time	2	2	2	2	16	17	18	17	25
Total	14	15	17	18	875	888	1,021	863	1,169

Prior Year Performance

The net 2016 Construction Program (Planning, Engineering, Construction, and Administration) is projected to be over budget by \$224,330. The significant under expenditure in the Winter Control Program provided the opportunity to provide additional services in various preservation projects within the Rehabilitation Program. These planned over expenditures addressed several longstanding mill and pave projects and took advantage of the extended paving / construction season to schedule the completion of these works. Pavement preservation projects were undertaken on CR 2, CR 9, CR 22, CR 42 and CR 50. In addition, numerous guiderail safety projects were undertaken to address deteriorated and nonstandard installations.

Most road rehabilitation projects were on budget as a consequence of positive tendering. Scope adjustments to projects on CR 31 and CR 37 resulted in expenditures beyond the original budgets. The majority of bridge and culvert projects came in on budget, scope adjustments on the CR 8 Bowstring structure resulted in an over expenditure, offset by savings in several other projects. Some initiatives and design projects were also not fully completed in 2016. These projects and initiatives (along with their funding from the Capital Reserve) have been carried forward into 2017 for completion. Co-ordination with the local municipalities and other agencies, weather considerations and approval process delays have necessitated the schedule adjustments.

The early approval of the 2016 Rehabilitation Program provided positive tendering results as well as allowing for completion of work in advance of the onset of poor weather. In addition, it provided an opportunity to organize the work and schedule the contractors more efficiently. This allowed for a more sequential and timely completion of the multi-contract projects. This protocol will be followed again in adopting the 2017 Rehabilitation Program.

The 2016 Rehabilitation Program consisted of 36 projects including 6 bridge projects, 17 road projects, 9 culvert projects and 4 preservation projects. The 2016 CWATS program delivered numerous projects and initiatives in partnership with the local municipalities and various agencies. Further detail will be provided in the CWATS Status Report that will review the 2016 projects and candidates for 2017 development and construction.

Transportation Services – County Construction

Proposed Budget – Current Year

Proposed for 2017 is a construction program totalling \$29,995,610, an increase of \$2,151,720 from prior year budget.

The existing inventory of roads, bridges and culverts is aging rapidly and the rate of deterioration is outpacing the rate at which rehabilitation is being undertaken. Some infrastructure rehabilitation is being deferred to a point in time when rehabilitation is no longer an option and more expensive full replacement is required. Current funding levels are considered the very minimum necessary to address the current deficiencies. Additional base funding will be necessary in the future if it is Council's desire to improve the overall condition of the inventory.

The approved 2012 Asset Management Plan identified a required annual expenditure level of \$11,200,000 based on 2012 costs and needs. It is expected that at the current and projected costing models and needs, the 2017 funding level of the Rehabilitation Program will continue to result in a significant annual funding gap. Opportunities to provide additional levy increases will be explored within future budget development. The Asset Management Plan will be updated in 2017 to better reflect the network's needs, current cost models and to include other assets including Equipment, Fleet and Facilities.

The comprehensive update of the Asset Management Plan will confirm the magnitude of the funding gap. In an effort to move towards eliminating this funding gap the 2017 Rehabilitation Program budget was increased by \$629,900. The 2017 Rehabilitation Program totals \$10,642,200, in part through the use of \$2,161,320 in Federal Gas Tax Program Funding, Ontario Community Infrastructure Fund of \$375,490 and the \$450,000 incremental increase required to advance the program towards its target funding level.

The Federal Gas Tax program provides \$2,161,320 to the levy-supported rehabilitation program level of \$8,105,390. **To access the \$2.2 million in Federal Gas Tax Funding the historic rehabilitation program of \$5 million must be maintained.** A rehabilitation program valued at \$10,642,200 is proposed for 2017. This program was presented for Council's consideration in December 2016. Challenges are continuing to be presented related to the purchasing power of the program as the unit rates for rehabilitation work continue to escalate. As a result, the target level of expenditure will require monitoring and an upward adjustment is required in order to keep pace with the cost of rehabilitation and rate of deterioration experienced across the network.

County Council adopted the CWATS Master Plan in the fall of 2012 which included a strategic implementation plan. Current estimates suggest that the County portion of the CWATS initiative amounts to approximately \$39 million of the total \$71 million full build out. The 2017 CWATS expenditure level is proposed at \$6,777,510 with recoveries from partners of \$1,572,920 and transfer from reserves of \$3,604,590. Included within the 2017 CWATS program is a base funding amount of \$1,600,000, which includes a \$100,000 increase to the initial annual allocation to continue funding this program over an estimated 20 year period. It is proposed that in 2017 a new initiative be implemented to provide paved shoulders on road segments on the CWATS network when the opportunity to align these works with the Rehabilitation Program is presented. Funds for these projects are proposed to be provided from the Capacity Expansion Reserve with an estimated annual requirement of \$2.0M. This funding level will be reviewed for future budgets upon the development and approval of a

Transportation Services – County Construction

detailed implementation plan. Further detail will be provided in the 2017 CWATS Status Report in early 2017. In order to continue both the build of the core CWATS projects and the Rehab Alignment projects as well as future regular maintenance demands, additional annual funding is required.

The 2017 Budget includes a series of Roadway Expansion projects supporting the network capacity improvements identified in the Essex Windsor Regional Transportation Master Plan and the County's Capacity Expansion Program.

These projects include the design of the improvements on CR 22 and CR 42, land acquisitions in support of future expansions and several additional design assignments. Detailed designs will be continued for improvements at the intersection of CR 19 / CR 22, CR 42 corridor, CR 22 Phase 6 and the feasibility and design of Roundabouts at CR9 / CR 18 and CR 11 / South Talbot will also be conducted. Upon completion of the detailed design and land acquisition, construction of the improvements to the intersection of CR 22/CR19 will be undertaken. Design work continues for the proposed realignment/reconstruction of CR 23 in Essex/Kingsville. Environmental Assessment and Preliminary Design will continue for CR 20 in Kingsville/Leamington. Funds have been provided to support two large County Connecting Link projects in LaSalle, CR 20 (Front Road) bridge at Turkey Creek at \$650,000 and CR 40 (Sprucewood) at \$250,000.

The 2017 Budget provides funding for several large Municipal Drain projects proposed to be undertaken by the local municipalities. County assessments for the drains are provided within the Maintenance Program for smaller routine works and the large projects are budgeted as standalone projects funded from reserves. Work will also continue on the Rural Intersection Illumination and Signal Upgrade programs.

A series of Engineering assignments and studies are included in the 2017 Budget. A project will be undertaken to develop a Regional Transportation Corridor Management and Design Manual. This document will be utilized as reference in the preparation of EA's, Master Plans, development proposals, land use plans etc. It will further provide consistency regarding guiding principles, development and application of best practices for management of the County Road network. A technical section will present design guidelines and standards for use in construction contracts.

The Essex Windsor Regional Transportation Master Plan (EWRTMP) will undergo its first update since being adopted in 2005 based on the updated County Official Plan and those of the local municipalities. The updated EWRTMP is anticipated to commence in 2017 and carry into 2018. A road rationalization initiative will lead the update of the transportation master plan to establish a baseline network prior to conducting the full update. Several other assignments related to traffic counting, speed studies, Salt Management Plan update, data management and various site specific issues will be undertaken.

Equipment and software purchases include replacement of 2 computers and workstations. The current AutoCAD suite of software and Microsoft Office are also proposed to be updated this year, as well as the purchase of a software package to assist in Transportation Modelling and Forecasting. Maintenance costs for existing software packages are also included in the estimates. Included for 2017 are the CWATS website operational/support expenses and the finalization of an electronic permitting system as well as the implementation of an electronic system for claims management.

Construction - Roads and Bridges

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Roadway Expansion	13107-454	CR 22 - Phase 5A (Puce Bridge)	200,000	200,000	0
Roadway Expansion	13107-545	CR 22 - Phase 5B (Puce Bridge) - Part 2	100,000	100,000	0
Roadway Expansion	13106-3826	Land for Right-of-Way - Major	450,000	0	450,000
Roadway Expansion	13107-591	CR 42/CR 43 Property	0	10,940	0
Roadway Expansion	13107-390	CR 22 / CR19 Detailed Design (TEC/LS)	251,830	150,000	101,000
Roadway Expansion	13107-592	CR 22/CR 19 - Interim Improvements - Phase 1 (TEC/LS)	6,000,000	35,150	5,964,850
Roadway Expansion	13107-590	CR 22 Detailed Design - CR25 to IC Roy - Ph. 6A (LS)	300,000	210,000	90,000
Roadway Expansion	13107-589	CR 20 - Environmental Assessment (KV/LEA)	250,000	187,500	62,500
Roadway Expansion	13107-627	CR 18 / 9 Roundabout (AB)	250,000	0	250,000
Roadway Expansion	13107-628	CR 11 & South Talbot Roundabout (TEC)	300,000	0	300,000
Roadway Expansion	13107-629	CR 6 CCL - phase 2 (LA)	1,000,000	1,000,000	0
Roadway Expansion	13107-630	CR 40 (Sprucewood Ave) - (LA CCL)	250,000	0	250,000
Roadway Expansion	13107-631	CR 42 Detailed Design (TEC)	1,000,000	0	1,000,000
Roadway Expansion	13107-xxx	CR 20 (Front Rd) - Bridge over Turkey Creek (LA-CCL)	0	0	650,000
Roadway Expansion Category	Category	Total	10,351,830	1,893,590	9,118,350
2017 Rehab Program	Category	Total	0	0	10,642,200
Road Reconstruction	13107-305	Rural Intersection Illumination (annual)	40,000	40,000	40,000
Road Reconstruction	13107-306	Signal Upgrades	40,000	40,000	40,000
Road Reconstruction Category	Category	Total	80,000	80,000	80,000
Resurfacing	13107-579	CR 29 - Pavement Rehabilitation Hwy 3 to CR 18 - KV	440,000	401,650	0
Resurfacing	13107-612	CR 1 - Pavement Rehab - Hornick Line to Campbell Rd - LS	140,000	119,370	0
Resurfacing	13107-613	CR 10 - Pavement Rehab - CR 9 to CR 11 - AB	505,000	514,500	0
Resurfacing	13107-614	CR 11 - Pavement Rehab - Greenway to 3rd Conc - SX	345,000	337,930	0
Resurfacing	13107-615	CR 14 - Pavement Rehab - CR 27 to Graham Sdrd - LA	665,000	563,000	0
Resurfacing	13107-616	CR 15 - Pavement Rehab - N. Malden Rd to CR 12 - AB	315,000	237,900	0
Resurfacing	13107-617	CR 18 - Pavement Rehab - CR 31 to Hwy 77 - LEA	615,000	591,850	0
Resurfacing	13107-637	CR 18 - PPS - Hwy 77 to TCT - LEA	0	148,240	0
Resurfacing	13107-618	CR 22 - Pavement Rehab - Lesperance Rd Intersection - TEC	65,000	116,860	0
Resurfacing	13107-619	CR 23 - Reconstruction - CR 18 to Nelson Drain - SX/KV	200,000	51,200	150,000
Resurfacing	13107-620	CR 27 - Pavement Rehab - CR 8 to CR 14 - KV	700,000	626,020	0
Resurfacing	13107-621	CR 31 - Reconstruction - 3rd Conc RAB - KV/LEA	320,000	661,370	0
Resurfacing	13107-622	CR 37 - Pavement Rehab - CR 46 to Lakeshore Rd 309 - LS	150,000	237,530	0
Resurfacing	13107-623	CR 42 - Pavement Rehab - Lesperance Rd Intersection - TEC	150,000	79,250	0
Resurfacing	13107-638	12th Concession Rd - CR 42 to Dimu Drive - TEC	0	60,110	0
Resurfacing	13107-624	CR 43 - Pavement Rehab - CR 42 to Hwy 401 - TEC	525,000	443,810	0
Resurfacing	13107-625	CR 45 - Pavement Rehab - CR 34 to CR 20 - KV	300,000	271,330	0
Resurfacing	13107-626	CR 46 - Pavement Rehab - CR 25 to Lakeshore Rd 217 - LS	630,000	687,770	0
Resurfacing	13107-634	CR 23 - PPS - CR 34 to Lester - SX	0	99,520	0
Resurfacing Category	Category	Total	6,065,000	6,249,210	150,000
Bridges & Drainage	13107-593	Various - Ditching & Additional Shoulders	59,210	59,210	0
Bridges & Drainage	13107-594	Various - Pavement Preservation	150,000	485,450	0
Bridges & Drainage	13107-595	Various - Bridge Preservation / Deck Patch	50,000	50,000	0
Bridges & Drainage	13107-596	Various - Culvert Preservation / Deck Patch	45,000	55,450	0
Bridges & Drainage	13107-597	Various - Mid-Size Culvert Replacement	50,000	12,490	0
Bridges & Drainage	13107-598	Various - Guiderail Replacement / Upgrades	100,000	120,470	0
Bridges & Drainage	13107-603	CR 42 - Bridge at Tremblay Creek (B-42-43) - D&A - LS	60,000	0	60,000
Bridges & Drainage	13107-604	CR 14 - Bridge at Ruscom River (B-14-05) - D&A - LS	70,000	34,140	15,860
Bridges & Drainage	13107-608	CR 11 - Culvert at Webster Drain (C-11-062) - D&A - TEC	50,000	26,590	18,410
Bridges & Drainage	13107-609	CR 34 - Culvert at Wilkinson-Shilson Drain (C-34-400) - D&A - LEA	50,000	5,000	40,000
Bridges & Drainage	13107-610	CR 2 - Culvert at Chauvin Drain (C-02-279) - D&A - LS	20,000	45,000	0
Bridges & Drainage	13107-610	CR 8 - Culvert at Patterson Drain (C-08-339) - D&A - LS/KV	20,000	33,000	0
Bridges & Drainage	13107-610	CR 27 - Culvert at North Townline Drain (C-27-132) - D&A - LS/KV	20,000	33,000	0
Bridges & Drainage	13107-611	CR 12 - Culvert at Craig's Creek (C-12-096) - D&A - SX	50,000	9,010	25,990
Bridges & Drainage	13107-565	CR 2 - Bridge at Big Creek (B-02-33) - LS	0	42,350	0

Construction - Roads and Bridges

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Bridges & Drainage	13107-599	CR 8 - Bridge at Silver Creek (B-08-39) - LS/LEA	625,000	531,470	0
Bridges & Drainage	13107-600	CR 27 - Bridge at Belle River (B-27-13) - LS	272,000	200,000	0
Bridges & Drainage	13107-601	CR2 - Bridge at Pike Creek (B-02-01) - LS/TEC	450,000	422,540	0
Bridges & Drainage	13107-602	CR 8 - Bridge at Canard River (B-08-02) - LA	430,000	562,630	0
Bridges & Drainage	13107-568	CR 42 - Culvert at 6-7 Sideroad Drain (C-42-293) - LS	470,000	500,000	0
Bridges & Drainage	13107-605	CR 23 - Culvert at Wismer/Arch Taylor (C-23-005) - LS	286,000	280,000	0
Bridges & Drainage	13107-606	CR 31 - Culvert at West Malden Drain (C-31-115) - LS	710,000	580,000	0
Bridges & Drainage	13107-607	CR 42 - Culvert at 8th Concession Drain (C-42-052) - LS	650,000	720,000	0
Bridges & Drainage	Category	Total	4,687,210	4,807,800	160,260
Municipal Drain	13107-472	CR 34 - Malden Rd West Drain (TEC)	0	(480)	0
Municipal Drain	13107-546	CR 8 - North Townline Drain (AB)	90,740	0	130,000
Municipal Drain	13107-548	CR 31 - Ruscom River Outlet No. 1 - 9	316,000	34,180	194,000
Municipal Drain	13107-587	CR 34 - N Talbot Rd Dr Enclosure (LS)	100,000	0	200,000
Municipal Drain	13107-632	CR 10 - Dufour Drain (AB)	110,000	0	110,000
Municipal Drain	13107-xxx	CR 9 - 8th Conc Townline Drain (AB)	0	0	147,000
Municipal Drain	13107-xxx	CR 34 - Esseltine Drain (KV)	0	0	155,000
Municipal Drain	Category	Total	616,740	33,700	936,000
Misc. Project	13106-3806	Land for Right-of-Way - Minor	5,000	0	5,000
Misc. Project	13107-588	Regional Transportation Corridor Mgmt & Design Manual	235,000	0	235,000
Misc. Project	13107-261	Environmental Assessment / Engineering- County Roads	25,000	0	0
Misc. Project	13107-633	Transportation Master Plan Update (EWRTMP)	200,000	0	200,000
Misc. Project	13107-388	SMP Update / SVAA	15,000	0	0
Misc. Project	13107-389	MDW Data Conversion	10,000	0	0
Misc. Project	13106-3372	Traffic Count Update	90,000	45,000	45,000
Misc. Project	13107-474	ERCA Stormwater Design Guidelines	10,000	0	10,000
Misc. Project	13107-507	CR 21 - Via Rail Pedestrian Crossing at CR 21 (LS)	125,000	70,690	0
Misc. Project	Category	Total	715,000	115,690	495,000
Expenditures	Category	Total	22,515,780	13,179,990	21,581,810
Recoveries	131066404	Federal Gas Tax Program (net)	2,161,320	2,161,320	2,161,320
Recoveries	131066363	Ontario Communities Infrastructure Fund	195,500	195,500	375,490
Recoveries	13107-507	CR 21 - Via Rail Pedestrian Crossing at CR 21 (LS)	125,000	70,690	0
Recoveries	13107-579	MTO recovery (road service agreement)	0	48,150	0
Recoveries	13107-634	CR 23 - PPS - CR 34 to Lester - SX	0	100,520	0
Recoveries	13107-637	CR 18 - PPS - Hwy 77 to TCT - LEA	0	88,950	0
Recoveries	13107-638	12th Concession Rd - CR 42 to Dimu Drive - TEC	0	60,210	0
Recoveries	13107-601	CR 8 - Bridge at Canard River (B-08-02) - LA	150,000	105,630	0
Recoveries	Category	Total	2,631,820	2,830,970	2,536,810
Net Operations		Construction Capital	19,883,960	10,349,020	19,045,000
Contributions to (from)	13106-xxxx	Capital Reserve - Federal Gas Tax	0	(26,960)	0
Contributions to (from)	13106-6801	Roadway Expansion Reserve	1,326,970	10,392,770	3,545,090
Contributions to (from)	13106-xxxx	Capital Reserve - Prior year projects,carried over (net)	(595,000)	(267,540)	(315,260)
Contributions to (from)	13106-6801	Rate Stabilization Reserve - Various Studies	(560,000)	(45,000)	(490,000)
Contributions to (from)	Category	Total	171,970	10,053,270	2,739,830
Total	County Responsibility		20,055,930	20,402,290	21,784,830

Construction - County Wide Active Transportation System (CWATS)

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Expenditure	13107-800	County-Wide Active Transportation Infrastructure	175,030	175,030	3,898,500
Expenditure	13107-xxx	2017 CWATS / Rehabilitation Alignment Projects	0	0	2,807,280
Expenditure	13107-800	CWATS - AT Co-ordinator	56,220	0	71,730
Expenditure	13107-801	Municipal Partnership Program	100,000	101,530	0
Expenditure	13107-802	WECHU / Go For Health - Outreach & Monitoring Prog	58,000	58,000	0
Expenditure	13107-803	Consulting Services	50,000	50,000	0
Expenditure	13107-804	Trans Canada Connection Plan	100,000	100,000	0
Expenditure	13107-805	County of Essex Website	12,000	12,000	0
Expenditure	13107-815	MUT - CR 6 Malden Rd to Tenth - LS (Las-6)	375,000	375,000	0
Expenditure	13107-820	PPS - CR 5 - CR 10 to 270m S. of Texas Rd. (Amh-13)	544,700	588,160	0
Expenditure	13107-824	PPS - CR 39 Rail Corridor to end of CR 39 (Lake-3,13,23)	0	150	0
Expenditure	13107-826	1WMUP - CR 20 - CR 31 to Ravine Line Rd (Kings-13b)	855,200	1,125,630	0
Expenditure	13107-828	PPS - CR 29 - Hwy 3 to CR 18 - KV (Kings-4)	312,000	280,010	0
Expenditure	13107-831	PPS - CR 50 - Islandview to Holiday Bluff Dr - SX (Ess-6)	530,000	418,330	0
Expenditure	13107-832	BBL - CR 6 - Malden Rd to Tenth - LA (Las-6A)	318,780	318,780	0
Expenditure	13107-833	FDS - Rail Corridor to Martin Lane - LS (Lake-11)	80,000	80,000	0
Expenditure	13107-834	PPS - CR 50 - Conservation to Cull - KV (Kings-9)	303,300	369,770	0
Expenditure	Category	Total	3,870,230	4,052,390	6,777,510
Recoveries	13107-xxx	2017 CWATS Recoveries	0	0	1,572,920
Recoveries	13107-802	WECHU / Go For Health - Outreach & Monitoring Prog	0	1,200	0
Recoveries	13107-804	Trans Canada Connection Plan Recovery	0	150,320	0
Recoveries	13107-815	MUT - CR 6 Malden Rd to Tenth - LS (Las-6)	225,000	225,000	0
Recoveries	13107-820	PPS - CR 5 - CR 10 to 270m S. of Texas Rd. (Amh-13)	326,820	349,830	0
Recoveries	13107-826	1WMUP - CR 20 - CR 31 to Ravine Line Rd (Kings-13b)	513,120	1,147,200	0
Recoveries	13107-831	PPS - CR 50 - Islandview to Holiday Bluff Dr - SX (Ess-6)	318,000	568,130	0
Recoveries	13107-833	FDS - Rail Corridor to Martin Lane - LS (Lake-11)	48,000	48,000	0
Recoveries	13107-834	PPS - CR 50 - Conservation to Cull - KV (Kings-9)	181,980	403,120	0
Recoveries	Category	Total	1,612,920	2,892,800	1,572,920
Net Operations CWATS			2,257,310	1,159,590	5,204,590
Contrib to (from)	13107xxxx	CWATS Reserve	(757,310)	340,410	(797,310)
Contrib from	131076801	Roadway Expansion Reserve	0	0	(2,807,280)
Contrib to (from)	Category	Total	(757,310)	340,410	(3,604,590)
Total	County Responsibility		1,500,000	1,500,000	1,600,000

Construction - Administration and Overhead

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Salaries / Wages	131061101	Full Time - Salaried	1,002,900	846,170	1,143,800
Salaries / Wages	131061105	Students	18,300	16,590	25,200
Salaries / Wages	Category	Total	1,021,200	862,760	1,169,000
Benefits	131061201	Employment Insurance	17,380	16,320	17,160
Benefits	131061202	Canada Pension Plan	34,980	32,990	40,820
Benefits	131061203	O.M.E.R.S.	102,420	98,630	115,300
Benefits	131061204	Employer's Health Tax	19,910	19,060	22,800
Benefits	131061205	Health Insurance	75,370	70,140	88,540
Benefits	131061206	Group Insurance	5,440	5,240	6,850
Benefits	131061207	Long-Term Disability Insurance	14,050	13,400	16,160
Benefits	131061209	Short-Term Disability Insurance	0	1,230	15,180
Benefits	131061208	W.S.I.B.	20,890	19,910	24,380
Benefits	Category	Total	290,440	276,920	347,190
Staff Expense	131063001	Mileage	1,000	2,310	1,000
Staff Expense	131063002	Training	7,000	16,690	16,000
Staff Expense	131063003	Workshops & Seminars	10,000	12,790	10,000
Staff Expense	131063004	Meetings	500	500	500
Staff Expense	131063005	Association Membership Fees	6,890	7,440	6,890
Staff Expense	131063006	Clothing Allowance	2,400	2,440	2,850
Staff Expense	131063098	Other	500	600	500
Staff Expense	Category	Total	28,290	42,770	37,740
Office Expense	131063101	Telephone	10,350	7,480	11,160
Office Expense	131063102	Postage	600	400	600
Office Expense	131063103	Office Supplies	1,800	800	1,800
Office Expense	131063104	Computer Supplies	1,000	1,200	1,000
Office Expense	131063105	Prints, Plans & Subscriptions	500	300	500
Office Expense	131063106	Copier Charges	1,500	1,500	1,500
Office Expense	131063107	Fax	100	110	100
Office Expense	131063108	Advertisements	3,500	9,970	3,500
Office Expense	131063110	Printing - Internal	1,500	1,110	1,500
Office Expense	131063608	Engineering Supplies	2,000	2,000	2,000
Office Expense	131063198	Other	750	750	750
Office Expense	Category	Total	23,600	25,620	24,410
Purchased Service	131063301	Legal Fees	5,000	20,920	5,000
Purchased Service	131063371	Culvert Condition Survey	500	0	500
Purchased Service	131063370	Bridge Condition Survey	500	0	500
Purchased Service	131063303	Consultant Engineering Services	5,000	14,640	5,000
Purchased Service	131063514	Credit Card Fees	0	860	1,270
Purchased Service	Category	Total	11,000	36,420	12,270

Construction - Administration and Overhead

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Capital	131063801	Equipment & Software Purchases	23,350	23,350	20,430
Capital	131063801	Traffic Software Purchases	20,000	33,860	0
Capital	131063801	E-Permits Application	40,000	26,500	19,500
Capital	131063801	E-Claims	0	0	5,750
Capital	Category	Total	83,350	83,710	45,680
Expenditures	Category	Total	1,457,880	1,328,200	1,636,290
Recoveries	131066798	Miscellaneous Revenue	0	5,850	0
Recoveries	13106xxxx	Wage recovery - CWATS	0	0	71,730
Recoveries	Category	Total	0	5,850	71,730
	Net Operations	Construct Admin and Overhead	1,457,880	1,322,350	1,564,560
Contribution from	131066801	Rate Stabilization Reserve	(60,000)	(46,500)	(19,250)
Total	County Responsibility		1,397,880	1,275,850	1,545,310

Transportation Services – County Maintenance

Service Description

Essex County Highways staff, complemented by various specialty contractors throughout the year, performs the maintenance of County roads, bridges, culverts, drains and related infrastructure. Specialty areas of responsibility include signs, pavement markings, traffic signal operations and facility maintenance.

The Maintenance Office of Essex County Highways provides for the supervisory, administrative and clerical functions associated with the maintenance of the County Road system. The compilation of daily maintenance activity records provides the means for cost control and statistical analysis.

The 2017 Budget provides an expenditure level of \$13,386,920 for the Maintenance Program (inclusive of Fleet and Facilities, shown separately).

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time (mtce office)	6	6	6	6	546	518	550	555	584
Full-Time (mtce crew)	32	32	32	33	1,893	1,888	1,981	1,984	2,148
Students (mtce crew)	7	8	8	8	86	104	116	105	115
Total	45	46	46	47	2,525	2,510	2,647	2,644	2,847

Prior Year Performance

The 2016 actual expenditures for the maintenance operations (including administrative costs) are anticipated to be under budget by \$425,250 mainly due to extended summer maintenance activities and reduced Winter Control efforts in the fall.

In 2016, an enhanced Work Order Management system as well as an electronic Road Patrol software system were successfully implemented and the interior renovations at the Maintenance Depot were completed.

The budgets established for numerous maintenance activities have historically not been adequate in addressing the demand for the service. The level of service required is dependent on issues such as emergency repairs, legislative requirements, increased lane kilometres and severity of weather. As a result, the level of expenditures has exceeded the budget amounts year over year in several programs.

Winter Control expenditures are expected to be lower than budgeted. The early winter period experienced a number of significant snowfall events. The spring period expenditures were aligned with the five year average however numerous full rollouts were required to address the

Transportation Services – County Maintenance

smaller events. The cold and extreme conditions in the spring also required significant amounts of road patching operations. The months of November and December were unseasonably mild allowing for approximately six additional weeks of summer maintenance. This extended period of summer based activities resulted in over expenditures in several maintenance activities. Several program areas had significant expenditures, specifically road patching, ditching, roadside mowing and shouldering. The fall of 2016 was mild allowing for extended summer operations such as mowing, concrete repairs, ditching and shoulder grading, and some of these operations continued into mid-December. As a result of the increased activity, expenditures exceeded the budget in these programs.

Proposed Budget – Current Year

The County of Essex has been aggressively improving its road network through numerous capacity improvements programs and projects as well as the implementation of the CWATS program. These projects have significantly increased the amount of lane kilometres that the County must maintain as well as adding new traffic control signal installations. These projects have also created additional turn lanes, longer tapers and urbanized sections on high volume, high maintenance classified roads. The additional pavements have resulted in increased maintenance demands and costs and this trend will continue as additional projects are completed and become operational. To address these challenges and to take advantage of other opportunities a departmental reorganization was developed and approved by County Council in 2016. The 2017 Budget has been developed based on this reorganization and the final stages of implementation, which includes the mid-year addition of one mechanic.

Included in the annual maintenance program is a funding allocation for assessments made under the Municipal Drain Act. These Municipal Drain projects are managed and undertaken by the Local Municipalities and the County is assessed as the Road Authority for lands being serviced by these drains. The last several years have experienced increasing assessments which have surpassed the annual budget allocation. The increase in number and complexity of drainage projects is likely a result of the impacts of climate change. The frequency of rainfall events as well as their severity and amounts of rainfall produced are increasing. To address these over expenditures large drainage projects which have been identified during the budget preparation cycle have been established as standalone projects within the Construction Program and funded from reserves, where possible. This approach is not fully sustainable and several large projects have been brought forward post budget resulting in significant budget shortfalls.

The majority of programs for 2017 are established at similar levels to 2016. Winter Control budget was adjusted to better reflect the 5 year average level of expenditure. The joint maintenance budget on CR 1, the Chatham – Kent boundary road, was held at the 2016 level of expenditure. A new program to commence the replacement of the existing High Pressure Sodium street lighting with LED technology is continued for 2017. This program will be undertaken incrementally with internal staff resources. Deck, expansion joint and railing repairs are planned for 5 bridges in 2017. Estimates for mowing and spraying, brushing and tree trimming / removal, debris pick-up and washouts are based on the 5-year average of actual expenditures.

The lifecycle of road paint, particularly special markings at intersections such as stop bars and turn arrows, has been problematic since the industry wide switch to water based paints several

Transportation Services – County Maintenance

years ago. In 2007, Essex County Highways purchased the equipment and materials to install “durable paint markings” to extend the life of these installations. The material is more expensive but frequency of repainting is reduced. In 2017, it is proposed to continue and expand this initiative. Another initiative commenced in 2007 was to expand the amount of white edge lines provided on the high volume County Roads. These continuous edge lines historically had only been provided at locations such as curves, bridges or intersections. Operational safety of the road can be improved with the provision of the edge lines even on straight flat sections of roads. In 2017, the program to provide additional lines will continue.

The sign program continues to experience pressures with programs such as Share the Road, Water Front Regeneration and CWATS initiatives and expected increase in general signage activity is anticipated. Future budget adjustments will most likely be required in other maintenance tasks such as Winter Control, pavement patching and sweeping in order to properly maintain these active transportation facilities.

Equipment and software purchases include the replacement of 2 computers, software licencing and an initiative to improve or provide internet connectivity at the Depots. The interior renovations at the Maintenance Depot were completed in 2016 and a contracted janitorial service was implemented and will be continued in 2017 to properly maintain the renovated facility. In 2016 an electronic Road Patrol software system was acquired to aide in maintaining compliance with the Minimum Maintenance Standards set out in the Highway Traffic Act. For 2017 it is proposed to enhance this system with linkage to the Work Order Management System and the Winter Control Operations tracking program.

County Maintenance - Roads, Bridges and CWATS

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Bridge & Culverts	13101-01	Bridge Repair	30,000	30,000	30,000
Bridge & Culverts	13101-27	Culvert Repair	150,000	145,670	150,000
Bridge & Culverts	Category	Total	180,000	175,670	180,000
Roadside Maintenance	13101-02	Mowing	100,000	174,890	100,000
Roadside Maintenance	13101-28	Spraying	35,000	30,000	35,000
Roadside Maintenance	13101-03	Brush - Tree Trim Removal	35,000	35,000	35,000
Roadside Maintenance	13101-04	Ditching	150,000	172,000	150,000
Roadside Maintenance	13101-05	Catch Basin, Drains, Curb, Gutter	125,000	181,210	125,000
Roadside Maintenance	13101-06 / 29	Fencing & Debris Pick-up	25,000	29,000	25,000
Roadside Maintenance	Category	Total	470,000	622,100	470,000
Pavement Maintenance	13101-07/08	Patch - Asphalt, Surface Treatment	450,000	534,550	450,000
Pavement Maintenance	13101-09	Sweeping, Cleaning	30,000	25,000	30,000
Pavement Maintenance	13101-10	Base Repairs	60,000	13,850	60,000
Pavement Maintenance	13101-11	Shouldering	430,000	350,000	430,000
Pavement Maintenance	13101-12	Grading Shoulders	80,000	144,860	80,000
Pavement Maintenance	13101-13	Washouts, Mail Boxes, Other	10,000	10,000	10,000
Pavement Maintenance	13101-14	Surface Treatment/Crack Filling by Contract	100,000	139,660	100,000
Pavement Maintenance	Category	Total	1,160,000	1,217,920	1,160,000
Winter Control	13101-15	Snow Plowing & Salting	2,570,000	1,911,450	2,420,000
Winter Control	13101-17	Snow Fence, Drainage, Spring Clean	15,000	19,170	15,000
Winter Control	13101-18	Night Crew and Equipment Standby	325,000	254,820	290,000
Winter Control	13101-25	Road Patrol	40,000	44,210	25,000
Winter Control	Category	Total	2,950,000	2,229,650	2,750,000
Safety Devices	13101-19	Lane Line Marking	375,000	375,000	375,000
Safety Devices	13101-31	CWATS Signs / Lane Line Marking	30,000	13,870	30,000
Safety Devices	13101-20	Traffic Signal Maintenance	334,570	429,250	334,570
Safety Devices	13101-32	Streetlight Retrofit	50,000	55,010	50,000
Safety Devices	13101-21	Signs, Traffic Count	215,000	220,620	215,000
Safety Devices	13101-22	Railroad Signal Maintenance	70,000	75,290	70,000
Safety Devices	13101-23	Guiderails & Posts	25,000	25,260	25,000
Safety Devices	Category	Total	1,099,570	1,194,300	1,099,570
Drainage	13101-24	Total - Drainage Assessment	350,000	350,000	350,000
Other Maintenance	13101-26	Total - Essex / Kent Boundary Roads	55,000	45,670	55,000
Expenditures	Category	Total	6,264,570	5,835,310	6,064,570
Total	County Responsibility		6,264,570	5,835,310	6,064,570

County Maintenance - Administration and Overhead

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Salaries / Wages	131021101	Full Time Salaries and Office	550,000	554,750	583,700
Salaries / Wages	131021103	Full Time Hourly - Teamsters	1,981,400	1,984,070	2,148,100
Salaries / Wages	131021105	Students - Teamsters	116,300	104,820	115,200
Salaries / Wages	Category	Total	2,647,700	2,643,640	2,847,000
Benefits	131021201	Employment Insurance	50,320	50,320	44,100
Benefits	131021202	Canada Pension Plan	102,260	102,260	105,040
Benefits	131021203	O.M.E.R.S.	226,510	226,510	252,560
Benefits	131021204	Employer's Health Tax	51,640	49,140	55,520
Benefits	131021205	Health Insurance	274,220	265,220	319,330
Benefits	131021206	Group Insurance	14,090	13,470	17,150
Benefits	131021207	Long-Term Disability Insurance	44,410	41,640	50,070
Benefits	131021209	Short-Term Disability Insurance	0	9,650	43,220
Benefits	131021208	W.S.I.B.	57,920	57,920	62,090
Benefits	Category	Total	821,370	816,130	949,080
Staff Expense	131023001	Mileage	2,000	2,000	2,000
Staff Expense	131023002	Training	16,000	10,200	7,000
Staff Expense	131023003	Workshops & Seminars	3,500	3,060	3,500
Staff Expense	131023004	Meetings	500	500	500
Staff Expense	131023005	Memberships	1,400	1,400	1,400
Staff Expense	131023006	Clothing & Safety Supplies	30,000	33,200	30,000
Staff Expense	131023629	Health and Safety	1,500	1,700	1,500
Staff Expense	131023098	Other	1,000	8,390	1,000
Staff Expense	Category	Total	55,900	60,450	46,900
Office Expense	131023101	Telephone	14,000	12,500	14,890
Office Expense	131023103	Office Supplies	2,000	2,000	2,000
Office Expense	131023203	Copier Lease / Maintenance	2,500	2,500	2,500
Office Expense	131023130	Communication Services	7,400	5,600	11,680
Office Expense	131023198	Other	500	500	500
Office Expense	Category	Total	26,400	23,100	31,570
Equip & Building	131023220	Tool and Tool Repairs	15,000	18,570	15,000
Equip & Building	131023221	Radio Communications Maintenance	60,000	58,990	60,000
Equip & Building	131023405	Janitorial Supplies	3,550	13,930	15,860
Equip & Building	131023431-36	Building - Repairs and Maintenance	47,500	44,570	48,500
Equip & Building	Category	Total	126,050	136,060	139,360
Purchased Service	131023390	Total - Employee Assistance Prog	1,500	1,500	1,500
Occupancy	131023401	Insurance	447,240	436,700	449,800
Occupancy	131023490	Insurance Deductibles	75,000	90,000	75,000
Occupancy	131023403	Utilities	91,350	91,350	91,350
Occupancy	Category	Total	613,590	618,050	616,150

County Maintenance - Administration and Overhead

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Operations	131023117	Answering & Security Service	3,550	3,200	3,550
Operations	131023222	AVL / GPS Operational Costs	5,000	5,000	5,000
Operations	131023698	Other	500	2,000	500
Operations	Category	Total	9,050	10,200	9,050
Capital	131023801	Equipment & Software Purchases	17,500	19,000	19,230
Capital	131023801	Road Patrol Software	18,700	18,700	10,880
Capital	131023801	ArcGIS GeoEvent Extension	0	0	16,000
Capital	131023801	Radio System	2,500	1,850	2,500
Capital	Category	Total	38,700	39,550	48,610
Labour Allocation	131023699	Total - Union Employees	(1,770,480)	(1,770,480)	(1,805,890)
Expenditures	Category	Total	2,569,780	2,578,200	2,883,330
Recoveries	Category	Total - Misc Recoveries	0	4,410	0
	Net Operations	Maintenance Admin and Overhead	2,569,780	2,573,790	2,883,330
Contribution from	131066801	Rate Stabilization Reserve	(8,000)	(8,000)	(16,000)
Total	County Responsibility		2,561,780	2,565,790	2,867,330

Transportation Services – Fleet and Facilities

Service Description

The Maintenance Operations Division operates a fleet that consists of both on and off road equipment dedicated to summer and winter highway maintenance. The Division is responsible for the equipment's operation, fleet / fuel management services as well as Facilities Management for the Depots.

The operation, maintenance and replacement, when necessary, of the roads maintenance equipment is funded in part by revenues generated by the hourly rental rates at which equipment use is charged to activities. The difference between the rates and the actual operating expense is intended to generate a surplus which is meant to address amortization and accumulate in an equipment reserve to be used to fund replacements.

Prior Year Performance

In total for 2016, net equipment expenditures are projected to be on budget.

The 2016 budget included the replacement of two tandem dump trucks, a one way plow, 1.5 ton dump truck, excavator, two pickup trucks and acquisition of a used bucket truck. A project to refurbish an existing grader was also completed. The tandems were fully winter control outfitted with a front and wing plow as well as a slide-in pre-wet/spreader units.

The County took possession of the lands acquired from Walker Aggregates and commenced the development of the new West End Depot in 2015. Site preparation works and the intersection improvements were completed in the late fall 2015. Construction of the main building commenced in 2016 and will be completed in early 2017. The remaining support buildings will also be constructed in 2017. Once the site is operational the existing site will be decommissioned and efforts will be made to dispose of the facility.

In 2016, under the Facilities Renewal Program, several initiatives were undertaken including the upgrading of lighting at the West Pike Depot and paving at the Maintenance Depot. The interior renovations at the Maintenance Depot started in the late fall 2015 and were completed in spring 2016.

Proceeds from the sale of surplus equipment are transferred into the Capital Reserve to offset the funding shortfall caused by the difference between amortized equipment value and replacement value. In 2016, the revenue from the sale of surplus equipment was higher than the original estimates.

Proposed Budget – Current Year

Proposed for 2017 is a fleet and facilities program with a total expenditure level of \$4,439,020, expenses are estimated to exceed recoveries by \$1,038,840.

Included in the estimates is the replacement of several pieces of equipment that have reached the end of their life cycle (all significant purchases are funded by contributions from the capital reserve). These include the replacement of a one way plow, two tandem dump trucks, a crash attenuator, an asphalt distributor, two pickups and the refurbishment of a grader.

Transportation Services – Fleet and Facilities

The tandems to be replaced are a 2007 model year with 274,776 kms and 9,330 hours of service, and a 2008 model year with 235,903 kms and 7,713 hours of service. The replacement units will be fully outfitted for Winter Control Operations with front and wing plows and slide-in combination salt/pre-wet/anti icing units. The pickups are a 2008 model year with 110,923 kms and a 2009 model year with 83,301 kms. The grader is a 1994 model year with 15,241 hours of service.

The 2017 Facilities Renewal Program will include several initiatives. At the Tilbury North Depot the main building and salt dome roofs will be replaced, the wash bay door at West Pike Creek Depot will be replaced and the salt dome demolished at the existing West End Depot.

Included in the 2017 estimates is a project to renovate the Engineering offices at the Civic Centre. These offices have remained virtually unchanged for many years and can no longer appropriately support the staff and the demands of the electronic systems currently in place. The renovations will allow for more efficient use of the floor space and better utilize available storage and meeting space. It is intended to also improve the air handling and lighting systems to modern standards that complement the heavy computer based work performed by the staff.

As noted earlier, work on the redevelopment of the West End Depot will continue into 2017. The County anticipates completing the main building construction in February 2017. The 2017 Budget has been developed to include funds to complete the main building and construct the support buildings including the salt dome, cold mix storage and pole barn structures. It is anticipated to have this Depot operational for the spring of 2017.

Fleet and Facilities

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Lease/Mtce	131033700	Equipment Maintenance	993,210	993,210	1,042,870
Lease/Mtce	Category	Total	993,210	993,210	1,042,870
Capital	131033820	Tandem Dump Trucks	525,000	554,520	550,000
Capital	131033898	Crash Attenuator	0	0	20,000
Capital	131033898	Asphalt Distributor	0	0	25,000
Capital	131033898	One Way Plow (2 stage)	18,000	18,000	18,000
Capital	131033820	1.5 ton Pickup	60,000	55,110	0
Capital	131033820	Pickups (2)	70,000	55,560	60,000
Capital	131033820	Bucket Truck(s)	50,000	66,280	0
Capital	131033821	Excavator	185,000	198,330	0
Capital	131033821	Grader (refurbished)	30,000	30,000	35,000
Capital	131033898	Miscellaneous Equipment	30,000	30,000	30,000
Capital	13103-593	Maintenance Depot - Interior Upgrades	100,000	280,480	0
Capital	131033802	Maintenance Depot - Yard Paving	150,000	206,540	0
Capital	131033802	Maintenance Depot - Chemical Storage Bldg	16,000	16,000	0
Capital	131033802	Maintenance Depot - Asphalt Storage Shed	0	0	10,000
Capital	13103-466	Rebuild West End Depot (Redevelopment land)	1,308,810	1,120,220	2,183,150
Capital	131033802	Demolition of West End Depot - Salt Dome	0	0	10,000
Capital	131033802	West Pike Creek - Bay Door	0	0	5,000
Capital	131033802	West Pike Depot - Yard Lighting Upgrades	0	9,270	0
Capital	131033802	Tilbury North - New Roof on Building	0	0	75,000
Capital	131033802	Tilbury North - New Roof on Salt Dome	0	0	25,000
Capital	13103-636	Engineering Office Renovations	250,000	1,370	350,000
Capital	Category	Total	2,792,810	2,641,680	3,396,150
Expenditures	Category	Total	3,786,020	3,634,890	4,439,020
Recoveries	131036798	Sale of Surplus Equipment	71,000	84,360	36,500
Recoveries	131036798	Sale of Facility (Comber Depot)	0	53,130	0
Recoveries	131033797	Equipment Utilization Recovery	1,088,600	1,088,600	1,143,030
Recoveries	Category	Total	1,159,600	1,226,090	1,179,530
Net Operations		Fleet and Facilities	2,626,420	2,408,800	3,259,490
Contributions to		Capital Reserve (re: Surplus Equipment)	71,000	84,360	36,500
Contributions from		Capital Reserve (re: Equipment)	(888,000)	(911,520)	(708,000)
Contributions from		Capital Reserve	(1,874,810)	(1,647,030)	(2,658,150)
Contributions to		Capital Reserve (re: Amortization)	909,000	909,000	1,109,000
Contributions to (from)		Total	(1,782,810)	(1,565,190)	(2,220,650)
Total	County Responsibility		843,610	843,610	1,038,840

Library Services

Statement of Purpose

The Essex County Library (ECL) is the community’s connection to information, resources, and services for the residents living in the 7 municipalities within the County of Essex.

The Essex County Library is governed by the direction of the Essex County Library Board and its Mission to “welcome you to a world of discovery, creativity and lifelong learning through accessible resources, programs and innovative services”.

Service Description

Essex County Library is connecting communities through 14 branch locations and a 24/7 online service centre:

Town of Amherstburg	Amherstburg Branch, Amherstburg, Ontario
Town of Essex	Essex Branch, Essex, Ontario Harrow Branch, Harrow, Ontario McGregor Branch, McGregor, Ontario
Town of Kingsville	Cottam Branch, Cottam, Ontario Highline Branch, Kingsville, Ontario Ruthven Branch, Ruthven, Ontario
Town of Lakeshore	Comber Branch, Comber, Ontario Toldo Foundation Branch, Emeryville, Ontario Stoney Point Branch, Stoney Point, Ontario Libro Centre Branch, Woodslee, Ontario
Town of LaSalle	Bill Varga Branch, LaSalle, Ontario
Municipality of Leamington	Leamington Branch, Leamington, Ontario
Town of Tecumseh	Cada Branch, Tecumseh, Ontario
24/7 online service	www.essexcountylibrary.ca

The Essex County Library provides direct access to, and staffing support for, its collections, programs, and services. The 24/7 online service strengthens the Library’s collections and resources by providing access to its expanding digital content of eBooks, eMagazines and Databases, and supporting membership through self-service options.

It is the vision of the Essex County Library to provide welcoming spaces for its membership where:

- Knowledgeable staff are sensitive to the needs and aspirations of the community
- Innovative ideas and cutting-edge technology are embraced
- Engaging programs and current comprehensive collections are created
- Creative partnerships encourage social interaction and cultural vitality

Library Services

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	16	16	19	19	930	964	1,138	710	1,146
Part-Time	92	92	89	89	1,823	1,684	1,669	822	1,638
Total	108	108	108	108	2,753	2,648	2,807	1,532	2,784

Prior Year Performance

The Essex County Library (ECL) has been under a labour disruption since June 25, 2016. Branch operations ceased at that time, however Wi-Fi access and digital services have remained available to the public. A significant surplus is projected for 2016 due to the disruption in operations. The ECL Board recommends returning \$790,000 of amounts levied in excess of operational requirements to the Corporation of the County of Essex. In addition, the Board recommends contributing the remaining surplus to the ECL's Capital Reserve (to fund future system upgrades as well as branch renewal), and to the Rate Stabilization Reserve to fund future operational increases resulting from ongoing negotiations.

The Essex County Library is committed to updating and renovating community libraries. The following renovation projects have recently been funded through Essex County Library Capital reserves.

- 2014 – 2015 – Lakeshore – Toldo Library (ATC Centre) \$324,000
- 2014 – Lakeshore – Libro Centre, Woodslee \$97,000
- 2012 – 2014 LaSalle – Bill Varga Library \$356,000
- 2010 – 2011 – Essex – McGregor Community Centre \$147,000
- 2009 – 2010 – Kingsville – Highline Library \$296,000
- 2005 – Essex Library \$250,825

The ECL Board anticipates upcoming Capital projects to address renovations and upgrade requirements for the following branch locations. Should these reserve funds not be available, it would result in significant increase to the Library's operational annual budget. Included within the ten-year capital plan are upgrades / renewal at the following Library locations:

- Cottam
- Comber
- Stoney Point
- Harrow
- Tecumseh
- Leamington
- Amherstburg

Estimated costs for these anticipated capital projects exceed \$1.2 million. With this capital planning in mind, the Board recommends directing \$330,450 to the Essex County Library (ECL) Capital reserve.

Library Services

The 2017 budget anticipates there will be associated costs with the continuation of, and final settlement of the labour disruption. The Board recommends \$290,000 of the 2016 surplus be directed to the ECL Rate Stabilization Reserve to fund operational costs associated with the labour disruption and to reduce 2018 budget requirements to return to base budget levels.

Despite the labour disruption, the Essex County Library continued to refresh its tangible and virtual resources and to support the increasing requests for digital and streaming media, with a focus on supporting the online services and resources which are increasingly used by patrons. Many of these resources are acquired through US suppliers, therefore, the fluctuations in the value of the Canadian dollar have impacted ECL's ability to purchase eResources.

The ECL received a \$273,620 base fund contribution from the Province of Ontario, as budgeted. Due to the disruption in operations, it is anticipated that approximately half of that funding will be repaid to the Province.

In 2014, ECL received an unsolicited donation from the Levenger Foundation, a charitable organization that supports the promotion of reading and literacy. Unspent funds were contributed to the Enhanced Service Reserve, and were to be used in 2016 towards literacy initiatives. These plans will be carried over into 2017, due to the labour disruption.

Proposed Budget – Current Year

The proposed 2017 budget is mindful of financial limitations and constraints, yet strives to maintain provincial standards for buildings, collections and staffing. This budget supports the Mission and Vision for library services, as approved by the Essex County Library Board.

The ECL Board has approved and recommends the 2017 budget with a 0% increase. This budget was achieved with the Board anticipating a date of March 1, 2017 for return to full operations. The Board has reduced the wages and benefits lines of the 2017 budget to reflect 10/12 of an operating year. The budget supports the ECL Board's service goals for 2017: to address workflow and staffing concerns as a result of the ongoing labour disruption, with a direction to re-establish projects that will support the Mission and Vision of the ECL Board.

The Essex County Library Board approved the budget requests at the January 14, 2017 meeting, and recommends the 2017 Essex County Library Budget as submitted.

Collection Development and Maintenance

The ECL continues to develop a collection that is relevant to the needs of our communities, providing current and comprehensive collections that support user engagement. The 2017 budget supports the previous year's plans to provide alternative formats, such as loanable eReaders and tablets to provide direct access to ECL's digital resources, story kits to support early literacy development, science and technology kits, and access to resources that support the development of trans-literacy skills (skills required for web-based learning and communication).

2016 saw a fluctuation in the value of the Canadian dollar, directly impacting the cost of purchasing eResources, as the majority of materials are purchased through American suppliers. The 2017 budget has increased the spending for intangible items, offset by a decrease in tangible resources.

Library Services

ECL continues to balance the development of tangible and virtual resources as patrons continue to demand access to both. The overall circulation of resources is difficult to assess due to the labour disruption. However, the demand for virtual resources continues to grow. A sample of usage counts was collected to assess the 2016 circulation statistics for virtual resources. The assessment noted a 3% increase in the usage of digital material and streaming media, when compared to the previous year. With the continuation of the labour disruption, ECL will balance the purchase of collections to meet the demands of the community. The focus will be on supporting the online services and resources and maintain purchasing of Best Sellers and popular items.

During the 2016 year, ECL changed the workflow of the collection development process and established an approved purchasing plan with the resource supplier. Due to the labour disruption, the Board contracted the supplier to provide collection processing and preparation of resources. This service will be permanently integrated in the regular collection development workflow.

ECL's immediate priority is to provide our communities with access to resources through alternative delivery methods. Service could include mail delivery, outreach services and electronic locker systems. Purchase of delivery equipment would be funded through the Board's Capital Reserve funds.

Training

Training maintains the ECL vision of providing "knowledgeable staff" that can identify and meet the needs of their communities.

The Essex County Library has contracted professional services to provide immediate support for staff reengagement after the resolution of the labour disruption; the Board will take the opportunity to conduct an internal cultural audit to identify long-term support and training needs. Previous training programs will be re-established to support the continuation of professional and supervisory training for Community Supervisors.

Staffing

ECL previously approved the restructuring plan for branch staff to support the organization goals. 2017 Budget will focus on re-establishing the plan for:

- a stronger connection between of the Essex County Library and Municipal departments and community organizations
- an environment of knowledgeable staff
- an environment that supports innovative ideas and programs
- resources and services that focus on community interests and needs
- the creation of working teams at all branch locations that promote peer training and support
- better staffing support for scheduling of vacations, leaves of absence, and all time off requests for staff at small branch locations
- an environment which encourages consistency in the application of policies and procedures

Library Services

The Essex County Library will further review the staffing structure at the Administrative Office to address the implemented changes to workflow of resource acquisitions and processing, IT and HR demands; most staffing changes will be adjusted as staff attrition occurs.

Contracted Services

In 2016 ECL experienced the detection of bed bugs in several site locations. Bed bugs are common pests that are not a public health threat; however, bed bugs are a nuisance for staff and the public who frequent the facilities. Therefore, ECL will change its current procedures to include a regular inspection of all facilities. Inspections will begin once regular library service is restored.

Capital Expenditures

In addition to lifecycle replacement of computer equipment and software, the 2017 Budget includes plans to upgrade communication systems, upgrading security and access at branches and to install patron counters throughout the Library system. These one-time improvements will be funded from the Capital Reserve. The Essex County Library Board anticipates a renovation of the Leamington Branch to proceed in late 2017, or early 2018, depending on approval of the local Council. The Board continues to establish funding anticipating necessary renovations to comply with AODA legislation and for those branches included in the long-term capital plan.

Provincial Grant

The 2017 Budget anticipates grant funding from the Province of Ontario in the amount of \$273,620 to support operating costs. Should the ECL's operations continue to be disrupted, it is likely that a portion of the operating grant will be repaid to the Province.

The goals of the 2017 planning budget are to provide a service that can best work with local communities to identify and support their information and resource needs, and to attract community partners and patrons to the services the public library provides.

Library Services

Category	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Expenditures	Salaries and Wages	2,806,900	1,532,000	2,784,300
Expenditures	Benefits	682,780	433,640	716,900
Expenditures	Board Expense	16,100	17,590	16,100
Expenditures	Staff Expense	41,800	27,830	42,650
Expenditures	Library Materials	879,930	764,090	839,780
Expenditures	Office Expense	196,950	193,950	237,550
Expenditures	Purchased Services	151,500	171,420	176,970
Expenditures	Occupancy Expense	158,320	148,240	155,700
Expenditures	Operating Expense	223,500	190,900	195,500
Expenditures	Capital Expenditures	228,520	247,020	125,000
Expenditures	Total	5,386,300	3,726,680	5,290,450
Recoveries	Ontario Grants	273,620	136,810	273,620
Recoveries	Other Grants	0	16,330	0
Recoveries	Fees, Service Charges	75,000	109,990	84,000
Recoveries	Total	348,620	263,130	357,620
Net Operations	Total	5,037,680	3,463,550	4,932,830
Contribution to	Vehicle Reserve	11,000	11,000	11,000
Contribution from	Enhanced Service Reserve	(39,590)	(30,910)	(8,680)
Contribution to (from)	Capital Reserve	(135,000)	295,450	(28,000)
Contribution to	WSIB Reserve	0	10,000	0
Contribution from	Rate Stabilization Reserve	(45,000)	290,000	(78,060)
Contributions to (from)	Total	(208,590)	575,540	(103,740)
Return of Amts Levied, in excess of operational requirements:		0	790,000	0
Total	County Responsibility	4,829,090	4,829,090	4,829,090

Library Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	111011101	Library Services	2,736,700	1,500,000	2,723,100
Salaries and Wages	111011112	Janitorial & Mtce.	70,200	32,000	61,200
Salaries and Wages	Category	Total	2,806,900	1,532,000	2,784,300
Benefits	111011201	Employment Insurance	66,650	33,000	56,900
Benefits	111011202	Canada Pension	111,440	57,100	110,500
Benefits	111011203	O.M.E.R.S.	239,050	127,300	237,000
Benefits	111011204	Employer Health Tax	54,740	28,900	54,300
Benefits	111011205	Health Insurance	151,000	145,100	156,700
Benefits	111011206	Group & LTD Insurance	49,900	41,100	50,900
Benefits	111011209	Short Term Disability Insurance	0	1,140	40,700
Benefits	111011208	WSIB	10,000	0	9,900
Benefits	Category	Total	682,780	433,640	716,900
Board Expense	111012101	Indemnities	10,000	14,890	10,000
Board Expense	111012302	Mileage	2,100	2,200	2,100
Board Expense	111012305	Conferences	3,000	0	3,000
Board Expense	111012398	Strategic Planning/Search Committee	1,000	500	1,000
Board Expense	Category	Total	16,100	17,590	16,100
Staff Expense	111013001	Mileage	8,000	6,000	8,000
Staff Expense	111013002	Training	30,000	18,000	30,000
Staff Expense	111013004	Assoc. Meetings	2,000	2,000	2,000
Staff Expense	111013005	Membership Fees	550	630	650
Staff Expense	111013098	Other	1,250	1,200	2,000
Staff Expense	Category	Total	41,800	27,830	42,650
Library Materials	111013860	Books - Tangible	439,000	339,000	388,000
Library Materials	111013868	Books - Virtual	180,760	200,000	192,000
Library Materials	111013861	Electronic Resources	18,000	13,000	13,000
Library Materials	111013862	Periodicals	25,500	24,000	25,500
Library Materials	111013870	Periodicals - Virtual	22,000	23,000	25,000
Library Materials	111013863	Audio Visual Materials - Tangible	100,000	75,000	100,000
Library Materials	111013869	Audio Visual Materials - Virtual	80,000	85,000	84,000
Library Materials	111013866	Bindery	2,500	2,000	2,500
Library Materials	111013865	Literacy Project (Leverager Funds)	11,070	2,390	8,680
Library Materials	111013867	Express and Postage	1,100	700	1,100
Library Materials	Category	Total	879,930	764,090	839,780
Office Expense	111013101	Telephone - Voice	5,000	4,500	5,000
Office Expense	111013102	Postage	2,000	2,000	2,000
Office Expense	111013103	Office Supplies	5,500	4,500	5,500
Office Expense	111013110	Printing	11,500	9,000	11,500
Office Expense	111013111	Printing External	200	200	200
Office Expense	111013114	Copier Lease/Maintenance	16,550	16,550	16,550
Office Expense	111013118	Communication / Connectivity	141,000	141,000	143,600
Office Expense	111013119	Cataloguing Supplies	15,000	16,000	53,000
Office Expense	111013198	Miscellaneous	200	200	200
Office Expense	Category	Total	196,950	193,950	237,550

Library Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Operating Expense	111013611	Delivery Van Maintenance & Fuel	14,000	13,200	14,000
Operating Expense	111013612	Repairs & Maintenance	18,000	17,500	18,000
Operating Expense	111013613	Janitorial & Mtce. Supplies	3,500	3,200	3,500
Operating Expense	111013614	Advertising	50,000	35,000	37,000
Operating Expense	111013615	Computer Systems Operation	130,000	115,000	115,000
Operating Expense	111013616	Prof. Program Services/Supplies	8,000	7,000	8,000
Operating Expense	Category	Total	223,500	190,900	195,500
Purchased Services	111013301	Legal & Consulting	40,000	85,000	40,000
Purchased Services	111013302	Audit Fees	4,500	4,920	4,970
Purchased Services	111013305	Collection Services	2,500	1,000	2,500
Purchased Services	111013307	Janitorial & Mtce. Contracts	26,500	40,000	49,000
Purchased Services	111013381	Electronic Data Hosting Services	66,000	33,000	68,000
Purchased Services	111013380	Payroll Service	12,000	7,500	12,500
Purchased Services	Category	Total	151,500	171,420	176,970
Occupancy Expense	111013401	Insurance	16,320	15,240	15,700
Occupancy Expense	111013412	Utilities-Gas	46,000	23,000	25,000
Occupancy Expense	111013413	Utilities-Hydro	96,000	110,000	115,000
Occupancy Expense	Category	Total	158,320	148,240	155,700
Capital Expenditures	111013801	Furnishings & Equipment	15,000	12,000	15,000
Capital Expenditures	111013807	Computer Equipment/Software	60,000	50,000	95,000
Capital Expenditures	111013810	Special Projects Capacity Grant	28,520	28,520	0
Capital Expenditures	111013871	Office Renovations HQ	15,000	6,500	15,000
Capital Expenditures	111013872	Migration of ILS - full project cost	90,000	40,000	0
Capital Expenditures	1110138xx	Door Lock upgrades (all branches)	0	90,000	0
Capital Expenditures	111013815	Lakeshore Library	20,000	20,000	0
Capital Expenditures	Category	Total	228,520	247,020	125,000
Expenditures	Category	Total	5,386,300	3,726,680	5,290,450
Recoveries	111016201	Provincial Grant	273,620	136,810	273,620
Recoveries	111016382	Service Ontario Grant	0	5,920	0
Recoveries	111016406	Federal Special Projects Grant	0	10,410	0
Recoveries	111016503	Municipal Recoveries - Kingsville	2,500	2,600	2,500
Recoveries	111016607	Copier Fees	11,000	11,300	20,000
Recoveries	111016608	Fees and Fines	50,000	31,330	50,000
Recoveries	111016698	Other	5,000	1,500	5,000
Recoveries	111016660	Data / Fax	2,000	1,300	2,000
Recoveries	111016731	Book Sales	500	460	500
Recoveries	111016784	Staff Recovery	0	60,000	0
Recoveries	111016798	Miscellaneous	4,000	1,500	4,000
Recoveries	Category	Total	348,620	263,130	357,620
Net Operations	Library Services		5,037,680	3,463,550	4,932,830

Library Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Contributions from	111016865	Enhanced Service Reserve	(39,590)	(30,910)	(8,680)
Contributions to	111014121	Vehicle Reserve - Amortization	11,000	11,000	11,000
Contributions to	111014102	Capital Reserve - Amortization	25,000	25,000	25,000
Contributions to (from)	111016811	Capital Reserve	(160,000)	270,450	(53,000)
Contributions to	111014112	Contribution to WSIB Reserve	0	10,000	0
Contributions from	111016815	Rate Stabilization Reserve	(45,000)	290,000	(78,060)
Contributions to (from) Category	Total		(208,590)	575,540	(103,740)
Return of Amounts Levied, in excess of operational requirements:			0	790,000	0
Total	County Responsibility		4,829,090	4,829,090	4,829,090

General Government Services

Statement of Purpose

General Government Services provides corporate leadership, planning and policy setting for the Corporation of the County of Essex.

Service Description

General Government Services include Council Services, Administrative Services (includes the Offices of the Chief Administrative Officer, Director of Corporate Services / Treasurer and Director of Council Services / Clerk), Financial Services, Human Resources, Planning Services and Emergency Management Co-ordination. Corporate Services includes the provision of capital asset management, IT, GIS, treasury, risk management, payroll services and the day to day operations of the Civic Centre.

Prior Year Performance

General Government Services experienced a favourable variance of \$891,000 for 2016. This was largely due to favourable net returns on investment, despite a continuation in wide fluctuations in ONE fund investment returns from month to month. Additional savings were the result of a reduction in board / committee meetings, decreased Council participation in conferences, and operational savings throughout.

Proposed Budget – Current Year

The proposed budget for 2017 amounts to \$4,467,640. Factors contributing to this decrease of \$117,000 (3.8%) include:

- Increased estimated returns on investment (based on 2016 actual experience)
- Increased amortization (life cycle funding) for technological assets
- Annualization of salary and benefit costs for positions added in the 2016 budget
- Escalating cost of supporting connectivity and technology used by the Corporation and the lower tier municipalities

Key initiatives included in the 2017 work plan include:

- Implementation of communication strategy, including investments in corporate branding and marketing initiatives
- Continued focus on long term measured plans for the funded renewal and replacement of Corporate facility assets
- Completion of the updated Asset Management Strategy report
- Continued support of an expanding network of servers and technology devices, as well as IT support for all departments implementing new systems
- Facility renewal for EMS bases, focusing on the reconstruction of the Dougall base
- Negotiation / interest arbitration for three collective agreements

General Government Services

- Enhanced training of staff and municipal partners in Emergency Management coordination
- Completion of the Agricultural Lot Size Study

General Government Services

Category	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Expenditures	Council Services	445,790	398,320	450,280
Expenditures	Administration	3,691,540	3,688,290	3,984,490
Expenditures	Financial Services	2,332,020	451,090	2,580,870
Expenditures	Human Resources	724,740	1,518,450	973,690
Expenditures	Planning Services	176,980	152,300	183,500
Expenditures	Emergency Management Co-ordination	182,360	168,480	193,750
Expenditures	Total	7,553,430	6,376,930	8,366,580
Recoveries	Council Services	5,000	5,380	4,000
Recoveries	Administration	1,718,850	1,712,480	1,763,970
Recoveries	Financial Services	2,221,570	3,585,180	3,151,770
Recoveries	Human Resources	338,280	1,128,280	344,200
Recoveries	Planning Services	12,000	20,000	12,000
Recoveries	Emergency Management Co-ordination	5,500	0	0
Recoveries	Total	4,301,200	6,451,320	5,275,940
Net Operations	General Government Services	3,252,230	(74,390)	3,090,640
Contributions from	Rate Stabilization Reserve	(169,800)	(109,000)	(112,000)
Contributions to	Capital Reserve	1,323,370	3,685,270	1,159,920
Contributions to	Insurance Reserve	25,000	25,000	25,000
Contributions to	Donations Reserve (Interest)	9,140	12,220	12,000
Contributions to	New Windsor Essex Hospitals System Reserve	0	30,000	80,000
Contributions to	County Official Plan Review Reserve	30,000	42,000	27,000
Contributions to	W.S.I.B. Reserve	174,680	142,100	185,080
Contributions to	Total	1,392,390	3,827,590	1,377,000
Total	County Responsibility	4,644,620	3,753,200	4,467,640

General Government Services – Council Services

Service Description

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

Prior Year Performance

Projected results of operations for 2016 reveal an under expenditure of approximately \$43,000. Savings were experienced in indemnities as there were fewer Committee/Board meetings and conference expenditures were lower than anticipated. A joint tender with the County of Essex and 5 of the lower tier municipalities for the new electronic meeting management software resulted in a final acquisition expenditure of approximately \$5,000 under the budgeted expenditure for the County.

Proposed Budget – Current Year

The proposed budget of \$426,280 for 2017 reflects an increase in expenditures of approximately \$5,500. In accordance with the formulas set out in Section 24 of Procedure By-law 54-2014, there are adjustments to salaries and meeting stipend rates for members of County Council in 2017. Increases for the Warden, Deputy Warden and Councillors were 1.96%, 2.26% and 2.14% respectively. Committee meeting stipends increased 1.16%.

In promotion of the proposed Communication Strategy for the County of Essex, some new expenditures for corporate branding and promotions have been included in the 2017 budget. As well, an allocation of \$5,000 has been included for a celebration of Canada's 150 Birthday in 2017. A \$20,000 contribution from the Corporation's Rate Stabilization Reserve has been included to provide transitional funding for these new expenditures. A new allocation of \$2,000 is also included, should the services of the Integrity Commissioner be required or any training or investigations.

General Government Services - Council Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries/Indemn.	111011101/2101	Warden's Salary & Indemnities	72,500	71,000	73,670
Salaries/Indemn.	111022101	Committee Indemnities	16,400	15,000	15,340
Salaries/Indemn.	111022102	Board Indemnities	12,610	10,000	12,200
Salaries/Indemn.	111021107	Deputy Warden's Salary & Indemnities	12,310	11,500	12,970
Salaries/Indemn.	111021101	Councillors' Regular Salaries & Indem.	116,740	117,000	119,850
Salaries/Indemn.	Category	Total	230,560	224,500	234,030
Benefits	111011202	Canada Pension Plan	1,450	1,700	1,700
Benefits	111011204	Employer Health Tax	3,500	3,400	3,500
Benefits	111011205	Health Insurance	3,390	3,110	3,160
Benefits	Category	Total	8,340	8,210	8,360
Warden's Office	111012201	General Expenses	8,000	7,900	5,050
Warden's Office	111013101	Telephone / Technology	4,000	2,500	3,000
Warden's Office	111012206	Out-of-town Meetings	1,700	1,500	1,540
Warden's Office	Category	Total	13,700	11,900	9,590
Council Expense	111022304	Out-of-town Meetings	800	400	430
Council Expense	111022308	Meeting Expenses	9,900	9,000	10,190
Council Expense	111022340	Accessibility Workshop	7,000	7,600	7,000
Council Expense	111022309	Subscriptions	2,490	2,400	2,390
Council Expense	111022310	Council Picture, Photos	500	310	1,500
Council Expense	111022311	Name Plates, Scrolls, Plaques	600	400	600
Council Expense	111022314	Municipal Membership Fees	48,900	48,400	48,900
Council Expense	111022315	Councillors' Insurance	2,700	2,700	2,780
Council Expense	111023801	Agenda Software	25,000	20,000	8,630
Council Expense	111023108	Advertising	8,500	8,000	9,000
Council Expense	111022341	Accessibility Standards Implementation	4,000	2,500	4,000
Council Expense	111022398	Other	3,700	3,700	3,700
Council Expense	111022350	Corporate Branding / Marketing	0	0	23,000
Council Expense	Category	Total	114,090	105,410	122,120
Conferences	111012205	Warden	13,270	7,500	14,500
Conferences	111022305	Councillors	40,850	20,000	39,430
Conferences	111022306	Convention Expenses	4,000	3,500	4,000
Conferences	111022307	Association Meetings & Workshops	1,380	1,000	1,380
Conferences	Category	Total	59,500	32,000	59,310
Mileage	111012204	Warden	5,750	5,700	4,780
Mileage	111022301	Council Sessions	8,230	5,800	7,100
Mileage	111022302	Committee Meetings	4,220	3,800	3,800
Mileage	111022303	External Boards & Agencies	1,400	1,000	1,190
Mileage	Category	Total	19,600	16,300	16,870
Expenditures Category		Total	445,790	398,320	450,280

General Government Services - Council Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Recoveries	111026798	Miscellaneous Revenue (Closed Captioning)	5,000	5,380	4,000
Recoveries	111026798	Misc. Revenue (Closed Captioning)	5,000	5,380	4,000
	Net Operations	Council Services	440,790	392,940	446,280
Contributions from	111026801	Rate Stabilization Reserve	(20,000)	(15,000)	(20,000)
Total	County Responsibility		420,790	377,940	426,280

General Government Services – Administrative Services

Service Description

Administrative Services reflects the operations of the Offices of the Chief Administrative Officer, the Director of Corporate Services / Treasurer and the Director of Council Services / Clerk. Corporate Services provides corporate governance, policy directives, objectives and services (such as Finance, Payroll, IT, GIS and energy management initiatives) that are of benefit both to the Corporation of the County of Essex and to a number of external bodies. The Director of Corporate Services also oversees the day to day operations of the Civic Centre and is the lead on building renewal projects.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	20	21	22	22	1,432	1,473	1,727	1,650	1,794
Total	20	21	22	22	1,432	1,473	1,727	1,650	1,794

Prior Year Performance

Administrative expenses are expected to be underspent by approximately \$44,000 in 2016.

Wage and benefit savings were the most significant factor in the favourable variance, due to an unpaid leave of absence within the IT department. These savings were partially offset by consultant fees associated with actuarial reviews and asset management.

Server room upgrades that began in 2015 carried over into the beginning of 2016, however the project cost was fully funded by the Corporation's Capital Reserve.

Proposed Budget – Current Year

The 2017 budget includes an increase of \$209,180 (8.8%). Negotiated wage and benefit settlements are the largest component. Despite aggressive negotiation, third party employee benefit premiums are expected to rise substantially for 2017. To assist with budgeting in future years, the renewal period for Green Shield and Sun Life has been extended beyond 12 months so that rates are known before budgets are finalized.

Amounts budgeted for lifecycle costs (amortization) have also been increased for 2017. Continued examination of the Corporation's Asset Management Strategy have revealed that technology assets are underfunded. The 2017 budget includes an additional \$75,000 to continue multi-year plans to achieve the appropriate funding level. Amortization recorded in this department is in regard to technological assets, as well as Aerial Photography.

The cost of supporting technology used throughout the Corporation and at the lower tier municipalities continues to rise. Some cost reductions will be experienced in the Administration

General Government Services – Administrative Services

Department as software and hardware maintenance are more accurately charged to the departments using the technology.

In addition to general server maintenance and upgrades, IT staff will assist with the implementation of technology required for the Nurse Call system upgrades at the Sun Parlor Home, support of communication devices to compliment the Nurse Call system, lead the RFP process for the Aerial Photography update (funded by the Corporation's Capital Reserve) as well as handle the purchase, set up and deployment of new devices and software in the other operating departments. With the increased corporate reliance on technology, the IT department is strained to provide timely response to requests for support.

Other priorities for Administration include completion of the updates to the Corporation's Asset Management Strategy, and implementing process changes and improved information sharing between Payroll and Human Resources. Corporate communication and accessibility issues continue to be a focus as well.

General Government Services - Administrative Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	112011101	Full Time	1,727,000	1,650,000	1,794,000
Salaries and Wages	Category	Total	1,727,000	1,650,000	1,794,000
Benefits	112011201	Employment Insurance	27,820	25,920	23,500
Benefits	112011202	Canada Pension Plan	53,800	50,400	53,500
Benefits	112011203	O.M.E.R.S.	181,350	176,850	184,000
Benefits	112011204	Employer Health Tax	33,680	32,220	35,000
Benefits	112011205	Health Insurance	108,320	106,770	126,900
Benefits	112011206	Group Insurance	9,940	9,250	12,200
Benefits	112011207	Long Term Disability Insurance	23,530	21,820	25,900
Benefits	112011209	Short Term Disability Insurance	0	3,180	22,700
Benefits	112011208	W.S.I.B.	33,790	31,900	34,200
Benefits	112011210	WSIB Claims	0	25,000	0
Benefits	Category	Total	472,230	483,310	517,900
Staff Expense	112013001	Mileage	11,000	16,500	15,000
Staff Expense	112013002	Staff Training	20,100	15,000	20,100
Staff Expense	112013003	Workshops and Seminars	23,000	21,500	23,000
Staff Expense	112013004	Out-of-town Meetings	3,500	3,200	3,500
Staff Expense	112013005	Membership Fees	8,850	8,000	9,950
Staff Expense	112013007	Auto - Maintenance	5,000	4,700	5,000
Staff Expense	112013098	Other	2,000	2,100	2,000
Staff Expense	Category	Total	73,450	71,000	78,550
Office Expense	112013101	Telephone	15,000	15,500	16,000
Office Expense	112013102	Postage	5,500	6,000	5,500
Office Expense	112013103	Office Supplies	7,500	7,400	7,500
Office Expense	112013104	Computer Supplies	7,500	7,400	7,500
Office Expense	112013105	Subscriptions & Reference Material	4,000	4,030	4,100
Office Expense	112013106	Copier Charges	17,000	16,000	16,000
Office Expense	112013107	Fax Charges	200	150	200
Office Expense	112013108	Advertising	3,500	5,900	3,500
Office Expense	112013109	Courier	150	150	150
Office Expense	112013110	Printing - Internal	4,200	3,800	4,200
Office Expense	112013198	Other	1,500	1,500	1,500
Office Expense	112013603	Paper	4,500	5,100	4,600
Office Expense	112013606	Outside Printing	1,000	2,900	1,500
Office Expense	Category	Total	71,550	75,830	72,250
Equipment Lease & Maint.	112013201	Office Machine Maintenance	1,500	1,500	1,500
Equipment Lease & Maint.	112013202	Equipment Leases	800	800	800
Equipment Lease & Maint.	112013203	Copier Lease & Maintenance	21,000	19,000	20,150
Equipment Lease & Maint.	112013204	Server/Software Maintenance	165,000	145,000	145,000
Equipment Lease & Maint.	Category	Total	188,300	166,300	167,450
Purchased Service	112013301	Legal Fees	7,500	6,500	7,500
Purchased Service	112013302	Audit Fees	14,540	14,540	14,690
Purchased Service	112013303	Consultant Fees	10,000	55,000	19,000
Purchased Service	112013304	GIS - Computer Maintenance	175,320	165,000	175,000
Purchased Service	112013398	Regional Communication	293,700	291,000	297,500
Purchased Service	Category	Total	501,060	532,040	513,690

General Government Services - Administrative Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Occupancy Expense	112013401	Insurance	62,250	61,560	62,600
Occupancy Expense	112013408	Shared Costs - Civic Centre	455,700	459,300	480,000
Occupancy Expense	112013490	Insurance Claims & Deductibles	10,000	10,000	10,000
Occupancy Expense	Category	Total	527,950	530,860	552,600
Capital Expenditures	112013801	Equipment	130,000	130,000	135,000
Capital Expenditures	112013851	Server Room Upgrades	0	48,950	0
Capital Expenditures	112013813	Aerial Photography	0	0	153,050
Capital Expenditures	Category	Total	130,000	178,950	288,050
Expenditures	Category	Total	3,691,540	3,688,290	3,984,490
Recoveries	112016501	Administration - E.W.S.W.A.	177,620	177,620	182,000
Recoveries	112016504	Administration - Civic Centre	64,220	63,270	64,220
Recoveries	112016508	Corp Services / IT Alloc - EMS	943,990	943,990	960,520
Recoveries	112016509	Admin Fees - Community Services	74,130	74,130	78,720
Recoveries	112016512	IT Services - Sun Parlor Home	80,340	80,340	85,000
Recoveries	112016602	IT Services (WEEDC/ERCA)	16,500	16,410	16,500
Recoveries	112016611	Printing Charges - Internal	10,000	15,000	12,000
Recoveries	112016612	Printing Charges - Other	6,000	3,000	5,000
Recoveries	112016705	Rental Revenue - E.W.S.W.A.	32,130	32,130	33,750
Recoveries	112016706	Rental Revenue - EMS	49,490	49,490	51,960
Recoveries	112016713	Rental Revenue - ERCA Storage	5,450	5,450	5,720
Recoveries	112016709	Recoveries - Fax Machine	400	350	400
Recoveries	112016710	Recoveries - Copier	20,000	16,000	16,000
Recoveries	112016795	Recoveries - W.S.I.B.	224,680	217,000	236,080
Recoveries	112016718	Recovery - Aerial Photography	200	300	200
Recoveries	112016798	Oil & Gas Lease	7,200	5,340	5,400
Recoveries	112016798	Miscellaneous Revenue	6,500	12,660	10,500
Recoveries	Category	Total	1,718,850	1,712,480	1,763,970
Net Operations	Administrative Services		1,972,690	1,975,810	2,220,520
Contributions to	112014124	Insurance Reserve	25,000	25,000	25,000
Contributions from	112016801	Contrib. from Rate Stab.Reserve	(35,800)	0	(5,000)
Contributions to	112014112	W.S.I.B. Reserve	174,680	142,100	185,080
Contributions from	112016803	Capital Reserve	0	(48,950)	(153,050)
Contributions to	112014110	Capital Res. (Amortization)	225,000	225,000	300,000
Contributions to	112014110	Contrib. to Cap Res (Sale-Aer Photo.)	200	300	200
Contributions to	112014110	Capital Reserve (Oil & Gas)	7,200	5,340	5,400
Contributions to	Category	Total	396,280	348,790	357,630
Total	County Responsibility		2,368,970	2,324,600	2,578,150

General Government Services – Financial Services

Service Description

Financial Services reflects the expenses and recoveries associated with investments and financial activities supporting general corporate operations. Significant Corporate capital initiatives are also captured here.

Prior Year Performance

In 2016, investment returns remained volatile, especially within the ONE funds. The 2016 budget for net interest income (net of interest earned on certain reserves) was set at a conservative estimate, based on low returns in the prior year. Actual Interest Income is expected to exceed the budget by \$975,000, therefore the amount of interest contributed to reserves has increased accordingly. Net interest income is the single largest factor in the 2016 favourable variance of \$759,000.

Supplementary taxes and write-offs are not included in the budget as there is no reliable way to estimate the amount that will be experienced in any given year. For 2016, it is projected that the Write-offs will be offset by net supplementary taxes, but final amounts are not yet known.

Facility Asset Renewal continues as the Corporation follows its long term capital strategy to renew and replace its facility assets. Funding is levied evenly over a long term, and transferred into the Capital Reserve for use as the projects proceed. For 2016, Facility Renewal focused on replacement of the HVAC system at Sun Parlor Home, building the West End Depot in the Transportation department, and completing the land purchases, engineering and permitting to proceed with the EMS Dougall base in 2017.

The County of Essex owns most of the EMS bases and is responsible for maintaining those buildings and properties. All rental income from the EMS bases is contributed to the Capital Reserve, and then used to fund any repairs or capital improvements at the bases. In 2016, \$207,000 was invested to replace the roof at the Mercer station, perform preventative maintenance on various other base roofs, and to improve environmental controls at the Leamington base.

The sale of the former Victoria Street Manor (Amherstburg) was finalized in 2016. Proceeds from the sale were contributed to the Capital Reserve.

Proposed Budget – Current Year

A decrease of \$637,690 (54.48%) has been recommended for the 2017 budget for Financial Services. Although volatility in the investment returns is expected to continue into 2017, amounts budgeted for interest income have been increased to the 2016 projected level of return. This increased revenue has been offset, in part, by corresponding increases to the amount of interest expected to be contributed to reserves.

Capital projects for 2017 will focus on the Dougall EMS Facility, with demolition / renovation of the base commencing early in 2017, and completion near the fall if conditions are favourable. This project is funded by the Corporation's Capital Reserve.

General Government Services – Financial Services

Facility Capital renewal projects will be financed without issuance of debt using the annual \$2.1 million facility capital renewal funding that was initiated for this purpose in 2010. Some of the future capital initiatives include:

- Sun Parlor Home (structural components, Nurse Call System, elevators) \$4 - 5 million
- Road Maintenance – West End Depot / base rationalization \$2 - 4 million
- Library expansion / renewal (furnishings & shelving) \$300,000 / library
- EMS facilities – South-West Windsor \$2 - 4 million
- Social Housing facility renewal

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

General Government Services - Financial Services

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Financial Expenses	112013503	Bank Charges	3,400	500	500
Financial Expenses	112013504	Municipal Tax Write-offs	0	12,600	0
Financial Expenses	112013406	Property R&M - EMS Stations	250,000	207,000	20,000
Financial Expenses	112013442	Property R&M - Victoria St Manor	40,000	12,590	0
Financial Expenses	112013834	EMS Station - Dougall	2,000,000	180,000	2,520,000
Financial Expenses	112013505	Credit Rating Service (S&P)	20,620	20,400	21,370
Financial Expenses	112013506	Payroll Services	18,000	18,000	19,000
Financial Expenses	Category	Total	2,332,020	451,090	2,580,870
Recoveries	112016102	Supplementary Taxes	0	12,600	0
Recoveries	112016714	Rental Income - EMS Facilities	696,570	696,580	651,770
Recoveries	112016798	Sale of Property - Victoria St Manor	0	376,000	0
Recoveries	112016702	Interest Income	1,525,000	2,500,000	2,500,000
Recoveries	Category	Total	2,221,570	3,585,180	3,151,770
	Net Operations	Financial Services	110,450	(3,134,090)	(570,900)
Contributions to	112014110	Capital Reserve (EMS base rent)	696,570	696,580	651,770
Contributions from	112016801	Contrib from Rate Stabilization Reserve	(40,000)	0	0
Contributions from	112014110	Capital Reserve (EMS base renewal)	(2,250,000)	(11,000)	(2,540,000)
Contributions to	112014110	Capital Reserve (Facility Asset Renewal)	2,100,000	2,100,000	2,100,000
Contributions to	112014110	Capital Reserves- Interest	544,400	718,000	800,000
Contributions to	112014150	NWEHS Reserve - Interest	0	30,000	80,000
Contributions to	112014162	Donation Reserve - Interest	9,140	12,220	12,000
Contributions to (from)	Category	Total	1,060,110	3,545,800	1,103,770
Total		County Responsibility	1,170,560	411,710	532,870

General Government Services – Human Resources

Service Description

The Human Resources Department is responsible for recruiting, screening, interviewing and placing employees. They provide employee relations, monitor training and co-ordinate benefits provided through 6 collective agreements and one non-union group.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	4	4	5	5	310	328	368	368	425
Part-Time	1	1	1	1	7	8	8	7	9
Total	5	5	6	6	310	336	376	375	434

Prior Year Performance

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

Operationally, the department ended the year \$16,000 under budget, due to operational savings, and a slight delay in the hiring of the additional HR support person. These savings were offset by increased overtime relating to providing service to the Sun Parlor Home. Security costs will be funded by the return of amounts levied but not required by the Essex County Library Board.

Proposed Budget – Current Year

The proposed 2017 budget reflects a net increase of \$229,000 versus the 2016 budget. Significant 2017 contributors to this increase are:

- Anticipated security costs at the beginning of the year
- Interest arbitration is expected to proceed for three collective agreements
- A number of grievances are advancing to arbitration
- Staff position filled mid year in 2016 is now in full year of 2017 budget
- Set up of new filing system (funded by the Corporation's Rate Stabilization Reserve)

General Government Services - Human Resources

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	112031101	Full Time and Students	375,800	374,510	434,100
Benefits	112031201	Employment Insurance	6,410	6,400	5,520
Benefits	112031202	Canada Pension Plan	11,520	11,500	13,220
Benefits	112031203	O.M.E.R.S.	40,080	39,950	43,340
Benefits	112031204	Employer Health Tax	7,330	7,210	8,470
Benefits	112031205	Health Insurance	25,180	23,440	30,280
Benefits	112031206	Group Insurance	2,200	2,070	2,820
Benefits	112031207	Long Term Disability Insurance	4,640	4,360	5,490
Benefits	112031209	Short Term Disability Insurance	0	990	4,450
Benefits	112031208	W.S.I.B.	7,700	7,680	8,750
Benefits	Category	Total	105,060	103,600	122,340
Staff Expense	112033001	Mileage	5,500	4,500	5,500
Staff Expense	112033002	Staff Training	7,000	6,000	7,000
Staff Expense	112033008	Health & Safety	500	0	500
Staff Expense	112033003	Workshops & Seminars	5,500	4,000	5,000
Staff Expense	112033004	Out-of-town Meetings	500	480	500
Staff Expense	112033005	Membership Fees	1,000	1,000	1,000
Staff Expense	112033009	Employee Relations	500	460	3,500
Staff Expense	112033098	Other / Meeting Expenditures	300	1,000	200
Staff Expense	Category	Total	20,800	17,440	23,200
Office Expense	112033101	Telephone	1,800	1,920	2,100
Office Expense	112033102	Postage	100	120	100
Office Expense	112033103	Office Supplies	600	590	400
Office Expense	112033104	Computer Supplies	100	70	100
Office Expense	112033105	Ref. Material	1,750	5,000	4,000
Office Expense	112033123	Ref. Material- Health & Safety	1,500	1,000	1,000
Office Expense	112033106	Copier Charges	150	140	150
Office Expense	112033107	Fax Charges	50	20	50
Office Expense	112033108	Advertising	2,000	2,500	2,000
Office Expense	112033109	Courier	150	140	150
Office Expense	112033110	Printing - Internal	2,500	4,000	4,000
Office Expense	112033198	Other	100	70	100
Office Expense	Category	Total	10,800	15,570	14,150
Equip. Lease & Maint.	112033203	Copier Lease / Maintenance	2,900	2,400	3,000
Equip. Lease & Maint.	112033204	Computer Maintenance	14,500	17,000	9,200
Equip. Lease & Maint.	Category	Total	17,400	19,400	12,200
Occupancy Expense	112033407	Rent	8,280	8,280	8,700
Purchased Service	112033301	Legal Fees	110,000	130,000	110,000
Purchased Service	112033303	Consultant Fees	25,000	800,000	185,000
Purchased Service	112033303	Consultant Fees - Job Evaluation	30,000	30,000	30,000
Purchased Service	112033390	Employee Assistance Program	17,000	15,000	15,000
Purchased Service	Category	Total	182,000	975,000	340,000
Capital Expenditures	112033801	Equipment	4,600	4,650	19,000
Expenditures	Category	Total	724,740	1,518,450	973,690

General Government Services - Human Resources

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Recoveries	112036720	Allocation to EMS	338,280	338,280	344,200
Recoveries	112036xxx	Amts refunded by Library Board	0	790,000	0
Recoveries	Category	Total	338,280	1,128,280	344,200
	Net Operations	Human Resources	386,460	390,170	629,490
Contributions from	112036801	Rate Stabilization Reserve	(74,000)	(94,000)	(84,000)
Contributions from	112036801	Capital Reserve	0	0	(4,400)
Contributions from	Category	Total	(74,000)	(94,000)	(88,400)
Total		County Responsibility	312,460	296,170	541,090

General Government Services – Planning Services

Service Description

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

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	1	1	1	1	94	95	97	99	103

Prior Year Performance

Operations for 2016 resulted in a favourable variance of approximately \$21,000. Savings from budget were achieved in various program expenses, including lower expenditures for legal services and consulting fees. Subdivision Application Fees in excess of amounts budgeted were contributed to the Official Plan Reserve. All other areas of budget were on target.

Proposed Budget – Current Year

The proposed budget for 2017 of \$198,500 represents an increase year over year of approximately \$3,500 (1.8%). The budget maintains the provision for legal expenses in the event of appeals to decisions as the approval authority, or to protect the County's interest in appeals of decisions at the local level. Additional advertising fees and internal printing charges have been included for the Agricultural Lot Size Study. The proposed budget acknowledges the current economic situation for the County, and therefore the anticipated recoveries from subdivision application fees to remain at historic levels. The budget also includes an annual \$40,000 contribution to the Official Plan review reserve. The mandatory review is required every five years, and this will provide the County with an adequate reserve for the next review that will likely commence in 2019. The next five year review will include new population and employment projections, with the anticipated cost to be shared with the City of Windsor. As a result, this will represent a significant increase in the total cost of the project.

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

General Government Services – Planning Services

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

The most significant project for 2017 will be the completion of an Agricultural Lot Size Study. The determination of the appropriate lot size for various types of agricultural operations was an extremely contentious issue throughout the Official Plan review. The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) insisted that the County include a 40 hectare minimum farm parcel size for general agricultural uses. The current lot fabric within the County indicates that less than 8% of farms meet this minimum standard. Local Official Plans have a range of minimum sizes from 10 hectares to 40 hectares, and those policies remain in effect until the County study is complete.

The Official Plan Review Steering Committee preferred a consistent approach across the County. The County committed to completing this study in the new County Official Plan. This project will assist the County in determining the minimum parcel size for all types of agricultural lots, including, but not limited to, new lots for agricultural uses, specialty crop areas, and agriculture related uses. A Request for Proposals was issued, and a consultant was selected by a Steering Committee comprised of all the local planners and the County Manager of Planning Services. The Steering Committee meets regularly to review the work completed and provide guidance throughout the project. The budget includes provisions to fund the study from the Official Plan Review reserve account.

General Government Services - Planning Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	112021101	Full Time	97,100	99,170	103,200
Benefits	112021201	Employment Insurance	1,240	1,240	1,070
Benefits	112021202	Canada Pension Plan	2,550	2,540	2,570
Benefits	112021203	O.M.E.R.S.	11,090	11,090	11,490
Benefits	112021204	Employer Health Tax	1,900	1,950	2,020
Benefits	112021205	Health Insurance	5,600	5,620	6,060
Benefits	112021206	Group Insurance	590	580	700
Benefits	112021207	Long Term Disability Insurance	1,230	1,230	1,370
Benefits	112021209	Short Term Disability Insurance	0	270	1,110
Benefits	112021208	W.S.I.B.	1,980	1,980	1,990
Benefits	Category	Total	26,180	26,500	28,380
Staff Expense	112023001	Mileage	4,200	3,000	4,200
Staff Expense	112023002	Training	3,100	50	3,100
Staff Expense	112023003	Workshops & Seminars	3,100	0	3,100
Staff Expense	112023004	Out-of-town Meetings	1,800	700	1,800
Staff Expense	112023005	Memberships	1,250	1,200	1,250
Staff Expense	112023098	Other	600	500	600
Staff Expense	Category	Total	14,050	5,450	14,050
Office Expense	112023101	Telephone	1,500	1,400	1,500
Office Expense	112023102	Postage	350	320	350
Office Expense	112023103	Office Supplies	500	440	500
Office Expense	112023104	Computer Supplies	300	270	300
Office Expense	112023105	Subscriptions & Reference Material	200	190	200
Office Expense	112023106	Copier Charges	500	450	500
Office Expense	112023107	Fax Charges	100	0	0
Office Expense	112023109	Courier	300	220	300
Office Expense	112023110	Printing - Internal	1,000	80	1,000
Office Expense	112023407	Rent	5,100	5,110	5,370
Office Expense	Category	Total	9,850	8,480	10,020
Equip. Lease & Maint.	112023203	Copier Lease / Maintenance	500	400	500
Equip. Lease & Maint.	112023204	Computer Maintenance	300	300	350
Equip. Lease & Maint.	Category	Total	800	700	850
Purchased Service	112023301	Legal Expense	10,000	2,000	10,000
Purchased Service	112023303	Consulting Fees	5,000	1,000	5,000
Purchased Service	112023303	Consulting - Farm / Lot Size Study	10,000	6,000	8,000
Purchased Service	112023391	Advertising & Public Relations	2,000	2,000	2,000
Purchased Service	Category	Total	27,000	11,000	25,000
Capital Expenditures	112023801	Equipment	2,000	1,000	2,000
Expenditures	Category	Total	176,980	152,300	183,500

General Government Services - Planning Services

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Recoveries	112026717	Subdivision Application Fees	12,000	20,000	12,000
Recoveries	Category	Total	12,000	20,000	12,000
	Net Operations	Planning Services	164,980	132,300	171,500
Contributions to	112024111	Official Plan Review Reserve	40,000	48,000	40,000
Contributions from	112026819	Official Plan Review Reserve	(10,000)	(6,000)	(13,000)
Contributions to (from)	Category	Total	30,000	42,000	27,000
Total		County Responsibility	194,980	174,300	198,500

General Government – Emergency Management Co-ordination

Service Description

Emergency Management Co-ordination is the activity undertaken before, during and after a large emergency, disaster or incident to reduce the risk and impact to the life and health of the County of Essex residents, environment and property. This is achieved through a comprehensive Emergency Management Program that includes but is not limited to a Hazard identification and Risk Analysis (HIRA) which is the beginning of any program along with an Emergency Response Plan, Risk Management Plan and Business Continuity Plan.

Responsibilities under this program include Prevention & Mitigation of Hazards and Risks, Preparedness & Planning, Response and Recovery, which are the pillars of Emergency Management. These activities are never done alone and are achieved through strong partnership relationships with the Community Emergency Management Coordinators (CEMC's) of the 9 local Municipalities, Cross Border Partners, Provincial and National Governments, Emergency Response Professionals in EMS, Fire, Police and Public Works Services, Private Enterprise Entities, Non-Government Organizations (NGO's) and the general public.

Staffing Chart

Staffing	2014	2015	2016	2017	2014 Actual (\$000)	2015 Actual (\$000)	2016 Budget (\$000)	2016 Actual (\$000)	2017 Budget (\$000)
Full-Time	1	1	1	1	62	62	70	69	69
Part-Time*	4	4	4	4	14	8	16	13	16
Total	5	5	5	5	76	70	85	82	85

*includes annual fees paid to the County Fire Coordinator and 2 Deputy Fire Coordinators as part of the Fire Mutual Aid Agreements and by requirement of the Ontario Fire Marshall.

Prior Year Performance

The results for 2016 are expected to be approximately \$8,400 under budget. Operational savings were experienced as the line costs for the former Reverse 911 system were eliminated. Improvements to the back-up HAM radio system were completed during the year, adding redundancy to the County of Essex Emergency Operations Centre (EOC) communications.

Proposed Budget – Current Year

The proposed budget for 2017 is \$190,750 which represents an increase of approximately \$14,000. This increase is directly related to the proposed implementation of a Staff Alerting and Situational Awareness System. The system will be able to alert internal staff to a variety of

General Government – Emergency Management Co-ordination

situations including inclement weather warnings, active shooter threats, security threats, evacuations or lock downs, call in or up-staffing tool for Transportation / Sun Parlor Home / EMS in minutes to multiple devices, and a two way situational awareness tool that could include pictures from active scenes. It is anticipated that a report will be brought to Council in 2017 with detailed recommendations.

The University of Windsor has indicated there will be a one-time increase in WebEOC service agreement costs related to maintenance and software updates. The one time portion of these costs will be funded by the Corporation's Rate Stabilization Reserve.

Significant savings due to the cancellation of the Reverse 911 dedicated telephone lines has been offset by elimination of the Detroit Edison Annual Grant that was received in prior years.

Other minor adjustments were made in training, seminars, memberships, subscriptions and mileage, and are associated with the staff transition due to a 2016 retirement.

Continued development and training for municipal staff, department managers, CEMC's, regional partners and NGO's will focus on basic emergency management (BEM), incident management systems (IMS) and scribe courses both in class and online in preparation for regional drills, training and exercises that are planned for later in the year. Enhanced training will ensure that staff and partners are prepared to fulfil their roles in incident management, EOC management, documentation and record keeping.

Hiring a summer student will assist with support to regional CEMC's, emergency management and business continuity coordination, response plans, HIRA updates, drills, education, awareness and training. Part of the student's duties will be to assist both the Town of Amherstburg and the County of Essex with public education, awareness on the up-dates to Nuclear Response Planning, in accordance with the Provincial Nuclear Emergency Response Plan mandate. The summer student may also assist any municipality with emergency management and business continuity program up-dates, including but not limited to programs in alerting, situational awareness and public or staff notification systems. This will be undertaken to lead continued development and improvement of disaster resilient communities while maintaining a high level of due diligence in risk management, operations continuity and protection of all residents and businesses in the Essex-Windsor region through a comprehensive Emergency Management Program.

General Government Services - Emergency Management Co-ordination

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Salaries and Wages	122011101	Full Time	69,500	68,600	68,700
Salaries and Wages	121011101	Part Time	15,700	13,400	15,900
Salaries and Wages	Category	Total	85,200	82,000	84,600
Benefits	122011201	Employment Insurance	1,760	1,100	1,420
Benefits	122011202	Canada Pension Plan	2,100	1,800	3,250
Benefits	122011203	O.M.E.R.S.	6,620	6,300	6,360
Benefits	122011204	Employer Health Tax	1,660	1,500	1,650
Benefits	122011205	Health Insurance	6,280	6,250	6,800
Benefits	122011206	Group Insurance	390	210	460
Benefits	122011207	Long Term Disability Insurance	500	260	1,080
Benefits	122011209	Short Term Disability Insurance	0	0	1,120
Benefits	122011208	W.S.I.B.	1,740	1,600	1,730
Benefits	Category	Total	21,050	19,020	23,870
Staff Expense	122013001	Mileage	1,500	1,000	1,500
Staff Expense	122013002	Training	600	500	600
Staff Expense	122013003	Workshops & Seminars (incl DRC Project)	500	200	500
Staff Expense	122013004	Out-of-town Meetings	500	500	500
Staff Expense	122013005	Membership Fees	200	0	200
Staff Expense	122013098	Municipal/Emergency/EOC Training	1,500	1,500	2,000
Staff Expense	Category	Total	4,800	3,700	5,300
Office Expense	122013101	Telephone	600	700	600
Office Expense	122013298	Other (Emerg. Oper. Centre, Sat. Phones)	500	600	600
Office Expense	122013102	Postage	50	50	50
Office Expense	122013103	Office Supplies	50	50	50
Office Expense	122013104	Computer Supplies	100	100	100
Office Expense	122013105	Subscriptions & Reference Material	0	0	750
Office Expense	122013106	Copier Charges	150	160	150
Office Expense	122013107	Fax	50	50	50
Office Expense	122013109	Courier	50	50	50
Office Expense	122013110	Printing - Internal	500	1,000	500
Office Expense	122013198	Other / Advertising	2,000	0	0
Office Expense	122013407	Rent	5,110	5,110	5,370
Office Expense	Category	Total	9,160	7,870	8,270
Equip. Lease & Maint.	122013201	Computer Maintenance	100	100	200
Equip. Lease & Maint.	122013203	Copier Lease / Maintenance	500	500	500
Equip. Lease & Maint.	Category	Total	600	600	700
Operating Expense	121013602	Radio Licence Renewal	350	250	350
Operating Expense	121013602	Other Equipment Maintenance	300	200	300
Operating Expense	121013401	Insurance	2,200	2,140	2,210
Operating Expense	Category	Total	2,850	2,590	2,860

General Government Services - Emergency Management Co-ordination

Category	Account Number	Description	2016 Budget	2016 Projection (unaudited)	2017 Budget
Purchased Service	121013340	HAZMAT	20,000	20,000	20,000
Purchased Service	121013340	Red Cross/Social Serv. Support Agreement	20,000	20,000	20,000
Purchased Service	121013340	Web EOC Service Agreement	10,000	9,260	13,000
Purchased Service	1210133xx	Everbridge Alerting System (Internal)	0	0	12,150
Purchased Service	122013675	Reverse 911 - Telephone Line Rental	5,700	440	0
Purchased Service	Category	Total	55,700	49,700	65,150
Capital Expenditures	122013801	Equipment Purchases	3,000	3,000	3,000
Expenditures	Category	Total	182,360	168,480	193,750
Recoveries	122016715	Detroit Edison Annual Grant	5,500	0	0
Recoveries	Category	Total	5,500	0	0
Contribution from	122016801	Rate Stabilization Reserve	0	0	(3,000)
Contributions from	Category	Total	0	0	(3,000)
Total		County Responsibility	176,860	168,480	190,750

External Commitments

Statement of Purpose

The County of Essex makes financial contributions towards programs that benefit all County residents.

Service Description

Mandatory and discretionary contributions to external boards and agencies are represented in External Commitments.

Prior Year Performance

Contributions to external boards and agencies are projected to have a net favourable variance of \$423,000. Savings of \$250,000 in Social Housing expenditures was the single most significant factor, due largely to reduced requirements for subsidy by housing providers.

Savings of \$75,000 in Social Services expenditures was due largely to reductions in administrative and program delivery costs. Actual Ontario Works caseload data appears to be stable, however historical data in the system is still not reliable, and final year end reconciliations may differ. One-time costs to relocate the Leamington Social Services office were funded by the Corporation's Rate Stabilization Reserve.

Operational savings were also experienced in County contributions toward cost of Public Health (due to prior year reconciliations) and Physician Recruitment initiatives. These savings were offset in part by higher than budgeted payments to MTE regarding tax appeals for the lower tier municipalities.

An unbudgeted refund of prior years' surplus in the amount of \$766,500 was received from the Windsor Essex Economic Development Corporation at the end of 2015, and was contributed to the Corporation's Rate Stabilization Reserve. With Council's approval, these funds were transferred to the lower tier municipalities in 2016.

Amounts levied in prior years for former commitments to the John McGivney Children's Centre and Hotel Dieu Grace Angioplasty Unit were transferred to the New Windsor Essex Hospital System (NWEHS) Reserve to support future financial commitments.

Proposed Budget – Current Year

The proposed budget for 2017 amounts to \$26,008,390, an increase of \$278,310 (1.1%) over 2016.

Significant operating factors contributing to this net increase include:

- (\$826,000) decrease in Social Services costs due to further reductions in administrative and program delivery costs, and continued implementation of previously announced provincial uploading of costs. Savings are offset by an increase due to regional weighted assessment shift (\$30,000).

External Commitments

- \$413,730 increase in Social Housing costs due to increases in operating costs and unfavourable weighted assessment shift (\$47,000). The 2017 loss of Federal Block funding has been managed within budget allocations, but it is anticipated that the 2018 reductions in Federal Block funding will cause an increase in cost to the County.
- \$590,000 increase to address the County's future commitment for the New Windsor Essex Hospital System (NWEHS).
- \$93,000 increase in Public Health costs
- (\$62,000) reduction in the annual costs associated with Physician Recruitment
- \$30,000 increase in the County's share of Property Assessment costs (MPAC)
- \$20,000 increase in the County's multi-year contribution towards SWIFT / WOWC Broadband
- \$20,000 increase in the expected cost of MTE Tax Appeals on behalf of lower tiers

No estimates have been included in the 2017 budget to provide funding to the Windsor Essex Active Retirement Community (WEARCI) or the Windsor Symphony Orchestra.

External Commitments

Category	Account Number	Description	2016 Budget (restated)	2016 Projection (unaudited)	2017 Budget
Legislated Obligation	112015108	Health Unit	2,325,900	2,262,100	2,418,530
Legislated Obligation	112015117	Property Assessment	2,425,000	2,424,680	2,455,000
Legislated Obligation	161015160	Social Services	7,755,120	7,680,120	6,929,120
Legislated Obligation	161015160	Social Services - 1x Costs (Leamington)	311,000	311,000	0
Legislated Obligation	112015119	Social Housing	9,011,100	8,761,100	9,424,830
Legislated Obligation	Category	Total	21,828,120	21,439,000	21,227,480
Long Term Discretionary	112015125	Hospice - Leamington	200,000	200,000	200,000
Long Term Discretionary	112015182	Windsor Reg'l Hosp. - Cornerstone of Caring	100,000	100,000	100,000
Long Term Discretionary	Category	Total	300,000	300,000	300,000
Current Discretionary	112015109	Windsor Essex Economic Dev't Corp.	977,460	977,460	977,460
Current Discretionary	112014301	Transfers to Municipalities - Econ. Dev't	0	766,500	0
Current Discretionary	112015110	Tourism Windsor Essex Pelee Island	782,700	782,700	782,700
Current Discretionary	112015120	Windsor Essex County Enviro. Committee	24,000	24,000	24,000
Current Discretionary	159013000	Physician Recruitment Initiatives	223,300	149,210	161,050
Current Discretionary	1120151xx	Wdr Essex Active Retirement Comm. (WEARCI)	0	0	0
Current Discretionary	1120151xx	Windsor Symphony Orchestra	0	0	0
Current Discretionary	112015198	SWIFT - WOWC Broadband Initiative	200,000	220,200	220,200
Current Discretionary	112015198	Donation - AMO Fort McMurray Fund	0	5,000	0
Current Discretionary	112015198	Contribution - 2016 AMO Conference	19,000	19,200	0
Current Discretionary	112015115	MTE - Tax Appeals for Lower Tiers	100,000	120,000	120,000
Current Discretionary	112015198	Donation - International Paramedic Comp.	5,000	0	0
Current Discretionary	Category	Total	2,331,460	3,064,270	2,285,410
Discretionary Grants	112015104	Ridgetown College	500	500	500
Discretionary Grants	Category	Total	500	500	500
Commitments	Category	Total	24,460,080	24,803,770	23,813,390
Recoveries	159016798	Physician Recruitment Recoveries	60,000	60,000	60,000
Recoveries	112016761	Transfer of Commitments -JMCC, HDGH Angio	0	1,400,000	0
Recoveries	Category	Total	60,000	1,460,000	60,000
Contributions from	112016801	Rate Stabilization Reserve	(335,000)	(1,101,700)	0
Contributions to	112014150	New Windsor Essex Hospitals System (1x)	0	1,400,000	0
Contributions to	112014150	New Wdr Essex Hospitals System (ongoing)	1,500,000	1,500,000	2,090,000
Contributions to	112014110	Capital Reserve (Social Housing)	165,000	165,000	165,000
Contributions to (from)	Category	Total	1,330,000	1,963,300	2,255,000
Total	County Responsibility		25,730,080	25,307,070	26,008,390

Glossary

Word/Phrase	Definition
1WMUP	One-Way Multi-Use Path (see CWATS)
AC Pricing Index	Asphalt Cement Pricing Index, which is driven by oil pricing, provides a cost adjustment to road construction and rehabilitation contracts from the time of tender to the time the work is completed.
ALS Paramedic	Advance Life Support Paramedic – a BLS paramedic (see below) who has received additional education and clinical skills, and is certified to follow protocols to perform more complicated medical acts, administer narcotics, interpret diagnostic information and monitor patients.
Amortization	An allowance based on the decline in value of capital assets over time. (Life Cycle Costing)
Association Meeting	A meeting of a Province-wide municipal association or committee in which the participation of a County official, elected or appointed, has been approved by Council
AT (or A/T)	Active Transportation (see CWATS)
AVL/GPS (see also GPS)	Automatic Vehicle Locator units (installed on EMS and Transportation vehicles) that use GPS to track vehicle movement for purposes of liability and service provision.
Bank of Canada Prime Lending Rate	The established lending rate charged by the Bank of Canada to chartered financial institutions.
Bank Prime Lending Rate	The lending rate charged by financial institutions to preferred clients.
BLS Paramedic	Basic Life Support Paramedic – a paramedic who has completed the required 2 year college program and has passed the Provincial Advanced Emergency Medical Care Exam. BLS paramedics are certified to follow protocols for basic medical acts and administration of certain medications.

Word/Phrase	Definition
CACC	Central Ambulance Communications Centre – the organization responsible for receiving requests for Emergency Services and dispatching calls to ambulances.
CAP	Community Access Program - A Government of Canada initiative (from 1995 until March 31, 2012) to provide Canadians with affordable public access to computers and the Internet.
CCAC	Community Care Access Centre
CIHI	Canadian Institute for Health Information
CMI	Case Mix Index - a numeric value assigned to a long- term care home based on their RAI-MDS data. It is used as a measure of the average care requirements of the residents in the home, and it is multiplied by the Nursing and Personal Care per diem to determine subsidy levels for the Home.
Code 1 EMS Call	Unscheduled transfer (i.e. discharge from hospital to nursing home)
Code 2 EMS Call	Scheduled transfer call (i.e. patient transported for appointment)
Code 3 EMS Call	Urgent call (non-life threatening, i.e. broken limb)
Code 4 EMS Call	Emergency call (high priority – i.e. Life threatening illness)
Code 7 EMS Call	Vehicle out of service (i.e. No available bed at hospital for patient)
Code 8 EMS Call	Protective stand by call (vehicle covers both adjacent and own area)
Committee/Board Indemnities	Compensation paid to a member of Council for their attendance at a committee or external board meeting to which Council has appointed the member. Currently, the meeting chairperson is remunerated at a rate of \$160.08 per meeting and a committee member is remunerated at a rate of \$106.72 per meeting.

Word/Phrase	Definition
Conference	A training session conducted over a number of days, addressing a broad range of issues related to a particular subject matter.
Consolidated Municipal Service Manager (CMSM)	The Province approved the set-up of consolidated municipal service managers (CMSM) as part of the realignment of provincial and municipal responsibilities. The CMSM is accountable to the province and the local taxpayer for the management of Ontario Works, Child Care and Social Housing within the policies and standards established by the province.
Consumer Price Index	An indicator of inflation based on a measure of changes in consumer prices, obtained by comparing the purchase price of a sample of commodities over a period of time.
County Connecting Link (CCL)	A section of roadway that is under the jurisdiction of a lower tier municipality and provides connection between sections of roads under the County's jurisdiction. The County of Essex shares in the costs to maintain these sections of roads.
CR	County Road
CSS	Context Sensitive Solution (with respect to CWATS)
CT	Cycle Track (see CWATS)
CTAS	Canadian Triage and Acuity Scale – a system used to define patient needs for care, where Level 1 represents the most acute group of patients and Level 5 represents the least acute group of patients
Current Value Assessment (CVA)	The process of establishing the estimated value of a property (land and buildings) at a set point in time, for use in calculating property taxes.
CWATS	County Wide Active Transportation System – a planned implementation of infrastructure that includes on-road corridors and off road trails designed to promote and accommodate non-motor vehicle modes of transportation such as pedestrians or bicycles.

Word/Phrase	Definition
Cytotoxic Medications	Cytotoxic medications are primarily used to treat cancer, frequently as part of a chemotherapy regime, but uses are being expanded to treat other conditions as well. Care must be taken in the handling of these medications, as well as the handling of patient waste.
Defibrillator	A piece of equipment utilized by both ALS and BLS paramedics to monitor cardiac rhythm or administer a controlled electrical shock to a patient who may be having cardiac arrhythmia. Can also be used by an ALS paramedic to pace the heart.
Domiciliary Hostels	A residence providing board and lodging for adults / seniors with mental, physical or developmental disabilities (now referred to as Housing with Supports)
EA (Environmental Assessment)	The decision – making process used to promote good environmental planning by assessing potential effects and benefits of certain activities on the environment.
ECCRAC	Essex County Councillor Remuneration Advisory Committee
ECH	Essex County Highways
ED	Emergency Department
EHS	Emergency Health Services
e-MAR	The electronic or computerized system of completing the Medication Administration Record, which records medications given to residents of a long-term care home.
Emergency Operations Centre (EOC)	A pre-designated location within a facility, which serves as the primary headquarters for emergency preparedness.

Word/Phrase	Definition
Emergency Medical Services (EMS)	Emergency Medical Services (EMS) provides pre-hospital care and transportation to the victims of sudden and serious illness or injury. The County is the designated service delivery agent for the funding and management of EMS on behalf of the County of Essex, the City of Windsor and Pelee Island. The full transfer of responsibility from the Province to the County occurred on January 1, 2001.
Equipment Utilization Rate	Hourly rates at which municipally owned equipment is charged to Transportation construction and maintenance activities. The difference between the equipment utilization rates and the cost of operating the equipment is intended to generate funds from which, along with amortization, equipment replacements are to be financed.
EWRTMP	Essex Windsor Regional Transportation Master Plan
FDS	Feasibility Design Study
Geographic Information System (GIS)	A computer mapping system where graphical information is related and/or linked to data about that information. For example, a property shown on a GIS map can be linked to a GIS database that lists all pertinent information about the property (i.e. address, municipal services, signage, etc.)
Global Positioning System (GPS)	A constellation of satellites orbiting the earth which emit signals that can be monitored by special receivers to locate the geographical position of the receiver anywhere on earth. Signals can determine latitude and longitude (X and Y coordinates), as well as altitude, direction and speed of travel. The primary advantages of GPS are accuracy and compatibility with existing and future technology.
Hazardous Materials (HazMat) Response	As per the Hazardous Materials Response Agreement (1998), the City of Windsor Fire & Rescue Services undertakes, upon request, to provide participating County municipalities with specialized Hazardous Materials Response services. These services include dispatching an on-duty HazMat response team together with specialized equipment.

Word/Phrase	Definition
High Intensity Needs	Extraordinary treatment costs of residents with acute or intensive service needs. These costs may receive special funding by the province for the purpose of preventing unnecessary admissions to, and enabling discharges from, hospital. Costs may include specialized equipment, supplies, additional staffing or training costs.
High Wage Transitional Funding	High wage funding to assist long term care facilities in offsetting the reduction of red-circle funding.
HOBIC	Health Outcomes for Better Information and Care - A project initiated and funded by the MOHLTC to expand the scope of the Resident Assessment Instrument by implementing province-wide standardized collection of patient health outcomes, staffing and quality of work life information.
Housing With Supports	A residence providing board and lodging for the adults / seniors with mental, physical or developmental disabilities (formerly referred to as Domiciliary Hostels).
HVAC	Heating, Ventilation and Air Conditioning systems
ISF	Infrastructure Stimulus Fund – a Federal fund established in 2009 to stimulate the economy and invest (with matching funds from Provincial & Municipal governments) in infrastructure projects.
IT	Information Technology (IT) is the use of technology in managing and processing information, especially in large organizations.
Infrastructure Ontario	Infrastructure Ontario is an arm's length crown corporation that provides Ontario municipalities, universities and other public bodies with access to affordable loans to build and renew local public infrastructure.
Job Evaluation	The methods and practices of ordering jobs or positions with respect to their value or worth to the organization.

Word/Phrase	Definition
LGWEM	Let's Get Windsor – Essex Moving – a funding initiative funded equally by the Federal and Provincial governments, aimed at enhancing key roadways in Lakeshore and Tecumseh.
LHIN	Local Health Integration Network – the community- based organization responsible for planning, coordinating, integrating and funding health care services at the local level.
Life Cycle Costing	See Amortization.
Local Service Realignment	A provincial government initiative to transfer funding responsibilities between the provincial and municipal governments which included the transfer of such programs as: EMS, Social Housing, Property Assessment and a greater share of Social Service and Public health costs to the municipal tax base in exchange for 100% funding by the province for education and Children's Aid costs.
Long Term Care Home (LTCH)	A home based health care facility designed for adults who need access to on-site 24-hour nursing care and frequent assistance with the activities of daily living. In addition to nursing care, long term care homes provide personal support services, restorative and life enrichment programs, dietary and nutritional care and access to a variety of therapy services.
MCSS	Ministry of Community and Social Services
MDW database	Municipal DataWorks (MDW) is a web based asset management database designed to assist municipalities with the task of maintaining and managing their tangible capital assets.
Membership Fees	Fees paid by the Corporation for corporate or individual membership in a professional or job-related organization for which membership is necessary for the practice of the employee's profession, contributes to the professional growth and development of the employee for the benefit of the Corporation or provides the employee with the opportunity to gain specific skills which are of use in their job.

Word/Phrase	Definition
Mileage	A reimbursement to an employee or member of Council for business travel conducted on behalf of the Corporation at a current rate of 54¢ per kilometre travelled, for the first 5,000 km's and 48¢ thereafter.
MMAH	Ministry of Municipal Affairs and Housing
Modified Work	A work program available to employees who are able to perform none or few of their regular duties, whereby the employee may be temporarily assigned to any department to perform duties that are within their functional abilities. The duration is normally less than 90 days.
MOHLTC	Ministry of Health and Long Term Care
MPAC	Municipal Property Assessment Corporation
MTO	Ministry of Transportation - Ontario
MUT / MUP	Multi- Use Trail / Multi-Use Path (see CWATS)
NEER (WSIB)	The New Experimental Experience Rating (NEER) Program affects the WSIB premiums paid by employers whose annual premiums are in excess of \$25,000. The employer's actual cost of claims (over a 4-year period) is compared to the average for their rate group. A rebate is issued if claims that are lower than the average, and a surcharge is assessed if claims are higher than the average.
Nursing Home	See long term care home.
OAPC	The Ontario Association of Paramedic Chiefs (formerly AMEMSO)
OANHSS	The Ontario Association of Non-Profit Homes and Services for Seniors. This Association represents and supports the common goals of its members to provide and advocate for quality not-for-profit long term care, services and seniors' housing.
OCIF	Ontario Community Infrastructure Fund – Provincial infrastructure funding for projects in small, rural and northern communities.

Word/Phrase	Definition
OMERS	Ontario Municipal Employees Retirement System (OMERS) is a defined benefit pension plan.
OMBI	Ontario Municipal CAO's Benchmarking Initiative – a partnership project to push for service excellence in municipal government by identifying and sharing performance statistics and operational best practices.
Ontario Aggregate Resources	Funds received from the Ministry of Natural Resources from the gravel pit rehabilitation trust fund.
Ontario Disability Support Program (ODSP)	The Ontario Disability Support Program provides Income Support for people with disabilities who are in financial need, and Employment Supports for people with disabilities who can and want to work.
ONA	Ontario Nurses Association
Ontario Works (OW)	Ontario Works provides financial and employment assistance to people in temporary financial need. People receiving assistance through Ontario Works participate in a wide range of employment assistance activities, which help them prepare for, find, and keep a job.
Ontario Municipal Partnership Fund (OMPF)	(formerly CRF – Community Reinvestment Funding) A funding mechanism established by the Province of Ontario to recognize inequities in the transfer of funding responsibilities between municipal and provincial governments as part of the Local Service Realignment initiative.
OP	Official Plan
OSIFA	Ontario Strategic Infrastructure Financing Authority – a program established in 2004 to provide low-cost, longer term financing to renew public infrastructure in Ontario – now see Infrastructure Ontario.
Out of Town Meeting	A meeting convened to conduct business related to the affairs of the Corporation at a location removed from Essex County.
PC	Personal Computer

Word/Phrase	Definition
PCR	Pavement Condition Ratings
Per Diem	The amount of funding received per client, per day.
Personnel Services	Expenditures for salaries, wages, and benefits of a government's employees.
PIC	Public Information Centre. A forum to allow for public enquiries / input during a study / assessment.
Point of Care System	Use of a wireless computer device (e.g. a tablet) that allows staff to document close to where the care is being delivered (e.g. at a bedside or in a dining room). This allows for more accurate, timely and paperless charting often via a touch screen feature.
PPS	Partially Paved Shoulders – see CWATS
Preferred Accommodation	A room for which a premium is levied as a consequence of its location, size, outside view, proximity to a nursing station or proximity to a dining room. To be eligible to occupy a preferred accommodation room, a resident must be able to pay the full cost of occupying said room.
Prime Rate	See Bank Prime Lending Rate
PSAB	Public Sector Accounting Board – an independent body with authority to set accounting standards for the public sector.
PSW	Personal Support Worker
RAI-CHA	Resident Assessment Instrument – Community Health Assessment – an assessment tool to further develop the practice of assessment and care planning within the community support sector (includes Sun Parlor Home – Victoria Street Manor)
RAI-MDS	Resident Assessment Instrument – Minimum Data Set – a model implemented by the MOHLTC for assessment and care planning for residents in long-term care. Data from the RAI-MDS forms the basis for CMI valuations, which impact Nursing and Personal Care funding by the MOHLTC (see CMI, Weighted Day Funding).

Word/Phrase	Definition
Recoveries - WSIB	The receipt of Workers' Safety Insurance benefits assigned to the Corporation by an employee receiving salary advances from the Corporation while the employee is absent as a consequence of a work- related injury. An employee may be entitled to salary advances subject to the terms of their collective agreement.
RN	Registered Nurse
RNAO	Registered Nurses Association of Ontario
RPN	Registered Practical Nurse
RUG	Resource Utilization Group – see Weighted Day Funding
SAN	Storage Area Network - Any high-performance network whose primary purpose is to enable storage devices to communicate with computer systems and with each other.
Shared Costs - Civic Centre	The Corporation's proportionate share of the net operating costs of the Essex County Civic and Education Centre.
Smart Community Project	As defined by Industry Canada, a "smart community" is one where leaders and stakeholders form alliances and partnerships to develop innovative ways to extract both economic and social value from electronic networks and the Internet. In Windsor- Essex, the City and County governments, health care, education, social, human and information services, and not-for- profit agencies worked together to develop a community portal which is a one-stop, on-line information centre, that gives citizens endless access to community information, services and a place to meet online.
Snoezelen Therapy	Snoezelen Therapy provides gentle stimulation to the primary senses of residents in long-term care who have dementia or other limiting conditions.
Structural Capital Funding	An internal allocation of funding provided by the MOHLTC to maintain long term care facilities in accordance with the Provincial standards.

Word/Phrase	Definition
Subdivision Application Fees	Fees that charged to prepare subdivision approvals.
Supplementary Taxes	The Corporation's proportion of new taxes collected by a lower tier municipality as a consequence of the addition of new assessment to the municipality's rolls.
Surface Treated Pavement	A pavement consisting of asphalt emulsion and granular cover material applied to an existing road. Commonly referred to as "tar and chip".
Tablet PC	A portable notebook pc with a digitizing touch screen that allows the user to operate the computer with a stylus or fingertip instead of or in addition to a keyboard or mouse.
Tax Ratios	Tax ratios express the relationship that the tax rate for each property class bears to the tax rate for the residential / farm property class in the municipality.
Tax Write-offs	The Corporation's proportion of taxes written off as uncollectable by a lower tier municipality.
UPS	Uninterrupted Power Supply
Weighted Day Funding	The funding formula that uses Resident Assessment Data (from RAI information sent to CIHI) that is combined into 34 Resource Utilization Groups (RUGS) that have a relative weight assigned which is reflective of resources used in caring for residents. These weights are summed into an overall Case Mix Index (CMI). A fixed amount of MOHLTC funding is allocated to long term care homes with more funding going to homes with a CMI of greater than 1 and less going to homes with a CMI of less than 1.
Winter Control	Maintenance activities related to the removal of snow and ice from roadway pavement and road shoulders on County roads and CWATS facilities.
Work Hardening	A program for employees who can work safely but are not capable of resuming the full duties and/or hours of their regular position. Over a period not normally exceeding 90 days, the employee's hours and/or duties are gradually increased to the pre-injury level.

Word/Phrase	Definition
Workshop/Seminar	A training session, generally technical in nature, normally one day in duration.
Workers Safety and Insurance Board (WSIB)	An independent trust agency that administers compensation and no-fault insurance for Ontario workplaces.
YMPE	Yearly Maximum Pensionable Earnings. The YMPE is determined annually by the Federal Government to set Canada Pension Plan contributions and benefits. The YMPE is also used by OMERS to set contribution levels and benefits.
Zero-based Budgeting	A process in which an activity is reviewed, challenging its continued need and level of service and identifying the resources required to support the activity.