



2019 Budget

DRAFT December 19, 2018

C O U N T Y O F E S S E X . O N . C A

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This document contains the proposed 2019 County of Essex Budget. Comments will be received from the public until January 10, 2019. Council will deliberate on the proposed budget on January 16, 2019 at 4:00 p.m.

NOTICE OF 2019 BUDGET MEETING FOR THE CORPORATION OF THE COUNTY OF ESSEX

TAKE NOTICE that the Council of the Corporation of the County of Essex will undertake deliberations and consider adoption of the proposed 2019 Budget on Wednesday, January 16, 2019 at 4:00 PM in the Council Chambers, 2nd Floor, Essex County Civic Centre, 360 Fairview Avenue W., Essex.

ADDITIONAL BUDGET DELIBERATIONS (if required) will take place during the regular meeting of Essex County Council on Wednesday, February 6, 2019 at 7:00 PM in the Council Chambers, 2nd Floor, Essex County Civic Centre, 360 Fairview Avenue W., Essex.

COPIES OF the proposed Budget will be available beginning Thursday, December 20, 2018, at the County Administration Office, Essex County Civic Centre, Suite 202, 360 Fairview Avenue W., Essex between 9:00 AM and 4:30 PM or can be downloaded from the County website at countyofessex.on.ca. Alternative formats are available upon request.

CONTACT the undersigned if you have any accessibility or accommodation concerns regarding attendance at this meeting.

WRITTEN SUBMISSIONS relating to the proposed Budget will be accepted until 4:30 pm, Thursday, January 10, 2019 by the undersigned.

Sandra Zwiers
Director of Financial Services/Treasurer
County of Essex
Tel: (519) 776-6441 Ext. 1312
TTY: 1-877-624-4832
Fax: (519) 776-4455
szwiers@countyofessex.on.ca



There are no pages 3, 4 or 5 in the draft budget document.



Administrative Report

Office of the Director of Financial Services/Treasurer

To: Warden Gary McNamara and Members of County Council

From: Sandra Zwiers
Director of Financial Services/Treasurer

Date: December 19, 2018

Subject: County of Essex – 2019 Budget Overview

Report #: 2018-1219-FIN-R008-SZ

Purpose

The purpose of the report is to provide Council with a corporate overview of the issues affecting the operations for 2019 and their corresponding impact on the County Levy and municipal tax rates.

Background

The preparation of annual estimates for the upper tier is prescribed by Section 289 of the *Municipal Act 2001, S.O. 2001, c.25*.

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 October with Administration meeting periodically to discuss a variety of budget planning issues, including:

- Development of critical budgeting assumptions
- Review of departmental work plans
- Establishment of a timetable for budget presentation
- Improvements in the form and content

The timetable established for the 2019 Budget is summarized as follows:

- October 2018 – review budget assumptions, prior year budget document and projected year end balances. Financial Services provides departments with detailed wage and benefit schedules, working documents and current year projections.
- November 2018 – departmental preparation of preliminary estimates and detailed internal review by department heads with CAO, Director of Financial Services and Manager of Budget and Administration
- December 2018 – final revisions to draft budget and filing of budget document with County Council
- January (February if needed) 2019 – County Council review of departmental submissions and Final Budget Adoption

The Budget Report is segregated into the following operating departments:

- Community Services
- Long Term Care
- Emergency Medical Services and Emergency Coordination
- Infrastructure 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 and

- 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 expenditures by classification, followed by a quantification of recoveries and/or contributions to (from) reserves, if applicable, concluding with an identification of the amount that the County will contribute toward the operation or program – referred to as the County Responsibility.

Totals are determined for each classification of expenditure and recovery for all classes in combination. All totals and the measurement of the County Responsibility are shaded for ease of identification. Totals are established for each program, summarized by function or department at the beginning of each of the department 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 between 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 (i.e. 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 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 on 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 different outcomes materializing and the effect such outcomes may have on service delivery levels and financial results.

The work plans and associated expenditures contained in 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 livable, 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.

Discussion

The development of the 2019 County of Essex Budget builds upon Council's commitment to accountability, transparency, and excellence in financial management. Provided below are high level discussions on various matters having corporate significance in terms of risks, financial impacts, challenges, opportunities and external influences on County of Essex operations for 2019 and beyond.

Fiscally Responsible Government

As Council is aware, 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 and/or stagnant 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 2019 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 2019 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 are proposed in 2019 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 2019 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 financial rating agency, recognized the County of Essex's sound financial practices in the Corporation's most recent credit rating (November 2018). Standard and Poor's highlighted the following performance strengths in affirming the County's credit rating at **AA+** with a **stable** outlook:

- Efficient cost management generating superior budgetary performance
- Asset management plan ensuring cost effectiveness and validation of the pay-as-you-go strategy and use of existing reserves to support continued robust operating and moderate after-capital surpluses
- Increased efforts to diversify the County's economy into service-based sectors including tourism, agri-business, health care and social assistance and education

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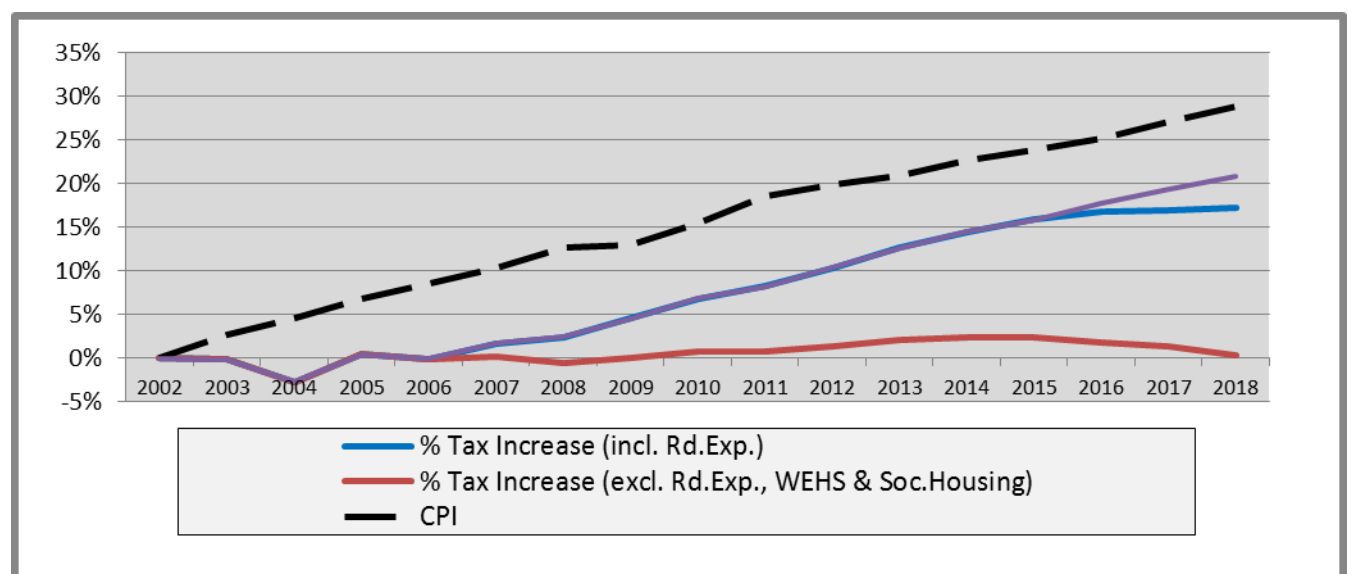
County of Essex – 2019 Budget Overview

- Improved local economy with a lower unemployment rate and higher property values combined with competitive tax rates
- Strong financial management practices guided by a council that demonstrates generally broad political consensus on fiscal policies
- Prudent debt and liquidity management

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. 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. The total increase in tax rate, inclusive of Infrastructure Expansion and NWEHS, has increased by approximately 22% over 17 years, or approximately 1.3% per year. In contrast, over this same time period, annual inflation has increased by over 30% or 1.81% per year.

Chart 1: CPI & Tax Rate Comparison, 2002-2018



2019 Budget

Provided in [Chart 2](#) is a condensed summary of the proposed operations for 2019, compared to 2018 Budget and Projected Actual (see [Appendix A](#) for full Budget Summary Comparison). Gross Operations for 2019 are budgeted at \$168.2 million with \$63.7 million in recoveries (provincial and third party contributions, user fees, investment income etc.) and a net contribution from reserve of \$1.6 million, resulting in a Levy requirement of \$102.9 million, a \$7.2 million increase from prior year with a corresponding **tax rate increase of 1.43%** (equivalent to a \$13.63 increase, or \$966.54 on a house assessed at \$200,000 – see tax rate comparison in Chart 4).

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

Budget Summary	2018 Budget	2018 Projection	2019 Budget
Total Gross Expenditures	159,800,720	150,022,960	168,162,390
Departmental Recoveries	(64,123,630)	(68,038,850)	(63,668,720)
Net Expenditures	95,677,090	81,984,110	104,493,670
Net Contribution to(from) Reserves	(31,610)	13,661,370	(1,625,680)
Total County Requirement	95,645,480	95,645,480	102,867,990

For 2019, 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: anticipated marginal increases in subsidy for Emergency Medical Services and at Sun Parlor Home; a net positive change in Current Value Assessment / assessment growth, and various departmental cost reductions / containment initiatives proposed throughout the departmental budgets. Highlighted in [Chart 3](#) and discussed in the proceeding pages are various external influences or County of Essex specific conditions giving rise to a projected **net tax increase of approximately 1.43%**.

Chart 3: Summary of Levy Impacts

Budget 2019 - Summary of Levy Impacts	Levy Impact \$	Tax Impact %
County Levy 2018	95,645,480	-5.69%
Wages & Benefits (inflationary & adj., excl. Library & EMS)	1,208,200	1.19%
Community Services		
Social Housing – inflationary & capital funding (net)	806,990	0.80%
Emergency Medical Services		
EMS enhancements & technology implementation	130,000	0.13%
Infrastructure Services		
Infrastructure expansion (1.5% of Levy)	1,434,700	1.41%
Construction Rehabilitation Program & Other Road Mtce	441,430	0.44%
County-Wide Active Transportation Infrastructure	100,000	0.10%
Transportation Maintenance – Winter Control	150,000	0.15%
Asset amortization (Civic Centre 100% ownership, equip.)	972,670	0.96%
Library Services		
Library Services (resumption of 100% & inflationary)	100,000	0.10%
General Government Services		
Investment income reduction (for conservatism)	500,000	0.49%
External Commitments		
Windsor Essex County Health Unit	102,680	0.10%
New Windsor Essex Hospitals System	1,200,000	1.18%
Corporate Wide		
Net expenditures/recoveries (utilities/contracts/supplies)	75,840	0.07%
County Levy 2019	102,867,990	1.43%

Wages and Benefits

With an employee base in excess of 850 staff, greater than 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 2019 include: CUPE 860 - SPH (expires March 2019), CUPE 2974.2 – EMS (expires March 2019), ONA – SPH (expired March 2018) and the Non-Union group. Wage allocations consistent with negotiated settlements have been accrued and budgeted for these groups through 2019. 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.

As the County grows in population, the demand for services also grows, which sometimes results in the need to augment our human resources in order to maintain existing service levels. The 2019 Budget proposes additional staff: in Human Resources, to address health and safety issues; in Long Term Care, to address social worker services required by an increasing number of complex care residents and a staff educator to improve training levels; in EWEMS to annualize the cost of paramedic enhancements approved in 2018 and improve support to staff at the District Chief and logistics levels; and in Communication Services, to assist with the continued implementation of the County's Corporate Communications Strategy, Strategic Plan and staff engagement.

As part of the County's 2018 Engagement Survey, opportunities were identified in areas of team building, leadership and training. Given the County's 24hour/7day operations in some service departments, the 2019 Budget also reflects staff costs related to back-filling positions to allow for 100% participation by staff from all sectors of the organization at various training events planned during the year.

Community Services

In conjunction with our service delivery partner, the City of Windsor, the County continues to address the needs of the less fortunate in our communities through the region's homelessness prevention strategy. In the spring of 2018, both municipal councils approved a per diem increase for the Housing with Supports Providers within Windsor-Essex County from \$53.09 per resident per day to \$55.00. Due to increased demand for Emergency Shelter services, the City of Windsor diverted CHPI funding (also used to fund the County's Housing with Supports Providers) requiring the County to implement a subsidized bed reduction plan in the latter half of 2018. The program pressures experienced by the City of Windsor are expected to continue and the 2019 Budget anticipates a per diem funding shortfall of \$87,630 in order to maintain service levels for 226 subsidized individuals at the new per diem rate of \$55.00.

The existing inventory of social housing facilities requires significant capital rehabilitation, repairs and maintenance. Based on estimates obtained from the City of Windsor, a 5 year capital program has been drafted to address the approximate \$10 million of infrastructure requirements needed for

existing facilities. Included in the 2019 Budget is an allocation to capital reserves of \$1,050,000 to begin to address the County's share of the 5 year funding requirement. Not yet considered in the County's Budget is the need to expand the social housing inventory to address the growing demand for affordable housing. Work with the City of Windsor will be ongoing and administration will provide updates to Council as new information and plans become available.

Emergency Medical Services

During 2018, the EWEMS undertook a 10 Year Master Plan review with the objective to analyze the current state of operations and strategically plan for the future. A formal report and presentation will be made to Council in early 2019 however the budget includes a modest contingency to provide resources to facilitate implementation of the Plan's recommendations.

While benefits of economies of scale continue to be realized in many operational areas, a number of uncontrollable costs have contributed to an increase in the County responsibility. These factors include inflationary increases to supplies and services, shift in regional cost sharing proportions, training costs for mental wellness education and peer support training and increased fuel costs. Increased call volumes and off load delays, outside of the control of EWEMS, continue to create challenges for the effective and efficient management of paramedic services.

The 2019 Budget also includes funding to introduce electronic tracking technology to auto locate departmental equipment contained in emergency response vehicles. Not only will the tracking technology improve asset safeguarding but the logging of assets both in and out of service will allow staff to better optimize the use of resources.

Infrastructure Services

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 \$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 manage the

financial burden within reasonable limits of the County Levy. The current plan amounts to approximately \$400 million (excludes grade separations on County Roads 19 & 22) with a time-line extending through 2037. 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 \$14.9 million in 2018 to \$16.4 million in 2019, 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 2019 or issue debt;** in all cases, the result is a greater tax burden on the residents and businesses of Essex County both at present and in the long-term.

Incorporated into the funding model, as approved by County Council (Report #R017-R001-TSD-0118-TRB), is the utilization of Infrastructure 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 Infrastructure 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.

In 2018, a significant number of small winter control events occurred throughout the winter period putting upward pressure on the 2018 Budget. Due to the continued fluctuation in winter control costs and their correlation with climate change, the 2019 Budget reflects an adjusted rolling 5 year average which increases the total estimated cost by \$150,000.

As part of the County's Asset Management Plan, an annual review is undertaken to update asset inventories, assess asset conditions and analyze asset useful lives to ensure contributions to reserve adequately plan for future replacement of County resources. Allocations to reserve based on amortization provide for some measure of future replacement but in a rising cost environment, reserving based on historical costs is often insufficient to ensure full funding is available when assets need to be replaced in the future. The 2019 Budget recognizes this perpetual shortfall and works to increase amortization contributions to reserve to better close the infrastructure funding gap going forward.

General Government

As reported during 2018 (Report #2018-0516-FIN-R004-SZ), the County's investment portfolio is comprised of a diversified mix of instruments designed to maximize returns over a range of maturity lengths. Throughout 2018, the Bank of Canada interest rate increased a series of three times. Volatility in government relations in the United States both globally and with Canada and the uncertainty surrounding free trade and commodity tariffs resulted in weaker returns in the County's longer term equity and bond portfolios. In the latter half of 2018, investment decisions focused on taking advantage of rising interest rates and a number of short term guaranteed investment certificates were purchased. While short term investment returns were solid, they were not sufficient to overcome the budget deficit by year end. The 2019 Budget reflects a more conservative outlook based on the expectation that the Bank of Canada interest rate will continue to increase marginally during the year and longer term equity and bond instruments may still experience volatility.

Administration continues to monitor the opportunities related to the Prudent Investor legislative changes that will take effect in 2019. Through the CAO's representation on the Peer Advisory Committee and the Warden and Director

of Financial Services representation on the ONE Investment Board, the County of Essex will be well informed of new developments and products as they become available.

External Commitments – 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 by County Council in the annual 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 2019 estimates is an increase in the annual levy of \$1,200,000 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.

Budget Risk Factors

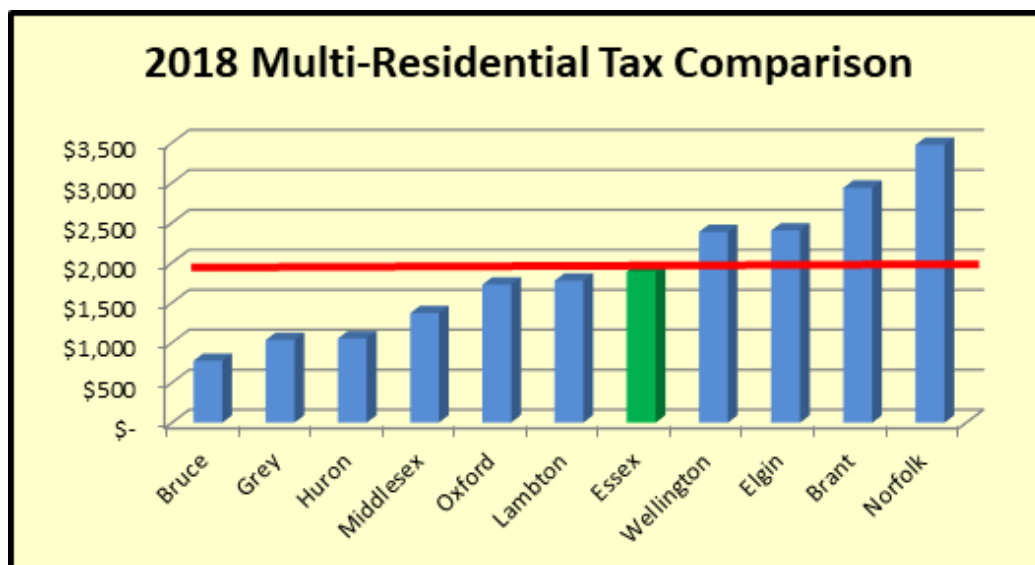
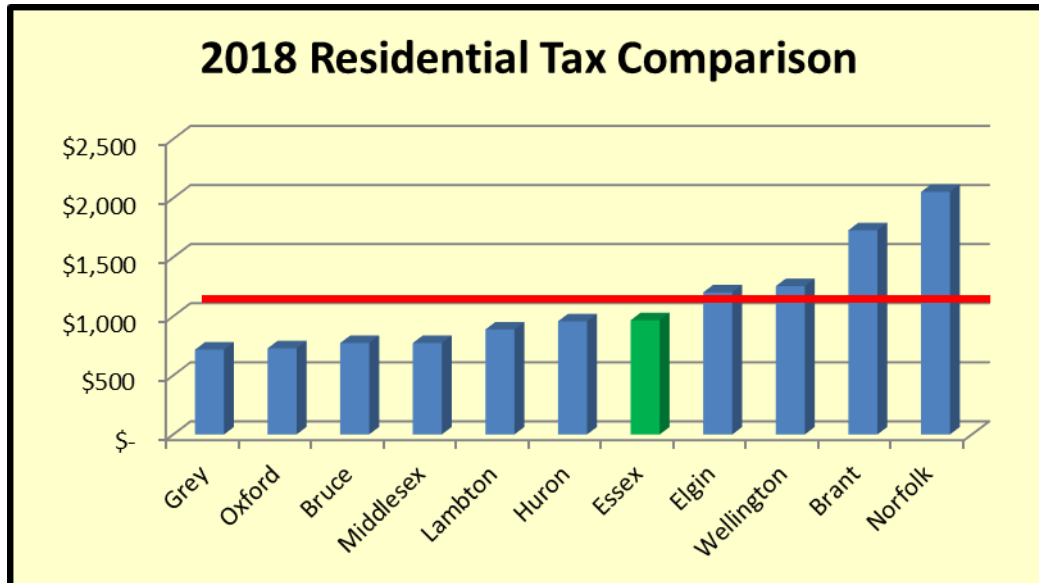
It is important to highlight for Council that there are risk factors inherent with any budget, in most cases beyond the control or discretion of Administration or Council. Economic realities potentially impacting operations include, but are not limited to:

- 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
- Job evaluation for CUPE 2974.0, 2974.1 and 2974.2 – potential wage rate impacts (pay equity / job equity)
- Continued premium increases for WSIB, WSIB NEER and other statutory deductions
- Health & welfare premiums (usage & escalation in service costs)
- Outstanding collective bargaining / arbitration results
- Social Housing – advanced timelines for capital renewal requirements and/or addressing of need to increase housing inventory

Taxation Comparison with Other Municipalities

[Chart 4](#) provides a comparison of residential, multi-residential, commercial and industrial tax rates among Southwestern Ontario Counties from the prior year. As is evident from the graphs, the County's tax rates remain below average and among the lowest of its comparison peer group. 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 local municipalities (>\$3 million annually). In addition, included within the County's base levy is \$3.89 million dedicated towards the New Windsor Essex Hospitals System.

Chart 4: 2018 Tax Rate Comparisons, Southwestern Ontario Counties

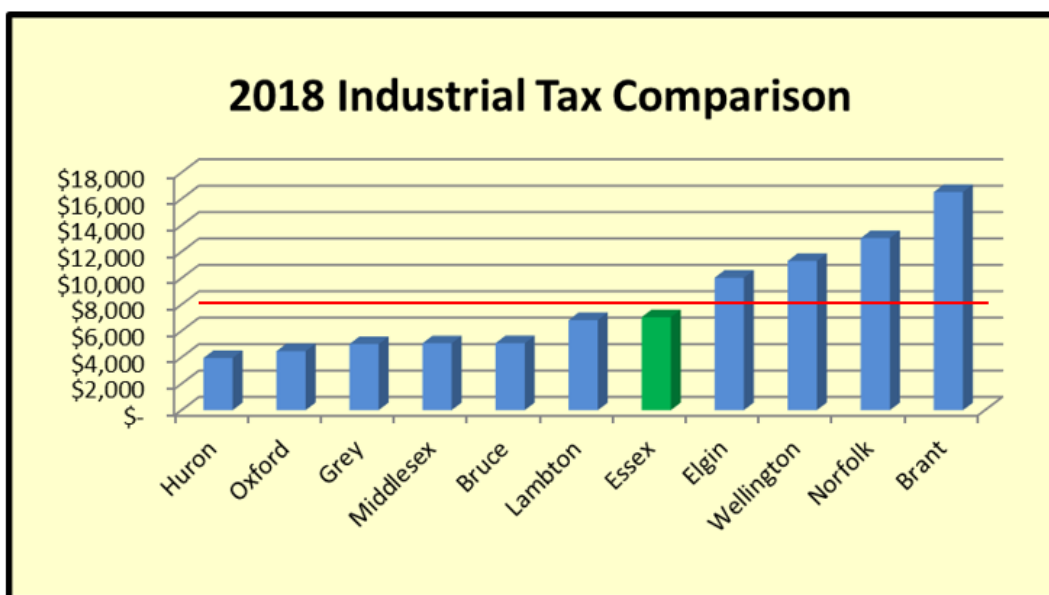
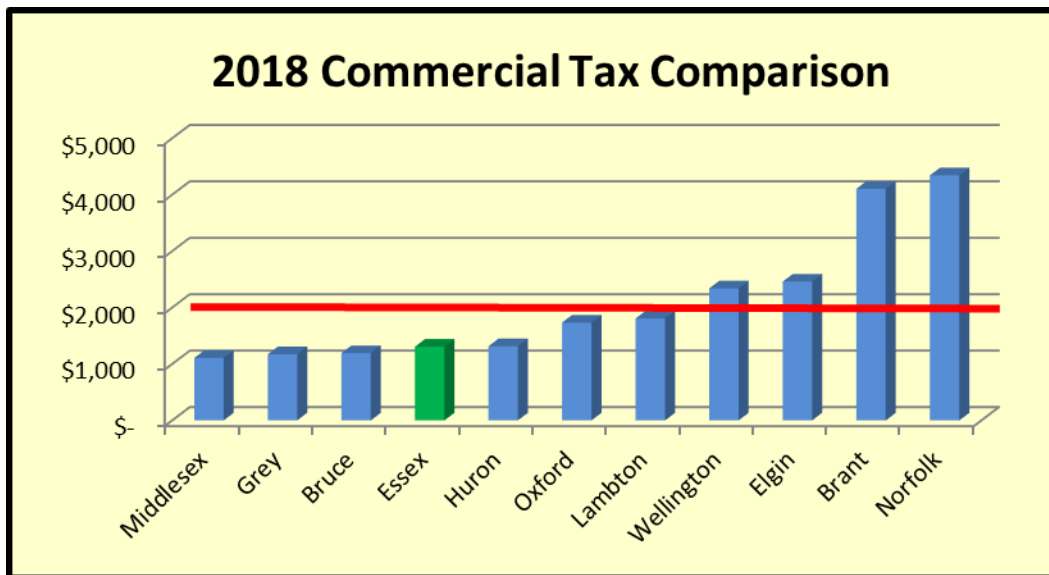


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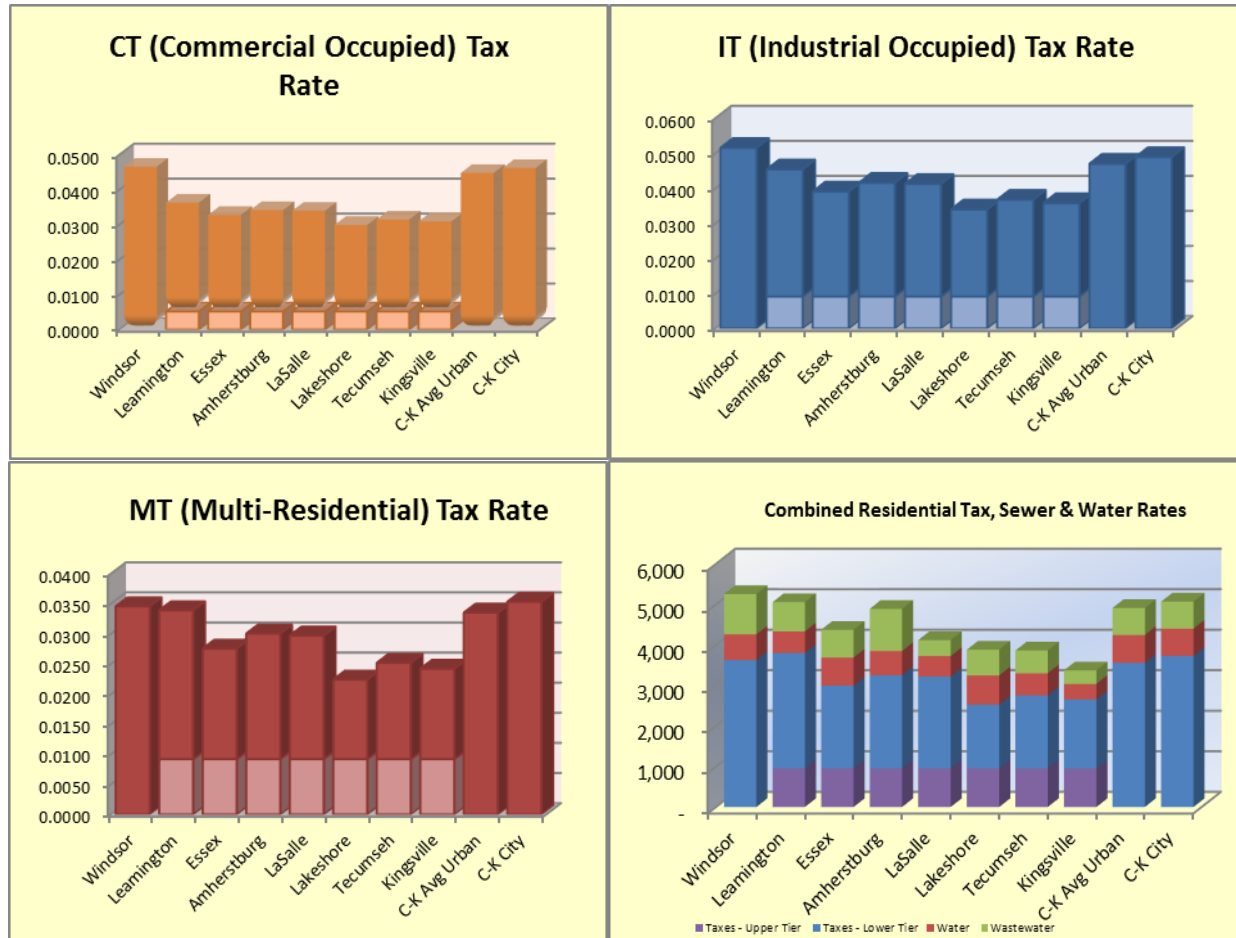
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[Chart 5](#) provides 2018 tax comparisons for residential (including water and wastewater), multi-residential, commercial and industrial rates of local municipalities (including County allocation) in relation to our immediate neighbours to the west and east. The favourable rates provide an economic advantage for residing and doing business in Essex County.

Chart 5: 2018 Tax Rate Comparisons – Essex County / Windsor / Chatham-Kent



County Levy & Tax Rates

Over the past decade the County Levy has increased, due in large part, to address expansion requirements of the County roadway and active transportation infrastructure and more recently, service enhancements to address growth, demographics and systemic health related issues/services. Most recently, additional funds (\$1.2 million per annum) have been raised and will continue for the next six 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 are 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 six 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 2019, assuming no significant change in tax policy, of **.00483271**, representing a **1.43%** increase from prior year.

[Chart 6](#) illustrates the change in County tax rates on a typical residence valued at \$200,000.

Chart 6: Residential Tax Rate Comparison, 2018-2019

Year	Assessed Value	Res. Tax Rate	Taxes	Tax Change	%
2018	\$200,000	.00476455	\$952.91	nil	nil
2019	\$200,000	.00483271	\$966.54	\$13.63	1.43%

Financial Implications

Administration respectfully submits that it has, in consultation with all departments, provided Council with a sound business plan for 2019 in the form of a budget that:

- Addresses the competing demands for service for the coming year;
- Positions the County to manage future capital expansion/remediation;
- Continues to address the County's future commitment related to the New Windsor Essex Hospitals System;
- Is cognizant of the economic realities of our region and the impact these service demands have on the tax rates and ratepayers of Essex County;
- Does not compromise the Corporation's strong financial foundation for future operations and continued maintenance of stable tax rates for the future.

A significant portion of the County-level expenditures are either mandated services or legislated obligations. **Experience has demonstrated that excessive utilization of reserves, reductions in level of service and/or substantial deferral of capital initiatives will expose the Corporation to undue risk and liability while creating significant financial burdens in the future when service reduction impacts and operating/infrastructure gaps will eventually need to be addressed.**

Despite the uncontrollable external factors, inflationary pressures and operational considerations discussed above, Administration remains confident that a tax rate increase of 1.43% (inclusive of the 1.5% levy increase for infrastructure expansion and an approximate 1.2% levy increase towards hospital funding) is manageable. This business plan focuses on current operating realities and provides the necessary capital allocation for the County's current requirements. The plan also positions the Corporation favourably to address future capital needs, all without adversely impacting /compromising future operations and/or creating significant future tax rate adjustments.

Recommendation

That the 2019 Budget package be received for the information and public deliberation of Council.

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Respectfully Submitted

Sandra Zwiers

Originally Signed by

Sandra Zwiers, MAcc, CPA, CA, Director of Financial Services/Treasurer

Concurred With,

Robert Maisonville

Originally Signed by

Robert Maisonville, Chief Administrative Officer

Appendix No.	Title of Appendix
A	2019 Budget Summary Comparison

Corporation of the County of Essex - Budget Summary

Category	Department	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Expenditures	Community Services	2,101,000	2,147,210	2,321,900
Expenditures	Sun Parlor Home	26,693,720	26,737,110	26,069,820
Expenditures	Emergency Medical Services (incl Emg Mgmt	43,465,410	44,917,560	45,644,420
Expenditures	Infrastructure Services	48,613,000	40,376,350	54,014,370
Expenditures	Library Services	6,438,230	5,504,710	6,551,380
Expenditures	General Government Services	6,600,110	6,759,770	8,837,240
Expenditures	External Commitments	25,889,250	23,580,250	24,723,260
Expenditures	Total	159,800,720	150,022,960	168,162,390
Recoveries	Community Services	1,685,990	1,710,320	1,789,360
Recoveries	Sun Parlor Home	15,368,990	15,774,650	15,966,530
Recoveries	Emergency Medical Services	31,585,280	33,266,270	34,465,160
Recoveries	Infrastructure Services	9,942,080	9,773,480	6,186,290
Recoveries	Library Services	357,620	411,050	357,620
Recoveries	General Government Services	5,123,670	7,043,080	4,843,760
Recoveries	External Commitments	60,000	60,000	60,000
Recoveries	Total	64,123,630	68,038,850	63,668,720
Contrib. to (from) Reserves	Sun Parlor Home	(1,500,740)	(580,260)	151,940
Contrib. to (from) Reserves	Emergency Medical Services	252,530	483,800	1,089,620
Contrib. to (from) Reserves	Infrastructure Services	(1,645,460)	6,749,160	(7,710,660)
Contrib. to (from) Reserves	Library Services	(858,400)	128,550	(729,500)
Contrib. to (from) Reserves	General Government Services	2,797,560	2,750,010	1,374,670
Contrib. to (from) Reserves	External Commitments	922,900	2,537,200	4,210,600
Contrib. to (from) Reserves	Rate Stabilization Reserve - Surplus	0	1,592,910	0
Contrib. to (from) Reserves	Total	(31,610)	13,661,370	(1,625,680)
Net Department Operations	Community Services	415,010	436,890	520,190
Net Department Operations	Sun Parlor Home	9,823,990	10,382,200	10,255,230
Net Department Operations	Emergency Medical Services	12,132,660	12,135,090	12,268,880
Net Department Operations	Infrastructure Services	37,025,460	37,352,030	40,117,420
Net Department Operations	Library Services	5,222,210	5,222,210	5,464,260
Net Department Operations	General Government Services	4,274,000	2,466,700	5,368,150
Net Department Operations	External Commitments	26,752,150	26,057,450	28,873,860
Net Department Operations	Overall County Surplus	0	1,592,910	0
	Total County Requirement	95,645,480	95,645,480	102,867,990

Community Services / Housing with Supports

Statement of Purpose

The Community Services / Housing with Supports program provides support for at-risk County residents who also have a 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). This program is a discretionary service for the County of Essex.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	2	2	3	3	124	131	222	219	224
Student	1	1	1	1	9	9	10	6	10
Total	3	3	4	4	133	140	232	225	234

Prior Year Performance

The Provincially funded 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 is an active participant in the committees tasked with developing long-term work plans to address housing and homelessness needs.

The County contribution is projected to be slightly over budget as the recoveries were less than expected for the year, by approximately \$18,500. In an attempt to mitigate the shortfall, new admissions to the program were suspended starting in September 2018. As a result, the number of subsidized individuals has decreased from 226 to 219 and the program waitlist has increased to approximately 35 individuals waiting for subsidy.

Proposed Budget – Current Year

The Housing with Supports program is a significant component of the region's homelessness prevention strategy. As such, the type of client being served in this program has shifted substantially since the transition to the CHPI funding format. In addition, there has been a

Community Services / Housing With Supports

dramatic shift in the County's service delivery model under this program. Client suitability used to be determined largely by the home owner, and County's role was to determine eligibility for ongoing financial support. Clients now frequently present 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.

In April 2018, a per diem increase was approved by the City of Windsor for Housing with Supports Providers within Windsor-Essex County. The per diem rate increased to \$53.09 per resident effective April 1st, 2018, and was approved to increase again on April 1st, 2019, to a total of \$55.00 per day per resident. County Council also supported this increase. Subsequent to that approval, however, the City of Windsor has provided notification that the 2019 increase to the Housing with Supports allocation from the CHPI funding will not be sufficient to fully compensate for the approved increased per diem at existing service levels. While there has been no reduction to the total CHPI funding (and in fact, an increase is anticipated but not confirmed for 2019), demand for Emergency Shelter services (which are also funded by CHPI) have more than doubled over the past year. Certain 2018 CHPI initiatives were deferred and additional funding has been diverted to the Emergency Shelter program, but demand is not expected to wane in 2019. Discussions continue with the City of Windsor's Social Services Department to advocate for additional funding to cover the cost of the per diem increases to prevent an impact on service delivery. Council may need to consider further reductions to the number of subsidized beds if the funding for 2019 is not increased. Thus far, the City of Windsor has committed to providing the program \$1,789,360 in CHPI funding for the 2019 Budget. Based on projected per diem costs required to continue operating at a level of 226 subsidized individuals, this will result in a per diem funding shortfall of \$87,630.

In addition, transportation costs for individuals supported by the Housing with Supports Program and needing to get to medical appointments continues to be a challenge. Individuals over the age of 65 do not qualify for medical transportation funds provided by Ontario Works and Ontario Disability Support Program (ODSP), therefore, the cost is often absorbed by family members or the Housing with Support Provider. In some cases, when there are no alternatives available to cover transportation costs, assistance through discretionary funding from the County's contribution to the Housing with Supports program has been utilized. The program, however, has not always been able to financially assist subsidized residents due to demand exceeding the limited funds allocated for discretionary purposes. The 2019 Budget reflects an increase in discretionary funds to \$5000 to be able to assist more subsidized residents with the cost of transportation to medical appointments, as well as medications not covered by OHIP, dental procedures and other medical items not otherwise funded.

The 2019 Budget provides for a County contribution of \$520,190. This represents an increase of \$105,180 over the 2018 contribution, predominantly to compensate for the estimated \$87,630 shortfall anticipated from the City Social Services CHPI contribution, but also due to anticipated reductions in recoveries.

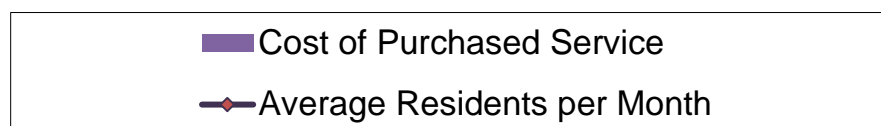
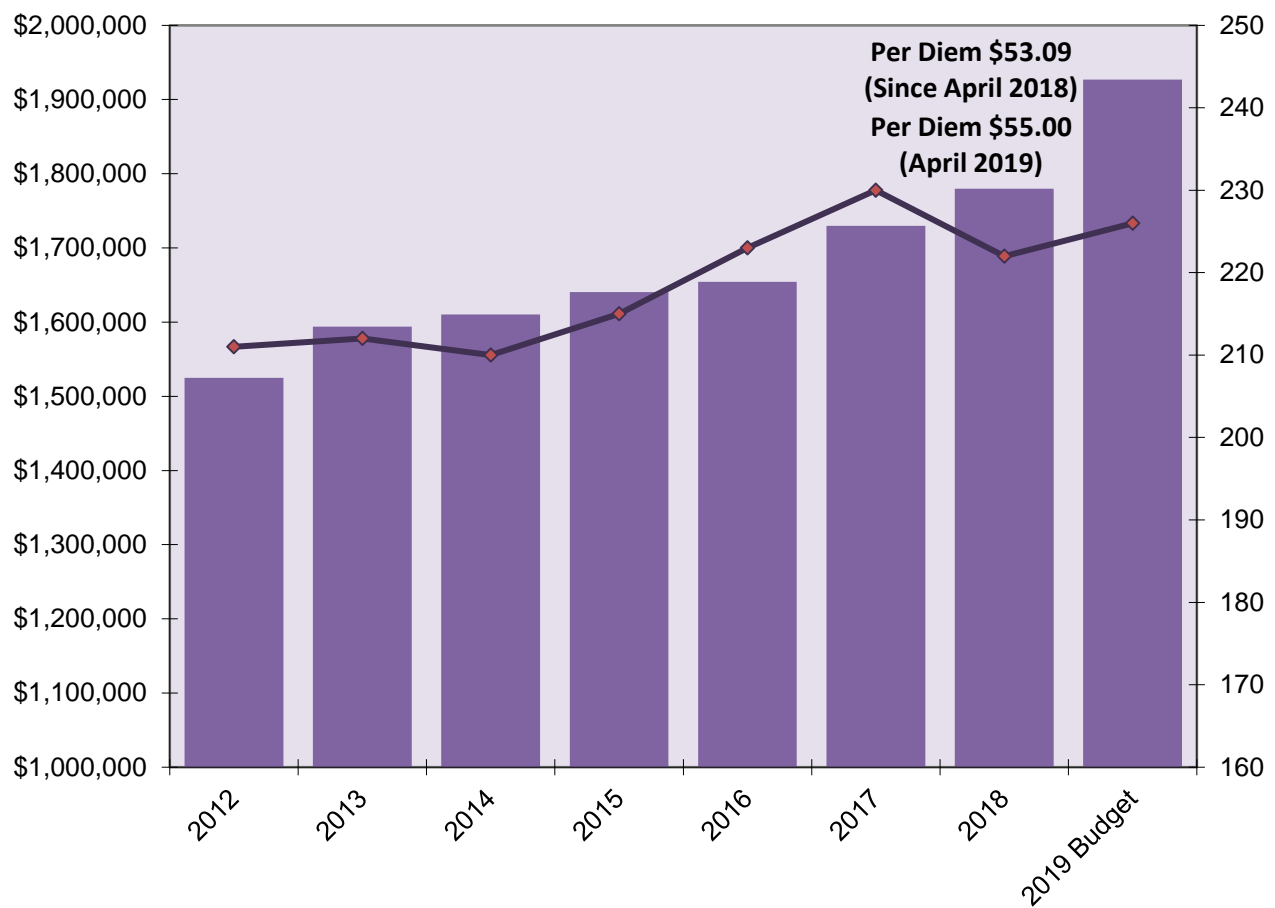
Community Services / Housing With Supports

Levels of Service (Chart)

Housing with Supports Increased Cost for Levels of Service 2012 - 2019

Gross
Cost of
Service

Beds



Community Services / Housing with Supports

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	161041101	Full Time - Salaried & Student - Total	231,800	225,000	234,200
Benefits	161041201	Employment Insurance	3,510	3,510	3,510
Benefits	161041202	Canada Pension	8,210	8,210	8,700
Benefits	161041203	O.M.E.R.S.	21,640	20,700	21,690
Benefits	161041204	Employer Health Tax	4,520	4,400	4,570
Benefits	161041205	Health Insurance	20,010	19,000	16,720
Benefits	161041206	Group Insurance	1,550	1,360	1,510
Benefits	161041207	Long Term Disability Insurance	3,330	3,080	3,120
Benefits	161041209	Short Term Disability Insurance	3,350	3,200	3,720
Benefits	161041208	WSIB	5,200	5,100	5,250
Benefits	Category	Total	71,320	68,560	68,790
Staff Expense	161043001	Mileage	8,500	10,500	10,500
Staff Expense	161043002	Training / Workshops	1,500	1,610	9,500
Staff Expense	161043098	Staff - Other	0	100	580
Staff Expense	161043696	Administration Fees	35,000	35,000	35,000
Staff Expense	Category	Total	45,000	47,210	55,580
Office Expense	161043101	Telephone	2,800	2,720	2,800
Office Expense	161043102	Postage	500	450	500
Office Expense	161043103	Office Supplies	500	300	500
Office Expense	161043106	Copier Charges	150	90	150
Office Expense	161043107	Fax	150	100	150
Office Expense	161043110	Printing - Internal	200	280	200
Office Expense	161043198	Other	500	330	500
Office Expense	161043407	Rent	10,920	10,920	11,200
Office Expense	Category	Total	15,720	15,190	16,000
Equip. Lease/Maint.	161043203	Copier Lease / Maintenance	350	350	350
Equip. Lease/Maint.	161043204	Computer Maintenance	810	1,200	3,630
Equip. Lease/Maint.	161043204	Total	1,160	1,550	3,980
Purchased Service	161043301	Legal / Consulting	1,000	1,000	1,000
Purchased Service	161043337	Municipal Discr. & Client Transport.	2,000	4,000	5,000
Purchased Service	161043338	Translation Services	1,500	1,700	1,000
Purchased Service	161015134	Housing with Supports Per Diem Subsidy	1,730,000	1,780,000	1,927,000
Purchased Service	Category	Total	1,734,500	1,786,700	1,934,000
Capital	161043801	Equipment - Total	1,500	3,000	9,350
Expenditures	Category	Total	2,101,000	2,147,210	2,321,900
Recoveries	161016334	Provincial Subsidy	1,665,990	1,708,740	1,789,360
Recoveries	161016634	Recovery - Housing with Supports	20,000	1,580	0
Recoveries	Category	Total	1,685,990	1,710,320	1,789,360
Net Operations		Housing with Supports	415,010	436,890	532,540
Contributions to (from)	161046806	Rate Stabilization Reserve	0	0	(5,000)
Contributions to (from)	161046803	Capital Reserve	0	0	(7,350)
Contributions to (from)	Category	Total	0	0	(12,350)
Total		County Responsibility	415,010	436,890	520,190

Sun Parlor Home

Statement of Purpose

The Sun Parlor Home has been serving Windsor and Essex County for over 117 years. Care is provided to residents 24/7, 365 days a year. The Home is one of 19 Long Term Care Homes (LTCH) in Essex County. The Home is one of two municipally funded Homes in Essex County. The other municipal Home is Huron Lodge (City of Windsor).

The Home's Mission is "to serve our community by providing supportive, resident-focused care that promotes quality of life." The Home has the capacity to care for up to 208 residents. However, the Home is funded by the Ministry of Health and Long Term Care (MOHLTC) to care for 206 residents.

Funding to support the Home's operations comes from several sources including the MOHLTC, the Erie St. Clair Local Health Integration Network (LHIN), the County of Essex and accommodation fees paid by or on behalf of the residents who live at the Home. Other smaller funding sources contribute the remaining 2.0% of funding required to operate the Home.

The residents cared for today at the Sun Parlor Home are significantly different than they were five years ago. By living longer and living in their own homes as part of an aging in place strategy, residents are arriving at LTCH's at a later stage in their life, with more complex health issues than ever before. Most residents in long-term care suffer from multiple chronic conditions. The prevalence of chronic conditions and cognitive impairment among residents has increased dramatically over the past five years.

Service Description

To ensure continued funding from the MOHLTC/LHIN the Home must maintain an occupancy rate over 97%, which the Home achieved for 2018. In 2018 (Year-to-Date), the Home admitted 81 residents. The number of admissions is considerably higher than prior years and this has an impact on the home's operations. In previous years admissions averaged around 60 new residents. The average length of stay for residents is increasing, from 2.3 years in 2017 to an average of 3.2 years in 2018.

The Home continues to partner with community agencies including the Leamington Horticultural Society who cares for the curb side planters at the front of the Home, the South Essex Community Centre (SECC) to offer on-site foot care clinics for residents and to coordinate bus outings for the residents, Alcoholics Anonymous, the Alzheimer Society, Hospice and others. The Home partnered with the Horticultural program at St. Clair College to assist in the refresh of the Main Courtyard in 2018.

On an annual basis the Home renews a Shelter Agreement with other local LTCH's/Retirement Homes. Shelter agreements have also been forged with community partners, including the school across the street to offer temporary emergency shelter.

The Home continues to offer clinical placement opportunities to students enrolled in university, college, and secondary schools. Offering clinical placement opportunities doubles as a recruitment strategy. Many of the students completing their clinical placement opportunities at the Home are from the County and want to remain close to their community when seeking employment. In 2018, clinical placement opportunities were offered to Co-op students from

Sun Parlor Home

local Secondary Schools to support a future in skill trades, Medical Students and Bachelor of Science in Nursing students from the University of Windsor, a Social Work student from Wayne State University and Registered Practical Nursing and Personal Support Worker (PSW) students enrolled at St. Clair College. The Home also supports the “Take Your Child to Work” program to showcase the work environment to the young adults of staff working at the Home.

The Home continues to work with Leamington Fire Services and Customized Fire Safety to ensure the Home passes its annual fire drill and has an updated fire safety plan. The Home has been identified as the secondary emergency operations centre (EOC) for the County of Essex should the EOC in Essex be unavailable in a disaster/emergency.

Prior Year Performance

The Home voluntarily underwent an Organizational and Operational Review. The Review confirmed the Management Team’s assertion that they had been on the right track in terms of identifying priorities and establishing work plans. There were no surprises in the Review. As a result of the confirmation that additional training resources are needed, the Home will be asking for financial support for a full-time permanent staff educator to assist with mandatory education and policy and procedure development. The Review is currently being finalized by the Management Team and will be shared with County Council at a future date.

In response to an Expression of Interest from the LHIN, the Home assumed responsibility for the external Behavioural Supports Ontario (BSO) Team. The team is currently comprised of a Registered Nurse and Personal Support Worker. Additional funding for a third position has been offered and will be shared with County Council in early 2019.

For the fifth year in a row, residents and their families were invited to participate in the Resident Feedback Survey. To comply with the Long Term Care Home Act (LTCHA), 2007, a Resident Feedback Survey must be conducted 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. In 2018, the response rate to the survey was statistically significant - there was a response rate of over 30%.

Resident Quality Inspections (RQI’s) are conducted by Inspectors from the Ministry of Health and Long Term Care (MOHLTC). The inspections are done annually for every Long Term Care Home in the province to safeguard the residents’ well-being.

The Sun Parlor Home’s 2018 RQI took place from January 15 to 26, 2018. The Inspectors were complimentary of the welcome they received and the participation from residents and staff to answer questions and/or share information.

This is the fifth RQI the Home has participated in since the introduction of the Long Term Care Home Act, 2007.

Sun Parlor Home

The Sun Parlor Home Management Team prepared action plans in response to the Compliance Orders and Written Notifications. The areas for improvement identified in the RQI include:

- Preventing resident falls
- Close monitoring of resident weight loss
- Thorough skin and wound assessments
- Reporting Critical Incidents (CI's)

The Home continued to support the philosophy of improved access to services for residents by bringing services and activities to the residents at the Home. Again this year, the Home offered music by local artists every week and hosted a Vintage Car Show.

An Optometrist continues to provide on-site service clinics (fee for service/billed to OHIP). A local OB/GYN specialist also provides on-site consultations for residents in an effort to ensure access to the service.

In addition to the Optometrist and OB/GYN Specialist, a foot care nurse, the two physicians who care for residents at the Home continue to be supported by a Physician Assistant. Physician's Assistants were introduced to Ontario's health care system in 2007 through a joint initiative between the MOHLTC and the Ontario Medical Association. Since 2007, PAs have been integrated into a number of clinical settings. At least two (2) other Home's in the province have a Physician Assistant working with their physician.

The use of rooms at the Home has also been a priority. A dedicated staff training room has been identified with up-to-date IT resources. Management and resources external to the Home (Music Therapy, Pastoral Care, Pharmacist and Physiotherapy) have identified office spaces adjacent to the resident neighbourhoods to enhance the visibility and access to the resources.

Significant investments in staff education and training continue to be made by the Home with the support of the County to ensure compliance with various legislation and regulations.

During 2018, the Home prepared Request for Proposals (RFP) for an Organizational and Operational Review (voluntary), resident room furnishings for 208 rooms, the paving of two parking lots, a refresh of the Main Courtyard and sidewalks, elevator modernization for three elevators at the Home and a contract for oxygen/Registered Respiratory Therapist.

In response to a Ministry of Labour citation during 2018, several of the tub rooms were painted and in support of compliance to infection control standards wood shelving was removed. The ramp between 2 east and 2 South was also refreshed with new flooring and paint in support of a safety concern. The flooring in the Activation Room and the Dining Room in the Special Care neighbourhood was upgraded to a commercial grade.

In an effort to enhance communication with residents and staff, the Home produces a monthly newsletter called the Grapevine. Town Hall meetings are held for residents/families, staff, Auxiliary/volunteers and students. Email updates titled "What is happening at our Home" are sent weekly and posted at punch clocks. New staff are welcomed to the Home using Letters of Introduction. Email is also now available to all staff as a communication tool.

Sun Parlor Home

Proposed Budget – Current Year

The Sun Parlor Home's recommended 2019 net budget is \$10,255,230, which is a \$431,240 (4.4%) increase over the prior year (gross budgeted expenditures of \$26,069,820).

A number of Capital projects are recommended for 2019, most of which is funded by the Corporation's Capital Reserve. Projects that address safety and energy efficiency concerns will take the highest priority, but the opportunity to purchase new resident Dining Room furniture will also be explored. A Pavilion for residents/families paid for by the Auxiliary will be erected at the front of the Home in the spring of 2019.

To improve access and in support of the residents with hearing impairments and loss, the Home is offering access to a Hearing Instrument Specialist. The Hearing Instrument Specialist will educate staff about hearing aids, how to change the batteries, insert the hearing aids and also consult with residents/families to ensure the resident's quality of hearing is maximized.

Sun Parlor Home - Summary

Category	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Expenditures	Administration	1,450,940	1,401,720	1,508,520
Expenditures	Nursing & Personal Care	14,306,750	15,096,030	14,864,850
Expenditures	Life Enrichment	957,780	977,440	966,900
Expenditures	Food & Nutrition	3,591,980	3,616,110	3,691,400
Expenditures	Laundry	1,042,950	1,072,670	1,051,350
Expenditures	Housekeeping	1,540,100	1,641,630	1,522,700
Expenditures	Maintenance	1,557,000	1,445,590	1,452,100
Expenditures	Structural Capital	211,920	189,120	219,000
Expenditures	Major Capital	2,034,300	1,296,800	793,000
Expenditures	Total	26,693,720	26,737,110	26,069,820
Provincial Subsidy	Nursing & Personal Care	7,072,970	7,232,300	7,318,800
Provincial Subsidy	Program & Support	705,000	711,000	715,800
Provincial Subsidy	Food	680,100	697,000	717,300
Provincial Subsidy	Accommodation	4,156,420	4,189,500	4,222,600
Provincial Subsidy	Equalization Adjustment	210,530	210,500	210,500
Provincial Subsidy	Total	12,825,020	13,040,300	13,185,000
Resident Revenue	Total	(4,133,860)	(4,264,300)	(4,294,800)
	Net Provincial Subsidy	8,691,160	8,776,000	8,890,200
Recoveries	Provincial - High Wage Transitional	188,210	188,200	188,200
Recoveries	Provincial - Pay Equity Funding	33,760	33,800	33,800
Recoveries	Provincial - Structural Capital Allocation	225,560	225,560	225,600
Recoveries	Provincial - Physician On-Call	19,940	19,900	19,900
Recoveries	Provincial - High Intensity Needs	108,120	86,600	108,900
Recoveries	Provincial - RAI Early Adopter	85,700	85,700	85,700
Recoveries	Provincial - PSW	236,840	235,700	235,300
Recoveries	Provincial - Physiotherapy / Exercise	187,570	189,800	190,900
Recoveries	Provincial - RPN Initiative	154,160	38,600	0
Recoveries	Provincial - Falls Prevention Equipment	0	10,300	20,600
Recoveries	Provincial - Registered Nurse (RN)	0	53,000	106,100
Recoveries	Provincial - Behavioural Supports Ontario	50,380	212,720	318,800
Recoveries	Preferred Accommodation	900,000	917,100	900,000
Recoveries	Donations	3,000	4,350	3,000
Recoveries	Departmental Recoveries	350,730	433,020	344,730
Recoveries	Total	2,543,970	2,734,350	2,781,530
Total Recoveries (incl. Resident Revenue)		15,368,990	15,774,650	15,966,530
Net Operations Sun Parlor Home		11,324,730	10,962,460	10,103,290
Contributions to (from)	Capital Reserve (net)	(93,380)	700	(94,000)
Contributions to (from)	Donation Reserves (net)	(562,000)	(574,400)	(21,000)
Contributions to (from)	Capital Reserve - Major Capital (net)	(484,300)	253,200	366,000
Contributions to (from)	Structural Compliance Reserve	13,640	36,440	6,600
Contributions to (from)	Contribution to Life Enrich. Donations Res.	0	200	0
Contributions to (from)	Rate Stabilization Reserve	(374,700)	(296,400)	(105,660)
Contributions to (from)	Total	(1,500,740)	(580,260)	151,940
Total	County Responsibility	9,823,990	10,382,200	10,255,230

Sun Parlor Home - Administration

Service Description

The administrative team is comprised of the Administrator, Administrative Assistant, and four unionized staff including a Clerk Bookkeeper - Accounts Payable and two Clerk Bookkeepers – Payroll staff, and a Financial Analyst.

Administration is responsible for the oversight of operations at the Sun Parlor Home, as well as policy and procedure development.

Staffing Chart

Staffing	*2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	7	7	8	8	380	540	601	533	662

Prior Year Performance

The Administration Department is expected to finish 2018 with an unfavourable variance of \$13,370.

Vacancies in administrative support positions (both planned and unplanned) resulted in operational savings (due to gapping) and workload balancing amongst remaining staff / management to ensure core job functions were maintained. .

The 2018 Budget anticipated the hiring of a 6-month temporary full-time staff educator (funded by reserves). The 6 month temporary educator position was not filled. Representatives of the Management Team took on additional responsibilities to fulfill the mandatory obligations of staff education in addition to their regular duties. Adding duties to members of the Management Team is not a long term sustainable solution.

Numerous changes have been initiated to support process improvements around the collection of resident accommodation fees, banking, returning lost items and improved safety.

As budgeted, an Organizational and Operational Review (funded by reserve) was conducted in 2018, the completion of which required significant involvement from all areas of the Home. It is anticipated that the consultant's final report will be available for Council's review early in 2019.

Proposed Budget – Current Year

The 2018 Organizational and Operational Review confirmed Management's assertion that additional resources need to be secured in the area of mandatory education and policy / procedure development. For this reason, the temporary staff educator that was included in the 2018 budget is proposed to be a permanent full time position beginning early in 2019. This position will support the Management Team's efforts to ensure all mandatory education is completed and support the Home's obligation to review and refresh policies and procedures. In

Sun Parlor Home - Administration

addition, the Nursing budget includes an allocation for the purchase of a suit of long term care policies; these policies will be amended/personalized to meet SPH requirements and then annual updated through subscription and maintained, as appropriate.

The Administration continues to commit resources in support of a safe and secure Home environment for residents and families while maintaining a healthy work space for staff, Auxiliary, volunteers and students. In support of this, additional funds have been budgeted for enhancements to training, health and safety initiatives, as well as an updated allocation of insurance premiums.

Finally, the budget reflects an increase of \$70,000 in Computer Maintenance charges. The corporation's reliance on technology, especially in resident focused operations, has increased exponentially. In addition, corporate stability has been enhanced by building redundancy into the network server backbone that supports the software and devices used at all locations. For 2019, operational budgets include an allocation of the corporate network maintenance and support charges.

The proposed budget for 2019 represents a budget increase of \$264,300 or 24.85% over the prior year.

Sun Parlor Home - Administration

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16301-1101	Full Time - Salaries	337,300	303,700	395,300
Salaries and Wages	16301-1103	Full Time - Hourly	264,100	229,700	266,500
Salaries and Wages	Category	Total	601,400	533,400	661,800
Benefits	16301-1201	Employment Insurance	9,000	7,900	9,300
Benefits	16301-1202	Canada Pension Plan	20,800	18,000	22,800
Benefits	16301-1203	O.M.E.R.S.	62,600	55,400	68,700
Benefits	16301-1204	Employer Health Tax	11,800	10,400	13,000
Benefits	16301-1205	Health Insurance	79,400	77,800	65,800
Benefits	16301-1206	Group Insurance	3,600	3,600	3,800
Benefits	16301-1207	Long Term Disability Insurance	12,300	11,500	13,500
Benefits	16301-1209	Short Term Disability Insurance	6,500	6,500	8,300
Benefits	16301-1208	W.S.I.B.	15,700	15,300	14,500
Benefits	Category	Total	221,700	206,400	219,700
Staff Expense	16301-3001	Mileage	3,000	6,000	3,000
Staff Expense	16301-3002	Training	10,000	21,000	20,000
Staff Expense	16301-3003	Workshops & Conferences	3,000	3,000	3,000
Staff Expense	16301-3005	Membership Fees	15,000	15,000	15,000
Staff Expense	16301-3098	Staff-Other	8,000	8,000	8,000
Staff Expense	Category	Total	39,000	53,000	49,000
Office Expense	16301-3101	Telephone	40,510	40,510	42,760
Office Expense	16301-3102	Postage	4,100	4,100	4,100
Office Expense	16301-3103	Office Supplies	13,500	13,500	13,500
Office Expense	16301-3104	Computer Supplies	6,600	6,600	6,600
Office Expense	16301-3106	Copier Supplies	10,000	11,000	10,000
Office Expense	16301-3108	Advertising	1,000	3,000	0
Office Expense	16301-3109	Courier	400	400	400
Office Expense	16301-3110	Printing - Internal	500	0	0
Office Expense	16301-3133	Documentation Area Supplies	1,000	0	0
Office Expense	16301-3198	Other	0	100	0
Office Expense	Category	Total	77,610	79,210	81,460
Lease & Maintenance	16301-3201	Equipment Maintenance	1,000	1,000	1,000
Lease & Maintenance	16301-3202	Equipment Leases	10,500	10,500	10,500
Lease & Maintenance	16301-3204	Computer Maintenance	37,140	37,140	107,580
Lease & Maintenance	Category	Total	48,640	48,640	119,080
Purchased Service	16301-3301	Legal Fees	3,000	20,000	10,000
Purchased Service	16301-3302	Audit Fees	10,230	10,230	10,330
Purchased Service	16301-3303	Consultant Fees	177,240	177,240	10,000
Purchased Service	16301-3309	Staff Medicals	2,000	4,500	6,000
Purchased Service	Category	Total	192,470	211,970	56,990
Occupancy	16301-3401	Insurance	31,670	32,500	70,000
Occupancy	16301-3402	Taxes	4,150	4,500	4,290
Occupancy	16301-3421	Fire / Evacuation Preparedness	2,000	2,000	3,500
Occupancy	16301-3490	Insurance Deductibles	0	2,500	0
Occupancy	Category	Total	37,820	41,500	77,790

Sun Parlor Home - Administration

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Other Expense	16301-3510	Bad Debt Expense	5,000	5,000	5,000
Other Expense	16301-3629	Health & Safety	13,000	13,000	20,000
Other Expense	16301-3698	Other	4,000	7,000	4,000
Other Expense	16301-3677	Quality Management Program	5,000	0	5,000
	16321-3819	Assets funded by Donations	0	3,400	0
	16301-3850	SPH HVAC	0	200	0
Other Expense	16301-3509	Payroll Services	36,720	34,000	35,700
Other Expense	Category	Total	63,720	62,600	69,700
Capital Expenditures	16301-3801	Total - Equipment	168,580	165,000	173,000
Expenditures	Category	Total	1,450,940	1,401,720	1,508,520
Recoveries	16301-6785	Telephone Recoveries	27,500	27,500	27,500
	16301-6610	Interest Charges/Late Fees	0	300	0
Recoveries	16301-6787	Export of Electricity	14,000	14,000	14,000
Recoveries	16301-6794	Rental Income	14,320	14,320	14,320
Recoveries	16321-6797	Donations	2,000	3,000	2,000
Recoveries	16301-6798	Miscellaneous	15,000	101,190	15,000
Recoveries	Category	Total	72,820	160,310	72,820
Net Operations		Administration	1,378,120	1,241,410	1,435,700
Contributions to (from)	16301-4110	Capital Reserve (net)	(93,380)	700	(94,000)
Contributions to (from)	16301-6806	Rate Stabilization Reserve	(223,000)	(167,000)	(15,660)
Contributions to (from)	16321-4166	Donation Reserve	2,000	2,000	2,000
Contributions to (from)	Category	Total	(314,380)	(164,300)	(107,660)
Total		County Responsibility	1,063,740	1,077,110	1,328,040

Sun Parlor Home – Nursing, Personal Care and Behavioural Supports

Service Description

The Nursing, Personal Care and Behavioural Supports Department is responsible for the provision of person centred 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.

Nursing care and services at Sun Parlor Home embraces person-centred care that focuses on the whole person as a unique individual. When we see our residents through this lens, we come to know and understand who they are as a person and celebrate their life story. Person-centred care is about considering people's desires, values, social circumstances and lifestyles; seeing the person as an individual, and working together to provide care that is meaningful, respectful and compassionate.

Beginning April 1, 2018, the Sun Parlor Home is also the host home for a team of external Behavioural Support staff. This team is fully funded by the Province, and provides services to the Sun Parlor Home and other long term care homes in the region.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	89	89	93	93	5,035	3,586	5,687	5,566	5,952
Part-Time	98	98	138	139	5,124	4,405	5,021	5,989	5,269
Total	187	187	231	232	10,159	7,991	10,708	11,555	11,221

Prior Year Performance

The Nursing department ended the year over budget. Salary expenses were unprecedented but necessary for the completion of mandatory education required to meet Ministry of Health and Long Term Care expectations for education and training, health and safety training, and maintenance of staffing levels. Long term illnesses and staff turnover/retirements required extensive recruitment efforts with multiple new hires and the accompanying orientation costs. The Home also continues to experience increasing numbers of staff with medical conditions requiring extended medical leaves and lengthy periods of modified work/work hardening.

The resident population continues to be more complex than ever before as residents have many chronic health issues and co-morbidities and this increases the level of care required at the Sun Parlor Home. On average, 75% of residents required 2 staff for care which has a significant impact on staffing in the home.

Sun Parlor Home - Nursing And Personal Care and Behavioural Supports

Building on the intensive RPN refresher course completed in conjunction with St. Clair College in 2017, the nursing leadership team continued to support the enhanced and expanded RPN scope of practice within the Home.

The Home continues to recruit part time employees to meet the growing demands of person-centred care. Many of the part time staff continue to be employed at more than one long-term care home, which greatly impacts their availability for replacement scheduling and call-ins.

The Nursing Leadership Team was stable in 2018. RAI-MDS within the home was a primary focus for the Nursing department with an emphasis on coordination and stabilization of the CMI funding.

Effective April 1, 2018, the Home became the host long term care home for a LHIN-funded team of Behavioural Support Ontario (BSO) care providers. The BSO team provides supports to a number of other long term care homes in the County of Essex, and the Sun Parlor Home benefits from their expertise as well.

Proposed Budget - Current Year

The 2019 Nursing budget represents a net increase of \$82,110 or 1.30%. Significant investment in mandatory training requirements for registered nursing staff is the primary reasons for the increase as the Home continues to wean off of reserve funding for training hours. Continued efficiency with documentation will impact the completion of the Resident Assessment Instrument (RAI) and Case Mix Index (CMI) scores which are determinants in the Provincial Nursing subsidy.

Offsetting operational increases are annualized increases to the Nursing and Personal Care (NPC) Subsidy. The NPC Subsidy is directly impacted by the Home's Case Mix Index, which fluctuates annually based on the Home's resident acuity levels relative to the entire province. For 2019, the budget has been built conservatively, assuming no increase to the CMI.

The Home recommends maintenance of the current staffing levels to adequately provide the level of care required to minimize falls, reduce skin and wound conditions and deal with expressive behaviours but will strive to achieve scheduling patterns that improve staff commitment and negate overtime costs.

To enhance the current complement of the external BSO Team, the budget allows for the addition of a part time BSO Social Worker. This additional team member is fully funded by the LHIN, however the Home will reap the benefit of having this additional skillset.

Sun Parlor Home - Nursing, Personal Care & BSO

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries / Wages	1101	Full Time - Salaries	1,334,200	1,508,940	1,506,400
Salaries / Wages	1102	Part Time - Salaries	937,200	889,310	1,070,500
Salaries / Wages	1103	Full Time - Hourly	4,353,300	4,057,130	4,445,700
Salaries / Wages	1104	Part Time - Hourly	4,083,600	5,100,000	4,198,000
Salaries / Wages		Total	10,708,300	11,555,380	11,220,600
Benefits	1201	Employment Insurance	216,200	230,300	219,800
Benefits	1202	Canada Pension Plan	456,500	481,500	493,800
Benefits	1203	O.M.E.R.S.	700,900	721,200	747,000
Benefits	1204	Employer Health Tax	208,800	206,300	218,800
Benefits	1205	Health Insurance	669,900	595,300	573,400
Benefits	1206	Group Insurance	41,000	32,500	41,500
Benefits	1207	Long Term Disability Insurance	301,600	251,900	293,800
Benefits	1209	Short Term Disability Insurance	4,200	5,400	8,100
Benefits	1208	W.S.I.B.	342,700	355,400	286,600
Benefits	1208	W.S.I.B. NEER Surcharge (Rebate)	25,000	25,000	25,000
Benefits		Total	2,966,800	2,904,800	2,907,800
Staff Expense	3001	Mileage	3,500	5,500	4,500
Staff Expense	3002	Training	15,000	16,000	25,000
Staff Expense	3003	Workshops / Seminars	15,000	15,000	15,000
Staff Expense	3094	IT Allocation	90,000	90,000	90,000
Staff Expense	3303	Consulting	3,000	4,000	44,000
Staff Expense	3101	Telephone	0	1,000	1,000
Staff Expense		Total	126,500	131,500	179,500
Equipment	3208	Equip. Lease / Mtce	12,000	2,000	12,000
Equipment	3207	Software Maintenance	45,200	35,000	40,000
Equipment	3204	Computer Lease/Maintenance	0	1,000	500
Equipment		Total	57,200	38,000	52,500
Operations	3630	Medical Supplies	75,000	85,000	80,000
Operations	36xx	Patient Lifts, Slings, Batteries, Chargers	0	0	30,000
Operations	3671	Outbreak Supplies	15,000	15,000	15,000
Operations	3631	Prescription Drugs	1,500	1,000	1,500
Operations	3629	Health & Safety	0	1,000	500
Operations	3689	Falls Prevention Equipment	0	10,300	20,000
Operations	3698	Other	5,000	6,600	5,500
Operations	3628	Home Physician	30,000	30,000	30,000
Operations	3670	High Intensity Needs (Claims Based)	50,000	38,000	50,000
Operations	3672	High Intensity Needs (Per Diem Based)	60,000	60,000	60,000
Operations	3677	Quality Management Expenditures	60,000	53,000	60,000
Operations	3678	Physician On-Call	19,950	19,950	19,950
Operations	3639	Incontinent Supplies - Disposables	110,000	120,000	110,000
Operations		Total	426,450	439,850	482,450
Capital Expenditures	3801	Total - Equipment	21,500	26,500	22,000
Expenditures		Total	14,306,750	15,096,030	14,864,850

Sun Parlor Home - Nursing, Personal Care & BSO

Category		Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Recoveries	6795	W.S.I.B. Recoveries	0	500	0
Recoveries	6798	Miscellaneous	100,000	100,000	100,000
Recoveries	6777	Quality Management Recoveries	60,000	60,000	60,000
Recoveries	6393	Subsidy - High Int. Needs (Claims) & Lab Fees	60,000	38,000	60,000
Recoveries	6392	Subsidy - High Intensity Needs (Per Diem)	48,120	48,600	48,900
Recoveries	6385	Subsidy - Physician On-Call	19,940	19,900	19,900
Recoveries	6383	Subsidy - RAI - MDS Early Adopter	85,700	85,700	85,700
Recoveries	6389	Subsidy - Nursing & Personal Care	7,072,970	7,232,300	7,318,800
Recoveries	6379	Subsidy - Behavioural Supports Ontario	50,380	212,720	318,800
Recoveries	6380	Subsidy - PSW Funding	236,840	235,700	235,300
Recoveries	6381	Subsidy - RPN Initiative	154,160	38,600	0
Recoveries	6397	Subsidy - Falls Prevention Equipment	0	10,300	20,600
Recoveries	6398	Subsidy - Registered Nurse (RN)	0	53,000	106,100
Recoveries		Total	7,888,110	8,135,320	8,374,100
Contributions to (from)	6806	Rate Stabilization Reserve	(100,000)	(100,000)	(90,000)
Contributions to (from)		Total	(100,000)	(100,000)	(90,000)
Total	County	Responsibility	6,318,640	6,860,710	6,400,750

Sun Parlor Home – Life Enrichment Department

Service Description

The Life Enrichment Department is the “heart and soul” of the Home. Staff in the department are responsible for planning activities and events that enrich the lives of each individual resident. The goal is to support each individual resident to realize their optimum physical, mental, social and spiritual potential. Activities are adapted and varied to meet individual resident needs and may be recreational and/or restorative. 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, Circle of Family and Friends (Family Council), Auxiliary, volunteers, pastoral care, hairdressing, and activities such as pet therapy.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	9	9	9	9	452	512	527	533	537
Part-Time	1	1	2	2	69	37	42	54	46
Total	10	10	11	11	521	549	569	587	583

Prior Year Performance

The department experienced a nominal surplus in 2018. The Manager, Life Enrichment, a long service employee, retired in 2018. Recruitment efforts resulted in the hiring of an individual with expertise in the area of Recreational Therapies, but gapping during recruitment provided operational savings.

Over the course of the year, the Home was in outbreak for 89 days. Outbreaks impact the Life Enrichment budget. During outbreak, residents are unable to gather in groups and therefore the department is unable to offer bus trips, host parties (welcoming new residents or birthdays), host Pub Nights, offer entertainment and engage residents in Music Therapy etc. The reduction in expenditures for entertainment etc. does result in some overall cost savings. As an alternative to group activities, residents are engaged in one-on-one activities.

The Sun Parlor Home bus was decommissioned in late 2017. The Auxiliary had fundraised for the purchase of a new bus, however a decision was made to not purchase a bus and utilize the \$80,000 raised by the Auxiliary to purchase bus services from a local community partner. The local community partner selected to provide the transportation is the South Essex Community Council (SECC). The \$80,000 donation was contributed to reserve in 2017 to support transportation costs over several years. There are on average 10 bus trips per month, with the exception of periods of time when there is an outbreak. The Auxiliary is provided detailed information on the use of the donation from the Reserve Account.

All of the Life Enrichment Aides at the Sun Parlor Home were “grandfathered” into their positions when the Long Term Care Home Act came into effect in 2010. Many Homes

Sun Parlor Home – Life Enrichment Services

throughout the province have moved to hire either Recreation Therapists or Social Service Workers-Gerontology for programming/activities and Physiotherapy Assistants (PTAs) for therapies. Each of these classifications has expertise in their chosen fields. If a Life Enrichment staff takes a temporary job posting outside of the department, staff with the specialized skills are recruited to back fill the position(s).

The current staffing plan maintains 8 full time Life Enrichment Aides, 1 part time Life Enrichment Aide and a part time PTA who works 8 shifts per schedule (13 schedules equals 832 hours annually). The Life Enrichment budget was scrutinized and efficiencies sought in order to seek some of the savings needed to support this position in 2018 without compromising other obligations in the department.

A long term plan to look at the Organizational and Operational Review suggestion to add more physiotherapy is being reviewed.

One of the tasks given to the Life Enrichment Department was Nursing Rehabilitation and Restorative Care. All staff attended two 4 hour education sessions to acquire the skills to be the leaders in this initiative which will ultimately increase funding to some extent in the Nursing envelope. The full potential of this investment has yet to be realized. Additional work needs to be done in 2019.

Proposed Budget – Current Year

The proposed budget for 2019 represents a budget decrease of \$5,010 or 9.8%. Subsidy increases are sufficient to meet the 2019 needs of this department.

With the hiring of a new Manager for the department in November 2018, no changes were made to the staffing/programming for the department in the 2019 Budget. The new Manager's priorities will be to continue to ensure all resident needs are met, refresh the Nursing Rehabilitation and Restorative care program, organize appropriate resident outings (with transportation as needed) and assess the needs of the residents/staff to identify any future staffing/programming needs. Additional supports have been included for training opportunities for the group.

A new electronic charting system ActivityPro is being considered for the department to assist with identifying and planning future staffing/programming needs.

Sun Parlor Home - Life Enrichment

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16303-1101	Full Time - Salaries	86,400	78,000	88,500
Salaries and Wages	16303-1103	Full Time - Hourly	440,200	455,000	448,700
Salaries and Wages	16303-1104	Part Time - Hourly	42,200	53,540	45,700
Salaries and Wages	Category	Total	568,800	586,540	582,900
Benefits	16303-1201	Employment Insurance	10,800	11,500	10,900
Benefits	16303-1202	Canada Pension Plan	24,800	25,200	26,200
Benefits	16303-1203	O.M.E.R.S.	49,200	51,300	50,100
Benefits	16303-1204	Employer Health Tax	11,100	11,600	11,400
Benefits	16303-1205	Health Insurance	67,700	66,200	56,100
Benefits	16303-1206	Group Insurance	3,900	3,300	3,800
Benefits	16303-1207	Long Term Disability Insurance	27,400	25,400	26,500
Benefits	16303-1209	Short Term Disability Insurance	1,100	800	1,200
Benefits	16303-1208	W.S.I.B.	18,400	18,700	15,100
Benefits	Category	Total	214,400	214,000	201,300
Staff Expense	16303-3001	Mileage	500	500	500
Staff Expense	16303-3002	Training	1,500	1,500	5,000
Staff Expense	Category	Total	2,000	2,000	5,500
Purchased Services	16303-3333	Physiotherapist Services	106,080	94,000	108,200
Purchased Services	16303-3334	Purchased Therapy	10,000	10,000	10,000
Purchased Services	16303-3397	Chaplain Services	14,000	14,000	14,000
Purchased Services	Category	Total	130,080	118,000	132,200
Lease & Maintenance	16303-3201	Total - Equipment Maintenance	500	500	500
Operations	16303-3632	Entertainment	12,000	13,000	12,000
Operations	16303-3633	Transportation	15,000	10,500	15,000
Operations	16303-3634	Program Supplies	3,000	3,000	3,000
Operations	16303-3643	Music & Memory Program	500	4,000	3,000
Operations	16303-3686	Event Expenditures	4,000	5,000	4,000
Operations	16303-3698	Other	2,500	2,500	2,500
Operations	Category	Total	37,000	38,000	39,500
Capital Expenditures	16323-3819	Assets funded by Donations		13,400	0
Capital Expenditures	16303-3801	Equipment	5,000	5,000	5,000
Capital Expenditures	Category	Total - Equipment	5,000	18,400	5,000
Expenditures	Category	Total	957,780	977,440	966,900
Recoveries	16303-6786	Event Revenue	4,000	4,000	4,000
Recoveries	16323-6797	Donations - Life Enrichment	1,000	1,350	1,000
Recoveries	16303-6377	MOHLTC - Physiotherapy Funding - Exercise	20,300	20,300	20,300
Recoveries	16303-6378	MOHLTC - Subsidy - Physiotherapy	167,270	169,500	170,600
Recoveries	16303-6389	MOHLTC - Program & Support Subsidy	705,000	711,000	715,800
Recoveries	Category	Total	897,570	906,150	911,700
Contributions to (from)	16323-4166	Contribution from Donation Reserve	(9,000)	(21,400)	(9,000)
Contributions to (from)	16323-4167	Contribution to Life Enrich. Donations Res.	0	200	0
Contributions to (from)	Category	Total	(9,000)	(21,200)	(9,000)
Total	County Responsibility		51,210	50,090	46,200

Sun Parlor Home – Food & Nutrition Services

Service Description

The Food & Nutrition Department is responsible for the production of over 225,000 safe, nutritious and attractive meals to residents of the Sun Parlor Home. Fresh and delicious breakfasts, lunches and dinners are prepared every day by professionally-trained chefs. The culinary team cooks healthy and hearty comfort food that nourishes residents and helps them feel at home. Meals are served in resident dining rooms in addition to a private family dining room where residents can eat with friends and family in a more intimate setting. From scratch-cooked soups and seasonal fruits and vegetables to sinful desserts, the department provides a mouth-watering seasonal menu that pleases the palette and stimulates the senses.

The Home's team, consisting of a Manager of Food & Nutrition Services, Food Services Supervisors, Registered Dietitians, Chefs and Food Service Workers, ensure meals and customer service are 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.

Equally important, 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	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	20	21	21	21	997	1,063	1,141	941	1,225
Part-Time	28	27	27	27	1,015	992	889	1,106	850
Total	48	48	48	48	2,012	2,055	2,030	2,047	2,075

Prior Year Performance

The Food & Nutrition Services Department ended the year in a deficit of \$13,230.

Unfavourable wages were more than offset by savings in benefits (rates went down at the end of the year). The department also experienced the absence of one Food Services Supervisor for the majority of the year, which restricted the department's ability to reach its strategic goals for 2018. Recruitment for a temporary full time Food Services Supervisor will continue in 2019.

Sun Parlor Home - Food & Nutrition Services

Over expenditures were also experienced in Food & Food supplements. A series of tariffs have been recently implemented that have a direct impact on many manufacturer's costs for both processing and importing of goods. It is expected that political pressures will cause these price fluctuations to continue into the foreseeable future. More significantly, the Canadian Dairy Commission announced a pricing increase of 4% primarily driven by higher prices for fuel, feed and interest rates.

Furthermore, the acuity of residents is increasing, as are the needs for wound interventions, significant weight changes, swallowing difficulties and constipation issues all of which require nutritional supplementation to address. The cost of commercial supplements is very expensive.

Proposed Budget – Current Year

The 2019 Budget includes an increase of \$68,220 for the department. Highlights for the current budget include:

- Purchase of 4 new dish washers and the move towards decentralization of dish washing throughout the Home. This will allow each neighborhood to have a dish washing machine and allow for staff to be more resident centered, giving residents plenty of time to eat while working in a safe and unhurried manner. With the move to a decentralized dish washing system, pre-rinse faucets will be purchased for all neighborhoods as well.
- Purchase of new microwaves and toasters to replace aged equipment for each neighborhood.
- Replacement of a counter top (original to the building) with a new countertop in our nourishment preparation room (to be compliant with enhanced infection control practices).
- Food costs continue to be 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.
- Recent tariffs imposed in 2018 will continue to have a direct impact on many manufacturer's costs for both processing and importing of goods.
- Purchase of the Notifeye ® cloud-based temperature monitoring and notification system which will increase operating efficiencies and avoid potential spoilage in the main refrigeration and freezer unit.
- Implementation of the final Menu Stream phase – improved communication systems for families, residents and staff. The service applications of Menu Stream include table side ordering off a tablet, meal photos, in-room ordering, room service and resident surveys. This will include the purchase of 14 new iPad's, cases and Apple protection.

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;

Sun Parlor Home - Food & Nutrition Services

- Improving efficiencies through utilization of technology;
- Supporting the “Go Green” and “Buy Local” initiatives where possible – saving forests, reducing waste and reducing paper storage.

Sun Parlor Home - Food & Nutrition

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16304-1101	Full Time - Salaries	218,500	196,450	233,800
Salaries and Wages	16304-1103	Full Time - Hourly	922,300	744,690	991,000
Salaries and Wages	16304-1104	Part Time - Hourly	888,800	1,105,770	850,400
Salaries and Wages	Category	Total	2,029,600	2,046,910	2,075,200
Benefits	16304-1201	Employment Insurance	43,000	43,800	42,600
Benefits	16304-1202	Canada Pension Plan	86,600	90,200	94,200
Benefits	16304-1203	O.M.E.R.S.	147,400	141,700	159,100
Benefits	16304-1204	Employer Health Tax	39,700	38,600	40,500
Benefits	16304-1205	Health Insurance	145,200	120,400	121,800
Benefits	16304-1206	Group Insurance	8,300	6,100	8,500
Benefits	16304-1207	Long Term Disability Insurance	57,800	41,300	58,700
Benefits	16304-1209	Short Term Disability Insurance	2,600	2,200	3,000
Benefits	16304-1208	W.S.I.B.	65,500	66,000	53,400
Benefits	Category	Total	596,100	550,300	581,800
Staff Expense	16304-3001	Mileage	3,000	1,500	3,000
Staff Expense	16304-3002	Training	9,000	7,000	9,000
Staff Expense	Category	Total	12,000	8,500	12,000
Lease & Maintenance	16304-3201	Total - Equipment Maintenance	16,500	16,500	18,700
Operations	16304-3620	Food	650,000	702,000	702,000
Operations	16304-3619	Food Supplements	60,000	77,000	75,000
Operations	16304-3618	Cafeteria / Vending	25,000	25,000	25,000
Operations	16304-3627	Service Contracts	24,780	24,500	22,300
Operations	16304-3636	Cleaning Supplies	37,000	35,000	37,000
Operations	16304-3637	Smallwares	17,000	17,000	17,000
Operations	16304-3638	Paper Goods	22,000	22,000	22,000
Operations	16304-3670	High Intensity Needs (Per Diem Based)	15,000	5,200	15,000
Operations	16304-3671	Outbreak Supplies	3,000	3,000	3,000
Operations	16304-3698	Other	1,500	700	1,500
Operations	Category	Total	855,280	911,400	919,800
Purchased Services	16304-3303	Total - Consultant - Dietitian	67,000	67,000	68,400
Capital Expenditures	16304-3801	Total - Equipment	15,500	15,500	15,500
Expenditures	Category	Total	3,591,980	3,616,110	3,691,400
Recoveries	16304-6750	Cafeteria / Vending	50,000	44,000	44,000
Recoveries	16304-6798	Miscellaneous	2,000	2,000	2,000
Recoveries	16304-6782	Food Rebates	15,000	15,000	15,000
Recoveries	16304-6389	MOHLTC - Food Subsidy	680,100	697,000	717,300
Recoveries	Category	Total	747,100	758,000	778,300
Total	County Responsibility		2,844,880	2,858,110	2,913,100

Sun Parlor Home - Laundry

Service Description

The function of Laundry 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/ outbreaks and specialized cleaning etc.)

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	7.5	7.5	7.5	7.5	429	461	424	434	433
Part-Time	8	8	8	8	307	368	335	367	353
Total	15.5	15.5	15.5	15.5	736	829	759	801	786

Prior Year Performance

The department experienced unfavourable wage and benefit expenditures for 2018 of \$31,320. Additional part time and full time hours were required to cover increased Short-Term Disability (STD) absences for full time staff, and overtime was higher than normal due to an increase in outbreak days, including a gastro-enteric outbreak and a high number of admissions (81). Supply expenditures are expected to be slightly over budget due to increased outbreak costs, offset by the negotiation of favourable supplier pricing and other operational savings. In total, the department was \$29,720 over budget.

Proposed Budget – Current Year

The 2019 Budget includes an increase of \$8,400 (0.81%). Lower utility costs are expected due to moving some operations (mid-year) to an afternoon shift when hydro costs are lower. Training has also been enhanced to allow the Home to 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 continues to explore new ways to enhance resident services, and to conserve energy which could include further changes to the hours in which the laundry department operates.

Sun Parlor Home - Laundry

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16305-1101	Full Time - Salaries	52,200	54,840	54,100
Salaries and Wages	16305-1103	Full Time - Hourly	372,100	378,790	379,000
Salaries and Wages	16305-1104	Part Time - Hourly	334,800	367,090	352,400
Salaries and Wages	Category	Total	759,100	800,720	785,500
Benefits	16305-1201	Employment Insurance	16,100	16,500	16,400
Benefits	16305-1202	Canada Pension Plan	31,500	32,500	35,900
Benefits	16305-1203	O.M.E.R.S.	62,200	56,900	54,500
Benefits	16305-1204	Employer Health Tax	14,900	15,100	15,400
Benefits	16305-1205	Health Insurance	60,900	58,800	50,500
Benefits	16305-1206	Group Insurance	3,100	2,700	3,000
Benefits	16305-1207	Long Term Disability Insurance	22,600	20,200	21,800
Benefits	16305-1209	Short Term Disability Insurance	700	700	700
Benefits	16305-1208	W.S.I.B.	24,300	25,100	20,100
Benefits	Category	Total	236,300	228,500	218,300
Staff Expense	16305-3001	Mileage	250	100	250
Staff Expense	16305-3002	Training	2,000	600	2,000
Staff Expense	Category	Total	2,250	700	2,250
Operations	16305-3636	Soap Supplies	19,000	20,000	22,000
Operations	16305-3639	Incontinent Supplies	6,000	0	0
Operations	16305-3640	Linen Replacement	17,000	19,000	20,000
Operations	16305-3671	Outbreak Supplies	3,000	3,000	3,000
Operations	16305-3698	Other	300	750	300
Operations	Category	Total	45,300	42,750	45,300
Total	County	Responsibility	1,042,950	1,072,670	1,051,350

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	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	11.5	11.5	11.5	11.5	633	677	630	627	643
Part-Time	10	13	13.5	13.5	543	465	515	595	502
Total	21.5	24.5	25	25	1,176	1,142	1,145	1,222	1,145

Prior Year Performance

The department experienced over expenditures of \$101,530, largely due to unfavourable wage and benefit expenditures of \$94,530. This was the result of additional staffing required to cover full time staff Short Term Disability (STD) and work related injuries along with increased shifts required during the gastro-enteric outbreak.

The Home experiences an average of 65 admissions annually (81 in 2018). In addition to admissions, there are internal transfers to meet a resident's needs (25 in 2018) 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 2018 Budget. The cost of the outbreak chemical is substantially higher. As budgeted, there were 4 extra housekeeping staff on temporarily to support the installation of new resident furniture (funded by reserve).

Proposed Budget – Current Year

The proposed 2019 Budget represents an increase from prior year of \$12,000 or 0.80%. The 2019 Budget returns to regular staffing schedules, supporting the approved Fire Safety Plan and maintaining the established midnight shifts. Cleaning is done on the midnight shift to optimize cleaning routines. The number of outbreak days continues to be an issue.

Sun Parlor Home - Housekeeping

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16306-1101	Full Time - Salaries	52,200	54,840	54,000
Salaries and Wages	16306-1103	Full Time - Hourly	577,700	572,170	588,700
Salaries and Wages	16306-1104	Part Time - Hourly	514,600	595,220	502,100
Salaries and Wages	Category	Total	1,144,500	1,222,230	1,144,800
Benefits	16306-1201	Employment Insurance	24,600	26,600	24,000
Benefits	16306-1202	Canada Pension Plan	51,600	55,400	52,800
Benefits	16306-1203	O.M.E.R.S.	91,200	102,100	89,500
Benefits	16306-1204	Employer Health Tax	22,400	23,300	22,400
Benefits	16306-1205	Health Insurance	93,400	96,000	77,500
Benefits	16306-1206	Group Insurance	4,600	3,900	4,500
Benefits	16306-1207	Long Term Disability Insurance	34,800	30,600	33,600
Benefits	16306-1209	Short Term Disability Insurance	700	400	700
Benefits	16306-1208	W.S.I.B.	36,800	38,600	29,400
Benefits	Category	Total	360,100	376,900	334,400
Staff Expense	16306-3001	Mileage	500	0	500
Staff Expense	16306-3002	Training	2,000	500	2,000
Staff Expense	Category	Total	2,500	500	2,500
Operations	16306-3641	Housekeeping Supplies	24,000	30,000	30,000
Operations	16306-3671	Outbreak Supplies	8,000	12,000	10,000
Operations	16306-3698	Other	1,000	0	1,000
Operations	Category	Total	33,000	42,000	41,000
Expenditures	Category	Total	1,540,100	1,641,630	1,522,700
Recoveries	16306-6798	Miscellaneous	2,600	2,600	2,600
Recoveries	Category	Total	2,600	2,600	2,600
Contributions to (from)	16306-6801	Rate Stabilization Reserve	(29,400)	(29,400)	0
Total	County Responsibility		1,508,100	1,609,630	1,520,100

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	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	7	7	7	7	355	321	378	369	385
Part-Time	2	3	4	4	140	193	119	137	108
Total	9	10	11	11	495	514	497	506	493

Prior Year Performance

The department experienced favourable net wage and benefit expenditures for 2018 of \$9,860. Additional part time hours were required to cover long term disability absences and vacancies for full time staff, resulting in benefit savings.

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 (81 in 2018). 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. The department supported the installation of new resident furniture.

Significant fluctuations in utilities explain the balance of the departmental variances. Hydro rates have been declining, and energy saving initiatives resulted in significant savings. Overall, the Maintenance department ended the year with a surplus of \$90,410.

Proposed Budget – Current Year

The 2019 Maintenance Budget reflects a decrease from prior year of \$82,600 or 5.55% due to the decrease in the cost of utilities. Offsetting the utility savings is an increase of vacation hours for long term employees.

Sun Parlor Home - Maintenance

Several large capital projects will take place during 2019 such as fire system upgrades, and flooring replacement. Operating costs and service contracts have also seen inflationary impacts, as newer equipment is no longer under warranty.

Utility costs are based on average consumption amounts (which are weather dependent) and anticipated rates. The County of Essex participates in group purchase plans, which provide reduced rates for utilities, and continues to seek more energy-efficient solutions in order to minimize the impact of increasing utility costs.

Sun Parlor Home - Maintenance

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	16307-1103	Full Time - Hourly	377,800	368,530	385,300
Salaries and Wages	16307-1104	Part Time- Hourly	119,600	136,910	108,200
Salaries and Wages	Category	Total	497,400	505,440	493,500
Benefits	16307-1201	Employment Insurance	10,600	10,500	10,300
Benefits	16307-1202	Canada Pension Plan	22,800	22,400	23,400
Benefits	16307-1203	O.M.E.R.S.	36,700	33,500	38,000
Benefits	16307-1204	Employer Health Tax	9,700	9,500	9,700
Benefits	16307-1205	Health Insurance	65,000	54,700	53,900
Benefits	16307-1206	Group Insurance	2,800	2,200	2,700
Benefits	16307-1207	Long Term Disability Insurance	21,800	18,800	21,000
Benefits	16307-1208	W.S.I.B.	16,100	16,000	12,800
Benefits	Category	Total	185,500	167,600	171,800
Staff Expense	16307-3001	Mileage	500	150	500
Staff Expense	16307-3002	Training	2,000	1,200	2,000
Staff Expense	Category	Total	2,500	1,350	2,500
Occupancy	16307-3404	Building Maintenance Supplies	38,000	40,000	40,000
Occupancy	16307-3406	R&M - Equipment & Building	90,000	90,000	90,000
Occupancy	16307-3410	R&M - Grounds	7,000	9,000	7,000
Occupancy	16307-3411	Sewage	69,000	80,500	81,000
Occupancy	16307-3412	Gas	97,000	106,000	106,000
Occupancy	16307-3413	Hydro	375,000	248,000	250,000
Occupancy	16307-3414	Water	20,000	22,100	22,000
Occupancy	Category	Total	696,000	595,600	596,000
Operations	16307-3601	Vehicle Operation	7,000	7,000	7,000
Operations	16307-3627	Service Contracts	117,000	117,000	127,400
Operations	16307-3642	Cable TV	51,000	51,000	53,300
Operations	16307-3698	Other	600	600	600
Operations	Category	Total	175,600	175,600	188,300
Expenditures	Category	Total	1,557,000	1,445,590	1,452,100
Recoveries	16307-6798	Miscellaneous	200	1,500	200
Recoveries	16307-6796	Cable TV	46,110	46,110	46,110
Recoveries	Category	Total	46,310	47,610	46,310
Contributions to (from)	16307-6801	Rate Stabilization Reserve	(22,300)	0	0
Total	County Responsibility		1,488,390	1,397,980	1,405,790

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 2018, the Home replaced the last whirlpool tub on 4 East. 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 Home adheres to the planned replacement of mattresses on a recurring 5 year schedule, and a standard product is purchased for the Home.

Flooring was replaced in the chapel, and a new window was installed in the front of the home in the old section of the building.

Proposed Budget – Current Year

Flooring projects in the tub rooms and dining rooms will be started in 2019. The replacement of 2 older air conditioning units will help with utility costs. The replacement of commodes and over bed tables is part of the County’s Asset Management Plan.

Resident lift slings, batteries and chargers are replaced on an ongoing schedule, as required for safety. As most residents are now reliant on lift-supported transfers, additional slings were purchased in 2018, and an annual operational allowance has been added to the Nursing departmental budget for ongoing replacement.

The fire hoses will be replaced in 2019 in accordance with fire code mandates.

Lastly, as highlighted in the Food & Nutrition Department, 4 new dish washers will be acquired as the Home continues decentralization of dish washing throughout the Home. This practice will create staff time efficiency will improving the resident experience.

Sun Parlor Home - Structural Capital

Category	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Capital - Direct Resident Care	Hospital Beds (Hi/Low re:Restraint std.)	5,000	6,600	5,000
Capital - Direct Resident Care	Air Mattresses	6,000	0	6,000
Capital - Direct Resident Care	Mattresses	12,800	14,500	16,000
Capital - Direct Resident Care	Bath Tubs	28,000	4,600	28,000
Capital - Direct Resident Care	Commodes/Overbed Tables/Feeding Stools	0	0	5,000
Capital - Direct Resident Care	Digital Menu Boards / System / iPads	0	5,600	16,000
Capital - Direct Resident Care	Ceiling Lifts	6,500	4,200	6,500
Capital - Direct Resident Care	TV's - Common Areas / Resident Rooms	1,000	0	1,000
Capital - Direct Resident Care	Patient Lifts, Slings, Batteries, Chargers	12,000	35,000	0
Capital - Direct Resident Care	Furniture / Office Replacement - various areas	5,000	2,500	5,000
Capital - Mechanical	Servery Exhaust	0	0	10,000
Capital - Mechanical	Electrical Room Ventilation on Units	0	0	4,000
Capital - Mechanical	Air Conditioners	0	0	16,000
Capital - Mechanical	Laundry Carts	0	0	5,000
Capital - Mechanical	Refrigerators in serveries	10,000	8,200	0
Capital - Mechanical	Blixer, Meat Slicer, Mixer	0	12,100	8,000
Capital - Mechanical	Dishwashers	0	0	29,000
Capital - Mechanical	Steam tables	0	2,900	0
Capital - Mechanical	Linen Carts	0	6,300	0
Capital - Mechanical	Food Carts	10,000	2,900	0
Capital - Mechanical	Oven / Combi Oven / Steam Kettle	23,000	13,000	0
Capital - Mechanical	Garburators	4,000	4,000	4,000
Capital - Mechanical	HVAC - Compressors / Motors	20,000	6,000	20,000
Capital - Mechanical	Floor Scrubbers	15,000	15,000	0
Capital - Structural	Flooring	20,000	10,000	0
Capital - Structural	Freezer Shelving	7,620	7,620	0
Capital - Structural	Paint / Drapery / Artwork	10,000	10,000	10,000
Capital - Structural	Door Tags	0	5,000	0
Capital - Structural	Fire Doors, Hoses / Safe Area for 1W	0	0	3,500
Capital - Structural	Salt Shed	0	0	5,000
Capital - Structural	Outdoor Furniture	6,000	3,000	6,000
Capital - Structural	Tree Removal, Yard Cleanup	10,000	10,100	10,000
Capital Expenditures	Total	211,920	189,120	219,000
Recoveries - Subsidy	Structural Capital Allocation	225,560	225,560	225,600
Recoveries - Subsidy	Total - Structural Capital Allocation	225,560	225,560	225,600
Net Operations Sun Parlor Home - Structural Capital		(13,640)	(36,440)	(6,600)
Contributions to (from)	Structural Capital Reserve	13,640	36,440	6,600
Contributions to (from)	Total	13,640	36,440	6,600
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 replacement of all the resident furniture took place in 2018 as planned. Existing furnishings were over 25 years old and did not meet current design and safety standards. This project was funded by donations, as well as the Corporation's Capital Reserve. The cement work in the courtyard and two parking lots, along with the installation of new sidewalks were also completed in 2018.

The service elevator was upgraded, and one phase of fire system work that began in 2017 was completed in 2018.

Proposed Budget – Current Year

Significant capital projects continue to be planned for the Sun Parlor Home. With a focus on safety and compliance, the two passenger elevators will be upgraded in the beginning of 2019, and fire system upgrades will also be undertaken. The continued replacement of fire doors within the Home will occur over a number of years. Other initiatives include the installation of hatch safety rails and roof ladders and building a smoking area for residents.

Working with the Auxiliary there will be a new gazebo put up out front for residents. Resident room drapery (over 25 years old) will also be updated, and work will begin on a multi-year project to renovate resident dining areas.

Most of the funding for major capital projects comes from the Corporation's Reserves, with \$60,000 of small expenditures included in the annual budget. The Capital Reserve is replenished by establishing an annual amortization amount that reflects the decline in the value of capital assets over time. The amortization amount for Sun Parlor Home has been increased (by \$150,000) to \$1,085,000. Annual increases will continue to be required over several years to reach the target rate for Sun Parlor Home.

Sun Parlor Home - Major Capital

Category	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Capital - Structural	Replacement of Resident Room Furnishings	1,350,000	675,000	0
Capital - Structural	Generator	0	7,000	0
Capital - Structural	Resident Dining Rooms	0	0	50,000
Capital - Structural	Replacement of Resident Room Drapery	0	0	125,000
Capital - Structural	SPH Glass (Windows)	18,300	15,000	0
Capital - Structural	Flooring	0	0	50,000
Capital - Structural	LED Lighting	0	0	10,000
Capital - Structural	Roof Ladder & Hatch Safety Rails	0	0	9,000
Capital - Structural	Fire Doors	10,000	0	10,000
Capital - Structural	Infection Control - shelving, handrails,	10,000	6,800	0
Capital - Structural	Tub Room Renovations	0	0	50,000
Capital - Structural	Resident Smoking Shelter	0	0	25,000
Capital - Structural	Pavillion	0	0	14,000
Capital - Structural	Courtyard Upgrades	150,000	163,000	30,000
Capital - Structural	Parking Lot	130,000	220,000	50,000
Capital - Structural	Conversion of building system controls	0	0	35,000
Capital - Structural	Fire System Upgrade	101,000	50,000	180,000
Capital - Structural	Elevator Retrofit (3 cars)	265,000	160,000	155,000
Capital Expenditures	Total	2,034,300	1,296,800	793,000
Contributions to (from)	Donations Reserve	(555,000)	(555,000)	0
Contributions to (from)	Donation Reserve (Auxiliary)	0	0	(14,000)
Contributions to (from)	Capital Reserve	(1,419,300)	(681,800)	(719,000)
Contributions to (from)	Capital Reserve - Amortization	935,000	935,000	1,085,000
Contributions to (from)	Total	(1,039,300)	(301,800)	352,000
Total County Responsibility		995,000	995,000	1,145,000

Emergency Medical Services & Emergency Coordination

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 399,000 across 1,852 square kilometers. For statistical reference, Essex-Windsor EMS provides approximately 404,000 on-the-road paramedic-staffing hours, exclusive of response time hours provided by Deputy Chiefs and/or District Chiefs.

The EMS department maintains a fleet of 39 front line ambulances, 13 Emergency Response Vehicles, 1 Logistics Vehicle, 1 Administration Vehicle, a Special Operations Trailer, Hazmat Trailer and an Off Road transport vehicle.

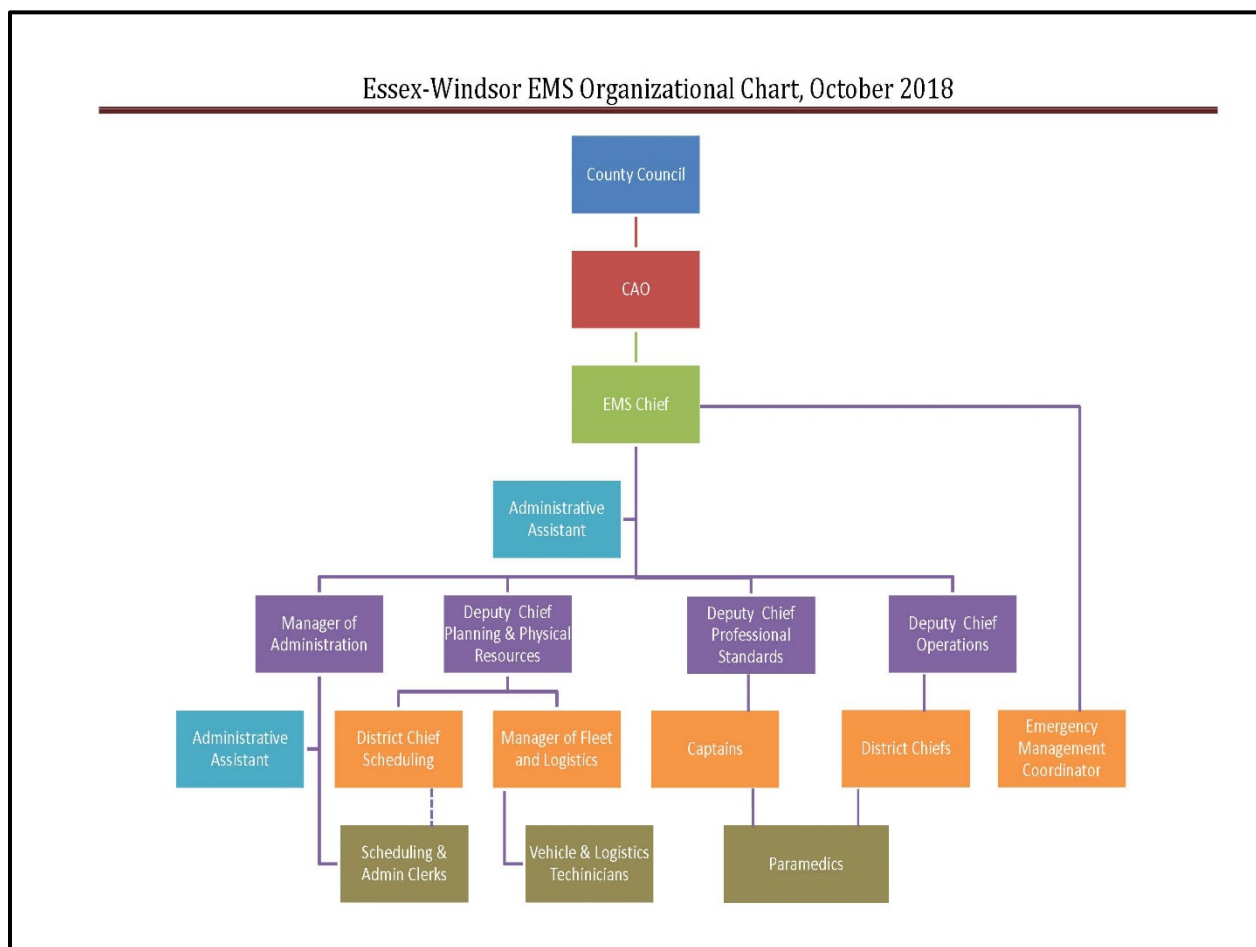
There are 12 ambulance stations located throughout the County of Essex, the City of Windsor and the Township of Pelee.

Emergency Medical Services

Departmental Staffing

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-time paramedics	168	168	182	182	12,930	13,497	17,480	13,964	17,510
Part-time paramedics	102	102	110	110	6,770	7,211	5,576	8,385	5,256
Full-time Management & Administration	28	28	28	29	2,748	2,749	3,058	3,042	3,333
Total	298	298	320	321	22,448	23,457	26,114	25,391	26,099

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; and
- 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

- Development and maintenance of a Vulnerable Patient Navigator (VPN) Program;
- 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 Vulnerable Patient Navigator (VPN), Community Outreach and Support Team (COAST), Mental Health Response Unit (MHRU) and research in Community Paramedic Remote Patient Monitoring (CPRPM); and
- Participation in the development and coordination of local Health Link initiatives.

Emergency Medical Services

Prior Year Performance

In 2018, net departmental operations are anticipated to end the year \$5,910 over budget (County of Essex share).

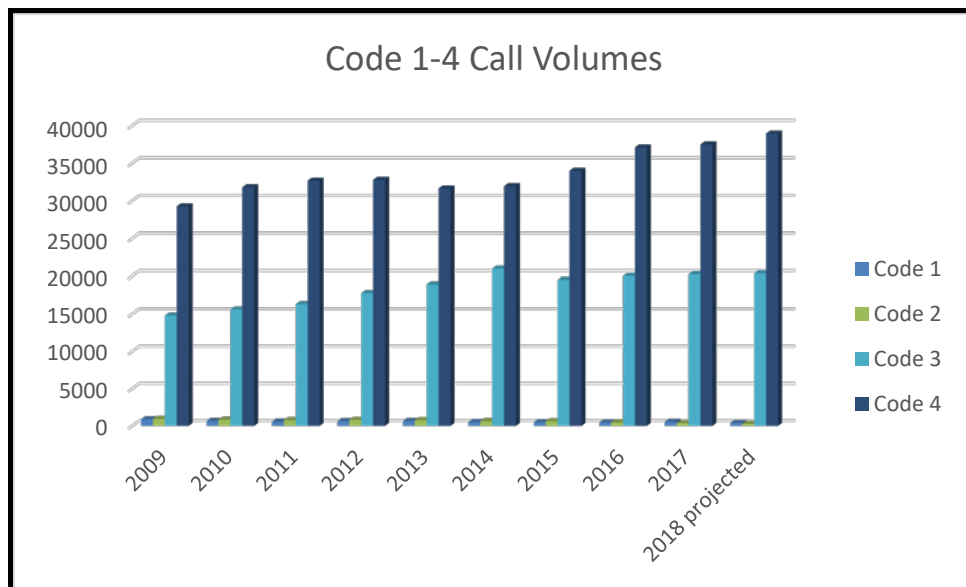
Both favourable and unfavourable factors leading to the budget variance included wage, benefit and operational costs as follows:

- Modified work assignments (for WSIB / pregnancy / injury).
- Modifications to deployment and response plans
- Increased WSIB NEER costs
- Increased fuel costs
- Lower vehicle repair and maintenance costs realized due to cyclical replacement of the fleet.

Performance Metrics

The 2018 call volume, Code 1 through 4 and 8 is projected to be 107,362. This is a 3.5% decrease in overall call volume compared to 2017. Low priority transfers decreased by 30% and coverage standbys decreased by 11%. Prompt and Urgent responses (Code 3 & 4) increased 3.7% compared to 2017.

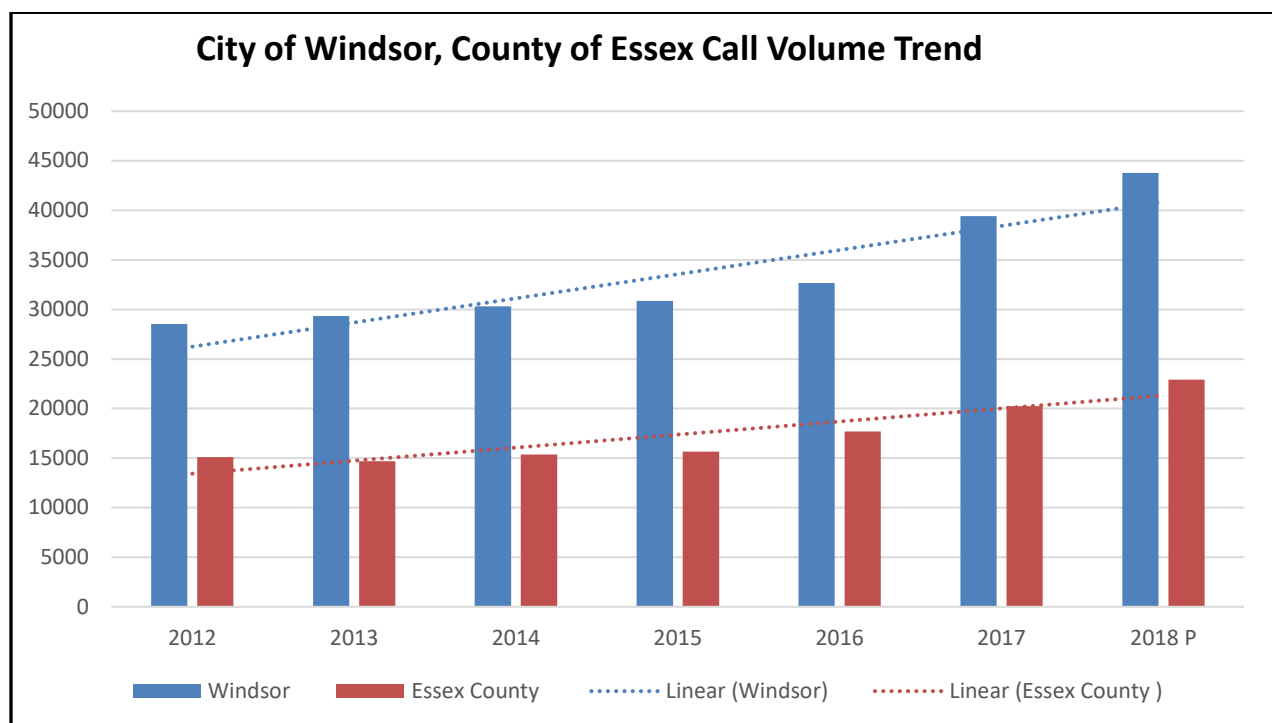
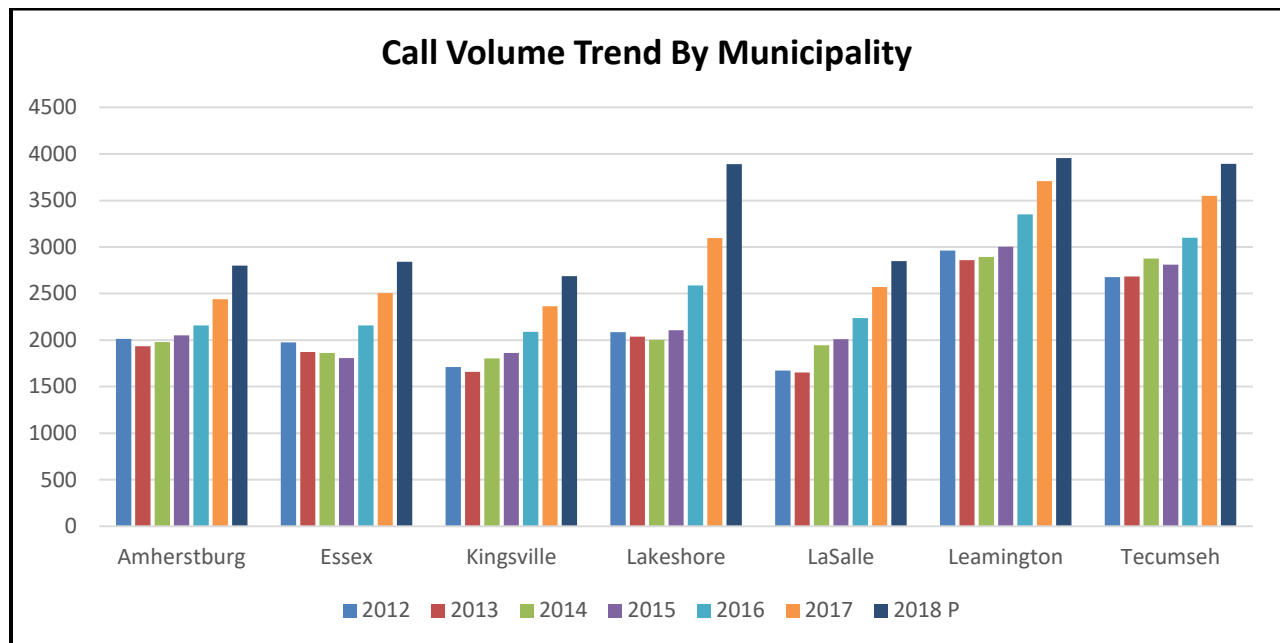
Between 2014 and 2018, Code 1 to 4 call volumes increased on average by 2.8% annually. Acknowledging the aging population and the expected increased demand of EMS services, anticipated annual increase of code 1 to 4 calls will remain consistent in the 3% range for the near term.



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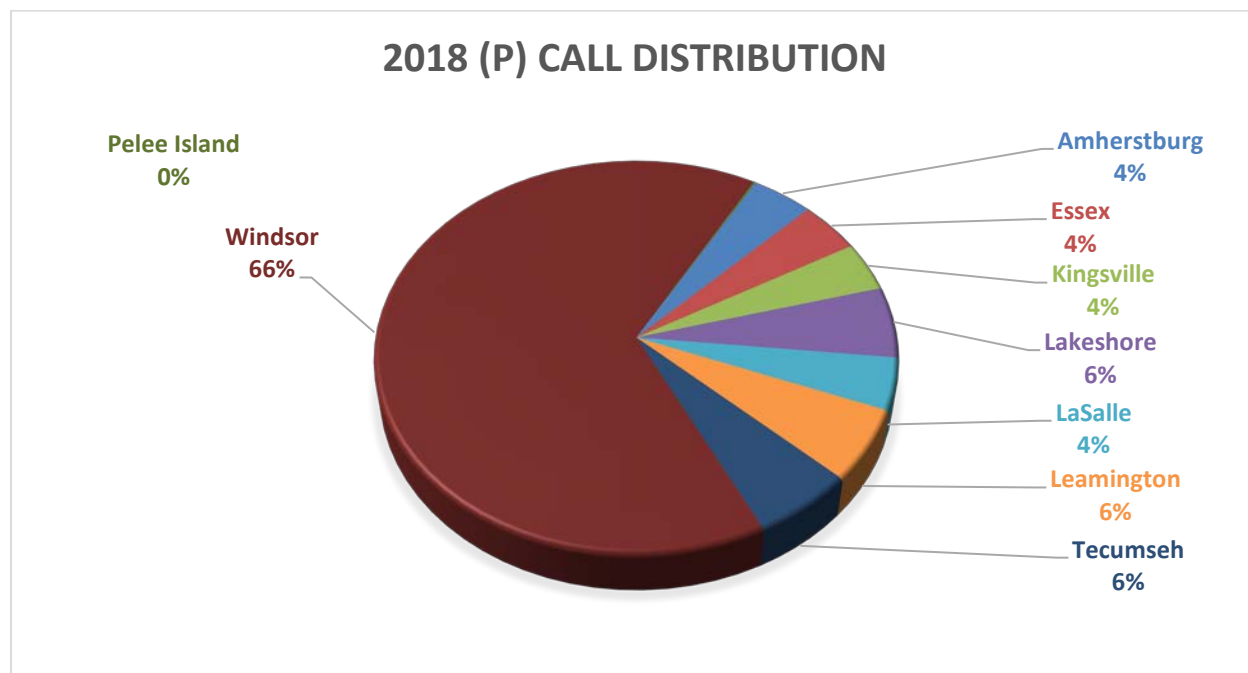
Municipal Call Volumes

For reference purposes, the charts below highlight the patient contact call volume trend by County municipality and the City of Windsor for the period of 2012 to 2018 (Projected) (Codes 1 to 4) by origin of call.



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The following chart illustrates the 2018 (Projected) call volume distribution by municipal pickup.



Response Times

The steady increase in emergent and urgent call volume and the continual off load delays has impacted response times year-over-year. Essex-Windsor EMS has reviewed and modified deployment plans, monitored and changed staffing hours and maintains response times to historic levels.

The Essex-Windsor EMS Response Time Standard Plan performance for 2018 (January to September) is as follows:

CTAS	Time Min.	Target	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YTD
Sudden Cardiac Arrest	6	55%	59%	53%	61%	59%	64%
CTAS 1	8	75%	75%	76%	78%	75%	81%
CTAS 2	10	90%	85%	86%	84%	84%	85%
CTAS 3	12	90%	86%	87%	87%	87%	86%
CTAS 4	14	90%	90%	92%	91%	91%	95%

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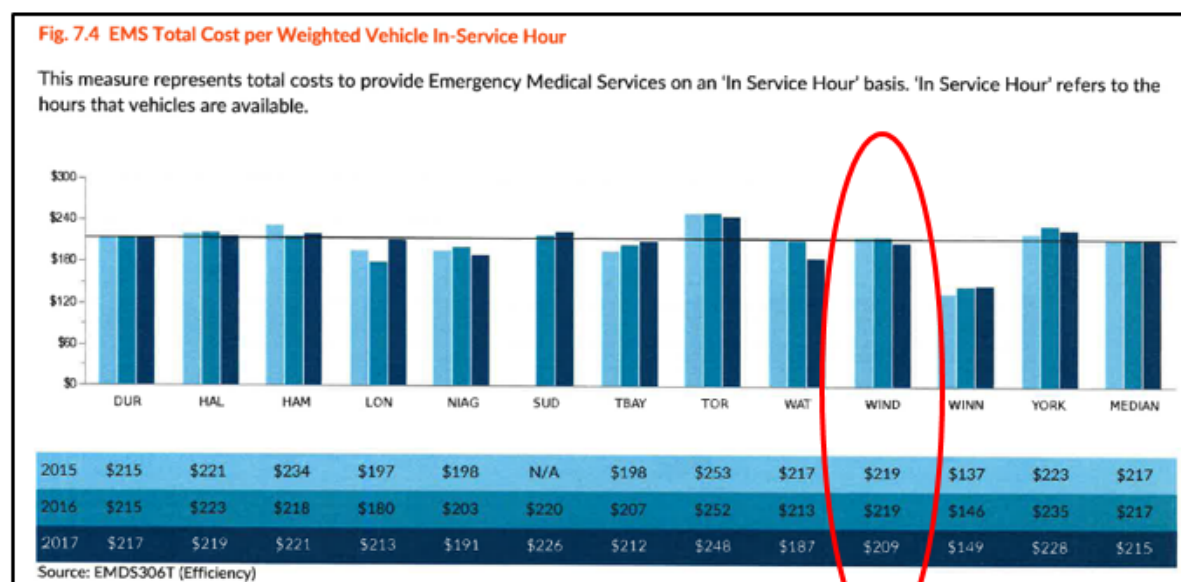
CTAS	Time Min.	Target	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YTD
CTAS 5	14	90%	91%	91%	90%	90%	90%

The locally developed targets for the 2019 Response Time Standard Plan remain the same as 2018, as approved by Essex County Council.

Municipal Benchmarking Network Canada

Essex-Windsor Emergency Medical Service continues to participate in the Municipal Benchmarking Network Canada (MBNC), along with 12 other EMS services from across Ontario and Canada. Through MBNC, 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 latest report (2017), the Essex-Windsor area "cost to provide one hour of ambulance service" is lower than the median (\$215 per hour) of the control group at \$209 per hour. This is below eight of the comparable regions and slightly above Niagara and Waterloo Regions. Hours refer to only the hours that vehicles are available for service. Costs include paramedics, administration, medical supplies, building, operating costs, supervision and overhead.



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Comparatively, the 2017 Essex-Windsor area weighted vehicle in-service hour per 1,000 population is above the median (374) at 455. The Essex-Windsor Region is higher than seven of the comparable, including the Regions of Durham, York, Halton, Toronto, Hamilton, London and Durham.

Fig. 7.3 EMS Weighted Vehicle In-Service Hours per 1,000 Population

'In-Service Hours' refers only to the hours that vehicles are available for service.



The fact that EWEMS weighted in service hours per 1,000 is higher than the median (455/374) and the cost per weighted vehicle in service hour is lower than the median (209/215), it is rationalized that service delivery is completed fiscally, effectively and efficiently, as it relates to the MBNC comparators.

EMS Stations

In 2018, the EMS Station construction located at 2620 Dougall Avenue in Windsor was completed. This station was updated from an older, two-bay, small facility to a three wide by two vehicle deep garage bay, drive through design, full crew quarters, generator back up and with excellent access to all directions.

It is anticipated that the construction of the new EMS Administration offices, located at the Civic Centre, will be completed in early 2019. This will coordinate and locate the senior administrative staff under one roof, in a central location to the entire service.

Special Events

The Department continues to staff Special Events that occur throughout the County and City which require the presence of EMS resources. In 2018, 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

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call demand and personal volunteer attendance. Examples of events where EMS services are provided include a variety of local fairs, outdoor concerts, and various marathons.

For some of the larger events, which impose entrance fees to the public and create a financial and operational expense to the service, fee for service are recouped in accordance with the Corporation's Fees and Charges By-Law # 12-2018.

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 2018 were the Windsor Spitfires and the Come Home Music Festival.

Proposed Budget – Current Year

The Budget for 2019 represents a total expenditure level of \$45,456,310, with significant recoveries including: \$21,466,790 from the Province, \$11,964,350 from the City of Windsor and the Township of Pelee. The estimated net levy allocation for the County is \$12,080,770.

The 2019 Emergency Medical Services budget reflects the projected costs of operating a public service based on the actual experience of 2018 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 patient off load pressures has identified the requirement for increased vigilance in patient flow and patient transport diversion protocols. Collaboration between EWEMS, Windsor Regional Hospital, Hotel Dieu Grace Health Care, Erie Shores Health Care (formerly Leamington District Memorial Hospital) and various community partners continue and protocol and procedural changes are implemented to assist with mitigating the demands of off load and with the focus of decreasing response times.

In 2018, EWEMS embarked on a Ten (10) Year Master Plan with the objective to analyze the current state and plan for the future. The Plan is expected to be completed and presented to Essex County Council in early 2019. The Master Plan reviews current practices and procedures, processes, infrastructure, including human and hard assets, historical volumes and trends, future projects (Mega Hospital) and other industry best practices. The 2019 Budget includes some contingency to possibly implement some recommendations, if presented and approved by County Council.

While benefits of economies of scale continue to be realized in many operational areas, a number of uncontrollable costs have contributed to an increase in County Responsibility of \$140,670. Other factors impacting the 2019 Budget, include:

- Less than 50% (approximately 47%) funding from the Province
- US exchange rate
- Inflationary increases to supplies and services
- Shift in Regional cost sharing proportions
- Training cost for mental wellness education and peer support training

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- Increase in fuel costs
- Increase in KM's travelled

Cost allocation for the 2019 budget planning is based on estimated 2019 regional weighted assessment; subject to finalization of MPAC assessment data and County and City tax policy decisions.

Municipal Share	ACTUAL 2018	EST 2019
% Allocation	Weighted Assessment	Weighted Assessment
City of Windsor	50.636%	50.236%
Pelee Island	0.282%	0.282%
Total recovery-service partners	50.918%	50.518%

The 2019 Budget includes a draw from reserves (\$1,572,250 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 2019

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 Local Health Integration Network (formerly 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 costs associated with the continued inability to unload patients at regional hospital emergency rooms and Provincial Patients First Action Plan (age in place initiative).

Call Volume trend and forecast

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 Patients First Action Plan 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

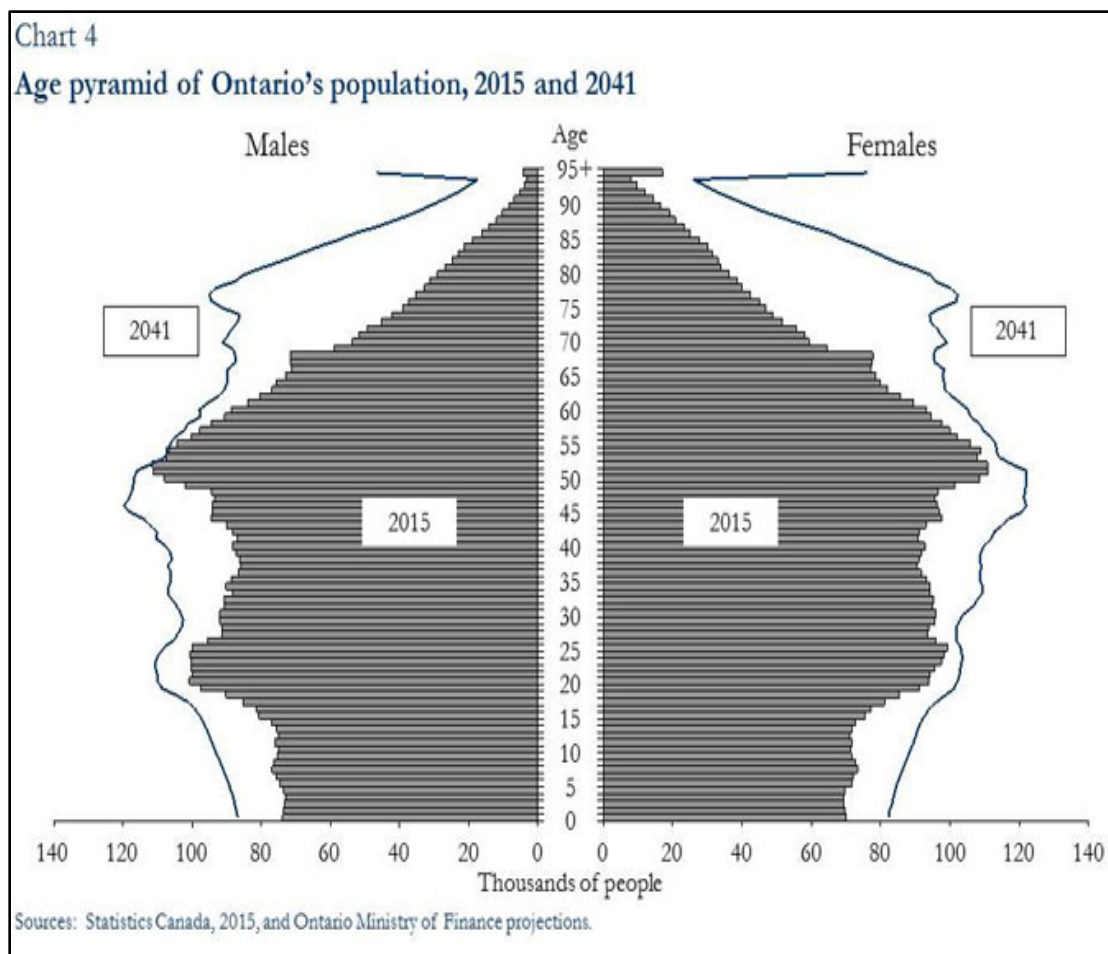
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demand for services of EMS as patients are being transported to the Emergency Departments for services such as blood work, general checkups and dehydration.

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.

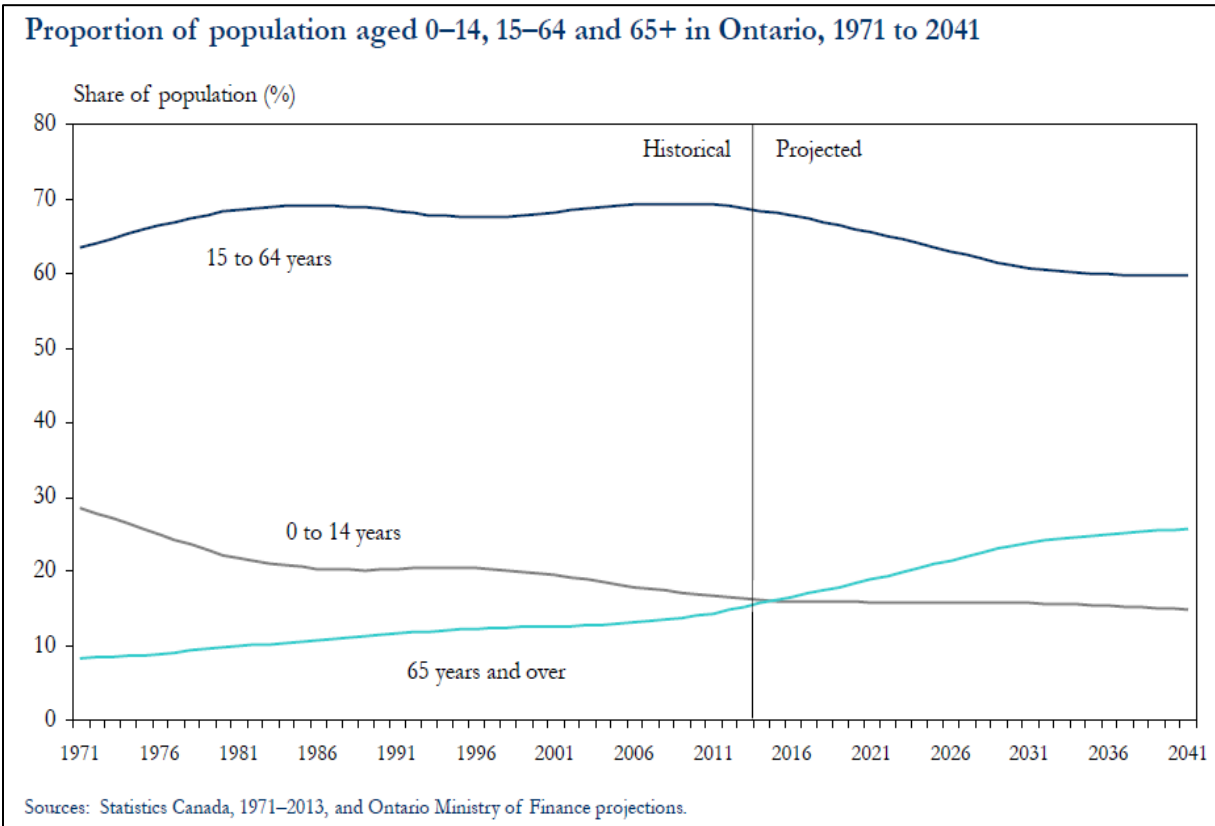
In addition to the current Provincial initiatives, recent reports have recommended the development and expansion of Community Paramedicine programs across Ontario as a support to the aging at home strategies.

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. Since 2015, seniors account for a larger share of the population than children age 0-14 years of age.

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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 2018, the VPN program celebrated its two (2) year anniversary. The goals of VPN are to reduce the EMS patient transfers to the emergency rooms, reduce off load delays, reduce response times and connect or provide the necessary treatment or health care services to the patients in their homes. The goals are achieved with:

- a reduction of 911 responses by 64.5% for enrolled VPN patients
- in 2018, the approximate 200 fewer 911 responses translates into a cost avoidance of approximately \$40,000
- 911 reduction reallocates 250 hours into unit service utilization
- Emergency Department reduction equates to a \$320,000 savings for the health care system,

VPN also strengthens and maintains the current Paramedic Referral Program, which connects EMS patients to other community partners. On average, EWEMS has realized 33 referrals a month in 2018. 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.

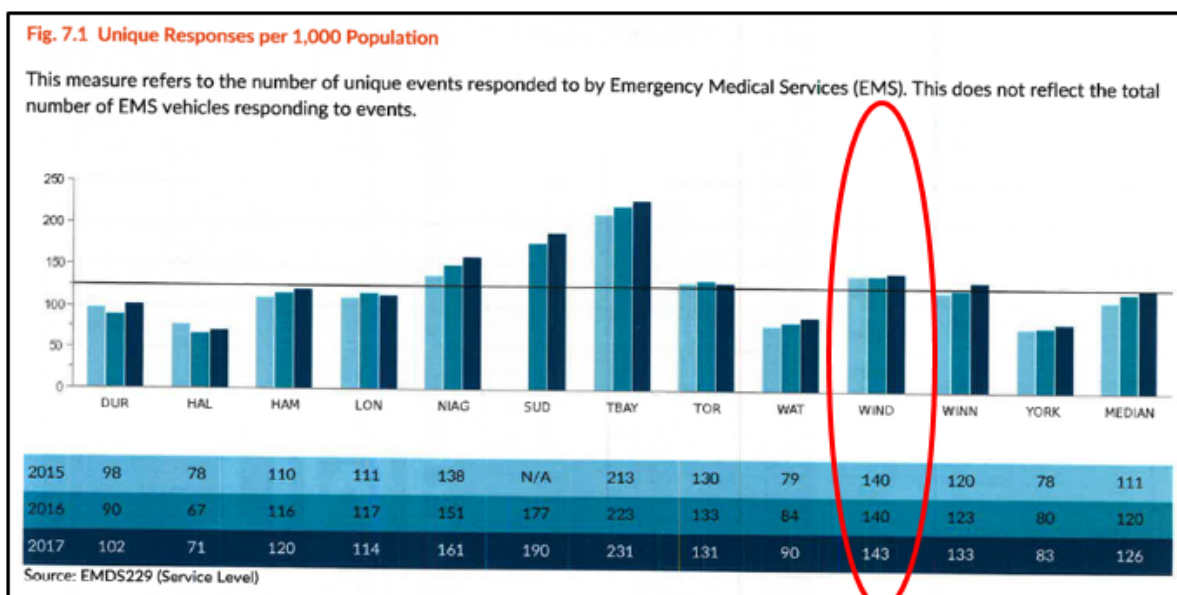
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This project continues to reduce EMS responses and Emergency Department visits of the targeted population by approximately 40%. Together, VPN and CPRPM addresses a patient population that accounts for approximately 20% of the EWEMS call volume and has been historically over the age of 65.

Essex-Windsor EMS is committed to growing and fostering our partnerships with agencies such as Erie St. Clair LHIN, Community Health Links, Primary Care providers, Hospice 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 Program 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 with 143 calls per 1,000 population (MBNC) as compared to the 2017 median rate of 126 calls per 1,000.

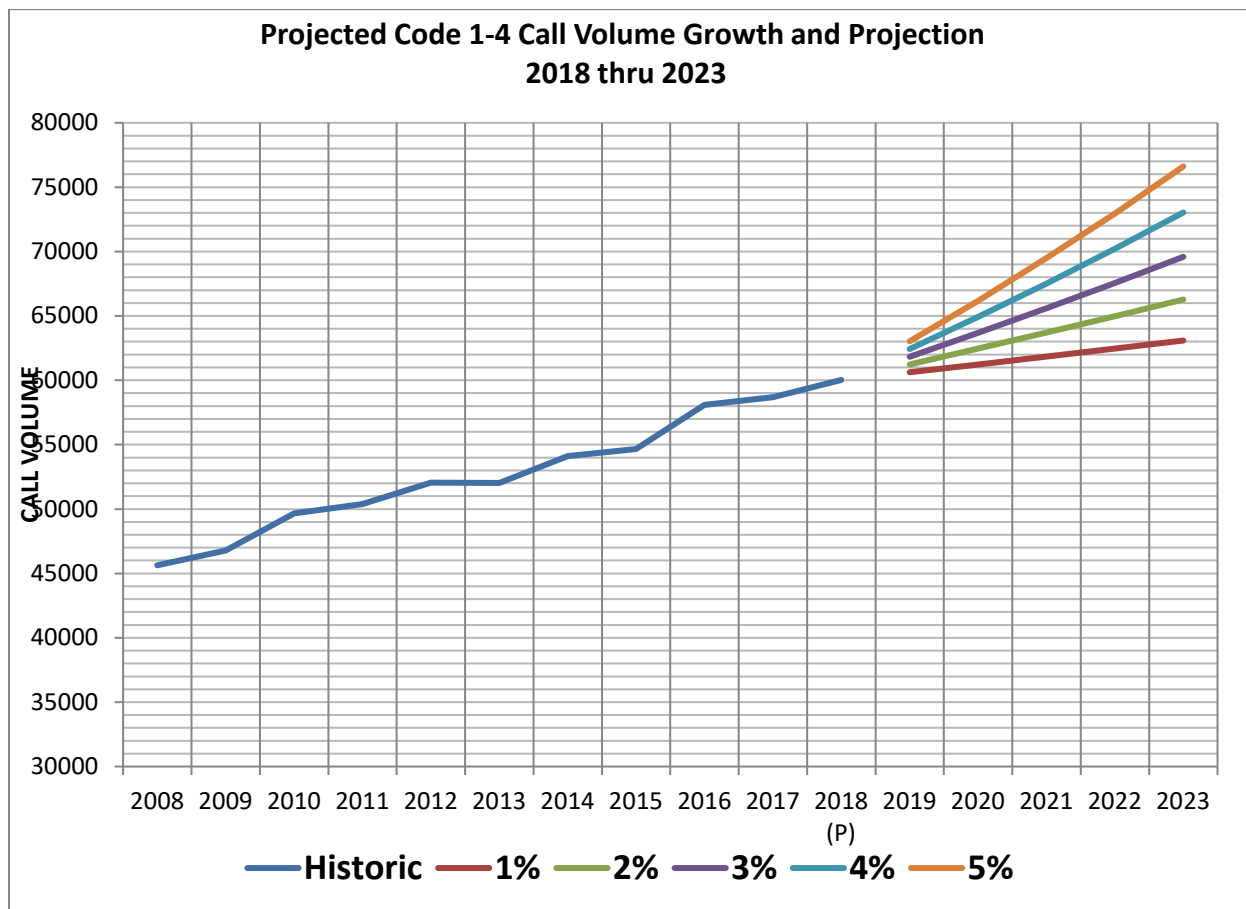


Further, Essex-Windsor's call volume per vehicle or per unit hour of service continues to be one of the highest in the Province. Historical data and population projections suggest that the call volumes will continue to increase given demographic conditions and development projections in the City of Windsor and Essex County.

Between 2009 and 2018 (10 year average), Code 1 to 4 call volumes grew on average by 3.1% annually, similarly to the 5 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.

Based on the historical percentage increase and forecasting to 2023, Code 1 to 4 Call Volume will be in the range of 68,000 to 72,000, based on 2%-3% growth.

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Long Distance Transfers

The EMS system continues to regularly transport patients from the Essex-Windsor area to hospitals in London, Toronto, Hamilton 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 have not been 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 Criticall to ensure that patients in Ontario are directed to the most appropriate facility for care. Therefore, every Hospital must contact Criticall if the care requirements 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.

Offload Delay (OLD) - 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.

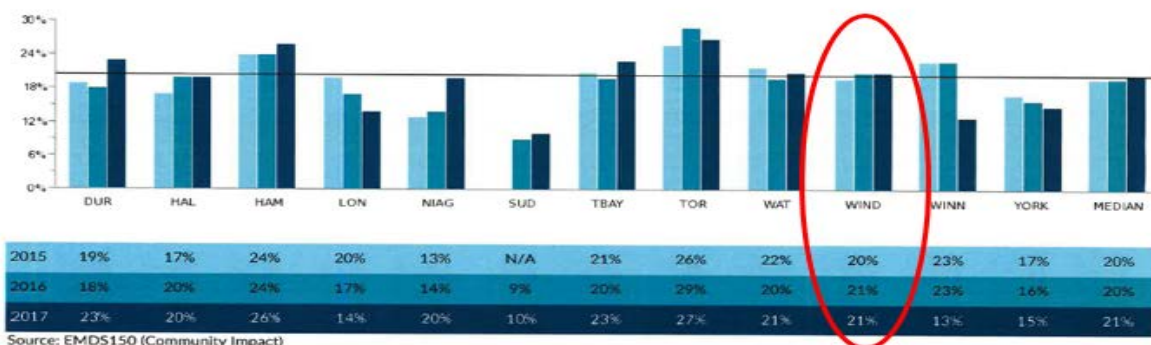
EWEMS continues to experience increased offload delay hours, frequency and duration. Although process and procedural changes have occurred within the hospital and EMS system, call volume increase and specifically the low acuity of patients transferred and increased number of mental health patients are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

Combining 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 and Erie Shores Health Care, coupled with increased call volume across the region, offload delays will continue to be an ongoing issue. It should be noted that Erie Shores Health Care is not immune to OLD and is experiencing increased offload delays as well.

The following chart reflects the 2017 OLD pressures experiences by the MBNC comparator group. Essex/Windsor is at the median, at 21%.

Fig. 7.2 Percent of Ambulance Time Lost to Hospital Turnaround

Time spent in hospital includes the time it takes to transfer a patient, delays in transfer care due to lack of hospital resources (off-load delay), paperwork and other activities. The more time paramedics spend in the hospital process equates to less time they are available to respond to calls.



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EWEMS and local health care partners are examining possibilities to utilize changes to the Ambulance Act will assist in transporting and referring patients to the right care, at the right time and at the right place. It is anticipated that the Ambulance Act will allow paramedics to treat and refer patients to alternate destinations and care, transport to destinations other than emergency departments or refer care to other community services. The objective and goal is to ensure the valuable resources are available to respond when required and that the community receives the right care, at the right time and at the right place while decreasing the Off Load Delay impacts.

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 June 2017, the Minister of Health and Long Term Care announced that changes will be forthcoming to the Ambulance Communications dispatch triage tool. These changes were confirmed when the Ontario Improving Transparency in Health Care announcement was released on September 27, 2017. The role of the CACC is to receive ambulance requests, triage those requests and transfer that information to EWEMS resources.

There has been a longstanding issue that the current triage tool is outdated, not based on medical evidence and is found to over prioritize ambulance responses. This over prioritization leads to resources being deployed in an urgent manner when the problem may only require a prompt response or delayed response. The current practice leads to over utilization of resources.

Although the announcement for the new triage tool was announced in 2017, it is not expected that the entire Provincial CACC system will be changed over in 2019 and Windsor CACC was not announced as one of the first implementation 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.

Mental Wellness

In 2016, the Province passed Bill 163, Supporting Ontario's First Responders. This Act 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

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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 2017, EWEMS increased the compliment of trained paramedics to approximately twenty (20) 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. Essex-Windsor EMS partnered with the Windsor Essex Health Unit, WE CMHA, the local hospitals and local emergency services to apply for Ministry of Labour funding for a regional mental health approach. In early 2018, the collaborative was advised of the success of the application and is receiving \$170,000 in grant funding over a period of two (2) years. The Canadian Mental Health Association, Windsor Branch (CMHA) is the lead organization of the project and the grant funding. The goal of the project is to provide a regional and unified approach to mental wellness prevention, education and service to all providers and emergency response.

Essex-Windsor EMS has developed a comprehensive mental wellness plan, which is proactive, preventative and reactive. In 2018, EWEMS continues to refine cognitive awareness and peer mentoring program for those individuals returning to work in a graduated, scheduled and supervised fashion, to ensure a safe and early return to the pre-injury condition. As with physical injuries, mental wellness can be just as debilitating. The action plan addresses those injuries which are unseen but as with the investments in preventing lifting injuries, EWEMS is investing in mental health preparedness.

The 2019 proposed budget continues to have funds allocated to mental wellness education, prevention and reaction.

Technological Advances

Automated Chest Compression System

Research has shown that for every cardiac arrest the most important intervention in saving a life is Cardio Pulmonary Resuscitation (CPR). Research has also shown that one of the most dangerous aspects of a paramedic's job is administering manual CPR in the back of a moving ambulance. In 2010, EWEMS implemented the LUCAS 2 automatic CPR devices on every ambulance in the fleet.

EWEMS has experienced increased survival rates from sudden cardiac arrests and decreased back, shoulder and neck injuries to paramedics in the last 7 years. The main component to these successes is the implementation of LUCAS 2. These devices are due for replacement in 2019 and the proposed budget addresses the replacement plan and funding requirements to continue the patient focused and paramedic safety successes of these important tools.

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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 2017, Essex-Windsor EMS finalized 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 resulting in the receipt of excellent feedback. 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.

Asset Management: Fleet, Power Stretchers and Power Loads

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 2017. To date, EWEMS has a total of thirty three (33) Power Load lift devices operational and another six (6) are proposed within the 2019 Fleet replacement Budget.

Essex-Windsor EMS continues to experience a reduction in lower back and shoulder over exertion injuries. These reductions are reflective of a reduction in loss time injuries thus lowering the WSIB injury experience. Between 2014 and 2018 overexertion lost time hours attributed to stretcher use has been lowered by approximately 93%. This continued reduction of injuries can be 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.

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The 2019 Budget continues to realize the cyclical replacement of ambulance fleet with seven (7) ambulances due for replacement. New technology and advancements have evolved in the industry as it relates to vehicles and this year EWEMS is proposing to complement the fleet with two (2) Hybrid ambulances.

Hybrid Ambulances utilize gasoline-powered engines with a complementary electric generation system from the braking system. Ambulance services such as Oxford County in Ontario have realized monetary savings in fuel consumption, longer brake life expectancy and an overall greener footprint.

The 2019 EWEMS Budget is proposing that two of the seven ambulances that are to be replaced be hybrid. One being placed in the urban centre (Windsor) and one in the County (Leamington). This will allow for research and experience to determine where the best placement and location of this ambulance type is in the future.

Electronic tracking of hard equipment assets

Every ambulance and emergency response vehicle (ERV) contains hard equipment assets that are mobile (moved from vehicle to vehicle) that require maintenance and regular inspections. Examples of such items are stretchers, defibrillators, response bags, radios, cellular phones, computer tablets, oxygen systems, automated CPR devices and other assorted pieces of equipment.

Essex-Windsor EMS is planning to implement technology that locates, identifies and reminds staff of equipment location, how it is being utilized and when it is required to be inspected. The implementation of such technology will reduce human resource hours in tracking and locating equipment and alleviate the lost or misplaced equipment by tracking and monitoring the valuable tools of EWEMS.

The 2019 Budget is proposing the integration of equipment tracking hardware and software to ensure the efficient use, security and maintenance of EWEMS hard equipment assets and patient care delivery devices.

Education

Education of staff is evolving and changing with each given year. With changes in technology, legislation and practice, the need for increased education is key. EWEMS utilizes two models of education:

- in class
- eLearning

In Class

In class is currently composed of sixteen hours of continual medical education. One eight-hour block is dedicated to the Base Hospital Program for annual recertification in delegated medical acts, as required under the Ambulance Act.

The remaining eight-hour block is dedicated to EWEMS specific training. This is based primarily on hands on training of specific equipment, processes or techniques. Some

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examples would be tourniquet application, lifting device training, personal protective equipment application, driving, etc.

The sixteen hours does not however provide adequate opportunity to effectively train in all areas that are specific to EWEMS nor does it provide time to consider mental wellness initiatives.

The 2019 Budget addresses this gap by providing an additional eight hours of training to ensure the paramedics and staff are trained to appropriately meet current standards and legislation.

eLearning

EWEMS currently utilizes a web based platform for electronic educational materials. This avenue is primarily for bulletins and programs that do not require hands on but more of an information sharing and application.

EWEMS incorporates the use of electronic equipment into the in class portion. CPR recertification is required annually and EWEMS performs a “pit stop” style CPR course. The paramedics must complete rounds of CPR and log his/her performance for a passing grade. Currently this practice is logged and recorded in a paper format. With advancing electronic capabilities, paramedic training and performance can be tracked electronically with devices such as iPads or tablets.

This storage allows the paramedics and Professional Standards to measure and review their ongoing performance and guide improvements.

The 2019 Budget addresses the technology improvements with a capital purchase of electronic devices as a training aid, documents storage and review tool for staff.

Conclusion

Essex-Windsor EMS remains committed to providing quality and timely care to the residents of Essex-Windsor along with continual analysis of performance and system improvements.

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Emergency Management Coordination

Service Description

In 2018, Emergency Management Coordination oversight was transferred from the Planning Department to the Chief of Essex-Windsor EMS. The move has seen limited efficiencies in 2018, but is expected to realize greater savings and opportunities in 2019 and beyond.

With Emergency Management Coordination under the umbrella of EWEMS, increased synergies with emergency response and coordination are being realized. An example is the implementation of three (3) alternate Community Emergency Management Coordinators (CEMC). This implementation will ensure continued coverage and redundancy within the department.

Emergency Management Coordination is the activity undertaken before, during and after a disaster or significant emergency 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), an annual update of the County of Essex Emergency Management Plan which includes associated hazard specific plans contained in its annexes.

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 completed by a single agency or entity, but are achieved through strong partnership relationships with the Community Emergency Management Coordinators (CEMC's) of the 9 local Municipalities, Provincial and National Governments, Emergency Response Professionals in EMS, Fire, Police and Public Works Services, International Cross Border Partners, Private Enterprise Entities, Non-Government Organizations (NGO's) and the participation of the general public.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	1	1	1	1	69	68	70	70	67
Part-Time*	4	4	4	4	14	15	16	15	17
Total	5	5	5	5	83	83	86	85	84

*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.

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Prior Year Performance

The results for 2018 are expected to be on budget. Operational savings in the cost of the Internal Notification system (Everbridge) were offset by small operational variances. Cost to replace disaster management software will be funded by reserve, as budgeted.

Proposed Budget – Current Year

The proposed budget for 2019 is \$188,110 which represents a nominal decrease from the prior year. Operational savings related to the implementation and maintenance of a Staff Alerting and Situational Awareness System (Everbridge) were partially offset by other operational variances. Some operational savings will be realized with the move to EWEMS and the EMS Administration office.

Priorities for the department are to implement the Everbridge system for staff notifications. The Everbridge system is designed to alert internal staff to a variety of situations including inclement weather warnings, security threats or evacuations/shelter in place, and could include pictures from active scenes. In addition, the system may be used as an urgent call-in or up-staffing tool for Infrastructure Services / Sun Parlor Home / EMS. The system was used successfully in 2017 before the annual regional exercise, to alert the County of Essex Community Control Group (CCG) to deploy to the Emergency Operation Centre (EOC) and will be further tested and utilized regularly in 2019 to ensure staff roles and system functionality.

The WebEOC software is no longer in use, however annual support costs have been included in the 2019 Budget to allow for transition to another system, if necessary. The focus for 2019 is continued and ongoing training of the County Control Group (CCG) and support staff, such as scribes, alternates and backups. Topics such as Incident Management Systems (IMS) will be continued to ensure a robust process and practice is in place in the event of any emergency.

Minor adjustments were made in training, seminars, memberships, subscriptions and mileage, and are associated with the Co-ordinator's involvement with regional and provincial committees, as well as efforts to increase interoperability in regional communications capabilities, through increasing local EOC and amateur radio network system capacity.

Continued development and training for frontline staff, department managers, Community Emergency Management Coordinators (CEMC's), and regional partners will focus on basic emergency management (BEM), incident management / incident command systems (IMS/ICS) and scribe/note taking courses both in class and online in preparation for regional drills, exercises or actual events that are planned for later in 2019. Enhanced training will ensure that staff and partners are prepared to fulfil their roles in incident management, EOC operations, documentation and record keeping, to resolve, mitigate and recover from the impact of identified disaster or emergency incidents.

Emergency Medical Services

The budget includes a summer student who will assist with support to regional CEMC's, emergency management and business continuity coordination, emergency plans, Hazard Identification Risk Assessment (HIRA) updates, drills, education, awareness and training. The student will 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 will have the opportunity to assist any municipality with emergency management and business continuity program up-dates, including but not limited to programs in public and staff alerting/notification systems, situational awareness, education and preparedness programs.

Discussions with various stakeholders have taken place to research the possibility of developing and implementing two programs in the region. The first would occur during emergency preparedness week in May 2019 for both elementary and high school students to prepare students for emergencies through a hands on program of awareness. The second program would train volunteers to respond and assist neighbours and those affected by a disaster or emergency incident in their own community, through being a member of the County of Essex Community Emergency Response Volunteer (CERV) Team. Nominal increases were included in the 2019 Budget to advance these initiatives and increase public awareness.

The County of Essex Emergency Management Coordination Department will continue to coordinate the 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.

Emergency Medical Services

Category	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Expenditures	Salaries and Wages	26,114,100	25,390,830	26,098,800
Expenditures	Benefits	8,705,930	8,047,380	8,715,570
Expenditures	Staff Expense	101,390	110,130	145,750
Expenditures	Office Expense	91,910	87,100	97,690
Expenditures	Equipment Lease / Mtnce.	259,490	259,300	362,100
Expenditures	Purchased Service	587,800	1,387,300	1,257,320
Expenditures	Occupancy Expense	1,697,320	1,675,600	1,726,380
Expenditures	Operating Expense	3,751,040	4,024,360	3,870,800
Expenditures	Capital Expenditures	1,963,870	3,746,480	3,181,900
Expenditures	Total	43,272,850	44,728,480	45,456,310
Recoveries	Dedicated ER Nurse	243,300	973,200	982,150
Recoveries	Province	19,180,330	19,218,120	21,466,790
Recoveries	PTSD - One Time Funding	0	118,950	0
Recoveries	Service Partners	12,109,780	12,063,600	11,964,350
Recoveries	Community Paramedicine	11,870	77,620	11,870
Recoveries	Special Events Revenue	20,000	25,300	20,000
Recoveries	Insurance Recovery	0	175,110	0
Recoveries	Other Grants	0	16,000	0
Recoveries	Miscellaneous Recoveries	20,000	598,370	20,000
Recoveries	Total	31,585,280	33,266,270	34,465,160
Net Operations	Total	11,687,570	11,462,210	10,991,150
Contributions to	Equipment Reserve	779,860	1,285,430	1,160,240
Contributions to	Vehicle Reserve	1,365,340	1,392,930	1,501,630
Contributions to	Total	2,145,200	2,678,360	2,661,870
Contributions from	Equipment Reserve	(278,670)	(1,176,650)	(727,850)
Contributions from	Vehicle Reserve	(1,614,000)	(1,017,910)	(844,400)
Contributions from	Total	(1,892,670)	(2,194,560)	(1,572,250)
County Responsibility	Emergency Medical Services	11,940,100	11,946,010	12,080,770
County Responsibility	Emergency Management	192,560	189,080	188,110
Total	County Responsibility	12,132,660	12,135,090	12,268,880

Emergency Medical Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	1101	Mgmt/Supervision	3,058,500	3,041,480	3,332,900
Salaries and Wages	1103	Full Time - Hourly	17,479,500	13,964,480	17,509,600
Salaries and Wages	1104	Part Time - Hourly	5,576,100	8,384,870	5,256,300
Salaries and Wages	Category	Total	26,114,100	25,390,830	26,098,800
Benefits	1201	Employment Insurance	360,700	348,690	350,920
Benefits	1202	Canada Pension Plan	849,690	807,780	862,370
Benefits	1203	O.M.E.R.S.	2,474,360	2,206,530	2,450,490
Benefits	1204	Employer Health Tax	529,310	492,370	520,260
Benefits	1205	Health Insurance	1,722,630	1,576,440	1,429,860
Benefits	1206	Group Insurance	185,340	141,350	179,690
Benefits	1207	Long Term Disability Insurance	543,450	495,520	521,090
Benefits	1209	Short Term Disability Insurance	29,500	27,160	34,800
Benefits	1208	W.S.I.B.	1,710,950	1,251,540	1,666,090
Benefits	1208	W.S.I.B. NEER	300,000	700,000	700,000
Benefits	Category	Total	8,705,930	8,047,380	8,715,570
Staff Expense	3001	Mileage	2,000	2,340	2,500
Staff Expense	3002	Training	54,990	54,990	73,850
Staff Expense	3003	Workshops / Seminars	16,300	24,700	24,800
Staff Expense	3004	Out of Town Meetings	10,000	10,000	14,000
Staff Expense	3005	Membership Fees	4,500	4,500	4,500
Staff Expense	3096	Overtime Meal Allowance	8,500	8,500	6,000
Staff Expense	3098	Other/Criminal Records Check	5,100	5,100	20,100
Staff Expense	Category	Total	101,390	110,130	145,750
Office Expense	3101	Telephone	41,370	37,500	41,520
Office Expense	3102	Postage	1,000	1,000	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	1,200	1,200
Office Expense	3108	Advertising	1,500	1,500	1,500
Office Expense	3109	Courier	1,500	1,500	1,500
Office Expense	3110	Printing - Internal	2,000	2,000	2,000
Office Expense	3111	Printing - External	8,000	8,000	8,000
Office Expense	3130	Communication Services	14,340	13,400	19,970
Office Expense	3198	Other	800	800	800
Office Expense	Category	Total	91,910	87,100	97,690
Equip. Lease/Maint.	3201	Office Equipment Maint.	21,750	21,560	2,000
Equip. Lease/Maint.	3203	Copier Lease & Maint.	10,120	10,120	10,200
Equip. Lease/Maint.	3204	Computer System Maint.	227,620	227,620	349,900
Equip. Lease/Maint.	Category	Total	259,490	259,300	362,100

Emergency Medical Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Purchased Service	3301	Legal Expenses	75,000	150,000	150,000
Purchased Service	3303	Consultant Fees	180,000	180,000	30,000
Purchased Service	3345	ER Nursing	243,300	973,200	982,150
Purchased Service	3350	Pelee Island	9,000	9,000	9,000
Purchased Service	3390	Employee Assistance	35,000	29,600	35,000
Purchased Service	3391	Public Relations	15,000	15,000	15,000
Purchased Service	3506	Payroll Services	30,500	30,500	36,170
Purchased Service	Category	Total	587,800	1,387,300	1,257,320
Occupancy Expense	3401	Insurance	297,560	300,370	261,360
Occupancy Expense	3403	Utilities	157,030	157,030	157,030
Occupancy Expense	3405	Janitorial Services	36,960	36,960	37,700
Occupancy Expense	3406	Repairs & Maintenance	185,000	185,000	185,000
Occupancy Expense	3407	Facility Lease/Office Rental	990,770	946,240	1,055,290
Occupancy Expense	3420	Medical Waste Disposal	5,000	5,000	5,000
Occupancy Expense	3490	Insurance Deductibles	25,000	45,000	25,000
Occupancy Expense	Category	Total	1,697,320	1,675,600	1,726,380
Operating Expense	3601	Vehicle Licenses/Permits	17,000	20,210	22,000
Operating Expense	3602	Equipment Lease & Maint.	416,870	253,010	282,400
Operating Expense	3611	Vehicle Fuel	450,000	645,000	650,000
Operating Expense	3612	Vehicle Repairs & Maint.	500,000	500,000	500,000
Operating Expense	3622	Cleaning Supplies	31,000	31,000	31,620
Operating Expense	3630	Medical Supplies & Equip.	540,000	618,690	550,000
Operating Expense	3633	Transportation	3,000	3,000	3,000
Operating Expense	3640	Bedding	170,000	170,000	170,000
Operating Expense	3651	Laundry - Uniforms	55,000	64,500	62,000
Operating Expense	3652	Laundry - Linen	25,000	35,000	35,000
Operating Expense	3654	Oxygen	90,000	90,000	90,000
Operating Expense	3655	Uniforms	180,000	180,000	180,000
Operating Expense	3656	Tiered Medical Response	38,000	38,000	38,000
Operating Expense	3657	Community Paramedicine	0	21,830	0
Operating Expense	3658	PTSD Expenses	0	118,950	0
Operating Expense	3696	Administration fees	343,700	343,700	349,710
Operating Expense	3698	IT Mtce / Support / HR	891,470	891,470	907,070
Operating Expense	Category	Total	3,751,040	4,024,360	3,870,800
Capital Expenditures	3801	Equipment	291,870	1,969,930	1,580,900
Capital Expenditures	3805	Vehicles	1,672,000	1,776,550	1,601,000
Capital Expenditures	Category	Total	1,963,870	3,746,480	3,181,900
Expenditures	Category	Total	43,272,850	44,728,480	45,456,310

Emergency Medical Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Recoveries	6302	Dedicated ER Nurse	243,300	973,200	982,150
Recoveries	6370	Province	19,180,330	19,218,120	21,466,790
Recoveries	6373	PTSD - One Time Funding	0	118,950	0
Recoveries	6503	Service Partners	12,109,780	12,063,600	11,964,350
Recoveries	6374	Community Paramedicine	11,870	77,620	11,870
Recoveries	6640	Special Events Revenue	20,000	25,300	20,000
Recoveries	6780	Insurance Recovery	0	175,110	0
Recoveries	6733	Other Grants	0	16,000	0
Recoveries	6798	Miscellaneous Recoveries	20,000	598,370	20,000
Recoveries	Category	Total	31,585,280	33,266,270	34,465,160
Net Operations Emergency Medical Services			11,687,570	11,462,210	10,991,150
Contributions to	4135	Equipment Reserve	779,860	1,285,430	1,160,240
Contributions to	4130	Vehicle Reserve	1,365,340	1,392,930	1,501,630
Contributions to	Category	Total	2,145,200	2,678,360	2,661,870
Contributions from	6801	Equipment Reserve	(278,670)	(1,176,650)	(727,850)
Contributions from	6801	Vehicle Reserve	(1,614,000)	(1,017,910)	(844,400)
Contributions from	Category	Total	(1,892,670)	(2,194,560)	(1,572,250)
Total	County Responsibility		11,940,100	11,946,010	12,080,770

Emergency Management Coordination

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	122011101	Full Time	69,700	69,700	67,040
Salaries and Wages	121011101	Part Time	16,100	15,500	16,920
Salaries and Wages	Category	Total	85,800	85,200	83,960
Benefits	122011201	Employment Insurance	1,450	1,450	1,450
Benefits	122011202	Canada Pension Plan	3,290	3,290	3,130
Benefits	122011203	O.M.E.R.S.	6,520	6,520	6,540
Benefits	122011204	Employer Health Tax	1,680	1,680	1,640
Benefits	122011205	Health Insurance	6,920	6,920	5,820
Benefits	122011206	Group Insurance	490	490	410
Benefits	122011207	Long Term Disability Insurance	1,100	1,100	1,810
Benefits	122011209	Short Term Disability Insurance	1,210	0	0
Benefits	122011208	W.S.I.B.	1,760	1,760	5,130
Benefits	Category	Total	24,420	23,210	25,930
Staff Expense	122013001	Mileage	2,500	2,500	2,500
Staff Expense	122013002	Training	500	500	500
Staff Expense	122013003	Workshops & Seminars (incl DRC Project)	1,000	1,000	1,000
Staff Expense	122013004	Out-of-town Meetings	1,000	1,000	1,000
Staff Expense	122013005	Membership Fees	600	600	600
Staff Expense	122013098	Municipal/Emergency/EOC Training	2,000	2,000	2,000
Staff Expense	Category	Total	7,600	7,600	7,600
Office Expense	122013101	Telephone	1,400	1,400	1,890
Office Expense	122013298	Other (Emerg. Oper. Centre, Cogeco)	700	700	730
Office Expense	122013102	Postage	50	50	0
Office Expense	122013103	Office Supplies	50	50	0
Office Expense	122013104	Computer Supplies	100	100	100
Office Expense	122013105	Subscriptions & Reference Material	750	750	750
Office Expense	122013109	Courier	50	50	50
Office Expense	122013110	Printing - Internal	700	810	0
Office Expense	122013198	Other / Public Safety Awareness	300	300	1,000
Office Expense	122013407	Rent	5,960	3,480	0
Office Expense	Category	Total	10,060	7,690	4,520
Equip. Lease & Maint.	122013204	Computer Maintenance	150	850	1,700
Equip. Lease & Maint.	122013203	Copier Lease / Maintenance	800	800	0
Equip. Lease & Maint.	Category	Total	950	1,650	1,700
Operating Expense	121013602	Radio Licence Renewal	250	250	250
Operating Expense	121013602	Other Equipment Maintenance	300	300	0
Operating Expense	121013401	Insurance	2,030	2,030	2,000
Operating Expense	Category	Total	2,580	2,580	2,250
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 / Cross Border Serv. Agree't	10,200	10,200	10,200
Purchased Service	121013346	Mass Notification Sys.(Internal-Everbridge)	7,950	7,950	7,950
Purchased Service	Category	Total	58,150	58,150	58,150
Capital Expenditures	122013801	Equipment Purchases	3,000	3,000	4,000
Total	County Responsibility		192,560	189,080	188,110

Infrastructure Services

Statement of Purpose

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

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

Service Description

The Infrastructure 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. Facility Operations responsibilities are focused on the day to day management of the Civic Centre, Roads Maintenance Depots and the provision of technical support for facilities management at Sun Parlor Home and Emergency Medical Services. 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 342 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. Highway 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 for the road network and facilities
- 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

Infrastructure Services

Prior Year Performance

Projected net 2018 results of operations indicate an unfavourable variance of \$326,570. The majority of construction projects were on budget with some over expenditures resulting from scope adjustments and delay of some preservation projects resulting in savings in the program. The addition of an unscheduled emergency culvert replacement on CR 23 resulted in a significant over expenditure. Other favorable variances include higher than anticipated revenue from road user agreements and savings in administration costs resulting from extended staff replacement processes.

Proposed Budget – Current Year

Infrastructure Services consists of the following Divisions:

- Transportation Planning and Development
- Design and Construction
- Technical Services / Facility Management
- Maintenance Operations

The proposed 2019 Infrastructure Services Department budget includes an expenditure level of \$54,014,370.

An increase in the level of County responsibility is proposed for the 2019 Infrastructure 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 2018 budget level is \$3,091,960, which represents an increase of 8.4% year over year. The significant factors affecting this increase are:

- 1.5% Levy increase for Capacity Project funding (\$1,434,700)
- Incremental increase to Rehabilitation Program (\$226,430)
- Incremental increase to CWATS Program (\$100,000)
- Incremental decrease to Gas Tax allocation (-\$61,450)
- Incremental increase to OCIF funding (\$283,870)
- Incremental increase to amortization (\$300,000)

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 four major programs, Transportation Construction, Transportation Maintenance, Transportation Fleet and Facilities and Facilities Operations.

Infrastructure Services

The Transportation Construction Program consists of six sub programs with a total expenditure level of \$40,786,020. The following are the sub programs and the individual expenditure levels.

Capacity Expansion - \$18,438,500

Rehabilitation - \$12,991,120

Municipal Drainage - \$179,900

Planning / Engineering - \$1,002,000

CWATS - \$6,137,020

Administration - \$2,037,480

The program activities include the undertaking of Environmental Assessments, Engineering Studies, Preliminary and Detailed Design assignments. Work plans also include data collection and analysis to assist with road network management. Construction projects related to highway capacity expansion, rehabilitation, municipal drains, County Connecting Links and intersection improvements are supported through this program. A significant component of this program is the delivery of the annual CWATS program including construction projects, educational initiatives and monitoring activities. It is fully anticipated that the expenditure levels within the CWATS program will increase significantly upon the presentation of the candidate projects to be submitted in partnership with the local municipalities through the CWATS Steering Committee.

The Transportation Maintenance Program consists of two subprograms including Road Maintenance and Administration with a total program expenditure of \$9,505,260 and the following individual expenditure levels.

Roadway Maintenance - \$6,190,000

Administration - \$3,315,260

The Roadway Maintenance program focuses on day to day operations on pavements, roadside environments and winter control.

The Transportation Fleet and Facilities Program consists of two subprograms including Equipment Maintenance and Equipment / Facilities Renewal with a total program expenditure of \$2,765,920 and the following individual expenditure levels.

Equipment Maintenance - \$1,074,160

Equipment / Facilities Renewal - \$1,691,760

Fleet Management activities include equipment maintenance and acquisition of replacement or new equipment. Facilities Renewal address the maintenance and upgrading of existing highway maintenance depots and the development of new facilities.

The Facility Operations Program is the area of newly transferred responsibilities related to the facility management of the Civic Centre and the provision of technical support to other departments. This program has an expenditure level of \$957,170.

Activities under this program include the day to day operations and maintenance of the Civic Centre as well as the liaison with various building tenants and facility users.

Infrastructure Services

2019 Key Initiatives

- Staff Stabilization (vacancies/training)
- Road Rationalization Study
- Project Prioritization
- Property Acquisition
- Risk Management Program
- Centralized Traffic Control System
- Autonomous Vehicles – OGRA / MACAVO

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 20, CR 3, CR 7
- Preliminary Design CR 22/ CR 19 , CR 20
- Detailed Design CR 22, CR 42/43, CR 23, CR 11, Bridges, Culverts
- Traffic Signals Operations Service Monitoring
- Salt Management Plan Implementation and Monitoring
- Transportation Modeling Update EWRTMP
- CWATS Master Plan Update
- Gordie Howe Bridge Municipal Advisory Group
- Essex County Highways (ECH) Policy Manual refinement
- Comprehensive Asset Management Plan Updating
- Fleet/Fuel Management System
- Facility Renewal Program
- Traffic Operations Study, counts, travel time, speed studies

Infrastructure Services

- Alternative Energy Developments
- SuperPave transition monitoring
- eWork Order Management System Implementation
- eClaims Management Initiative

Future Initiatives

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

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 2019 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 2037 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 \$14.9 million in 2018 to \$16.4 million in 2019, providing sufficient financial resources for the

Infrastructure Services

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 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 2019 or issue debt; in all cases resulting in a greater tax burden on the residents and businesses of Essex County.

Infrastructure Services

Category	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Construction	Roads, Bridges & CWATS	33,892,500	25,418,990	38,748,540
Construction	Administration & Overhead	1,900,590	1,772,840	2,037,480
Construction	Total	35,793,090	27,191,830	40,786,020
Maintenance	Roads, Bridges & CWATS	5,945,000	6,574,710	6,190,000
Maintenance	Administration & Overhead	3,297,000	2,859,310	3,315,260
Maintenance	Total	9,242,000	9,434,020	9,505,260
Capital Requirements	Total	2,810,660	3,000,490	2,765,920
Facilities Operations	Total	767,250	750,010	957,170
Net Expenditures	Total	48,613,000	40,376,350	54,014,370
Recoveries	Ministry of Natural Resources	27,000	34,800	27,000
Recoveries	Miscellaneous Departmental Recoveries	0	23,580	0
Recoveries	Equipment Utilization Recovery	1,177,320	1,177,320	1,177,320
Recoveries	Insurance Recovery	0	525,290	0
Recoveries	Recoveries, Permit Fees, Signs, Maps, etc.	100,000	100,000	100,000
Recoveries	Road User Agreement Fees	10,300	13,250	10,300
Recoveries	Sale of Surplus Equipment	49,500	79,180	54,000
Recoveries	CWATS - Recoveries from Municipalities	4,418,950	3,480,590	751,960
Recoveries	North Malden Rd. - Hwy 3 westerly 2.0 km - SX	247,000	247,000	0
Recoveries	CR 31 - N. to S. Middle Rd. - Rehab in BRV	0	378,310	0
Recoveries	Centralized Traffic Control System	209,750	0	0
Recoveries	CR 22 Corridor Study (shared with LS)	0	0	125,000
Recoveries	Ontario Communities Infrastructure Fund	531,770	531,770	815,640
Recoveries	Federal Gas Tax Program	2,264,240	2,264,240	2,202,770
Recoveries	Facilities Operations - Tenant Rental Revenue	888,250	888,250	902,300
Recoveries	Facilities Operations - Other Revenue	18,000	29,900	20,000
Recoveries	Total	9,942,080	9,773,480	6,186,290
Net Operations Transportation		38,670,920	30,602,870	47,828,080
Contributions to (from)	Capital Reserve	(1,910,000)	104,350	(1,670,840)
Contributions to (from)	Roadway Expansion Reserve	3,355,340	7,670,330	(5,038,760)
Contributions to (from)	CWATS Reserve	(2,509,550)	(1,042,570)	(785,060)
Contributions to (from)	Rate Stabilization Reserve	(720,250)	(164,110)	(267,000)
Contributions to (from)	Capital Reserve (re: Facilities Operations)	139,000	181,160	51,000
Contributions to (from)	Total	(1,645,460)	6,749,160	(7,710,660)
Total	County Responsibility	37,025,460	37,352,030	40,117,420

Infrastructure Services – County Construction

Service Description

The County Construction Program, consisting of the Capacity Expansion, Rehabilitation, Municipal Drainage, Planning/Engineering, CWATS as well as the Administration 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.

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, and 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 / Facility Management 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 responsibility for Facility Operations are also managed through this Division. These activities include the day to day management of the Civic Centre, Roads Maintenance Depots and the provision of technical support for facilities management at Sun Parlor Home and Emergency Medical Services.

The 2019 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 \$41.0M.

Infrastructure Services – County Construction

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	12	14	16	16	846	1,071	1,242	1,114	1,327
Part-Time	2	2	2	2	17	25	25	38	26
Total	14	16	18	18	863	1,096	1,267	1,152	1,353

Prior Year Performance

The net 2018 Construction Program is projected to be under budget by \$267,040. A significant over expenditure resulted from the undertaking of an emergency culvert replacement on CR 23. Several planned over expenditures addressed 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 9, CR 22, CR 42 and CR 50. In addition, numerous guiderail safety projects were undertaken to address deteriorated and nonstandard installations.

Several bridge projects came in under budget due to positive tender results and minor scope changes with some experiencing over expenditures due to scope revisions. The road rehabilitation projects were over budget due to higher than anticipated asphalt pricing and Asphalt Price Index impacts and scope changes. Some initiatives and design projects were also not fully completed in 2018. These projects and initiatives (along with their funding from the Capital Reserve) have been carried forward into 2019 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 2018 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 2019 Rehabilitation Program.

The 2018 Rehabilitation Program consisted of 33 projects including 6 bridge projects, 18 road projects, 5 culvert projects and 4 preservation projects. The 2018 CWATS program delivered numerous projects and initiatives in partnership with the local municipalities and various agencies.

Proposed Budget – Current Year

Proposed for 2019 is a construction program totalling \$40,786,020, an increase of \$4,992,930 from prior year budget.

The existing inventory of roads, bridges and culverts is aging rapidly and the rate of deterioration continues to outpace the rate at which rehabilitation is being undertaken. Concerted efforts to bridge this gap in funding has been a priority for the County, unfortunately

Infrastructure Services – County Construction

some infrastructure rehabilitation is still 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 is gradually being introduced to the annual budgets, in a measured way, to improve the overall condition of the inventory.

The comprehensive update of the Asset Management Plan confirmed the magnitude of the funding gap. In an effort to move towards eliminating this funding gap the 2019 Rehabilitation Program budget was increased by \$448,850. The 2019 Rehabilitation Program totals \$11,770,250, in part through the use of \$2,202,770 in Federal Gas Tax Program Funding, Ontario Community Infrastructure Fund of \$815,640 and the \$226,430 incremental increase required to advance the program towards its target funding level.

A rehabilitation program valued at \$11,770,250 is proposed for 2019 and will be presented for Council's consideration in December 2019. 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 continued upward adjustments will be 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 \$45 million of the total \$85 million full build out. The 2019 CWATS expenditure level is proposed at \$6,137,020 with transfer from reserves of \$2,800,000. It is fully anticipated that the expenditure levels within the CWATS program will increase significantly upon the presentation of the candidate projects to be submitted in partnership with the local municipalities through the CWATS Steering Committee.

Included within the 2019 CWATS program is a base funding amount of \$1,800,000, 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 2019 to continue an initiative 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 beyond 2019 are proposed to be provided from the Capacity Expansion Reserve with an estimated annual requirement of \$2.8M. This funding level will be reviewed for future budgets upon the development and approval of a detailed implementation plan. 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 2019 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 and the design of a Roundabout at CR 11 / South Talbot will also be conducted. Design work continues for the proposed realignment/reconstruction of CR 23 in Essex/Kingsville. Environmental Assessment and Preliminary Design will be finalized for CR 20 in Kingsville/Leamington with new initiatives commencing on CR 3 and CR 7. Funds have been provided to support two large County Connecting Link projects in LaSalle on CR 20 for

Infrastructure Services – County Construction

\$1,125,000, and two projects on CR 22 in Lakeshore for \$1,153,500. The 2019 Budget provides funding for 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 programs.

A Road Rationalization Study for the County Road Network will continue to review the role and function of existing County Roads and a series of candidate local roads. The study will determine the criteria for classification of roads as County Roads and develop a preferred County Road Network along with an implementation plan should revisions be identified.

The Countywide Active Transportation System Master Plan will undergo its first full update since its adoption in 2012. The review and update will consider the recommendations of the original study, implementations to date and changes to the active transportation environment as well as pertinent legislative changes.

A series of Engineering assignments and studies are included in the 2019 Budget. A study will be undertaken in Lakeshore along the CR 22 corridor to evaluate the impacts of current and future growth on the operation of the roadway and identify opportunities to mitigate the impacts.

The Essex Windsor Regional Transportation Master Plan (EWRTMP) requires 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 2019 and carry into 2020. The 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.

Construction - Roads and Bridges

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Roadway Expansion	131063826	Land for Right-of-Way - Major	450,000	45,150	250,000
Roadway Expansion	13107-628	CR 11 & South Talbot RAB - Detailed Design (TEC)	300,000	85,000	175,000
Roadway Expansion	13107-717	CR 11 - Early Works & Drainage (TEC)	500,000	0	500,000
Roadway Expansion	13107-xxx	CR 19 - Early Works - Intersection CR 19 at CR 22 (TEC)	0	0	3,000,000
Roadway Expansion	13107-xxx	CR 20 - DD - Intersection at Graham and CR 45 (KV)	0	0	150,000
Roadway Expansion	13107-xxx	CR 20 - Construction - Intersection CR 20 at CR 45 (KV)	0	0	300,000
Roadway Expansion	13107-xxx	CR 20 - Construction - Intersection CR 20 at Graham (KV)	0	0	800,000
Roadway Expansion	13107-390	CR 22/CR 19 - ACP - Detailed Design - Phase 1 (TEC/LS)	100,000	0	0
Roadway Expansion	13107-592	CR 22/CR 19 - Interim Improvements - Phase 1 (TEC/LS)	200,000	43,170	0
Roadway Expansion	13107-718	CR 19/CR 22 - ACP - Detailed Design - Phase 2 (TEC)	306,000	0	0
Roadway Expansion	13107-718	CR 19/CR 22 - ACP - EA Addendum and SWM (TEC/LS)	0	0	400,000
Roadway Expansion	13107-590	CR 22 - Detailed Design - CR 25 to IC Roy - Ph 6A (LS)	25,000	0	0
Roadway Expansion	13107-590	CR 22 - Early Works and Construction - Ph 6A (LS)	3,500,000	4,134,960	900,000
Roadway Expansion	13107-xxx	CR 22 - Early Works - Lesperance with Westlake (TEC)	0	0	1,500,000
Roadway Expansion	13107-720	CR 23 - Road Realignment - CR 18 to Nelson Drain - DD & Early Works (KV/SX)	1,000,000	0	1,200,000
Roadway Expansion	13107-631	CR 42 DD - COW Limits to CR 19 & Banwell Diversion - Ph 1 (TEC)	1,000,000	388,000	800,000
Roadway Expansion	13107-xxx	CR 42 Early Works - COW Limits to CR 19 & Banwell Diversion - Ph 1 (TEC)	0	0	5,000,000
Roadway Expansion	13107-xxx	CR 42 Early Works - CR 19 to CR 25	0	0	300,000
Roadway Expansion	13107-721	CR 46 - DD & Intersection Improvements - CR 46 & Rochester Townline (LS)	200,000	0	250,000
Roadway Expansion	13107-722	CR 3 - Environmental Assessment - update (LA)	150,000	0	300,000
Roadway Expansion	13107-723	CR 7 - EA / PDR - SW Pkwy to Laurier Pkwy (LA)	100,000	0	0
Roadway Expansion	13107-589	CR 20 - Environmental Assessment (KV/LEA)	50,000	0	50,000
Roadway Expansion	13107-714	CR 3 - Mill & Pave - Cahill Drain to Mike Raymond Dr. (LA-CCL)	460,000	460,000	0
Roadway Expansion	13107-724	CR 19 - Manning Road Improvements - Ph 3 (TEC-CCL)	635,000	0	0
Roadway Expansion	13107-725	CR 22 - Notre Dame CCL Improvements - Ph 4 (LS-CCL)	510,000	90	703,500
Roadway Expansion	13107-726	CR 22 - West River Road RAB w/ Belle River Bridge Rehab (LS-CCL)	200,000	0	450,000
Roadway Expansion	13107-xxx	CR 20 - Front Road Bridge over Turkey Creek (LA-CCL)	0	0	975,000
Roadway Expansion	13107-xxx	CR 20 - Front Road M&P - ETR to Turkey Creek (LA-CCL)	0	0	150,000
Roadway Expansion	13107-xxx	CR 50 - Heritage Rd - M&P - Main St to Chrysler Greenway (KV-CCL)	0	0	285,000
Roadway Expansion	Category	Total	9,686,000	5,156,370	18,438,500
2019 Rehab Program	Category	Total	0	0	11,770,250
Road Reconstruction	13107-305	Rural Intersection Illumination (annual)	80,000	60,000	100,000
Road Reconstruction	131063372	Traffic Count Update	45,000	52,000	90,000
Road Reconstruction	Category	Total	125,000	112,000	190,000
Resurfacing	13107-619	CR 23 - Reconstruction - CR 18 to Nelson Drain (SX/KV)	145,000	145,960	0
Resurfacing	13107-669	CR 27 - Pavement Rehab - Notre Dame St to CPR (LS/BR-CCL)	146,000	0	0
Resurfacing	13107-696	CR 1 - Pavement Rehab - Campbell Rd to Wheatley Limit (LS/C)	850,000	829,340	0
Resurfacing	13107-697	CR 8 - Pavement Rehab - CR 9 to CR 11 (AB/TEC)	500,000	491,050	0
Resurfacing	13107-698	CR 18 - Pavement Rehab - CR 9 to 6th Conc (AB)	510,000	467,030	0
Resurfacing	13107-699	CR 20 - Pavement Rehab - CR 45 to Greenway (KV)	495,000	699,950	0
Resurfacing	13107-700	CR 34 - Pavement Rehab - Road 3 to Hwy 3 (KV)	190,000	230,180	0
Resurfacing	13107-701	CR 46 - Pavement Rehab - Richardson Sdrd to CR 37 (LS)	670,000	695,980	0
Resurfacing	13107-702	CR 2 - Pavement Rehab - Duck Creek to Strong Rd (LS)	280,000	286,540	0
Resurfacing	13107-703	CR 2 - Pavement Rehab - CR 22 to CR 2 (LS)	200,000	120,000	0
Resurfacing	13107-704	CR 2 - Pavement Rehab - VIA to Patillo Rd (LS)	390,000	120,000	270,000
Resurfacing	13107-705	CR 11 - Pavement Rehab - CR 18 to 5th Conc (SX)	580,000	731,920	0
Resurfacing	13107-706	CR 13 - Pavement Rehab - Gore Road to CR 50 (SX)	380,000	404,210	0
Resurfacing	13107-707	CR 15 - Pavement Rehab - CR 18 to S. Malden Rd (SX)	400,000	219,270	0
Resurfacing	13107-708	CR 42 - Pavement Rehab - Trembley Creek Hwy 401 (LS)	100,000	50,000	0
Resurfacing	13107-709	CR 34 - Pavement Rehab - Armstrong to Fraser (LEA)	275,000	316,600	0
Resurfacing	13107-710	CR 19 - Pavement Rehab - CR 46 Intersection (TEC/LS)	250,000	294,660	0
Resurfacing	13107-711	CR 20 - Pavement Rehab - Morton Intersection (LA/CoW - CCL)	350,000	65,000	0
Resurfacing	13107-712	CR 37 - Pavement Rehab - Mersea Rd to CR 8 (LEA)	240,000	240,000	0
Resurfacing	13107-713	CR 50 - Pavement Rehab - CR 23 to CR 13 (SX)	185,000	205,000	0
Resurfacing	13107-671	CR 31 - N. to S. Middle Road - Rehab in BRW (overlay 1.9km)	247,000	289,450	0

Construction - Roads and Bridges

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Resurfacing	13107-729	North Malden Rd from 13th Conc westerly 2 km (SX)	0	378,310	0
Resurfacing	Category	Total	7,383,000	7,280,450	270,000
Bridges & Drainage	13107-677	Various - Ditching & Additional Shoulders	41,400	0	0
Bridges & Drainage	13107-678	Various - Pavement Preservation	100,000	37,480	0
Bridges & Drainage	13107-679	Various - Bridge Preservation / Deck Patch	120,000	60,000	0
Bridges & Drainage	13107-680	Various - Culvert Preservation / Deck Patch	100,000	40,000	0
Bridges & Drainage	13107-681	Various - Mid-Size Culvert Replacement	100,000	70,000	0
Bridges & Drainage	13107-682	Various - Guiderail Replacement / Upgrades	75,000	75,000	0
Bridges & Drainage	13107-683	Various - Pedestrian Crossover Updates	150,000	0	150,000
Bridges & Drainage	13107-684	Various - Signalized Intersections	150,000	150,000	0
Bridges & Drainage	13107-603	CR 42 - Bridge at Tremblay Creek (B-42-43) - D&A (LS)	10,000	13,620	0
Bridges & Drainage	13107-608	CR 11 - Culvert at Webster Drain (C-11-062) - D&A (TEC)	5,000	0	0
Bridges & Drainage	13107-609	CR 34 - Culvert at Wilkinson-Shilson Drain (C-34-400) - D&A (LEA)	10,000	0	0
Bridges & Drainage	13107-650	CR 12 - Bridge at McLean Drain (B-12-01) - D&A (SX)	10,000	10,000	0
Bridges & Drainage	13107-651	CR 20 - Bridge at Wigle Creek (B-20-54) - D&A (KV)	10,000	10,000	0
Bridges & Drainage	13107-653	CR 29 - Culvert at #5 Drain (C-29-021) - D&A (KV)	10,000	10,000	0
Bridges & Drainage	13107-654	CR 27 - Culvert at Belle River (C-27-166) - D&A (KV)	10,000	10,000	0
Bridges & Drainage	13107-655	CR 20 - Culvert at S. 7th Conc Drain (C-20-306) - D&A (AB)	10,000	10,000	0
Bridges & Drainage	13107-692	CR 2 - Bridge at Little Creek (B-02-08) - D&A (LS)	50,000	30,000	20,000
Bridges & Drainage	13107-693	CR 42 - Bridge at Puce River (B-42-15) - D&A (LS)	50,000	30,000	10,000
Bridges & Drainage	13107-694	CR 34 - Culvert at Hillman Creek (C-34-379) - D&A (LEA)	50,000	25,000	25,000
Bridges & Drainage	13107-695	CR 27 - Culvert at Billing Drain (C-27-137) - D&A (KV)	50,000	30,000	20,000
Bridges & Drainage	13107-647	CR 11 - Culvert at Webster Drain (C-11-062) - (TEC)	175,000	130,000	0
Bridges & Drainage	13107-648	CR 34 - Culvert at Wilkinson-Shilson Drain (C-34-400) - (LEA)	600,000	680,000	0
Bridges & Drainage	13107-685	CR 12 - Bridge at McLean Drain (B-12-01) - (SX)	250,000	252,270	0
Bridges & Drainage	13107-686	CR 20 - Bridge at Wigle Creek (B-20-54) - (KV)	410,000	520,000	0
Bridges & Drainage	13107-687	CR 42 - Bridge at Tremblay Creek (B-42-43) - (LS)	900,000	520,000	0
Bridges & Drainage	13107-688	CR 20 - Bridge at Canard River (B-20-10) - (AB)	190,000	174,210	0
Bridges & Drainage	13107-689	CR 27 - Culvert at Belle River (C-27-166) - (KV)	450,000	500,000	0
Bridges & Drainage	13107-690	CR 29 - Culvert at #5 Drain (C-29-021) - (KV)	565,000	29,130	535,870
Bridges & Drainage	13107-691	CR 20 - Culvert at S. 7th Conc Drain (C-20-306) - (AB)	675,000	439,950	0
Bridges & Drainage	13107-716	CR 23 - Culvert at Ninth Conc Rd Drain (C-23-087) - (SX)	0	575,000	0
Bridges & Drainage	Category	Total	5,326,400	4,431,660	760,870
Municipal Drain	13107-675	CR 9 - 8th Conc Townline Drain (AB) (2016)	147,000	147,000	0
Municipal Drain	13107-587	CR 34 - N Talbot Rd Dr Enclosure (LS) (2014)	200,000	215,000	0
Municipal Drain	13107-676	CR 34 - Esseltine Drain (KV) (2016)	155,000	0	0
Municipal Drain	13107-xxx	CR 18 - McDonald Drain (KV)	0	0	179,900
Municipal Drain	Category	Total	502,000	362,000	179,900
Misc. Project	13106-3806	Land for Right-of-Way - Minor	5,000	5,000	5,000
Misc. Project	13107-633	Transportation Master Plan Update / Road Rationalization Study	150,000	92,110	127,000
Misc. Project	13107-727	CWATS Master Plan Update	220,000	0	0
Misc. Project	13107-xxx	Salt Management Plan	0	0	15,000
Misc. Project	13107-728	Centralized Traffic Control System	465,000	0	605,000
Misc. Project	13107-xxx	CR 22 Corridor Study (shared with LS)	0	0	250,000
Misc. Project	Category	Total	840,000	97,110	1,002,000
Expenditures	Category	Total	23,862,400	17,439,590	32,611,520
Recoveries	131066404	Federal Gas Tax Program (net)	2,264,240	2,264,240	2,202,770
Recoveries	131066363	Ontario Communities Infrastructure Fund	531,770	531,770	815,640
Recoveries	13107-671	CR 31 - N. to S. Middle Road - Rehab in BRW (overlay 1.9km)	247,000	247,000	0
Recoveries	13107-729	North Malden Rd from 13th Conc westerly 2 km (SX)	0	378,310	0
Recoveries	13107-728	Centralized Traffic Control System	209,750	0	0
Recoveries	13107-xxx	CR 22 Corridor Study (shared with LS)	0	0	125,000
Recoveries	Category	Total	3,252,760	3,421,320	3,143,410
Net Operations		Construction Capital	20,609,640	14,018,270	29,468,110

Construction - Roads and Bridges

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Contributions to (from)	131066801	Roadway Expansion Reserve	4,756,940	9,426,570	(2,238,760)
Contributions to (from)	13106xxxx	Capital Reserve - Prior year projects,carried over (net)	(1,146,000)	120,870	(1,660,870)
Contributions to (from)	131066801	Rate Stabilization Reserve - Various Studies	(670,250)	(144,110)	(267,000)
Contributions to (from) Category		Total	2,940,690	9,403,330	(4,166,630)
Total		County Responsibility	23,550,330	23,421,600	25,301,480

Construction - County Wide Active Transportation System (CWATS)

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Expenditure	13107-800	County-Wide Active Transportation Infrastructure	196,080	100,000	1,800,000
Expenditure	13107-801	Municipal Partnership Program	100,000	100,000	0
Expenditure	13107-802	CWATS Supportive Programs	200,000	200,000	0
Expenditure	13107-803	Consulting Services / Pre-liminary Engineering	50,000	50,000	0
Expenditure	13107-804	CWATS Lifecycle Management	50,000	50,000	0
Expenditure	13107-805	CWATS Monitoring & Evaluation	100,000	100,000	0
Expenditure	13107-835	PS/MUT - Meloche - CR 18 (Simcoe) to Alma (Amh-17)	0	267,350	0
Expenditure	13107-836	1WMUP - CR 20 - Whitewood to Union - Ph.3 (Kings-13B)	0	396,670	0
Expenditure	13107-838	PPS - CR 50 - Holiday Bluff Dr. to Entrance of Mun 455 (Ess-6)	0	30	0
Expenditure	13107-844	PS #1 - CR 15 - West to East of South Malden Rd. (Ess-2)	0	(760)	0
Expenditure	13107-845	PS - CR 50 - Bell Rd (#455) to Evergreen Rd (#687) (Ess-6)	452,500	512,190	0
Expenditure	13107-846	PS - CR 50 - 90m S. of Sycamore to CR 23 (Kings-8)	533,000	483,010	0
Expenditure	13107-847	PS - CR 20 - Dimenna Drive to Greenway (Kings-13A)	468,000	509,730	0
Expenditure	13107-848	CP - CR 20 - CR 45 to Dimenna (Kings-13B)	415,710	531,620	0
Expenditure	13107-849	PS / MUT - CR 2 - Rail Corridor to Wallace Line (Lake-11a)	2,700,000	1,097,100	0
Expenditure	13107-850	CP / DD - CR 20 - CR 31 to 600m east of CR 31 (Leam-11A)	567,510	283,760	283,760
Expenditure	13107-851	CP / DD - CR 20 - 600 m E of CR 31 to 1.2km E of CR 31 (Leam-111B)	567,510	283,760	283,760
Expenditure	13107-852	CP / DD - CR 20 - 1.2km E of CR 31 to 60m W of Sherk (Leam-11C)	1,938,990	969,500	969,500
Expenditure	13107-853	DD - Talbot St. W - Albert to Rail Corridor (Leam-8)	10,500	10,500	0
Expenditure	13107-854	DD - Talbot St. E - Victoria Ave to CR 33 (Leam-9)	10,500	10,500	0
Expenditure	13107-855	DD - CR 33 - 0.3km N of Mersea Rd 12 to Mersea Rd 12 (Leam-17)	115,000	115,000	0
Expenditure	13107-856	DD - CR 20 - 60m W of Sherk to Erie St N (Leam-22)	8,000	8,000	0
Expenditure	13107-857	DD - CR 11 - N. Talbot Rd to Hwy 401 (Tec-3)	145,200	145,200	0
Expenditure	13107-xxx	2019 CWATS / Rehabilitation Alignment Projects	0	0	2,800,000
Expenditure	13107-858	PS #1 - CR 2 - CR 2 to CR 22 (0.65 km) (Lake-12)	101,400	219,850	0
Expenditure	13107-859	PS #1 - CR 11 - CR 18 (Pike) to CR 18 (1.7km) (Ess-1)	265,200	599,460	0
Expenditure	13107-860	PS #1 - CR 15 - S. Malden Rd to CR 18 (2.0km) (Ess-3)	300,000	267,560	0
Expenditure	13107-861	PS #1 - CR 18 - 6th Conc to CR 9 (2.8 km) (Amh-1)	735,000	669,370	0
Expenditure	Category	Total	10,030,100	7,979,400	6,137,020
Recoveries	13107-800	County-Wide Active Transportation Infrastructure	0	662,320	0
Recoveries	13107-802	CWATS Supportive Programs	0	7,600	0
Recoveries	13107-804	CWATS Lifecycle Management	0	5,000	0
Recoveries	13107-845	PS - CR 50 - Bell Rd (#455) to Evergreen Rd (#687) (Ess-6)	271,500	307,310	0
Recoveries	13107-846	PS - CR 50 - 90m S. of Sycamore to CR 23 (Kings-8)	319,800	289,810	0
Recoveries	13107-847	PS - CR 20 - Dimenna Drive to Greenway (Kings-13A)	280,800	305,840	0
Recoveries	13107-848	CP - CR 20 - CR 45 to Dimenna (Kings-13B)	249,430	318,970	0
Recoveries	13107-849	PS / MUT - CR 2 - Rail Corridor to Wallace Line (Lake-11a)	1,620,000	658,260	0
Recoveries	13107-850	CP / DD - CR 20 - CR 31 to 600m east of CR 31 (Leam-11A)	340,510	170,260	170,260
Recoveries	13107-852	CP / DD - CR 20 - 1.2km E of CR 31 to 60m W of Sherk (Leam-11C)	1,163,390	581,700	581,700
Recoveries	13107-853	DD - Talbot St. W - Albert to Rail Corridor (Leam-8)	6,300	6,300	0
Recoveries	13107-854	DD - Talbot St. E - Victoria Ave to CR 33 (Leam-9)	6,300	6,300	0
Recoveries	13107-855	DD - CR 33 - 0.3 km N of Mersea Rd 12 to Mersea Rd 12 (Leam-17)	69,000	69,000	0
Recoveries	13107-856	DD - CR 20 - 60m W of Sherk to Erie St N (Leam-22)	4,800	4,800	0
Recoveries	13107-857	DD - CR 11 - N. Talbot Rd to Hwy 401 (Tec-3)	87,120	87,120	0
Recoveries	Category	Total	4,418,950	3,480,590	751,960
Net Operations CWATS			5,611,150	4,498,810	5,385,060
Contributions to (from)	13107xxx	CWATS Reserve	(2,509,550)	(1,042,570)	(785,060)
Contributions to (from)	131076801	Roadway Expansion Reserve	(1,401,600)	(1,756,240)	(2,800,000)
Contributions to (from)	Category	Total	(3,911,150)	(2,798,810)	(3,585,060)
Total	County Responsibility		1,700,000	1,700,000	1,800,000

Construction - Administration and Overhead

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Salaries / Wages	131061101	Full Time - Salaried	1,241,800	1,113,800	1,326,900
Salaries / Wages	131061105	Students	25,200	37,700	26,200
Salaries / Wages	Category	Total	1,267,000	1,151,500	1,353,100
Benefits	131061201	Employment Insurance	17,810	17,320	18,080
Benefits	131061202	Canada Pension Plan	41,730	40,160	44,830
Benefits	131061203	O.M.E.R.S.	128,250	115,660	136,560
Benefits	131061204	Employer's Health Tax	24,710	22,900	26,390
Benefits	131061205	Health Insurance	100,850	87,740	95,730
Benefits	131061206	Group Insurance	8,380	7,280	8,810
Benefits	131061207	Long-Term Disability Insurance	18,680	16,600	19,220
Benefits	131061209	Short-Term Disability Insurance	19,150	16,660	22,800
Benefits	131061208	W.S.I.B.	26,240	24,380	27,140
Benefits	Category	Total	385,800	348,700	399,560
Staff Expense	131063001	Mileage	1,400	1,300	1,400
Staff Expense	131063002	Training	10,000	9,500	23,000
Staff Expense	131063003	Workshops & Seminars	12,000	15,970	16,000
Staff Expense	131063004	Meetings	1,200	500	1,200
Staff Expense	131063005	Association Membership Fees	7,750	7,750	8,220
Staff Expense	131063006	Clothing Allowance	3,250	3,270	3,480
Staff Expense	131063098	Other	500	730	500
Staff Expense	Category	Total	36,100	39,020	53,800
Office Expense	131063101	Telephone	13,890	13,890	14,730
Office Expense	131063102	Postage	600	390	600
Office Expense	131063103	Office Supplies	1,800	1,800	1,800
Office Expense	131063104	Computer Supplies	1,000	1,000	2,650
Office Expense	131063105	Prints, Plans & Subscriptions	500	550	500
Office Expense	131063106	Copier Charges	1,500	2,790	1,500
Office Expense	131063107	Fax	100	100	100
Office Expense	131063108	Advertisements	3,500	8,720	0
Office Expense	131063110	Printing - Internal	1,500	1,220	1,500
Office Expense	131063204	Computer Lease / Maintenance	20,780	20,450	36,300
Office Expense	131063608	Engineering Supplies	2,000	2,670	2,000
Office Expense	131063198	Other	750	1,040	750
Office Expense	Category	Total	47,920	54,620	62,430
Purchased Service	131063301	Legal Fees	5,000	6,640	10,000
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	6,930	5,000
Purchased Service	131063514	Credit Card Fees	2,120	6,840	6,500
Purchased Service	Category	Total	13,120	20,410	22,500

Construction - Administration and Overhead

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Occupancy	131063407	Facility Lease/Office Rental	86,350	86,350	88,510
Occupancy	Category	Total	86,350	86,350	88,510
Capital	131063801	Equipment & Software Purchases	32,000	32,000	37,580
Capital	131063801	E-Permits Application	6,150	0	0
Capital	131063801	E-Claims	6,150	6,150	0
Capital	131063801	Transportation Modeling Software	20,000	34,090	20,000
Capital	Category	Total	64,300	72,240	57,580
Expenditures	Category	Total	1,900,590	1,772,840	2,037,480
Recoveries	131066798	Miscellaneous Revenue	0	10,560	0
Recoveries	Category	Total	0	10,560	0
Net Operations		Construct Admin and Overhead	1,900,590	1,762,280	2,037,480
Contributions to (from)	131066801	Rate Stabilization Reserve	(20,000)	(20,000)	0
Total	County Responsibility		1,880,590	1,742,280	2,037,480

Infrastructure Services – County Maintenance

Service Description

Essex County Highways staff, complemented by various specialty contractors throughout the year, perform 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 2019 Budget provides an expenditure level of \$12,271,180 for the Maintenance Program (inclusive of Fleet and Facilities, shown separately).

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time (mtce office)	6	6	6	6	550	584	604	604	613
Full-Time (mtce crew)	32	33	33	33	1,981	2,115	2,215	2,132	2,256
Students (mtce crew)	8	8	8	8	116	115	115	114	114
Total	46	47	47	47	2,647	2,814	2,934	2,850	2,983

Prior Year Performance

The 2018 actual expenditures for the maintenance operations (including administrative costs) are anticipated to be over budget by \$525,000 mainly due to extended summer maintenance activities and increased Winter Control efforts.

In 2018, an enhanced Work Order Management system as well as an electronic Road Patrol software system continued to be expanded in support of day to day operations. 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 higher 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

Infrastructure Services – County Maintenance

smaller events. The cold and extreme conditions in the spring also required significant amounts of road patching operations.

Several program areas had significant expenditures, specifically culvert repairs, ditching, roadside mowing, surface treatment / crack filling by contract, and shouldering. As a result of the increased activity, expenditures are anticipated to exceed 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.

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 believed to be correlated to 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 2019 are established at similar levels to 2018. 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 2018 level of expenditure. A program to commence the replacement of the existing High Pressure Sodium street lighting with LED technology is continued for 2019. This program will be undertaken incrementally with internal staff resources. Deck, expansion joint and railing repairs are planned for 5 bridges in 2019. 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 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 2019, 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.

Infrastructure Services – County Maintenance

Operational safety of the road can be improved with the provision of the edge lines even on straight flat sections of roads. In 2019, 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 3 computers, software licencing and an initiative to improve or provide internet connectivity at the Depots. In 2017, 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 2019, it is proposed to enhance this system with linkage to the Work Order Management System and the Winter Control Operations tracking program.

In 2018, a full inventory and condition assessment was conducted on all the signs located within the County Road right of way. The information and data collected were input into an electronic Sign Management software package that allows for improved sign replacement scheduling and work activity tracking. The data management also improves the compliance with regulatory requirements for sign condition.

An opportunity to utilize an electronic winter control application developed by OGRA was implemented for route optimization and salt management planning and performance management. Work will continue into 2019 to fully implement the application.

County Maintenance - Roads, Bridges and CWATS

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Bridge & Culverts	13101-01	Bridge Repair	30,000	5,000	30,000
Bridge & Culverts	13101-27	Culvert Repair	150,000	179,160	150,000
Bridge & Culverts	Category	Total	180,000	184,160	180,000
Roadside Maintenance	13101-02	Mowing	100,000	175,280	100,000
Roadside Maintenance	13101-28	Spraying	35,000	26,690	35,000
Roadside Maintenance	13101-03	Brush - Tree Trim Removal	35,000	42,840	35,000
Roadside Maintenance	13101-04	Ditching	150,000	204,070	150,000
Roadside Maintenance	13101-05	Catch Basin, Drains, Curb, Gutter	125,000	70,000	125,000
Roadside Maintenance	13101-06 / 29	Fencing & Debris Pick-up	25,000	28,000	25,000
Roadside Maintenance	Category	Total	470,000	546,880	470,000
Pavement Maintenance	13101-07/08	Patch - Asphalt, Surface Treatment	450,000	450,000	450,000
Pavement Maintenance	13101-09	Sweeping, Cleaning	30,000	25,000	30,000
Pavement Maintenance	13101-10	Base Repairs	60,000	58,140	60,000
Pavement Maintenance	13101-11	Shouldering	430,000	695,730	400,000
Pavement Maintenance	13101-12	Grading Shoulders	80,000	110,720	80,000
Pavement Maintenance	13101-13	Washouts, Mail Boxes, Other	10,000	5,000	10,000
Pavement Maintenance	13101-14	Surface Treatment/Crack Filling by Contract	100,000	171,750	200,000
Pavement Maintenance	Category	Total	1,160,000	1,516,340	1,230,000
Winter Control	13101-15	Snow Plowing & Salting	2,235,000	2,414,240	2,420,000
Winter Control	13101-17	Snow Fence, Drainage, Spring Clean	20,000	27,190	15,000
Winter Control	13101-18	Night Crew and Equipment Standby	300,000	307,820	290,000
Winter Control	13101-25	Road Patrol	45,000	43,710	25,000
Winter Control	Category	Total	2,600,000	2,792,960	2,750,000
Safety Devices	13101-19	Lane Line Marking	375,000	383,200	400,000
Safety Devices	13101-31	CWATS Signs / Lane Line Marking	30,000	7,600	30,000
Safety Devices	13101-20	Traffic Signal Maintenance	255,000	320,000	265,000
Safety Devices	13101-33	Streetlight Maintenance	90,000	62,120	80,000
Safety Devices	13101-32	Streetlight Retrofit	50,000	50,000	50,000
Safety Devices	13101-21	Signs, Traffic Count	245,000	245,000	245,000
Safety Devices	13101-22	Railroad Signal Maintenance	60,000	68,330	60,000
Safety Devices	13101-23	Guiderails & Posts	25,000	30,000	25,000
Safety Devices	Category	Total	1,130,000	1,166,250	1,155,000
Drainage	13101-24	Total - Drainage Assessment	350,000	318,120	350,000
Other Maintenance	13101-26	Total - Essex / Kent Boundary Roads	55,000	50,000	55,000
Expenditures	Category	Total	5,945,000	6,574,710	6,190,000
Contributions to (from)	131026801	Rate Stabilization Reserve	(30,000)	0	0
Total	County Responsibility		5,915,000	6,574,710	6,190,000

County Maintenance - Administration and Overhead

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Salaries / Wages	131021101	Full Time Salaries and Office	603,600	603,600	612,900
Salaries / Wages	131021103	Full Time Hourly - Teamsters	2,215,000	2,132,500	2,256,600
Salaries / Wages	131021105	Students - Teamsters	115,200	113,600	113,600
Salaries / Wages	Category	Total	2,933,800	2,849,700	2,983,100
Benefits	131021201	Employment Insurance	45,520	44,810	45,490
Benefits	131021202	Canada Pension Plan	107,280	105,010	113,430
Benefits	131021203	O.M.E.R.S.	262,320	254,030	266,820
Benefits	131021204	Employer's Health Tax	57,210	55,570	58,180
Benefits	131021205	Health Insurance	326,570	326,570	271,980
Benefits	131021206	Group Insurance	18,560	18,000	18,660
Benefits	131021207	Long-Term Disability Insurance	53,150	51,390	53,000
Benefits	131021209	Short-Term Disability Insurance	47,730	46,230	54,530
Benefits	131021208	W.S.I.B.	63,800	61,920	66,500
Benefits	Category	Total	982,140	963,530	948,590
Staff Expense	131023001	Mileage	2,500	2,000	2,000
Staff Expense	131023002	Training	14,000	20,000	25,000
Staff Expense	131023003	Workshops & Seminars	3,500	2,000	3,500
Staff Expense	131023004	Meetings	500	500	500
Staff Expense	131023005	Memberships	1,400	1,200	1,900
Staff Expense	131023006	Clothing & Safety Supplies	30,000	30,000	30,000
Staff Expense	131023629	Health and Safety	3,000	3,000	3,000
Staff Expense	131023098	Other	1,000	1,000	1,000
Staff Expense	Category	Total	55,900	59,700	66,900
Office Expense	131023101	Telephone	15,970	15,200	14,250
Office Expense	131023103	Office Supplies	2,000	2,000	2,000
Office Expense	131023203	Copier Lease / Maintenance	4,600	1,200	5,190
Office Expense	131023204	Computer Lease / Maintenance	2,510	2,510	22,940
Office Expense	131023130	Communication Services	7,800	7,300	8,360
Office Expense	131023198	Other	500	500	500
Office Expense	Category	Total	33,380	28,710	53,240
Equip & Building	131023220	Tool and Tool Repairs	15,000	16,000	15,000
Equip & Building	131023221	Radio Communications Maintenance	60,000	62,520	64,020
Equip & Building	13102-xxxx	Signals Communications Maintenance	0	0	24,000
Equip & Building	131023405	Janitorial Services and Supplies	22,000	24,000	24,000
Equip & Building	131023431-36	Building - Repairs and Maintenance	75,000	75,000	75,000
Equip & Building	Category	Total	172,000	177,520	202,020
Purchased Service	131023390	Total - Employee Assistance Prog	1,500	0	1,500

County Maintenance - Administration and Overhead

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Occupancy	131023401	Insurance	438,670	438,390	419,390
Occupancy	131023490	Insurance Deductibles	75,000	75,000	75,000
Occupancy	131023403	Utilities	95,000	75,500	80,000
Occupancy	Category	Total	608,670	588,890	574,390
Operations	131023117	Answering & Security Service	6,000	5,000	6,000
Operations	131023222	AVL / GPS Operational Costs	500	500	500
Operations	131023698	Other	500	950	500
Operations	Category	Total	7,000	6,450	7,000
Capital	131023801	Equipment & Software Purchases	12,210	10,450	20,450
Capital	131023801	Road Patrol Software - maintenance fee	10,910	10,880	0
Capital	131023801	ArcGIS GeoEvent Extension	16,000	0	16,000
Capital	131023801	Sky Mobile Software	50,000	0	50,000
Capital	131023801	Fleet / Fuel Management System	250,000	0	250,000
Capital	131023801	MESH Software - maintenance fee	3,000	1,500	0
Capital	131023801	Radio System	2,500	3,990	2,500
Capital	Category	Total	344,620	26,820	338,950
Labour Allocation	131023699	Total - Union Employees	(1,842,010)	(1,842,010)	(1,860,430)
Expenditures	Category	Total	3,297,000	2,859,310	3,315,260
Recoveries	Category	Total - Misc Recoveries	0	13,020	0
	Net Operations	Maintenance Admin and Overhead	3,297,000	2,846,290	3,315,260
Contributions to (from)	131066801	Capital Reserve	(316,000)	0	(316,000)
Total	County Responsibility		2,981,000	2,846,290	2,999,260

Infrastructure 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 2018, net equipment expenditures are projected to be overspent by \$66,340.

The 2018 Budget included the replacement of two tandem dump trucks, a one way plow, three pickup trucks, 1.5 ton dump truck and a tractor/mower. The tandems were fully winter control outfitted with a front and wing plow as well as slide-in pre-wet/spreader units. A hydraulic lift capable of lifting the tandems was acquired to assist the mechanics with the maintenance of the heavy equipment. In 2018, under the Facilities Renewal Program, several initiatives were undertaken including the improvements to the Maintenance Depot building envelope, and construction of a storage facility for the salt spreaders. Automatic security gates were installed at the West Pike Creek and Tilbury North Depots. A large renovation project was undertaken at the Civic Centre to allow the relocation of the Engineering Office.

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 2018, the revenue from the sale of surplus equipment exceeded original estimates and the proceeds of the sale of Harrow Depot was contributed to Capital Reserve to fund future facilities improvement.

Proposed Budget – Current Year

Proposed for 2019 is a fleet and facilities program with a total expenditure level of \$2,765,920, expenses are estimated to exceed recoveries by \$1,840,630.

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 two tandem dump trucks, a 3 ton Sign truck, and three pickups, refurbishment of the backhoe and line paint truck and a cab/chassis for a crash attenuator truck.

The tandems to be replaced are a 2009 model year with 201,303 kms and 6,398 hours of service, and a 2010 model year with 189,660 kms and 6,540 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 2009 model year with

Infrastructure Services – Fleet and Facilities

152,771 kms, 2010 model year with 197,262 kms and a 2011 model year with 180,890 kms. The 3 ton dump truck is a 2004 model year with 418,338 kms and 7,302 hours of service.

It is proposed to acquire a new skidsteer loader to assist in the ditching and pavement repair programs. This unit will be utilized in confined work areas and where the smaller/lighter unit will cause less damage to lawns and shoulders than the full size backhoe or excavator.

A new boom mower unit will be purchased and installed on an existing loader to allow for cutting of roadsides and large weed growth areas that are not reachable using a tractor/mower. These include areas behind guiderails, bridge wingwalls and marsh areas for Fragmite control.

The 2019 Facilities Renewal Program will include several initiatives. At each of the Depots scheduled maintenance/repairs will be undertaken on the fabric covered salt domes and security camera systems will be installed. At the Maintenance Depot an extension to an existing pole barn will be constructed to store off season equipment as well as a weather proof vestibule for the front office. Work we be undertaken at the West Pike Depot to upgrade the electrical supply and perimeter fencing. Tilbury North's garage will be painted and the overhead doors replaced. Included in the 2019 estimates is the finalization of the 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.

Fleet and Facilities

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Lease/Mtce	131033700	Equipment Maintenance	1,074,160	1,074,160	1,074,160
Lease/Mtce	Category	Total	1,074,160	1,074,160	1,074,160
Capital	131033820	Tandem Dump Trucks	580,000	580,000	590,150
Capital	131033820	Straight Truck (used)	0	0	55,000
Capital	131033898	Tandem Portable Hoist	70,000	70,600	0
Capital	131033898	One Way Plow (2 stage)	0	13,600	0
Capital	131033820	1.5 ton Pickup	75,000	50,000	25,000
Capital	131033820	3 Ton Stake Truck	0	0	150,000
Capital	131033820	Pickups (3)	105,000	98,690	105,000
Capital	131033821	Bobcat w/ backhoe w/ milling head	65,000	0	150,000
Capital	131033821	Backhoe (refurbished)	0	0	25,000
Capital	131033821	Tractor with Mower	90,000	114,630	0
Capital	131033898	Boom Mower	0	0	126,000
Capital	131033898	Loader Bucket Retrofit (2)	0	0	33,500
Capital	131033898	Paint Truck Retrofit	0	0	35,000
Capital	131033898	Shouldering Machine (Road Widener)	0	52,740	0
Capital	131033898	Miscellaneous Equipment	30,000	30,000	30,000
Capital	131033802	Maintenance Depot - Salt Spreader Storage Bldg	16,000	24,320	0
Capital	131033802	Maintenance Depot - Window Replacement	20,000	3,060	6,610
Capital	131033802	Maintenance Depot - Pole Barn (Extension)	0	0	27,000
Capital	131033802	Maintenance Depot - Repairs to Fabric Salt Bldg	0	0	23,000
Capital	131033802	Maintenance Depot - Alarm System & Camera	0	0	20,000
Capital	131033802	Maintenance Depot - Office Vestibule Constructio	0	0	10,000
Capital	13103-466	Rebuild West End Depot (Redevelopment land)	0	22,840	0
Capital	131033802	Gesto Depot - Site Clean Up / Fencing	12,500	0	0
Capital	131033802	West Pike Creek - Installation of Automatic Gate	11,500	10,990	0
Capital	131033802	WPC - West Side Fencing Repl / Landscaping	0	0	10,000
Capital	131033802	West Pike Creek - Repairs to Fabric Salt Bldg	0	0	15,000
Capital	131033802	West Pike Creek - Electrical Upgrades (out-bldg)	0	0	10,000
Capital	131033802	West Pike Creek - Alarm System & Camera	0	0	20,000
Capital	131033802	Tilbury North - Renovate Garage (interior)	0	0	15,000
Capital	131033802	Tilbury North - Replace OH Doors / Man Doors	0	0	20,000
Capital	131033802	Tilbury North - Repairs to Fabric Salt Bldg	0	0	13,000
Capital	131033802	Tilbury North - Alarm System & Camera	0	0	20,000
Capital	131033802	Tilbury North - Installation of Automatic Gate	11,500	10,990	0
Capital	131033802	West End - Alarm System & Camera	0	0	20,000
Capital	131033802	West End - Landscaping	0	0	12,500
Capital	13103-636	Engineering Office Renovations	650,000	843,870	125,000
Capital	Category	Total	1,736,500	1,926,330	1,691,760
Expenditures	Category	Total	2,810,660	3,000,490	2,765,920
Recoveries	131036798	Sale of Surplus Equipment	49,500	79,180	54,000
Recoveries	131036798	Sale of Harrow Depot	0	525,290	0
Recoveries	131033797	Equipment Utilization Recovery	1,177,320	1,177,320	1,177,320
Recoveries	Category	Total	1,226,820	1,781,790	1,231,320
	Net Operations	Fleet and Facilities	1,583,840	1,218,700	1,534,600

Fleet and Facilities

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Contributions to (from)	131034110	Capital Reserve (re: Surplus Equipment)	49,500	79,180	54,000
Contributions to (from)	131036801	Capital Reserve (re: Equipment)	(985,000)	(913,920)	(889,860)
Contributions to (from)	131036801	Capital Reserve	(721,500)	(390,780)	(367,110)
Contributions to (from)	131034110	Capital Reserve (re: Amortization)	1,209,000	1,209,000	1,509,000
Contributions to (from) Category		Total	(448,000)	(16,520)	306,030
Total	County Responsibility		1,135,840	1,202,180	1,840,630

Infrastructure Services – Facility Operations

Service Description

The Civic Centre operations and maintenance activities are supported with County staff, complemented by contracted maintenance services and specialty contractors throughout the year. The Technical Services Division provides management and administrative support and building tenant liaison functions.

The 2019 Budget provides an expenditure level of \$957,170 for the Facility Operations program.

Staffing	2018	2019	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	4	4	189	187	262
Part-Time	2	2	16	32	25
Total	6	6	205	219	287

Prior Year Performance

The actual expenditures for facility operations are anticipated to be over budget by \$13,020. 2018 was the first year for the assumption of the facility operations by the Infrastructure Services Department. As such, the focus of the operations was to establish some bench mark service levels, clarify the roles and responsibilities of staff and contractors and provide standardization of operations. In addition, a significant level of effort was dedicated to catching up with the deferred maintenance tasks.

Significant renovation projects for Emergency Medical Services and Infrastructure Services were managed by this group throughout 2018. Additional design work was administer for future renovations for the IT and Administrative Departments that will move to construction in 2019.

Numerous projects were completed, such as the upgrade of the Fire Alarm system, boiler / chiller chemical control systems, lighting improvements and the Building Automation System.

Proposed Budget – Current Year

The expenditures under this program for 2019 support the day to day operations of the Civic Centre and provide maintenance of the building and grounds. Maintenance activities both preventative and reactive are undertaken with internal staff resources and through annual service contracts, such as janitorial, heating and cooling systems and building controls.

It is anticipated that the next two phases of interior renovations at the Civic Centre will be undertaken and managed by Facility Operations in 2019. These renovations will see the consolidation of the IT services and complete redevelopment of the County's Administrative office wing.

Transportation Services – Fleet and Facilities

Several capital projects are also planned for 2019, including aesthetic improvements to the Civic Centre, with the painting of the stairwells and replacement of the carpet in the meeting rooms. Additional work to provide lighting upgrades, air balancing, improved access to mechanical penthouse and gas monitoring replacements in the Boiler/Chiller room will be completed. Work is also planned to improve the landscaping at the Civic Centre.

Facilities Operations

Category	Account Number	Description	2018 Budget	2018 Projection	2019 Budget
Salaries / Wages	171011101	Full Time - Salaried	189,500	186,870	262,090
Salaries / Wages	171011104	Part Time - Hourly	15,700	32,000	24,900
Salaries / Wages	Category	Total	205,200	218,870	286,990
Benefits	171011201	Employment Insurance	3,630	4,950	4,920
Benefits	171011202	Canada Pension Plan	8,300	9,950	11,980
Benefits	171011203	O.M.E.R.S.	18,170	16,670	25,480
Benefits	171011204	Employer's Health Tax	4,000	4,620	5,600
Benefits	171011205	Health Insurance	20,760	22,850	23,090
Benefits	171011206	Group Insurance	1,330	870	1,770
Benefits	171011207	Long-Term Disability Insurance	3,260	2,980	4,140
Benefits	171011209	Short-Term Disability Insurance	3,320	2,020	5,040
Benefits	171011208	W.S.I.B.	4,600	5,300	6,430
Benefits	Category	Total	67,370	70,210	88,450
Staff Expense	171013001	Mileage	500	500	500
Staff Expense	171013002	Training	650	650	4,000
Staff Expense	171013005	Association Membership Fees	0	0	150
Staff Expense	171013006	Clothing Allowance	680	980	1,530
Staff Expense	171013629	Safety Equipment / PPE	0	0	500
Staff Expense	171013098	Other	100	180	150
Staff Expense	Category	Total	1,930	2,310	6,830
Office Expense	171013101	Telephone	1,300	1,900	2,830
Office Expense	171013103	Office Supplies	200	1,290	200
Office Expense	171013106	Copier Charges	0	80	50
Office Expense	171013108	Advertising	0	2,040	0
Office Expense	171013109	Courier	100	100	100
Office Expense	171013110	Printing - Internal	350	350	350
Office Expense	171013204	Computer Lease / Maintenance	0	0	2,680
Office Expense	171013198	Other	100	100	100
Office Expense	Category	Total	2,050	5,860	6,310
Equipment Expense	171013220	Equipment / Small Tools	500	2,600	1,000
Equipment Expense	Category	Total	500	2,600	1,000
Occupancy	171013401	Insurance	11,100	11,310	5,830
Occupancy	171013405	Janitorial Service	78,000	69,700	78,000
Occupancy	171013406	Mtce / Repairs / Supplies	25,000	65,010	45,000
Occupancy	171013410	Grounds Mtce - Contract	12,000	12,000	22,000
Occupancy	171013412	Heat	19,500	17,000	17,000
Occupancy	171013413	Hydro	165,000	130,000	130,000
Occupancy	171013414	Water / Sewage	16,000	15,000	15,000
Occupancy	171013421	Fire Extinguisher / Alarm Maint.	750	3,090	3,000
Occupancy	171013450	Bulbs / Ballasts	1,500	1,500	1,500
Occupancy	171013452	Janitorial Supplies	9,750	9,750	10,500
Occupancy	171013453	Snow Removal	7,000	12,740	10,000
Occupancy	171013454	Elevator Maintenance	3,200	3,200	3,200

Facilities Operations

Category	Account Number	Description	2018 Budget	2018 Projection	2019 Budget
Occupancy	171013455	HVAC Controls & Chiller Maint.	15,000	15,000	15,000
Occupancy	171013456	Computer Systems Maintenance	500	2,780	2,480
Occupancy	171013457	Alarm Monitoring	2,200	540	2,200
Occupancy	171013458	Boiler Inspection / Maintenance	1,500	1,500	1,500
Occupancy	171013459	Garbage Disposal	11,200	11,200	13,200
Occupancy	17101xxxx	Water Treatment Maintenance	0	0	3,550
Occupancy	17101xxxx	Generator Maintenance	0	0	5,000
Occupancy	Category	Total	379,200	381,320	383,960
Capital	171013801	Equipment / Software Purchases	0	0	4,630
Capital	171013803	Capital Expenditures	111,000	68,840	179,000
Capital	Category	Total	111,000	68,840	183,630
Expenditures	Category	Total	767,250	750,010	957,170
Recoveries	171016794	Tenant Rental Revenue	888,250	888,250	902,300
Recoveries	171016787	Export of Electricity	15,000	22,600	15,000
Recoveries	171016798	Other Revenue	3,000	7,300	5,000
Recoveries	Category	Total	906,250	918,150	922,300
Net Operations		Facilities Operations	(139,000)	(168,140)	34,870
Contributions to (from)	171014110	Capital Reserve (Amortization)	250,000	250,000	250,000
Contributions to (from)	171016801	Capital Reserve	(111,000)	(68,840)	(199,000)
Contributions to (from)	Category	Total	139,000	181,160	51,000
Total	County Responsibility		0	13,020	85,870

Essex County Library

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 ECL is governed by the direction of the Essex County Library Board (ECLB) and its Mission to "welcome you to a world of discovery, creativity and lifelong learning through accessible resources, programs and innovative services".

Service Description

ECL 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	William (Bill) Varga Branch, LaSalle, Ontario
Municipality of Leamington	Leamington Branch, Leamington, Ontario
Town of Tecumseh	Cada Branch, Tecumseh, Ontario
24/7 online service	essexcountylibrary.ca

The ECL 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 Board 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

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	19	19	21	21	884	1,066	1,368	1,180	1,403
Part-Time	89	89	84	84	861	1,533	1,853	1,678	1,853
Total	108	108	105	105	1,745	2,599	3,221	2,858	3,256

2018 Budget Development

For 2018, the ECLB budget was developed to return to base budget funding after the 2016-2017 strike. The proposed budget was developed to allow ECL to continue to maintain its standard of service and set new goals. The budget focused on staff training (cultural survey), reengagement of community partnerships and outreach services, and preparing for branch renovations.

Unanticipated 2018 events that influenced ECL's ability to achieve service goals included a high rate of staff vacancies and site renovations that dominated ECL's attention.

During the year, ECL continued to experience a high rate of staffing vacancy due to retirements, illness, and pregnancy/ parental leaves, creating a positive variance in salaries and wages; benefit plan participation was higher than anticipated, creating a negative variance; and Capital projects not completed allowed anticipated funding to remain in ECLB reserves for future use.

The ECLB focus on staff training was further supported by the direction to expand the scope of their contracted consultant. ECLB extended the contract to include facilitated meetings, training and support focused on rebuilding staff relationships. The Board maintains their commitment to training by supporting an ongoing focus on performance appraisals, staff development and health and safety training.

Prior Year Performance

Salaries and Benefits

In 2018, the ECLB continued to experience staffing vacancies and changes resulting in a variance in the salaries and benefits costs. Staffing vacancies due to extended illnesses and disability claims, pregnancy/ parental leaves and retirements created vacancy gaps between the time positions were vacated and subsequently refilled. The

ECLB predicts the rate of staffing changes to continue with the number of staff eligible for retirement.

The 2018 budget reflects the adjusted costs for Group Life, Health Insurance, Short Term Disability, Long Term Disability. The adjustment was due to the increased number of staff registered, and the increased volume of use of current insurance plans.

Staff Expenses

Training

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

ECLB contracted a consultant to lead the organization through a Cultural Survey and to identify areas of need to support better working relationships. In 2018, the ECLB was presented with the results of their Cultural Survey. To support the needs of the organization the board extended the consultant’s scope of work to facilitate meetings, staff engagement sessions and training support. The extension of the contract was not anticipated in the current budget and accounted for the funding variance.

Library Materials

ECLB’s vision is to provide a current and comprehensive collection for our communities. A comprehensive collection provides access to information through a variety of resources, such as the printed book, online databases, and digital and alternative content.

ECLB continued to maintain the Library Materials budget at status quo to minimize the budget increases. The ECL continued to develop a collection relevant to the needs of our communities by providing current and comprehensive collections that support user engagement. In 2018, ECL continued to provide alternative formats such as loanable eReaders with preloaded titles (5 titles per device). This format provided library patrons the convenience of an eReader without the need for internet or wireless services.

Annually, ECL assesses their collection spending as it can fluctuate as a result of publication cycles, ordering processes and resource availability. Near year end, ECL typically would assess the current budget and available funds to further enhance their alternative format collection (Launch pads, eReaders, accessible format devices).

In 2018, the ECL administration recognized that due to the relocation of the Leamington Branch, fewer collection items were being purchased creating a positive variance. ECL further recognizes that the restocking of resources for this space will impact the 2019 budget. To support restocking of the collection, ECLB proposed that the variance from the 2018 tangible book surplus (\$80,000) be directed to the Essex County Library Rate Stabilization Reserve, and these funds be used to support a one-time purchase of new resources to restock the Leamington Library as part of the 2019 budget.

Operating Expense

Repairs and Maintenance

With aging facilities, unexpected repair costs were incurred. The cost to address water damage, cleaning services and replacement of electrical fixtures created a negative variance within this budget line.

Advertising

ECLB continues to support the replacement of the exterior sign at the Essex Branch by allocating \$10,000 from ECLB Capital Reserves. As the Town of Essex did not proceed with the project, the funds will remain in reserves for use in 2019.

Purchased Services

Legal costs for 2018 continued to impact the annual budget due to the number of grievances and outstanding arbitrations. The ECLB budget anticipated \$15,000 from base funding, with any additional costs being funded through the ECLB Reserves.

The ECLB continued to increase the number of janitorial contracts as the current staff retired from their positions (attrition). In 2018, three additional sites were shifted to contractual service. The cost of contract service was further impacted as vendors increased their rates due to the ESA adjustments for minimum wages.

Capital Expenditures

In 2018 the ECLB identified several branch locations that were in need of renovations to replace dated furnishings and equipment, and upgrades to meet AODA standards by 2025. The Board and several local municipalities were in the initial conversations to consider possible renovation projects. The 2018 Capital Expenditures of \$600,000 was budgeted to support initial project developments. This estimated amount would be adjusted as projects were confirmed and the scale and scope of the renovations were presented to the Board and local Councils for their consideration. Capital projects would be funded through Capital Reserves and would not impact base budget requests.

In 2018, Capital funds were directed to projects at the Town of Amherstburg and Leamington. The Town of Amherstburg addressed damage to the lower level of the Library, due to water seepage. The ECLB purchased new equipment and furnishings for the reopening of the lower level space. The Municipality of Leamington finalized renovation contracts, and the ECLB supported some of the cost to relocate and set up a temporary location. Finalization of the Leamington project is anticipated for the spring of 2019.

Final Variance

The ECLB estimates a favourable variance of \$97,950 from the 2018 Budget (this is in addition to the \$80,000 carried over for materials at the Leamington branch). The Board

recommends the funds be directed to the ECLB Rate Stabilization Reserve (ECLB Resolution #18/59) to support the future renovations and upgrades of library branches.

Proposed Budget – Current Year

The proposed 2019 Budget is mindful of financial limitations and constraints, yet strives to maintain a provincial standard for buildings, collections and staffing. This budget supports the Mission and Vision for library services, as approved by the ECLB.

The ECLB reviewed the proposed budget at their November 15, 2018 meeting and approved the final recommendations (#18/58) for the 2019 Essex County Library Budget to be submitted to County Council. The ECLB proposes a 4.6% increase, or \$242,050 over prior year. The Board budget supports the following objectives:

- To address the residual impacts of the 2017 0% budget due to the 2016-2017 strike
- To support the 2019 ECLB operational projects.

Salaries and Wages

Salaries, Wages and Benefits is the largest portion of the ECLB Budget. The 2019 increase of 1.09% for Salaries and Wages supports Collective Agreement obligations. An increase of 4.52% for Benefit funding reflects the anticipated cost of employment insurances, pension contributions and taxes, along with premium adjustments for health and welfare benefits.

Board Expenses

Mileage

The 2019 Budget for Board Expenses proposes an increase of \$1,000 to support the mileage for ECLB members to attend regular board meetings, and to attend additional meetings as required.

Planning

The 2019 Budget acknowledges a new term of the Board and the opportunity for the current Mission and Vision statements to either be supported or reimagined, and for the Board to engage in planning sessions to map out how their visioning objectives will be achieved during their 4-year term. The proposed funding supports contracting a consultant to assist with strategic/ business planning within the first year of the new term. As this project will be supported by ECL Reserve funds, it will not impact the overall budget increase.

Staffing Expenses

Mileage

The proposed funding adjustment is to support: staff attending outreach and programming within the community, staff travel for employment purposes, and staff travel for training purposes.

Training

The 2019 Budget proposes funding for staff training to support the following objectives:

- Commitment to the ECLB and Corporation of the County of Essex to provide additional Health and Safety training for all employees.
- Commitment to the Performance Appraisal process and assisting staff to develop skills to meet current work obligations and to support succession planning processes.

The proposed increase for Staffing Expenses is 17.47%.

Library Materials

The ECLB continues to maintain the Library Materials budget at status quo to minimize the budget increases. The base budget will maintain materials that support current and comprehensive collections. ECL will continue to seek alternative formats, such as: loanable eReaders and tablets, to provide direct access to ECL's digital resources; formats to support early literacy development; resources that support the development of trans-literacy skills (skills required for web-based learning and communication), and a collection that addresses accessibility needs. ECL will continue to seek grant funding to support and maintain alternative collections.

ECLB recognizes that the restocking of resources after the renovation of the Leamington Library will impact the 2019 Budget. To fund this project, the ECLB directed the 2018 tangible book surplus (\$80,000) to the Essex County Library Rate Stabilization Reserve. These reserve funds will be accessed to support a one-time purchase of new resources to restock the Leamington Library as part of the 2019 Budget. Total cost of resources and service support to restock the space is estimated at \$100,000. The cost difference will be supported through the general 2019 Tangible Books budget fund.

As ECLB continues to experience a demand for digital content, and as the expenses for digital content is prone to fluctuation due the cost per item and the rate of exchange on US currency, the ECLB proposed a modest funding increase to support patron demand and access to virtual (intangible) collections.

Operating Expenses

Repair and Maintenance

The ECLB budget anticipates an increased demand to repair and maintain the interior spaces at branch locations. As branches age, the demand for repair increases, while the new branches' repairs are generally due to public use. The 2019 Budget proposes an increase of \$4,000 to maintain site locations.

Advertising

The ECLB advertisement budget supports the organization's ability to promote its services, resources and programs to local and neighbouring communities, to draw awareness to site locations, to work with community partners to support local community projects, and to advocate for the value of library services.

ECL 2019 Budget maintains \$10,000 to support the anticipated replacement of the exterior sign at the Essex Branch. Replacement is dependent on the local Council approving the joint project. The project is funded through the ECL Capital Reserves and will not impact the overall base funding request.

Purchased Services

The ECLB maintains the budget for legal services with \$15,000 of base funding, with additional cost of purchased services supported through ECLB reserves.

Janitorial Services – since 2014, through attrition, the ECL has been contracting independent janitorial services to clean the branch locations. The 2019 Budget anticipates 2-3 additional branches will receive purchased services.

Inspections – in 2016, the ECL implemented regular inspections of branch locations for bed bugs. Locations are inspected monthly, bimonthly or quarterly depending on their hours of operation and potential for risk.

The overall impact of increase costs of purchased services is 8.75% or \$16,050.

Occupancy Expenses

The County of Essex is now the sole owner of the Civic Centre. Since 2018, a portion of the operating costs for the Civic Centre have been shared between all departments and outside organizations who use or require space within the facility. An allocated occupancy expense increase of 2.5% is proposed in the ECL 2019 Budget. With an allowance for increased insurance premiums, the overall Occupancy Expense represents an increase of 1.16% or \$2,740.

Capital Expenditures

Branch Renovations

Capital improvements for branch libraries in 2019 will focus on the renovation and refurbishment of the Leamington Branch. The proposed budget of \$400,000 will replace

furnishing and equipment within the space. The proposed budget takes into account the anticipated increase to the cost of goods, delivery and tariffs. Capital projects are funded through Capital Reserves and do not impact base budget requests.

The 2019 ECLB Budget does not propose any additional capital projects for facilities, as the ECL Administration has not received communication from the local municipalities of their plans to proceed with renovation projects in the 2019 budget year.

The following branches will need to be assessed for the replacement and upgrade of equipment and furnishings, and if necessary AODA compliances:

- Tecumseh – Cada Branch
- Lakeshore - Stoney Point Branch
- Lakeshore – Comber Branch
- Kingsville – Cottam Branch
- Kingsville - Ruthven Branch
- Essex – Harrow Branch
- Amherstburg – Amherstburg Branch

The ECLB will continue to work with the local municipalities to assess how to best provide library services within the community, and to address aging facilities to meet AODA compliances by 2025.

Furnishings and Equipment

With aging facilities it is anticipated that furnishing and equipment replacements will increase for ECL to maintain its standard of service. It is recommended the funds support the replacement of service desks, patron kiosks, and general equipment as needed. Of the proposed \$55,000 budget, it is recommended that the ECLB support \$40,000 through the Capital Reserve.

Vehicle Replacement

In 2015, ECLB had a vehicle lifecycle replacement schedule with the expectation that ECL would maintain two vehicles for delivery services. The vehicles would be purchased five years apart, and each vehicle would be replaced every 10 years.

In 2015, ECL purchased a new Ford Transit. In 2016, ECL sold the older of the two vehicles, the Mercedes Sprinter, as it was costing more to maintain than to replace. At this time, ECL decided to not repurchase a second vehicle but to wait and assess service needs.

ECLB proposes the following adjustments to the Vehicle Lifecycle Replacement Schedule.

1. 2019 - purchase a smaller second vehicle that can be used for multiple purposes such as: providing a backup vehicle when the primary larger vehicle is being serviced/repaired; to be available for maintenance use when the large vehicle is not available, or a larger vehicle is not required; providing access to a secondary delivery vehicle for computer and smaller equipment replacements; and for outreach services.

2. Adjust the replacement cycle of each vehicle to be every 6 years, as it is anticipated the larger vehicle will accumulate high mileage from the daily delivery cycle.
3. Gradually increase the annual contribution to the Vehicle Capital Reserve to support the adjusted replacement cycle.

Computer Equipment and Software

The ECLB proposed budget for Computer Equipment and Software supports lifecycle replacement schedules for equipment and software required for daily operations.

For 2019, the ECL funding for the anticipated people counter project will be redirected to investigate and trial equipment that can provide multiple functions. The equipment would still satisfy the need for people counters at site locations and provide additional functioning that would support the use of RFID (radio frequency identification) technology and security access points. The equipment will be tested at select branch locations to assess its value and ease of use. It is estimated that \$20,000, from ECLB Capital Reserves, will support this trial equipment.

Provincial Grant

The 2019 Budget anticipates grant funding from the Province of Ontario in the amount of \$273,620 to support operating costs.

The 2019 Budget, as proposed by the ECLB, addresses the residual impacts of the 2017 0% budget due to the 2016-2017 strike and supports the 2019 ECLB operational projects. The ECLB approved the contribution of \$729,500 from their reserves to reduce the impact of budget requirements on the 2019 Levy, and an increase of 4.6% to the base funding to support and maintain the ongoing services and resources and programs ECL provides for all communities with the County of Essex.

Library Services

Category	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Expenditures	Salaries and Wages	3,221,100	2,857,550	3,256,300
Expenditures	Benefits	771,800	818,900	806,660
Expenditures	Board Expense	16,100	13,000	37,000
Expenditures	Staff Expense	48,650	57,000	57,150
Expenditures	Library Materials	836,500	751,000	922,100
Expenditures	Office Expense	232,500	227,300	231,800
Expenditures	Purchased Services	183,370	203,330	199,420
Expenditures	Occupancy Expense	237,210	232,620	239,950
Expenditures	Operating Expense	192,000	179,500	198,000
Expenditures	Capital Expenditures	699,000	174,510	603,000
Expenditures	Total	6,438,230	5,514,710	6,551,380
Recoveries	Ontario Grants	273,620	273,620	273,620
Recoveries	Other Grants	0	54,610	0
Recoveries	Fees, Service Charges	84,000	82,820	84,000
Recoveries	Total	357,620	411,050	357,620
Net Operations	Total	6,080,610	5,103,660	6,193,760
Contributions to (from)	Vehicle Reserve	11,000	11,000	(28,000)
Contributions to (from)	Enhanced Service Reserve	(5,400)	(5,400)	(2,500)
Contributions to (from)	Capital Reserve	(614,000)	(15,000)	(469,000)
Contributions to (from)	Rate Stabilization Reserve	(250,000)	127,950	(230,000)
Contributions to (from)	Total	(858,400)	118,550	(729,500)
Total	County Responsibility	5,222,210	5,222,210	5,464,260

Library Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	111011101	Library Services	3,156,800	2,800,000	3,196,300
Salaries and Wages	111011112	Janitorial & Mtce.	64,300	57,550	60,000
Salaries and Wages	Category	Total	3,221,100	2,857,550	3,256,300
Benefits	111011201	Employment Insurance	65,550	63,600	64,770
Benefits	111011202	Canada Pension	130,030	126,500	136,080
Benefits	111011203	O.M.E.R.S.	278,100	275,000	280,340
Benefits	111011204	Employer Health Tax	62,810	61,000	63,500
Benefits	111011205	Health Insurance	150,800	193,180	161,400
Benefits	111011206	Group Life Insurance	13,600	15,750	15,800
	111011207	Long Term Disability Insurance	36,900	43,650	42,400
Benefits	111011209	Short Term Disability Insurance	22,300	28,510	33,100
Benefits	111011208	WSIB	11,710	11,710	9,270
Benefits	Category	Total	771,800	818,900	806,660
Board Expense	111012101	Indemnities	10,000	10,000	10,000
Board Expense	111012302	Mileage	2,100	2,000	3,000
Board Expense	111012305	Conferences	3,000	0	3,000
Board Expense	111012398	Strategic Planning/Search Committee	1,000	1,000	21,000
Board Expense	Category	Total	16,100	13,000	37,000
Staff Expense	111013001	Mileage	8,500	12,000	12,000
Staff Expense	111013002	Training	35,000	40,000	40,000
Staff Expense	111013004	Assoc. Meetings	2,000	2,000	2,000
Staff Expense	111013005	Membership Fees	650	700	750
Staff Expense	111013098	Other	2,500	2,300	2,400
Staff Expense	Category	Total	48,650	57,000	57,150
Library Materials	111013860	Books - Tangible	388,000	308,000	468,000
Library Materials	111013868	Books - Virtual	190,500	190,500	200,000
Library Materials	111013861	Electronic Resources	13,000	10,000	13,000
Library Materials	111013862	Periodicals	25,500	25,000	25,000
Library Materials	111013870	Periodicals - Virtual	25,500	25,500	25,500
Library Materials	111013863	Audio Visual Materials - Tangible	100,000	100,000	100,000
Library Materials	111013869	Audio Visual Materials - Virtual	85,000	85,000	85,000
Library Materials	111013866	Bindery	2,500	1,000	2,000
Library Materials	111013865	Literacy Project (Leverager Funds)	5,400	5,400	2,500
Library Materials	111013867	Express and Postage	1,100	600	1,100
Library Materials	Category	Total	836,500	751,000	922,100
Office Expense	111013101	Telephone - Voice	8,000	7,000	8,000
Office Expense	111013102	Postage	2,000	2,000	2,000
Office Expense	111013103	Office Supplies	5,500	5,500	6,000
Office Expense	111013110	Printing	7,000	5,000	7,000
Office Expense	111013111	Printing External	200	0	0
Office Expense	111013114	Copier Lease/Maintenance	21,000	24,000	25,000
Office Expense	111013118	Communication / Connectivity	143,600	143,600	143,600
Office Expense	111013119	Cataloguing Supplies	45,000	40,000	40,000
Office Expense	111013198	Miscellaneous	200	200	200
Office Expense	Category	Total	232,500	227,300	231,800

Library Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Operating Expense	111013611	Delivery Van Maintenance & Fuel	14,000	10,000	14,000
Operating Expense	111013612	Repairs & Maintenance (Branches)	18,000	25,000	22,000
Operating Expense	111013613	Janitorial & Mtce. Supplies	3,000	3,500	3,000
Operating Expense	111013614	Advertising	34,000	18,000	30,000
Operating Expense	111013615	Computer Systems Operation	115,000	113,000	121,000
Operating Expense	111013616	Prof. Program Services/Supplies	8,000	10,000	8,000
Operating Expense	Category	Total	192,000	179,500	198,000
Purchased Services	111013301	Legal & Consulting	40,000	60,000	40,000
Purchased Services	111013302	Audit Fees	5,020	4,970	5,070
Purchased Services	111013305	Collection Services	2,500	2,000	2,500
Purchased Services	111013307	Janitorial & Mtce. Contracts	49,000	57,360	65,000
Purchased Services	111013381	Electronic Data Hosting Services	71,850	69,000	71,850
Purchased Services	111013380	Payroll Service	15,000	10,000	15,000
Purchased Services	Category	Total	183,370	203,330	199,420
Occupancy Expense	111013401	Insurance	14,210	14,620	15,000
Occupancy Expense	111013407	Shared Occupancy (Admin. Office)	78,000	78,000	79,950
Occupancy Expense	111013412	Utilities-Gas	25,000	25,000	25,000
Occupancy Expense	111013413	Utilities-Hydro	120,000	115,000	120,000
Occupancy Expense	Category	Total	237,210	232,620	239,950
Capital Expenditures	111013801	Furnishings & Equipment	15,000	30,000	55,000
Capital Expenditures	111013805	Vehicles	0	0	40,000
Capital Expenditures	111013807	Computer Equipment/Software	84,000	64,000	108,000
Capital Expenditures	111013810	Special Projects Capacity Grant	0	40,510	0
Capital Expenditures	1110138xx	Branch Renovations	600,000	0	0
Capital Expenditures	111013816	Leamington Branch Renovations	0	25,000	400,000
Capital Expenditures	111013827	Amherstburg Branch Renovations	0	15,000	0
Capital Expenditures	Category	Total	699,000	174,510	603,000
Expenditures	Category	Total	6,438,230	5,514,710	6,551,380
Recoveries	111016201	Provincial Grant	273,620	273,620	273,620
Recoveries	111016382	Service Ontario Grant	0	40,510	0
Recoveries	111016305	Provincial Grant-Pay Equity	0	14,100	0
Recoveries	111016503	Municipal Recoveries - Kingsville	2,500	2,500	2,500
Recoveries	111016607	Copier Fees	20,000	25,000	20,000
Recoveries	111016608	Fees and Fines	50,000	45,000	50,000
Recoveries	111016698	Other	5,000	2,500	5,000
Recoveries	111016660	Data / Fax	2,000	1,800	2,000
Recoveries	111016731	Book Sales	500	700	500
Recoveries	111016784	Staff Recovery	0	2,820	0
Recoveries	111016798	Miscellaneous	4,000	2,500	4,000
Recoveries	Category	Total	357,620	411,050	357,620
Net Operations	Library Services		6,080,610	5,103,660	6,193,760

Library Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Contributions to (from)	111016810	Vehicle Reserve	0	0	(40,000)
Contributions to (from)	111016865	Enhanced Service Reserve	(5,400)	(5,400)	(2,500)
Contributions to (from)	111014121	Vehicle Reserve - Amortization	11,000	11,000	12,000
Contributions to (from)	111014102	Capital Reserve - Amortization	25,000	25,000	25,000
Contributions to (from)	111016811	Capital Reserve - Signage	(19,000)	0	(10,000)
Contributions to (from)	111016811	Capital Reserve - Computer Equip.	(20,000)	0	(44,000)
Contributions to (from)	111016811	Capital Reserve - Furniture & Equip.	0	0	(40,000)
Contributions to (from)	111016811	Capital Reserve - Facilities	(600,000)	(40,000)	(400,000)
Contributions to (from)	111016815	Rate Stabilization Reserve - Training	(20,000)	0	0
Contributions to (from)	111016815	Rate Stabilization Reserve - 1x Legal	(30,000)	(50,000)	(30,000)
Contributions to (from)	111016815	Rate Stabilization Res. - Vision/Values	0	0	(20,000)
Contributions to (from)	111016815	Rate Stabilization Res. - 2016 Surplus	(200,000)	0	(100,000)
Contributions to (from)	111016815	Rate Stabilization Res. - Leam. Materia	0	80,000	(80,000)
Contributions to (from)	111016815	Rate Stabilization Res. - 2018 Surplus	0	97,950	0
Contributions to (from) Category	Total		(858,400)	118,550	(729,500)
Total	County Responsibility		5,222,210	5,222,210	5,464,260

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 and Financial Services (includes the Offices of the Chief Administrative Officer, Director of Financial Services / Treasurer and Director of Council and Community Services / Clerk), Human Resources and Planning Services. Financial Services includes the provision of accounting, budgeting, capital asset management, IT, GIS, treasury, risk management and payroll services for the Corporation.

Prior Year Performance

A significant favourable variance is expected for General Government Services. Unanticipated net supplemental taxation revenue was offset by weaker than anticipated investment returns and (to a lesser degree) other operational variances.

Investments in facility renewal, employee engagement and technology were the focus for 2018, which was also the final year in the term of County Council.

Proposed Budget – Current Year

The proposed budget for 2019 amounts to \$5,368,150, an increase of just over \$1 million from the prior year. Increased conservatism, based on prevailing investment market forecasts, has been used in the calculation of anticipated investment income, along with estimates of interest attributed to reserves. This change accounts for \$605,000 of the budgeted increase.

Additional resources have also been included for Human Resources to mitigate risk by providing additional Occupational Health and Safety supports and initiatives.

A Corporate focus on communication and employee engagement have resulted in:

- Enhanced training and professional development for staff, including the introduction of a tuition reimbursement initiative
- Improvements to employee communication / advertising / intranet technology
- Introduction of a program to recognize employee success and continued efforts to increase engagement

Other key initiatives in the 2019 Budget include:

- Continued focus on long term measured plans for the funded renewal and replacement of Corporate facility assets, including the interior renovation of the Civic Centre and redeployment of departments within the building

General Government Services

- Continued support of an expanding network of servers (including significant hardware lifecycle replacements) and technology devices, as well as IT support for all departments implementing new systems
- System analysis and planned implementation for integrated corporate Payroll / Human Resources / scheduling software
- Web page redesign to improve functionality when accessed from mobile devices
- Negotiation / interest arbitration for three collective agreements
- Completion of the Agricultural Lot Size Study

General Government Services

Category	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Expenditures	Council Services	419,130	408,510	443,300
Expenditures	Administration	5,112,940	5,178,710	6,943,980
Expenditures	Human Resources	874,420	965,140	1,191,620
Expenditures	Planning Services	193,620	207,410	258,340
Expenditures	Total	6,600,110	6,759,770	8,837,240
Recoveries	Council Services	4,000	4,000	0
Recoveries	Administration	4,763,970	6,649,380	4,482,050
Recoveries	Human Resources	343,700	343,700	349,710
Recoveries	Planning Services	12,000	46,000	12,000
Recoveries	Total	5,123,670	7,043,080	4,843,760
Net Operations	General Government Services	1,476,440	(283,310)	3,993,480
Contributions to (from)	Rate Stabilization Reserve	(175,700)	(561,360)	(638,800)
Contributions to (from)	Capital Reserve	2,636,100	2,945,050	1,583,000
Contributions to (from)	Insurance Reserve	25,000	25,000	15,000
Contributions to (from)	Donations Reserve (Interest)	12,000	13,320	2,470
Contributions to (from)	New Windsor Essex Hospitals System Reserve	80,000	129,000	195,000
Contributions to (from)	County Official Plan Review Reserve	33,000	48,000	0
Contributions to (from)	W.S.I.B. Reserve	187,160	151,000	218,000
Contributions to (from)	Total	2,797,560	2,750,010	1,374,670
Total	County Responsibility	4,274,000	2,466,700	5,368,150

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 2018 reveal an under expenditure of \$11,620. Savings were experienced in indemnities as there were fewer Committee/Board meetings towards the end of the term of Council and conference expenditures were lower than anticipated.

Proposed Budget – Current Year

The proposed budget for 2019 reflects an increase of 7 % percent or \$28,170. Legislative changes to the Municipal Act, 2001 and the Municipal Conflict of Interest Act requiring the appointment of an Integrity Commission and expanding the scope of that role has resulted in an increased allocation for meeting expenses. Integrity Commissioner services, at an hourly rate, may be utilized by members of Council on a regular basis, as a resource for questions related to Conflict of Interest and Council Code of Conduct matters. Additional meeting expenditures include the allocation of \$5,000 to implement video streaming of County Council meetings to the web. Grant funding received for the provision of Closed Captioning of Council meeting live broadcasts by Your TV has been discontinued, however the service is proposed to continue as an accessibility initiative.

Additional increases to the budget relate to an anticipated increase in County Council salaries and meeting per diems. In accordance with Section 25 of Procedure By-law 41-2018, the formula based salaries and meeting stipends for members of County Council, are to be recalculated for December 1, 2018 to December 1, 2020. The formula, however, is based on Council salary information from the 7 lower tier municipalities. Due to the Canada Revenue Agency elimination of the one third tax free allowance for elected officials, the Council salaries are being reviewed by the lower tier municipalities and it is anticipated that many will opt to adjust Council salaries to compensate for the change to the taxable income rules.

Savings in the 2019 budget are primarily due to non-recurring expenses related to the final year of Council (2018), including expenditures such as the Warden's Banquet and Election.

There has been a re-classification of Communication related expenses from Council Services to Administration and a centralization of advertising expenses, also previously allocated in the Council Services budget.

General Government Services - Council Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries/Indemn.	111011101/2101	Warden's Salary & Indemnities	73,460	73,400	80,720
Salaries/Indemn.	111022101	Committee Indemnities	13,870	13,000	17,980
Salaries/Indemn.	111022102	Board Indemnities	8,240	6,000	9,630
Salaries/Indemn.	111021107	Deputy Warden's Salary & Indemnities	12,590	12,000	13,420
Salaries/Indemn.	111021101	Councillors' Regular Salaries & Indem.	115,850	115,800	128,930
Salaries/Indemn.	Category	Total	224,010	220,200	250,680
Benefits	111011202	Canada Pension Plan	2,160	2,600	2,900
Benefits	111011204	Employer Health Tax	3,000	3,400	3,700
Benefits	111011205	Health Insurance	3,200	3,300	2,900
Benefits	Category	Total	8,360	9,300	9,500
Warden's Office	111012201	General Expenses	6,550	6,550	6,000
Warden's Office	111012202	Warden's Election & Reception	6,300	6,300	0
Warden's Office	111012203	Warden's Banquet	6,100	6,100	0
Warden's Office	111013101	Telephone / Technology	2,000	1,830	3,000
Warden's Office	111012206	Out-of-town Meetings	1,540	200	1,860
Warden's Office	Category	Total	22,490	20,980	10,860
Council Expense	111022304	Out-of-town Meetings	430	400	510
Council Expense	111022308	Meeting Expenses	10,700	10,700	18,710
Council Expense	111022340	Accessibility Initiatives	7,000	6,500	7,000
Council Expense	111022309	Subscriptions	2,590	2,590	2,590
Council Expense	111022310	Council Picture, Photos	1,000	1,000	0
Council Expense	111022311	Name Plates, Scrolls, Plaques	1,100	1,100	600
Council Expense	111022314	Municipal Membership Fees	53,700	56,000	56,440
Council Expense	111022315	Councillors' Insurance	1,400	2,700	1,350
Council Expense	111023801	Agenda Software	9,000	6,950	9,280
Council Expense	111023108	Advertising	10,000	8,000	0
Council Expense	111022398	Other	4,200	4,200	4,800
Council Expense	Category	Total	101,120	100,140	101,280
Conferences	111012205	Warden	18,380	11,200	18,700
Conferences	111022305	Councillors	22,750	27,000	28,360
Conferences	111022306	Convention Expenses	4,000	1,490	4,000
Conferences	111022307	Association Meetings & Workshops	1,380	1,700	1,740
Conferences	Category	Total	46,510	41,390	52,800
Mileage	111012204	Warden	4,810	4,800	5,560
Mileage	111022301	Council Sessions	7,100	7,100	7,720
Mileage	111022302	Committee Meetings	3,650	3,600	3,820
Mileage	111022303	External Boards & Agencies	1,080	1,000	1,080
Mileage	Category	Total	16,640	16,500	18,180
Expenditures	Category	Total	419,130	408,510	443,300

General Government Services - Council Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Recoveries	111026798	Miscellaneous Revenue (Closed Caption)	4,000	4,000	0
Recoveries	Category	Total	4,000	4,000	0
	Net Operations	Council Services	415,130	404,510	443,300
	Total	County Responsibility	415,130	404,510	443,300

General Government Services – Administrative and Financial Services

Service Description

Administrative and Financial Services reflects the combined operations of the Offices of the Chief Administrative Officer, the Director of Financial Services / Treasurer and the Director of Council and Community Services / Clerk.

Financial Services provides corporate governance, policy directives, objectives and services (such as accounting, budget, finance, payroll, IT, GIS, asset management, insurance/risk management and energy management initiatives) that are of benefit both to the Corporation of the County of Essex and to a number of external bodies.

Financial Services also reflect the expenses and recoveries associated with investments and financial activities supporting general corporate operations. Significant Corporate capital initiatives are also captured in this section of the budget.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	22	22	23	23	1,692	1,831	1,803	1,757	2,056
Student/PT	0	1	1	1	0	16	34	15	9
Total	22	22	24	24	1,692	1,847	1,837	1,772	2,065

Prior Year Performance

Additional staffing resources were added in 2018 to mitigate risk and enhance consistency in Corporate purchasing practices, as well as to support Corporate communication and employee engagement initiatives. Delays in recruitment resulted in minor savings against budgeted costs. Corporate WSIB Schedule 2 claim costs are recorded in Administration. These amounts are not budgeted but are funded by the Corporation's WSIB Reserve.

Investment returns remained volatile in 2018. Projected investment income will be \$500,000 less than budgeted, and this is the most significant unfavourable variance that is offsetting unbudgeted net supplemental taxation revenue of \$2.4 million. Unusually high legal fees and increased investments in employee engagement initiatives also reduced the net favourable variance.

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 2018, facility renewal focused on completion of the EMS Dougall station, as well as significant interior renovations at the Civic Centre. As approved by Council, Administration orchestrated the purchase of the Civic Centre from the former owners in 2017. Interior renovation work began in 2018 and will continue into

General Government Services – Administrative and Financial Services

2019 and 2020. The County of Essex is the owner of eight (8) EMS facilities, and the cost associated with facility renewal for bases and headquarters is recorded in Administration. Rental recoveries are also recorded in this section of the budget.

Proposed Budget – Current Year

The 2019 Budget includes an increase of \$889,420 (27.4%).

Due to unfavourable returns on investments in 2018, management has taken a more conservative approach to budgeting for 2019 returns. \$605,000 of the budgeted increase for 2019 is due to a reduction in expected returns on investment, net of interest contributions to reserves. During the second half of 2018 and planned for 2019, administration will undertake a more concentrated effort to maximize returns on short term operating cash balances. The Corporation will take advantage of rising interest rates and associated increased returns on guaranteed investment certificates. Consideration of expanding the Corporation's portfolio into a broader range of investments encompassed by the opportunities within the expanded prudent investor legislation will also be a focus of the 2019 investment strategy. Salary and benefit increases include the annualized cost of new positions that were added in 2018, as well as anticipated and negotiated rate increases. Additional resources are required to support corporate communication and employee engagement initiatives, therefore the budget provides funding to allow the temporary communications support person to continue on a permanent basis (report to Council to follow in the spring). Training allocations have also been enhanced to align with corporate goals and to encourage professional development and succession planning within the department.

Additional investments are also included for corporate communication and employee engagement. Resources allocated to the communications budget help to support initiatives as identified via the County's 2018 Employee Engagement survey aimed at further developing employee communications, relations and corporate culture. In addition, activities are planned to centralize the County's advertising and marketing processes, to ensure greater support of County projects and greater value and reach for every dollar spent.

The cost of supporting technology used throughout the Corporation and at the local municipalities continues to rise as departments increase their dependence on devices and technology to capture information. Allocating invoices to other departments on a user or usage-based methodology has become administratively difficult. The 2019 budget brings the full cost of corporate Server / Software Maintenance to Administration, with an offsetting annual IT allocation to other departments. This accounting change will increase efficiency in processing while still allocating costs appropriately.

Significant investments in technology are included in the 2019 Budget, with all costs over the \$145,000 base budget being funded by lifecycle funding from the Corporation's Capital Reserve. Highlights include:

- Replacement of corporate network data storage units (\$206,000)
- Server hardware, switch, power supply replacement (\$128,000)
- Enhancements to Employee Intranet site (\$30,000)

General Government Services – Administrative and Financial Services

- Communication initiatives (\$52,000)
- Network security initiatives (\$35,000)
- Technology to support corporate performance management (\$30,000)
- Lifecycle replacement of key operating software (Office, Adobe, Windows) (\$52,000)
- Lifecycle replacement of devices for training room (\$16,000)
- Refly of digital aerial photography (\$81,000)

The Corporation has identified a need for an integrated payroll / human resources / scheduling system that will meet the complex needs of our 24/7 operations (EMS and Sun Parlor Home) as well as all other County departments. In addition, the County's payroll system is running on an older platform, and the vendor has advised that support for this platform will be ending soon (no specific date yet). \$250,000 has been included as a capital project (funded by reserve) to complete the system analysis work that began in 2018 and culminate in the implementation of a new integrated system in 2019.

Following the purchase of the Civic Centre in 2017, plans have been established for resource allocation within the building and proposals for interior renovations are under construction / being developed. An estimate of \$1,000,000 has been included in the Administration budget to allow for costs related to the relocation of General Government Services within the building (to include consolidation of Human Resources, Planning, Housing with Supports and Corporate Communications). An additional \$300,000 has been included to relocate and consolidate IT Services, and \$200,000 to upgrade washroom facilities on the Ground Floor. An estimate of \$200,000 has also been included for the completion of EMS headquarters on the main floor, and similar amounts have been included in Infrastructure Services.

In all cases, facility capital renewal projects will be accomplished without the issuance of debt. Funding will be provided by the Facility Asset Renewal funds that was initiated in 2010 for this purpose, as well as net EMS base rental payments that have accumulated in the Corporation's Capital Reserve. Some of the future capital initiatives include:

- Sun Parlor Home (dining room furnishings, structural components (including windows), elevators) \$4 - 5 million
- Library expansion / renewal (furnishings & shelving) \$300,000 / library
- Social Housing facility renewal (see External Commitments for additional information)

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 - Administrative Financial Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	112011101	Full Time	1,803,600	1,757,600	2,056,000
Salaries and Wages	112011104	Part Time	0	4,640	0
Salaries and Wages	112011105	Students	33,800	10,000	8,800
Salaries and Wages	Category	Total	1,837,400	1,772,240	2,064,800
Benefits	112011201	Employment Insurance	24,870	23,600	25,200
Benefits	112011202	Canada Pension Plan	57,450	54,700	62,540
Benefits	112011203	O.M.E.R.S.	188,830	182,200	216,850
Benefits	112011204	Employer Health Tax	35,830	34,500	40,270
Benefits	112011205	Health Insurance	131,220	123,000	115,430
Benefits	112011206	Group Insurance	12,730	12,500	13,900
Benefits	112011207	Long Term Disability Insurance	27,570	26,600	28,860
Benefits	112011209	Short Term Disability Insurance	24,430	23,600	29,500
Benefits	112011208	W.S.I.B.	35,520	34,200	38,100
Benefits	112011210	WSIB Claims	0	37,000	0
Benefits	Category	Total	538,450	551,900	570,650
Staff Expense	112013001	Mileage	18,000	17,000	18,000
Staff Expense	112013002	Staff Training	30,000	20,000	67,950
Staff Expense	112013003	Workshops and Seminars	30,000	29,000	31,500
Staff Expense	112013004	Out-of-town Meetings	3,500	3,400	3,500
Staff Expense	112013005	Membership Fees	9,500	9,000	10,600
Staff Expense	112013007	Auto - Maintenance	5,000	5,500	5,500
Staff Expense	112013098	Other	2,000	1,900	2,000
Staff Expense	Category	Total	98,000	85,800	139,050
Office Expense	112013101	Telephone	16,500	17,500	18,000
Office Expense	112013102	Postage	5,500	5,600	5,500
Office Expense	112013103	Office Supplies	7,500	7,450	7,500
Office Expense	112013104	Computer Supplies	10,000	9,900	10,000
Office Expense	112013105	Subscriptions & Reference Material	4,100	4,000	4,100
Office Expense	112013106	Copier Charges	16,000	15,000	16,000
Office Expense	112013107	Fax Charges	200	90	100
Office Expense	112013108	Advertising	3,500	3,500	0
Office Expense	112013109	Courier	150	200	150
Office Expense	112013110	Printing - Internal	4,200	1,000	0
Office Expense	112013198	Other	1,500	1,400	1,500
Office Expense	112013603	Paper	4,600	1,000	1,000
Office Expense	112013606	Outside Printing	1,500	1,700	3,000
Office Expense	Category	Total	75,250	68,340	66,850
Equipment Lease & Maint.	112013201	Office Machine Maintenance	1,500	1,200	1,500
Equipment Lease & Maint.	112013202	Equipment Leases	800	700	700
Equipment Lease & Maint.	112013203	Copier Lease & Maintenance	20,300	18,700	21,000
Equipment Lease & Maint.	112013204	Server/Software Maintenance	115,000	120,000	243,200
Equipment Lease & Maint.	Category	Total	137,600	140,600	266,400
Purchased Service	112013301	Legal Fees	7,500	90,000	7,500
Purchased Service	112013302	Audit Fees	14,840	14,840	14,990
Purchased Service	112013303	Consultant Fees	69,000	34,000	152,500
Purchased Service	112013304	GIS - Computer Maintenance	194,200	193,000	204,850
Purchased Service	112013398	Regional Communication	290,000	280,000	285,000
Purchased Service	Category	Total	575,540	611,840	664,840

General Government Services - Administrative Financial Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Financial Expenses	112013503	Bank Charges	500	500	500
Financial Expenses	112013698	Disbursement of ECL 2016 Surplus	0	338,360	0
Financial Expenses	112013505	Credit Rating Service (S&P)	22,230	22,100	25,000
Financial Expenses	112013506	Payroll Services	20,000	19,000	21,000
Financial Expenses	Category	Total	42,730	379,960	46,500
Occupancy Expense	112013401	Insurance	69,940	67,500	95,110
Occupancy Expense	112013490	Insurance Claims & Deductibles	10,000	10,000	10,000
Occupancy Expense	112013407	Occupancy Cost (Communication Office)	0	2,500	6,110
Occupancy Expense	112013406	Property R&M - EMS Stations	30,000	0	30,000
Occupancy Expense	112013408	Occupancy Costs (Administration)	248,030	248,030	255,130
Occupancy Expense	Category	Total	357,970	328,030	396,350
Corporate Communication	112013250	Communication / Employee Engagement	40,000	87,000	76,000
Corporate Communication	112013108	Corporate Advertising	0	0	21,540
Corporate Communication	Category	Total	40,000	87,000	97,540
Capital Expenditures	112013801	Equipment	310,000	300,000	600,000
Capital Expenditures	112013813	Aerial Photography	0	0	81,000
Capital Expenditures	112013803	Integrated Software Conversion (HRIS)	0	0	250,000
Capital Expenditures	112013835	EMS HQ Renovation - Civic Centre - Cour	500,000	500,000	200,000
Capital Expenditures	1120138xx	EMS HQ Renovation - Civic Centre - EMS	100,000	0	0
Capital Expenditures	112013834	EMS Station - Dougall	0	333,000	0
Capital Expenditures	112013801	Civic Centre - Admin Office Renovations	500,000	0	1,000,000
Capital Expenditures	112013851	Civic Centre - IT Office Renovations	0	20,000	300,000
Capital Expenditures	1120138xx	Civic Centre - 1st Floor Washrooms	0	0	200,000
Capital Expenditures	Category	Total	1,410,000	1,153,000	2,631,000
Expenditures	Category	Total	5,112,940	5,178,710	6,943,980
Recoveries	112016501	Administration - E.W.S.W.A.	185,640	185,640	189,400
Recoveries	112016508	Corp Services / IT Alloc - EMS	891,500	891,470	907,070
Recoveries	112016509	Admin Fees - Community Services	35,000	35,000	35,000
Recoveries	112016512	IT Support Services - Sun Parlor Home	90,000	90,000	90,000
Recoveries	112016602	IT Support Services (WEEDC/ERCA)	32,330	32,320	32,320
Recoveries	112016514	Allocated IT Maintenance	0	0	170,810
Recoveries	112016611	Printing Charges - Internal	12,000	3,500	3,500
Recoveries	112016612	Printing Charges - Other	5,000	3,500	3,500
Recoveries	112016709	Recoveries - Fax Machine	400	200	200
Recoveries	112016710	Recoveries - Copier	15,000	16,200	10,000
Recoveries	112016102	Supplementary Taxes	0	2,400,000	0
Recoveries	112016714	Rental Income - EMS Facilities	737,000	737,000	748,050
Recoveries	112016702	Interest Income	2,500,000	2,000,000	2,000,000
Recoveries	112016795	Recoveries - W.S.I.B.	244,000	240,000	276,000
Recoveries	112016718	Recovery - Aerial Photography	200	250	200
Recoveries	112016798	Oil & Gas Lease	5,400	5,800	5,500
Recoveries	112016798	Miscellaneous Revenue	10,500	8,500	10,500
Recoveries	Category	Total	4,763,970	6,649,380	4,482,050
Net Operations		Administrative & Financial Services	348,970	(1,470,670)	2,461,930

General Government Services - Administrative Financial Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Contributions to (from)	112014124	Insurance Reserve	25,000	25,000	15,000
Contributions to (from)	112016801	Rate Stab. Reserve	(50,000)	(338,360)	(350,000)
Contributions to (from)	112014112	W.S.I.B. Reserve	187,160	151,000	218,000
Contributions to (from)	112014150	NWEHS Reserve - Interest	80,000	129,000	195,000
Contributions to (from)	112014162	Donation Reserve - Interest	12,000	13,320	2,470
Contributions to (from)	112014110	Capital Reserve (EMS base rent)	737,000	737,000	748,050
Contributions to (from)	112016803	Capital Reserve (EMS base renewal)	(630,000)	(833,000)	(230,000)
Contributions to (from)	112014110	Capital Reserve (Facility Asset Renewal)	2,100,000	2,100,000	2,100,000
Contributions to (from)	112014110	Capital Reserve- Interest	800,000	800,000	800,000
Contributions to (from)	112016803	Capital Reserve (Capital Projects)	(675,000)	(165,000)	(2,036,000)
Contributions to (from)	112014110	Capital Res. (Amortization)	300,000	300,000	200,000
Contributions to (from)	112014110	Capital Reserve (Sale-Aerial Photo.)	200	250	200
Contributions to (from)	112014110	Capital Reserve (Oil & Gas)	5,400	5,800	5,500
Contributions to (from)	Category	Total	2,891,760	2,925,010	1,668,220
Total		County Responsibility	3,240,730	1,454,340	4,130,150

General Government Services – Human Resources

Service Description

The Human Resources Department is responsible for recruiting, screening, interviewing and placing employees. The department consults on best practices in employee and labour relations, legislation, occupational health and safety, employee and leadership development, and benefits administration. The Corporation's workforce is organized into 6 collective agreements and one non-union group.

Staffing Chart

Staffing	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	5	5	5	6	373	378	431	417	539
Part-Time	1	1	1	1	7	14	39	12	11
Total	6	6	6	7	380	392	470	429	550

Prior Year Performance

Employee attendance, labour relations, and Pay Equity continue to be significant issues. Developing a consistent corporate approach to Occupational Health and Safety (OH&S), return to work, and accommodation has been an emerging issue, and work will escalate in 2019.

Operationally, it is anticipated that for 2018 the departmental expenditures will be \$14,580 under budget. Staff vacancies / recruitment were the source of the majority of the variance. Consulting and legal fees in excess of budget are funded by the Corporation's Rate Stabilization Reserve

Proposed Budget – Current Year

OH&S programs, including cost effective return to work and accommodation programs are an increasing priority for the Corporation. These programs need to be bolstered in all departments and more effectively coordinated on a corporate basis. This is the significant element of the proposed 2019 Human Resources budget.

The proposed 2019 budget reflects a net increase of \$171,140 versus the 2018 budget. Significant 2019 contributors to this increase are:

- Proposed addition of a Corporate OH&S Consultant
- Introduction of a tuition reimbursement program (Corporate Policy to follow in 2019)
- Increases to staff training to support the additional staff as well as to enhance employee engagement
- Expansion in Employee Assistance to support additional demand

General Government Services - Human Resources

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	112031101	Full Time and Students	470,300	429,000	549,600
Benefits	112031201	Employment Insurance	6,300	5,700	6,790
Benefits	112031202	Canada Pension Plan	14,720	13,000	16,750
Benefits	112031203	O.M.E.R.S.	43,760	41,000	54,410
Benefits	112031204	Employer Health Tax	9,170	8,300	10,720
Benefits	112031205	Health Insurance	37,400	35,000	36,000
Benefits	112031206	Group Insurance	2,950	2,700	3,490
Benefits	112031207	Long Term Disability Insurance	5,660	5,200	6,730
Benefits	112031209	Short Term Disability Insurance	4,730	4,500	6,370
Benefits	112031208	W.S.I.B.	9,550	8,600	10,670
Benefits	Category	Total	134,240	124,000	151,930
Staff Expense	112033001	Mileage	4,000	7,500	10,000
Staff Expense	112033002	Staff Training	17,000	15,000	30,000
Staff Expense	112033008	Health & Safety	500	16,000	20,000
Staff Expense	112033003	Workshops & Seminars	6,000	4,500	5,000
Staff Expense	112033004	Out-of-town Meetings	800	800	800
Staff Expense	112033005	Membership Fees	1,000	1,000	1,000
Staff Expense	112033009	Employee Relations	500	500	500
Staff Expense	112033098	Other / Meeting Expenditures	500	550	500
Staff Expense	Category	Total	30,300	45,850	67,800
Office Expense	112033101	Telephone	2,000	2,700	3,270
Office Expense	112033102	Postage	100	100	100
Office Expense	112033103	Office Supplies	750	850	750
Office Expense	112033104	Computer Supplies	100	100	100
Office Expense	112033105	Ref. Material	6,000	6,000	6,000
Office Expense	112033123	Ref. Material- Health & Safety	1,000	1,200	1,100
Office Expense	112033106	Copier Charges	150	100	100
Office Expense	112033107	Fax Charges	50	20	50
Office Expense	112033108	Advertising	1,500	2,800	0
Office Expense	112033109	Courier	1,500	700	1,000
Office Expense	112033110	Printing - Internal	4,500	3,800	4,000
Office Expense	112033198	Other	100	250	250
Office Expense	Category	Total	17,750	18,620	16,720
Equip. Lease & Maint.	112033203	Copier Lease / Maintenance	2,000	2,000	2,000
Equip. Lease & Maint.	112033204	Computer Maintenance	33,660	20,000	20,900
Equip. Lease & Maint.	Category	Total	35,660	22,000	22,900
Occupancy Expense	112033407	Rent	9,670	9,670	9,920
Purchased Service	112033301	Legal Fees	110,000	190,000	190,000
Purchased Service	112033303	Consultant Fees	20,000	15,000	65,000
Purchased Service	112033303	Consultant Fees - Job Evaluation	20,000	80,000	80,000
Purchased Service	112033390	Employee Assistance Program	20,000	28,000	28,000
Purchased Service	Category	Total	170,000	313,000	363,000
Capital Expenditures	112033801	Equipment	6,500	3,000	9,750
Expenditures	Category	Total	874,420	965,140	1,191,620

General Government Services - Human Resources

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Recoveries	112036720	Allocation to EMS	343,700	343,700	349,710
Recoveries	Category	Total	343,700	343,700	349,710
	Net Operations	Human Resources	530,720	621,440	841,910
Contributions to (from)	112036801	Rate Stabilization Reserve	(113,200)	(220,000)	(250,000)
Contributions to (from)	112036801	Capital Reserve	(1,500)	0	(4,750)
Contributions to (from)	Category	Total	(114,700)	(220,000)	(254,750)
Total		County Responsibility	416,020	401,440	587,160

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	2016	2017	2018	2019	2016 Actual (\$000)	2017 Actual (\$000)	2018 Budget (\$000)	2018 Actual (\$000)	2019 Budget (\$000)
Full-Time	1	1	1	1	98	101	114	119	134

Prior Year Performance

Operations for 2018 resulted in an unfavourable variance of approximately \$4,000. One-time staff expenditures were not funded by reserve as anticipated due to achieved savings in various other program expenses. Unanticipated expenses for legal services due to a major Ontario Municipal Board (OMB) hearing were funded by the Official Plan reserve.

Proposed Budget – Current Year

The proposed budget for 2019 of \$207,540 represents an increase year over year of approximately \$5,400 (2.68%). 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 anticipates recoveries from subdivision application fees to remain at historic levels. In addition, funding has been included to cover retiree benefits, increased insurance costs, and a salary and benefits overlap during the transition due to a retirement (funding from reserve). The budget also includes an annual \$40,000 contribution to the Official Plan review reserve. The mandatory review is required every five to ten years, and this will provide the County with an adequate reserve for the next review that will likely commence in 2020. The next 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

General Government Services – Planning Services

Strategies Study, and the implementation of the Windsor Essex Ten Year Housing and Homelessness Plan, through both the Housing Advisory Committee and the Long Term Affordable Housing Strategy Committee. In addition, the 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 final disposition of the Agricultural Consent Policy (Lot Size Study) will occur in 2019. The study was presented to County Council and the local Councils were provided an opportunity to review the final document and recommendations and provide comments to the Steering Committee. The Steering Committee has reviewed those comments and will provide a recommendation to Council on a proposed Official Plan amendment.

General Government Services - Planning Services

Category	Account Number	Description	2018 Budget (restated)	2018 Projection (unaudited)	2019 Budget
Salaries and Wages	112021101/05	Full Time and Students	114,100	119,000	134,900
Benefits	112021201	Employment Insurance	1,300	1,360	1,840
Benefits	112021202	Canada Pension Plan	2,970	3,200	4,410
Benefits	112021203	O.M.E.R.S.	11,790	11,790	13,900
Benefits	112021204	Employer Health Tax	2,230	2,360	2,630
Benefits	112021205	Health Insurance	6,170	5,900	10,350
Benefits	112021206	Group Insurance	750	720	920
Benefits	112021207	Long Term Disability Insurance	1,430	1,400	1,730
Benefits	112021209	Short Term Disability Insurance	1,200	1,200	1,670
Benefits	112021208	W.S.I.B.	2,220	2,340	2,890
Benefits	Category	Total	30,060	30,270	40,340
Staff Expense	112023001	Mileage	4,200	2,500	4,200
Staff Expense	112023002	Training	3,100	2,200	3,100
Staff Expense	112023003	Workshops & Seminars	3,100	-	3,100
Staff Expense	112023004	Out-of-town Meetings	1,800	1,200	1,800
Staff Expense	112023005	Memberships	1,250	1,240	1,120
Staff Expense	112023098	Other	600	600	600
Staff Expense	Category	Total	14,050	7,740	13,920
Office Expense	112023101	Telephone	1,500	1,450	3,000
Office Expense	112023102	Postage	350	390	350
Office Expense	112023103	Office Supplies	500	500	1,000
Office Expense	112023104	Computer Supplies	300	100	300
Office Expense	112023105	Subscriptions & Reference Material	150	150	150
Office Expense	112023106	Copier Charges	500	450	500
Office Expense	112023108	Advertising	3,000	3,000	0
Office Expense	112023109	Courier	300	250	300
Office Expense	112023110	Printing - Internal	1,000	50	1,000
Office Expense	112023407	Rent	5,960	5,960	6,110
Office Expense	Category	Total	13,560	12,300	12,710
Equip. Lease & Maint.	112023203	Copier Lease / Maintenance	500	500	500
Equip. Lease & Maint.	112023204	Computer Maintenance	350	1,200	1,370
Equip. Lease & Maint.	Category	Total	850	1,700	1,870
Purchased Service	112023301	Legal Expense	10,000	30,000	10,000
Purchased Service	112023303	Consulting Fees	5,000	0	35,000
Purchased Service	112023303	Consulting - Farm / Lot Size Study	2,000	6,000	5,000
Purchased Service	112023391	Advertising & Public Relations	2,000	0	0
Purchased Service	Category	Total	19,000	36,000	50,000
Capital Expenditures	112023801	Equipment	2,000	400	4,600
Expenditures	Category	Total	193,620	207,410	258,340

General Government Services - Planning Services

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2018 Budget
Recoveries	112026717	Subdivision Application Fees	12,000	46,000	12,000
Recoveries	Category	Total	12,000	46,000	12,000
	Net Operations	Planning Services	181,620	161,410	246,340
Contributions to (from)	112024111	Official Plan Review Reserve	40,000	54,000	40,000
Contributions to (from)	112026819	Official Plan Review Reserve	(7,000)	(6,000)	(40,000)
Contributions to (from)	112026806	Rate Stabilization Reserve	(12,500)	(3,000)	(38,800)
Contributions to (from)	Category	Total	20,500	45,000	(38,800)
Total		County Responsibility	202,120	206,410	207,540

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 \$694,700.

Savings of \$585,000 in Social Services expenditures was the single most significant factor, due largely to sustained reductions in Ontario Works caseloads. To a lesser extent, operational variances were experienced in Social Housing costs, Public Health and Physician Recruitment.

Some of the Social Housing capital renewal projects that were included in the 2018 budget were deferred, however these expenditures are funded by the Capital reserve and therefore do not impact the operational surplus.

Proposed Budget – Current Year

The proposed budget for 2019 amounts to \$28,863,860, an increase of \$2.1 million (7.9%) over prior year.

Significant operating factors contributing to this net increase include:

- (\$35,000) decrease in Social Services. 2018 was the final year of the multi-year provincial uploading of Ontario Works costs. 2019 estimates assume stability in Ontario Works caseload levels and related administrative costs.
- \$357,000 increase in Social Housing operating costs due to increases in program delivery, utilities and general maintenance costs.
- \$450,000 increase in contribution to reserve for future Social Housing capital requests. An increase from \$600,000 to \$1.05 million per year towards a comprehensive long term capital plan is required to renew and maintain the region's housing stock. All capital renewal projects will be funded through the Corporation's Capital Reserve, with amounts that have been planned for and included in the budget since 2011. Current capital plans would more than deplete the amounts set aside for Social Housing Capital. Annual increases in base capital funding will continue to be required to address the backlog and anticipated future capital requirements - estimates exceed \$10 million, in total, over the next 5-7 years.

External Commitments

- \$1.2 million increase to address the County's future commitment for the New Windsor Essex Hospital System (NWEHS).
- \$103,000 increase in Public Health costs (Board approved increase of 5%)
- \$37,000 increase in the County's share of Property Assessment costs (MPAC) (estimated)
- \$10,000 allocation for ProsperUs

There has been no change in the ongoing commitments to Erie Shores Hospice (ends in 2023), Windsor Regional Hospital (ends in 2019) or SWIFT (ends in 2019).

External Commitments

Category	Account Number	Description	2018 Budget	2018 Projection (unaudited)	2019 Budget
Legislated Obligation	112015108	Health Unit	2,515,270	2,493,280	2,617,950
Legislated Obligation	112015117	Property Assessment	2,490,000	2,489,420	2,526,800
Legislated Obligation	161015160	Social Services	6,327,000	5,741,880	6,292,230
Legislated Obligation	112015119	Social Housing - Operations	9,611,510	9,535,000	9,968,500
Legislated Obligation	112015119	Social Housing - Capital Renewal	800,800	752,800	729,400
Legislated Obligation	112015119	Social Housing - Capital Renewal - Additional	1,566,300	0	0
Legislated Obligation	Category	Total	23,310,880	21,012,380	22,134,880
Long Term Discretionary	112015125	Hospice - Erie Shores (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	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	153,510	143,000	153,510
Current Discretionary	112015198	SWIFT - WOWC Broadband Initiative	220,200	220,210	220,210
Current Discretionary	1120151xx	ProsperUs	0	0	10,000
Current Discretionary	112015115	MTE - Tax Appeals for Lower Tiers	120,000	120,000	120,000
Current Discretionary	Category	Total	2,277,870	2,267,370	2,287,880
Discretionary Grants	112015104	Ridgetown College	500	500	500
Discretionary Grants	Category	Total	500	500	500
Commitments	Category	Total	25,889,250	23,580,250	24,723,260
Recoveries	159016798	Physician Recruitment Recoveries	60,000	60,000	60,000
Recoveries	Category	Total	60,000	60,000	60,000
Contributions to (from)	112014150	New Windsor Essex Hospitals Sys. Reserve	2,690,000	2,690,000	3,890,000
Contributions to (from)	112014110	Capital Reserve (Social Housing)	(1,767,100)	(152,800)	320,600
Contributions to (from)	Category	Total	922,900	2,537,200	4,210,600
Total	County Responsibility		26,752,150	26,057,450	28,873,860