

January 2012 Edition

WARDEN ACCLAIMED FOR 2012

County Council—December 2011—At the December 14th, 2011 Session, Councillor Gil



Brocanier was acclaimed as Warden for 2012.

Warden Brocanier serves as the Mayor of the Town of Cobourg, an office he has held since 2010. Prior to that, he

served as Cobourg's Deputy Mayor from 2006 – 2010, and was a Town Councillor from 1985 to 1991 and 2003 to 2006.

Having worked at General Foods/Kraft for twenty-six years, Warden Brocanier has a strong business background in the private sector. He is keenly aware of the importance of economic development. During his service in the public sector, Warden Brocanier achieved many goals through his work on a variety of committees and boards. One of his most fulfilling accomplishments was serving as Chairman of the Gordon C. King Centre Building Committee, which houses the Cobourg Public Library and the Historical Archives.

Additionally, Warden Brocanier has been an active volunteer, especially in children's sporting programs, and has gained exposure to all aspects of community life in Northumberland County.

"It promises to be an interesting year with some of the items that will be addressed through our Strategic Plan. I am sure that it came as no surprise that Economic Renewal and Prosperity ranked number one on the list," said newly appointed Warden Brocanier.

Warden Brocanier stated further, "we can only progress if we work together for the common good of the County...we must never lose sight of the fact that a collaborative approach at all levels will present opportunities that will unite us and make us more effective and efficient, and that is what the public expects of us." Warden Brocanier also thanked Councillor Thompson for nominating him and also his fellow members of County Council for their support and confidence in him for this very important position

Ms. Stephenie Campbell, EA for MP Rick Norlock brought greetings from the Federal government. MPP Rob Milligan attended the ceremony and congratulated Warden Brocanier.

On behalf of County Council and staff, CAO Pyatt presented former 2011 Warden Mark Lovshin with a gift and the 2011 County Warden's pin. On behalf of former Warden Lovshin, CAO Pyatt presented a synopsis of the achievements in 2011.

2011-2014 STRATEGIC PLAN ADOPTED BY COUNCIL

County Council—December 14th, 2011—Over several months in 2011, County Council went through an extensive process to develop a strategic plan to ensure it will be successful in achieving its goals for its 2011-2014 term. Council recognized the importance of involving its staff in a joint planning process which identifies challenges and opportunities, and establishes critical priorities for its four year term. The current strategic plan is the fifth in a series of plans that date back for the last five terms of County Council.

On August 29th all the Directors, Managers and Supervisors met in a day-long planning session, facilitated by Erik Lockhart and Carolyn Kearns. The purpose of the session was to review the draft MOC proposals, discuss the draft Mission and Vision statements and identify the key issues and challenges that need to be on the County's radar. The group also put forward the values that will guide County staff in their decision making and actions, in all that we do. This was a key recommendation of the senior Loyalist College advisors involved in the Management Development and Leadership program, along with the two facilitators. They stressed the importance of gaining the commitment of all managers through a process where they had a significant role in establishing the County's values. The value statements in the previous strategic plan were also developed through a similar process with the supervisor group. The output of the August 29, 2011 session was summarized in a package which formed the basis of the County Council Strategic Planning Session held on September 21, 2011. On September 21st, the seven County Councillors, the seven municipal CAOs and the County's Management Operating Committee met with our two facilitators to develop the basis for the County Strategic Plan. The session began with some context setting and an overview of the past strategic plans. The keynote address was given by Mr. Michael Fenn who spoke about "Communities that Thrive". The group conducted a current state analysis by identifying key issues and challenges that the County needs to consider. The group also suggested values that are important in County operations, followed by the identification of the four major focus areas for the next three years. Finally, the group reviewed the Mission and Vision statements drafted by the MOC. A summary report was prepared and sent to the MOC to develop the specific action initiatives to be undertaken within each of the four focus areas.

County Strategic Plan 2011-2014



Mission:

"To be a best practices leader of County government and a collaborative partner with our member municipalities and community partners."

Vision:

"To bring together people, partnerships and possibilities for a strong and vibrant Northumberland County."

Four Focus Areas:

1. Economic Renewal and Prosperity
2. Sustainable Infrastructure and Services
3. Supportive Communities
4. Employer of Choice

2011-2014 STRATEGIC PLAN –Focus Areas & Action Initiatives

#3 FOCUS AREA - SUPPORTIVE COMMUNITIES

		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	
1	Participate in the recently announced Investment in Affordable Housing for Ontario Program with the goal to develop a minimum of 30 new affordable housing units over the next 3 years.																					
2	Complete the building of an integrated service network for young parents and their children in Northumberland County.																					
3	Enhance the community capacity building founded on the network of joint community service delivery hubs throughout the County to bring services closer to residents & overcome the challenges associated with transportation & isolation																					
4	Continue to support the work of the Poverty Reduction Advisory Committee																					
5	Continue to support the integration of human services, building with the County's network of community agencies																					
6	Complete the introduction of the Eden Center Model for residents at the Golden Plough Lodge																					

#4 FOCUS AREA - EMPLOYER/WORKPLACE OF CHOICE

		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	
1	Implement the County's Succession Planning Program to accelerate the development of the next generation of leaders.																					
2	Develop an employee retention and attraction plan to ensure working conditions and terms of employment reflect best practices for retention and attraction.																					
3	Continue to develop the Management Development Program with Loyalist College																					
4	Support the initiatives to be identified and developed by the Wellness Committee																					

Schedule:

It can be seen that the proposed schedules of each of the specific action initiatives have not been detailed yet. Staff proposes to develop the projected schedules over the next month as part of the Draft 2012 Budget process and to bring this information back to County Council for its consideration.

Implementation:

Upon adoption of the 2011-2014 Strategic Plan by County Council, the Management Operating Committee will arrange to meet with the Managers/Supervisors group to introduce and implement the 2011-2014 Strategic Plan and the Focus Areas.

Tender/ RDP/RFQ Awards

TENDER/RFP/RFQ	AWARDED TO:	AT THE BID PRICE OF:	BUDGETED AMOUNT
RFP 47-11 Supply & Installation of Mobile Shelving System	Tab Products of Canada	\$47,259.68	\$70,000
Tender #43-11 Elevator Award—Golden Plough Lodge	Otis Canada Ltd.	\$86,985	\$88,515

2012 DEPARTMENT COORDINATORS

DEPARTMENT	2012 DEPARTMENT COORDINATORS
Human Resources/Finance/Corporate	1. Warden Gil Brocanier 2. Councillor Mark Lovshin
Community & Social Services	1. Councillor Mark Lovshin 2. Councillor Gil Brocanier
Transportation	1. Councillor Hector Macmillan 2. Councillor Dalton MacDonald
Waste Management	1. Councillor Mark Walas 2. Councillor Linda Thompson
Economic Dev. & Tourism	1. Councillor Linda Thompson 2. Councillor Marc Coombs
Emergency Medical Services	1. Councillor Hector Macmillan 2. Councillor Mark Walas
Golden Plough Lodge	1. Councillor Marc Coombs 2. Councillor Dalton MacDonald

2012 COUNTY COUNCIL MEETING DATES

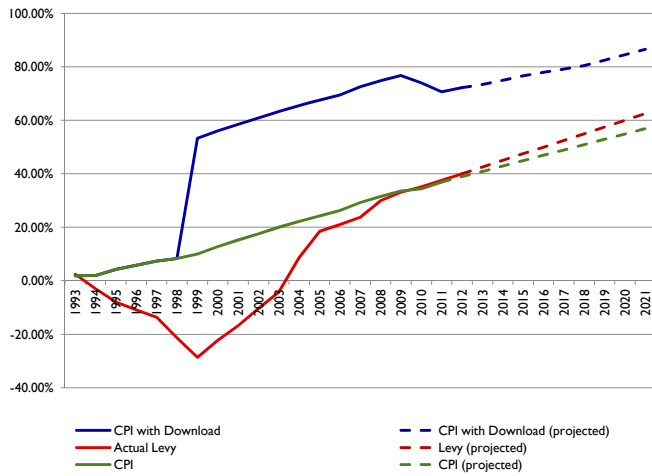
Wednesday	January 18	Council Session/BUDGET MEETING
Wednesday	February 15	Council Session/BUDGET MEETING
Wednesday	March 21	Regular Council Session
Wednesday	April 18	Regular Council Session
Wednesday	May 16	Regular Council Session
Wednesday	June 20	Regular Council Session
Wednesday	July 18	Regular Council Session
Wednesday	August 15	Regular Council Session
Wednesday	September 19	Regular Council Session
Wednesday	October 17	Regular Council Session
Wednesday	November 21	Regular Council Session
Wednesday	December 19	Warden's Election/Regular Session

PROPOSED DRAFT 2012 BUDGET—2.50%

January 18, 2012 Council Session—Director of Finance Jennifer Moore presented an overview of the draft 2012 Budget. The Draft 2012 Budget Levy increase now stands **at 2.50%**. Following Ms. Moore’s introduction, each Department Head presented the details of their proposed Budget Issue Papers.

Copies of all the presentations that were made on January 18th are available for viewing on the County Web Site: www.northumberland.ca.

Where we have been.....



Where are we now....

Opportunities

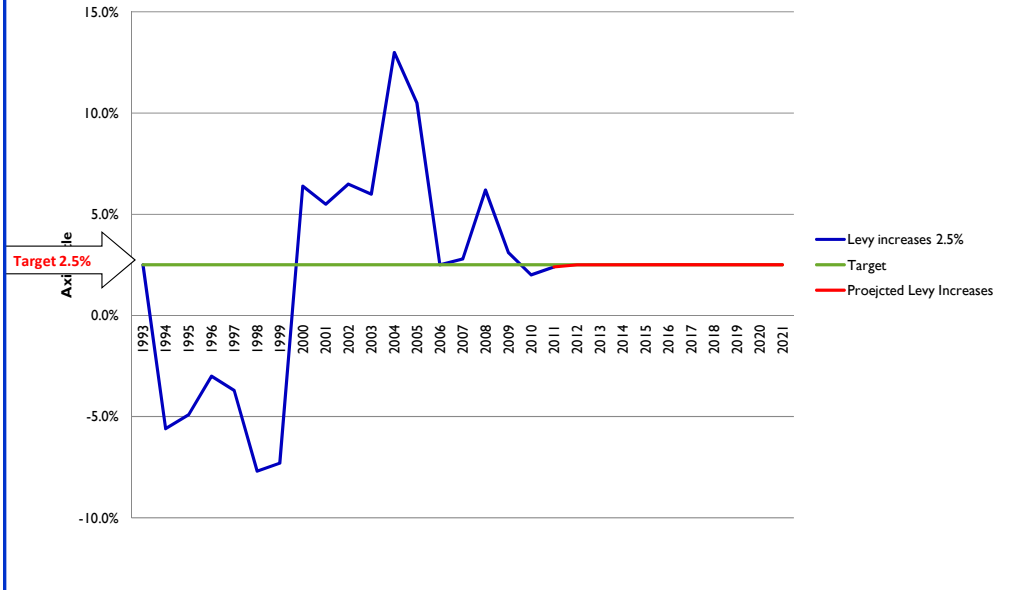
- ▶ Levy increases have been stable and near inflation
- ▶ Reserves are being built
- ▶ Continued relief from Provincial Social Services uploads
- ▶ Talented and dedicated staff

Challenges

- ▶ Funding large infrastructure projects
 - ▶ Roads & bridges underfunding
 - ▶ Landfill life
- ▶ GPL funding is not keeping pace with inflation
- ▶ Escalating utilities costs
- ▶ Increasing insurance costs and 3rd party claims
- ▶ Declining proceeds from POA operations

Where are we going.....

% Change in Levy

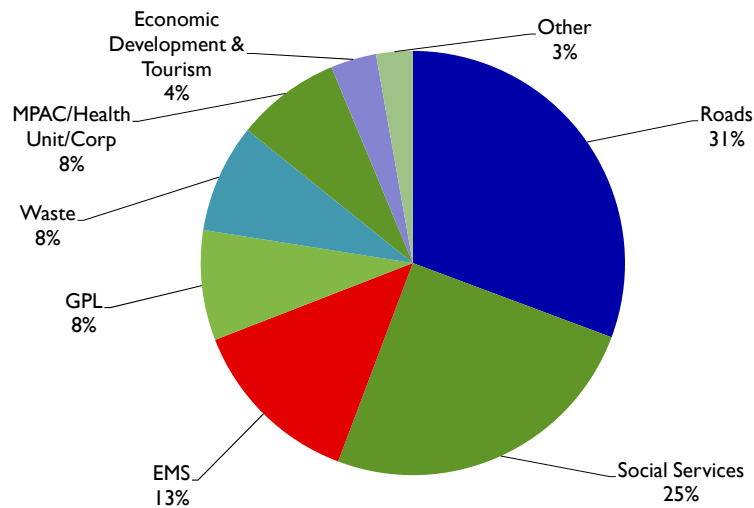


PROPOSED DRAFT 2012 BUDGET—Cont'd.....

Draft 2012 Budget

- ▶ Proposed levy increase of 2.5%
- ▶ Total levy \$43.3M
- ▶ Maintains existing programs and services
- ▶ Supports priorities in 2010–2014 strategic plan
- ▶ Funds current capital needs

Draft 2012 Budget – Levy



Draft 2012 Budget Highlights

	Levy Impact \$	Levy Impact %
New/Additional Reserve contributions	\$803,664	1.93%
Ramp Up Roads Construction budget	\$400,000	0.96%
Economic Development issue paper	\$150,000	0.36%
Ramp up Bridge budget	\$100,000	0.24%
New position – HR Support/Payroll	\$56,676	0.14%
New position – Part time by-law prosecutor	\$25,000	0.12%
New position – Administration & Policy Coordinator	\$22,200	0.05%
Year round student – GIS	\$20,000	0.05%
New part-time position – EMS Laundry	\$13,500	0.03%
New Student (contract) – Energy Data Collection	\$11,000	0.03%

PROPOSED DRAFT 2012 BUDGET—Cont'd.....

Tax Rate Impacts

Residential Tax Rate

2011 was .00471047

2012 (draft) is .00463815



2011
 .00471047 x \$200,000 = **\$942.09**

2012
 .00463815 x \$200,000 = **\$927.63***

* Most property owners will see the assessed value of their home increase

Tax Rate Impacts

- ▶ MPAC assesses all homes on a 4 year schedule
- ▶ Changes in assessed value are phased-in over 4 years
- ▶ If a home was assessed at \$200,000 in 2011
 - ▶ The County taxes were \$942.09
- ▶ If the phase-in assessment of the home is \$210,000 in 2012
 - ▶ The County taxes will be about \$974.01

Reserves

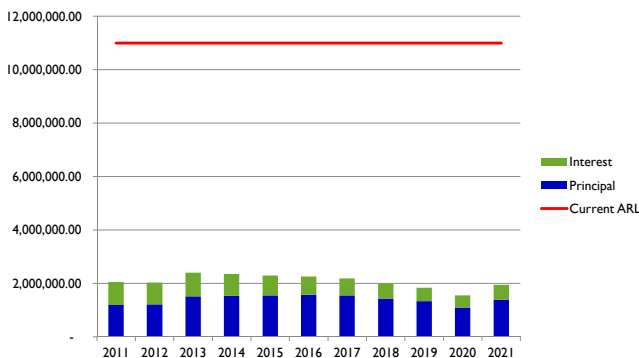
Reserve	2011 (est)	2012 Additions	2012 Reductions	2012 (est)
Social Housing Reserve	3,604,381	923,000	50,000	4,477,381
Working Funds/General Reserve	2,738,277	158,664	110,000	2,786,941
WSIB Reserve	1,974,733	150,000	0	2,124,733
GPL Rebuild Reserve	890,000	500,000	82,000	1,308,000
Roads Operating Reserve	944,150	100,000	0	1,044,150
Social Services Reserve	709,000	35,000	0	744,000
EMS Vehicle & Equipment Reserve	457,062	0	0	457,062
Ambulance Base Reserve	583,000	550,000	750,000	383,000
Waste Services Capital Reserve	1,523,440	1,250,000	2,410,000	363,440
Human Resources Reserve	300,000	0	0	300,000
Facilities Capital Reserve	100,000	150,000	0	250,000
Technological Reserve (Ec Dev)	293,223	150,000	196,777	246,446
Social Housing Mortgage Savings Reserve	200,000	0	0	200,000
Insurance Claims Reserve	58,158	80,000	0	138,158
Emergency Planning Reserve	90,050	20,000	10,000	100,050
Workplace Safety Program Reserve	64,468	0	0	64,468
IT/Phone System Replacement Reserve	41,400	21,000	0	62,400
GPL Donations Reserve	26,782	0	0	26,782
Roads Construction Reserve	1,973,562	0	1,960,229	13,333
Waste Services Operating Reserve	40,000	0	40,000	0
GPL Operating Reserve	10,000	0	10,000	0
Total	16,621,686	4,087,664	5,619,006	15,090,344

Reserves



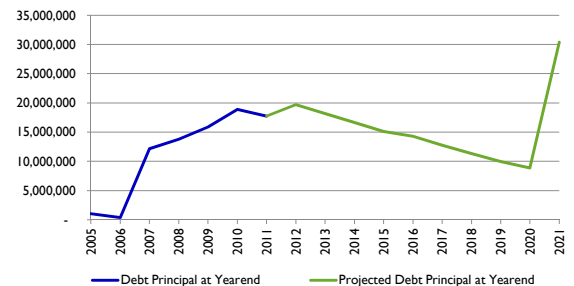
- ▶ Departments are routinely contributing to reserves
- ▶ % of operating expenses to reserves more than doubled from 2007 to 2010
- ▶ Reserves are being used for capital projects
 - ▶ Brighton landfill cell development
 - ▶ EMS base replacement

Debt



- ▶ The County is well below the Annual Repayment Limit (ARL)

Debt



- ▶ One additional debenture proposed for 2012 budget – Eagleson landfill remediation
- ▶ Principal outstanding expected to decline over next 10 years
- ▶ Allowance to finance GPL rebuild in 2021