



2020 Operating and Capital Budget



Government Finance Officers Association (GFOA) Awards



The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Award to the City of Brantford for its annual budget document for the budget year of 2019. The GFOA Distinguished Budget Award was established to encourage municipal governments throughout Canada to publish high quality budget documents that reflect best practices on budgeting, excellence in communications, transparency and accountability.

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

For the fiscal year ended December 31, 2017, the City's Finance Department was also honoured with the Canadian Award for Financial Reporting for the fourth year in a row, which recognizes high quality financial reports which are easily readable and efficiently organized and go beyond the minimum requirements of generally accepted accounting principles, demonstrating an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.



Executive Summary

2020 Budget

Budget Development and Process

Significant levels of hard work and diligence have gone into the development of the operating and capital budgets for 2020. The City utilized budgeting software to assist staff in drafting the 2020 budget for presentation to the Estimates Committee. At the beginning of the Estimates process in November 2019, the proposed budget was \$162.8M. Following several meetings, direction from Estimates Committee members, recommendations from staff and an organizational restructure, on December 18, 2019, City Council adopted the 2020 City Operating Budget of \$160.4M resulting in a budget increase of 2.96% and an average residential tax impact of 2.4% inclusive of a 0.75% capital levy.

Budget Survey

Throughout the 2020 Budget Estimates Process, residents were invited to provide input on the City budget through a series of options including a month long social media campaign, an online public survey, a dedicated webpage and blog on the City's website, a Budget Priorities Open House, and by attending any of the six public meetings of the Estimates Committee. Meaningful and effective public engagement improves the quality of decisions made, facilitates citizen understanding of issues and government processes, fosters respect for the views of others, and increases support, understanding and ownership of decisions made. Survey results are included in the Appendices.

Factors Impacting the Operating and Capital Budgets

There are several factors that have impacted the 2020 operating and capital budget. Staffing recruitment, retention, wellness and succession planning, funding the City's aging infrastructure deficit, transitioning the City through a time of growth, and homelessness pressures were highlighted as major budget challenges. Other factors that have impacted the City's 2020 operating and capital budget include limited revenue sources and growing service demands for municipal services, the uncertainty of funding and program changes by the Provincial Government and security in our Community.

Issues and Priorities

The City's budget issues and priorities are driven by future economic realities, not only locally, but provincially and nationally as well. The City of Brantford was cited as one of the Best Canadian Cities to Invest by Site Selection Magazine and selected by MoneySense Magazine as Canada's Top City to buy real estate. Brantford is dedicated to promoting economic diversity, quality employment opportunities and efforts to enhance the quality of life of all its residents. Brantford's City Council is committed to working collectively with all levels of government to pave the way for growth in Brantford. The City of Brantford and the Estimates Committee have looked beyond the City's immediate environment allowing a budget that is structured more wisely taking into consideration future economic growth and how it will impact the municipality.

Executive Summary

2020 Budget

Budget Pressures and Challenges

The City of Brantford continues to be met with multiple budget pressures and challenges that were considered in the development of the budget. Local challenges include staff retention, succession planning and wellness management strategies, maintaining the current assessment growth trend, execution of the City's approved capital plan, completion of the Official Plan and related master plans, increased demand for homelessness services and affordable housing options, and the required investments in the Boundary transition area. Resource challenges also exist as the City continues to deliver and enhance levels of service to meet the increasing citizen demands within the current and expanded boundary lands. Provincial challenges also exist with the current and changing Provincial Growth Plan requirements and the uncertainty with the transitioning Provincial Government. National challenges include increasing energy costs which affect the operating budget of all of our facilities as well as streetlights, and the US dollar exchange rate, which increases the costs of many acquisitions for fleet, equipment and other products.

Priorities

In February 2019, the Mayor and Members of Council identified and approved 11 Council Priorities for 2019-2020. These included Road Development- Access to West Brant and Hwy. 403; Finalize Boundary Implementation Plan; External Organizational Review; Housing Continuum; Green Bin Program and Anaerobic Food and Organic Waste Digester; Affordability- Tax Increase not to exceed Inflation; Relationships with Six Nations and Brant County; Development of a Consolidated Museum and Archives Facility, along with a Mid-size Performance Venue; Cost/Benefit of Services – Service Delivery Review; Police/Crime/Drugs; Value for Money Audit and Traffic Technology. Staff were directed to implement the 2019-2020 Council Priorities and where additional resources were required report back to Council as part of the 2020 Estimates Committee process with identified Operating and Capital Budget implications. Staff were challenged to balance service and program delivery with financial constraints and implement innovative solutions to successfully achieve these key priorities.

Strategic Approach

Through the continued hard work of the Finance Committee and the efficient and interactive support to staff, the City of Brantford took a more strategic approach to budgeting, with improvements in aligning the budget with Council's key priorities, as well as outlining the budget pressures, challenges and priorities to Council and the Community, while meeting the budget directions of the Finance Committee and Council.

2020 Budget Summary

Financial responsibility has been and will continue to be a priority for the City of Brantford in its effort to meet the demands of sustainable infrastructure, acceptable municipal debt levels, and increasing operating costs. Through continued sound fiscal management and diligent work ethic, the City of Brantford is committed to providing a high level of service to its citizens. As we move into 2020 the City of Brantford looks towards a promising future, through strong financial planning, informed decision-making, and a commitment to excellence. We will strive to meet our strategic planning initiatives while focusing on collaboration, innovation, long-term financial management and transparency in addressing the needs of our citizens.

This budget provides the details of expenditures and revenues by department and program areas of service. On December 18, 2019, City Council approved a current service level operating budget which resulted in a 2.96% increase after assessment growth. The 2020 Operating budget of \$160,485,064 including a number of tax supported service delivery efficiencies identified by both staff and by Estimates Committee members which help offset other increases. Council also approved a total of sixteen service level enhancements based mandatory requirements, risk to corporate safety or security, response to direction from council and staff recommendations. The City of Brantford produces a balanced budget which for 2020 resulted in an average residential tax levy increase of 2.4 percent. The average homeowner with a residence valued at \$271,000 in 2019 will experience a \$76.62 residential tax increase in 2020.

The water consumption rate increased by \$0.05 per cubic meter which represents a 2 per cent increase in 2020. The wastewater service rate increased by \$0.05 per cubic meter which represents a 3 per cent increase in 2020. These rate increases were implemented as per the approved Water and Wastewater Financial Plan, which is updated every five years. Water consumption has been dropping in recent years due to various reasons such as rainy summers, consumer conservation awareness, rate increases, etc. and this trend is being observed by municipalities across Ontario.

The 2020 Capital Budget and Ten-Year Capital Plan is submitted for approval annually and contains planned capital expenditures. The capital budget focuses on funding the City's capital infrastructure deficit. Several larger projects, such as the Fire Replacement of Pumper/Aerial, Police Service Headquarters Relocation, Albion Street Full Corridor Reconstruction, Brantford Transit Replacement of On-Board Equipment and Fifth Ave Pump Station- Station Rehabilitation and Replacement are included in 2020 resulting in a capital budget of \$84,891,480. Capital projects for 2020 and their respective funding sources are provided in summary in the 2020 capital budget. In addition, a further nine years from 2021-2029 was approved in principal in the amount of \$787,070,795 and is illustrated in the ten-year forecast. The ten-year capital forecast provides a long-term Plan that is fully funded within existing Council policies.

The 2020 approved operating budget resulted in the following tax impacts: 2.4% average residential tax change, 1.1% average multi-residential tax change, 4.54% average commercial tax change and 3.73% average industrial tax change.

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Introduction



City Council

Brantford's City Council is comprised of the Mayor and ten City Councillors (two from each of the City's five Wards.)

In 2019, City Council reviewed existing strategic goals and set new priorities focusing on a strong economy, maintaining and building infrastructure, and the health and safety of Brantford residents. These priorities reflect the needs and vision of our community and act as a guide for key decision making during their term of council. Strategic priorities have been proposed that would continue to work towards our community's long-term desired outcomes.

The decision making process at the City of Brantford involves a series of Committees that report to City Council. Committees propose, review and debate policies and recommendations before they are presented at City Council meetings for final consideration. To ensure citizens are engaged and have ongoing opportunities to interact with Council, residents are invited to appear before Council or Committees as individual or group delegations to speak to a subject or item on a meeting agenda.

The City of Brantford operates under a combined Committee of the Whole and Standing Committee Structure.

The Committees of the Whole are:

- Committee of the Whole – Operations and Administration
- Committee of the Whole – Community Development
- Estimates Committee
- Appointments Committee

The Standing Committees are:

- Finance Committee
- Social Services Committee

Committee and Council meetings are open to the public. An agenda is prepared for each meeting and is available in hard copy for viewing or on the City's website at www.brantford.ca.

Introduction

Members Of Council 2018-2022

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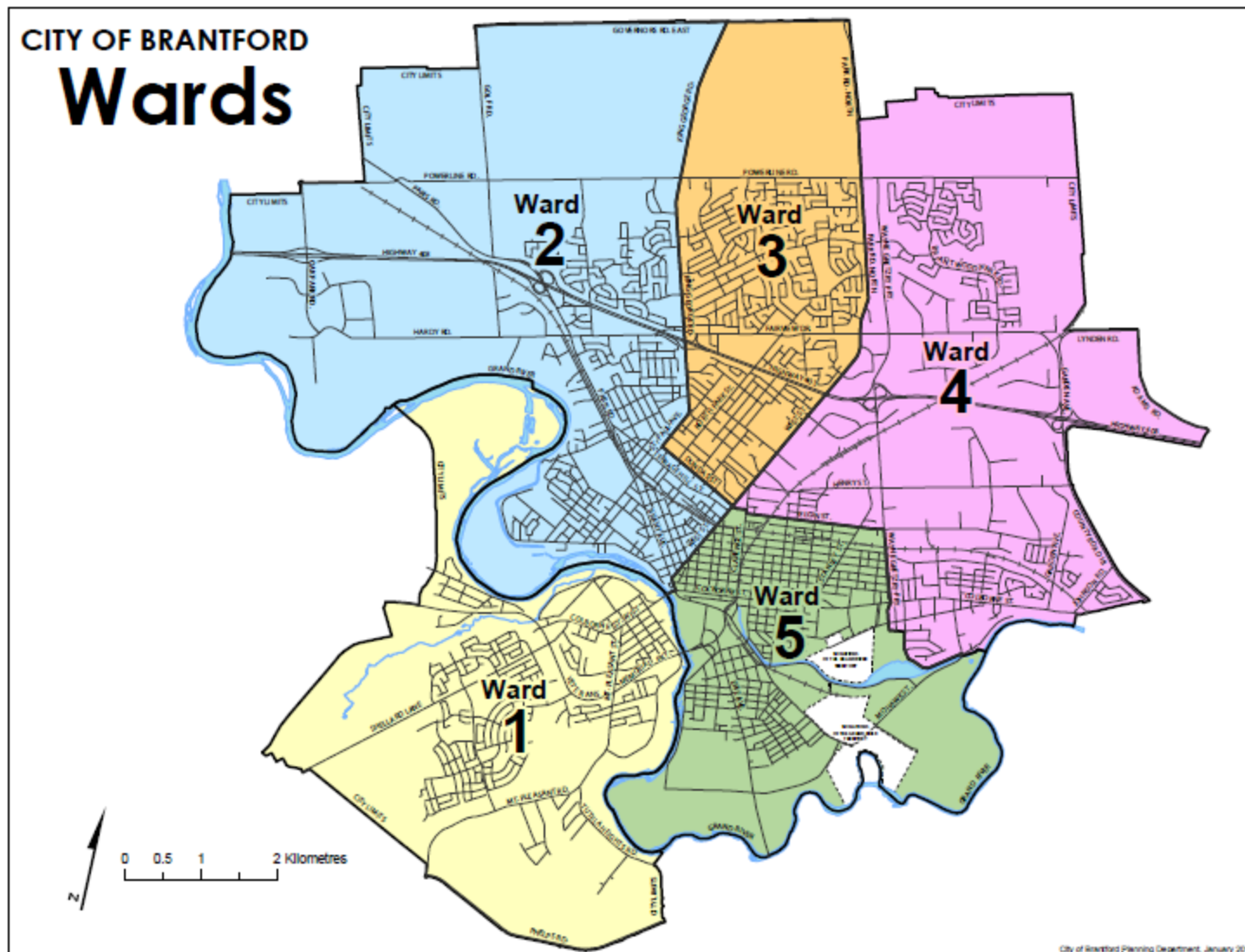
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Introduction

Members Of Council 2018-2022



Standing from left to right: Joshua Wall, John Sless, Jan Vanderstelt, John Utle, Rick Weaver, Greg Martin,, Brian Van Tilborg, Richard Carpenter.
Seated from left to right: Dan McCreary, Mayor Kevin Davis, Cheryl Antoski

Welcome to Brantford

The City of Brantford is a community of over 97,000 residents located in the heart of southern Ontario and situated on the picturesque Grand River. With its diverse manufacturing sector and continually growing post-secondary presence, Brantford is transforming itself to meet the challenges of a new economy. Offering metropolitan amenities with a charming small town feel, Brantford is a vibrant, lively community with a rich historical legacy and exciting future.

Brantford is a single-tier municipality responsible for providing a full range of services (190 +) to the community including municipal water and wastewater services, health & human services and emergency services. City Council consists of the Mayor and 10 Councilors that represent 5 wards citywide.

Brantford is a progressive community located in Canada's economic heartland whose inventive legacy supports a diversified local economy poised for growth and prosperity.

We are a community with a rich history shaped by our location on the Grand River and proximity to major consumer and industrial markets throughout North America. Enterprising revitalization efforts have resulted in a diverse mix of old and new, offering a vibrant atmosphere for residents, visitors, and businesses. Brantford is committed to promoting economic diversity, employment opportunities, and efforts to enhance the quality of life of all its residents.

As a designated Urban Growth Centre in the Provincial Growth Plan, our community is growing. With a proactive local government, robust infrastructure network, and a vast inventory of future development lands, there has never been a more exciting time to live, work, and [invest in Brantford](#).

Location

Ideally situated in the heart of southern Ontario, Brantford is strategically located 55 miles southwest of Toronto and less than 90 minutes from New York state, offering easy access for manufacturers, distributors and service companies to the Trans-Canada Highway #401 immediately to the west, and the Queen Elizabeth Way to the east by Highway 403.



About Brantford

Brantford is a thriving city that is rich in culture, history and picturesque landscapes. We have an array of performing, literary and visual arts organizations; multicultural groups; libraries; museums, galleries and historic sites; artists and artisans; and the historic [Sanderson Centre for the Performing Arts](#).

Arts, culture and heritage are a vital part of life in Brantford. The city boasts a rich, diverse range of cultural resources including an array of performing, literary, and visual arts organizations, multicultural groups, libraries, a large performance venue, galleries and museums, and an extensive number of independent artists and craftspeople.

Brantford always has something to do! We are home to hundreds of festivals and events throughout the year. There is no shortage of live music, theatre, comedy or dance in Brantford. From nearly one dozen theatre groups, to spectacular dance groups, to incredible musicians, we know how to entertain! If you're looking for world class entertainment, the [Sanderson Centre for the Performing Arts](#) in downtown Brantford is the place to be. Its brilliant design and architecture represents our past and reflects the growth of our heritage and culture today.

Whether your passion is painting or the past, we have museums and galleries that will educate and amuse all ages. A must see museum is the [Bell Homestead National Historic Site](#), the former home of Alexander Graham Bell, which set the stage for the invention of the telephone. Learn about local Indigenous histories at [Her Majesty's Royal Chapel of the Mohawks](#), and [Woodland Cultural Centre](#), which includes a museum and gallery, as well as the former Mohawk Institute Residential School.

If you love painting, drawing, sculpture and landscaping, our contemporary art gallery, [Glenhyrst Art Gallery of Brant](#), offers year-round programs for all ages. Sports fans will love the Brantford and area [Sports Hall of Recognition](#), which features interactive displays and memorabilia from some of Brantford's greatest athletes.

At the heart of every growing community is a prosperous downtown. As a result of revitalization efforts since 1999, Downtown Brantford has been significantly transformed, serving as a model for other municipalities. This transformation has contributed to Brantford being recognized as one of 25 "[urban growth centres](#)" in the Province of Ontario.

The expansion of major academic institutions also helped to inject new life into the downtown core. Transformative projects such as the new state of the art [Laurier Brantford YMCA Athletic and Recreation Centre](#), the redesigned Brantford [Public Library](#), and the city's year round gathering place for profile events, [Harmony Square](#), continue to redefine the Downtown.

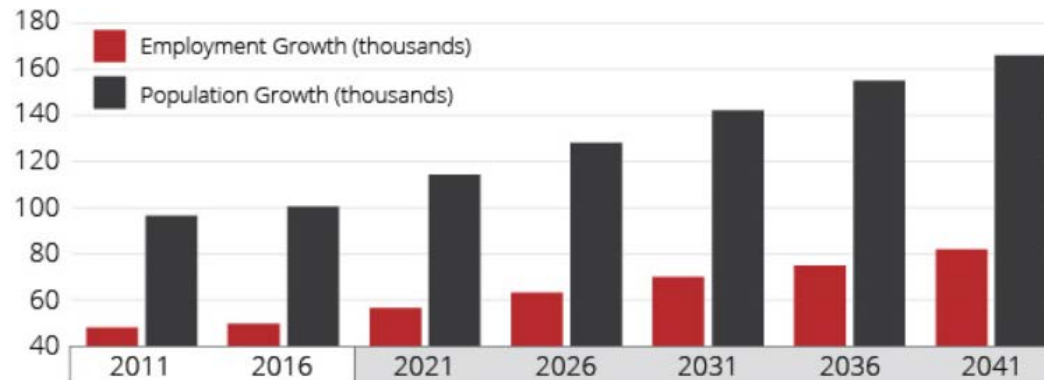


Brantford is a growing and progressive community, continually welcoming new businesses, residents, and visitors. In 2016, the City's population surpassed 97,000 people, representing a steady growth rate of nearly 13% since 2001. Similarly, demand for commercial and industrial land and buildings is also on the rise.

Defined as an urban growth centre in Ontario's Places to Grow Act, Brantford has immense potential. The [expansion of our municipal boundaries](#) in 2017 further supports the City's plans for long term growth.

As we grow, it is important to understand our residents, our neighbourhoods, our community, and why Brantford is a destination of choice for so many new companies and families

Population & Forecasts**: 2011-2041



**Source: [Ontario Places to Grow](#)

Demographic Snapshot

Brantford (City) 2016

Population: 97,496

2011 Population: 93,650

Population Change: 4.1%

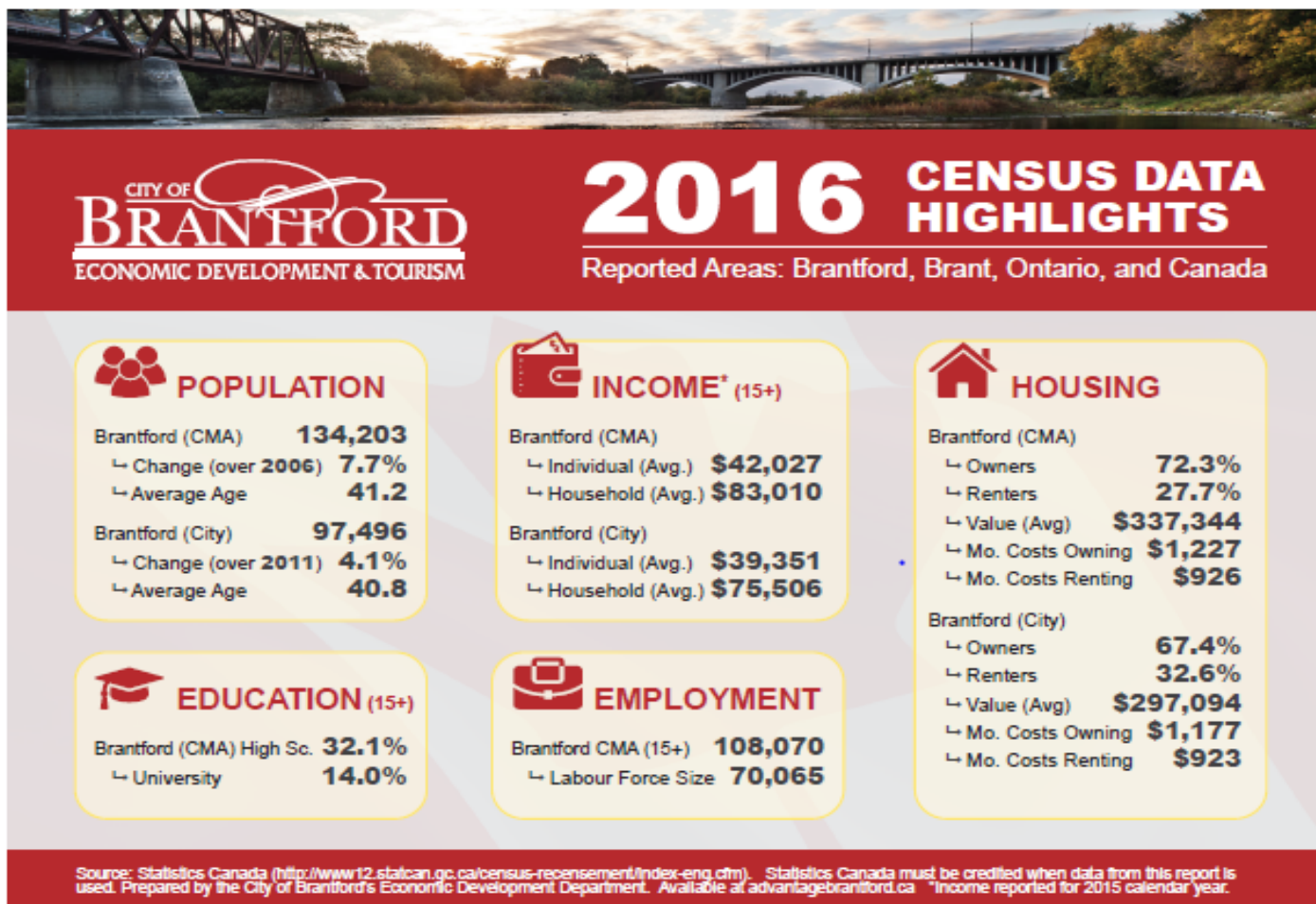
Median Age: 40.9 years

2015 Avg. Household Income: \$75,506

% Population with High School Diploma or Higher (15+ years): 78.3%

Average Value of Dwelling: \$297,094

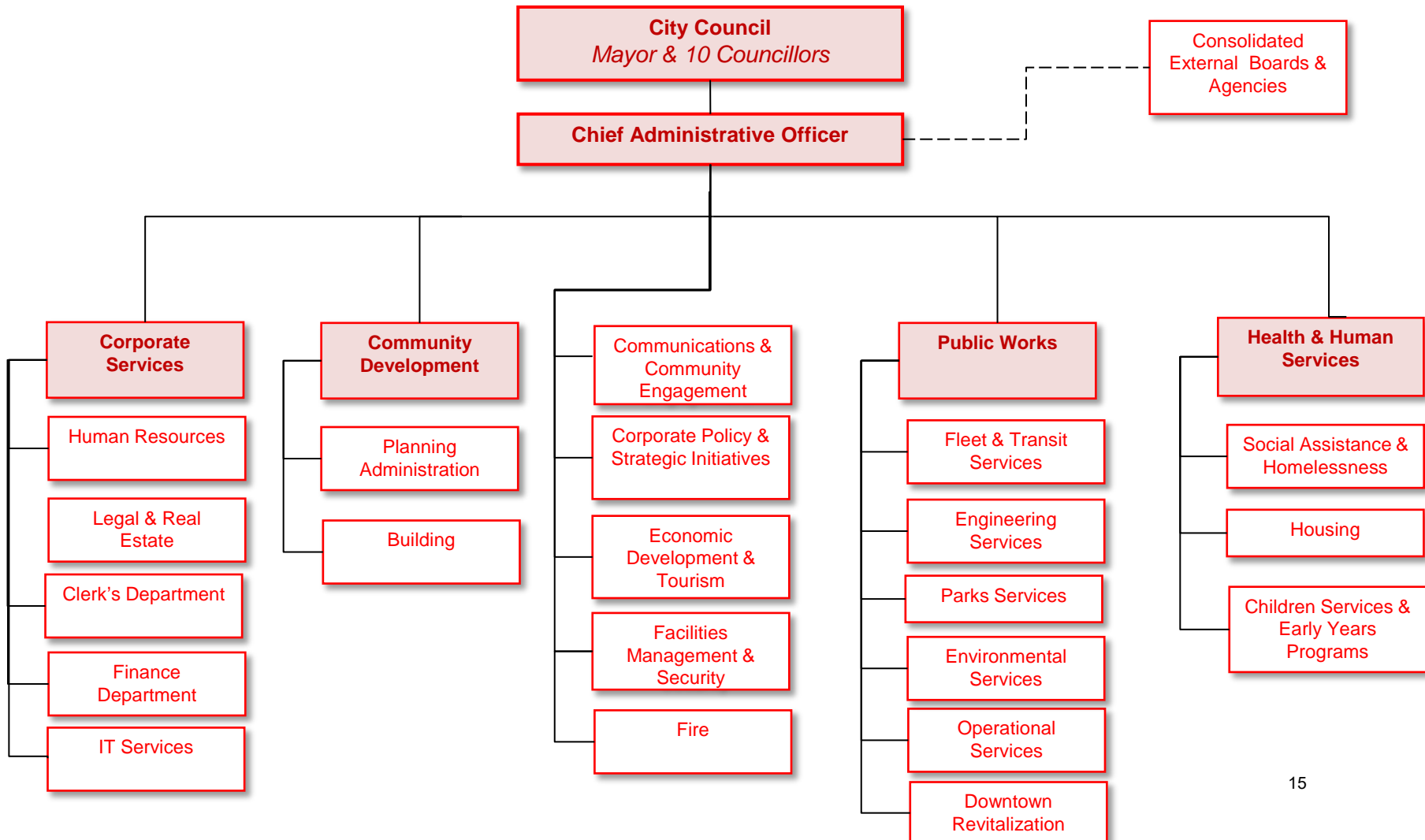
*Source: [Statistics Canada Census Data](#)



Introduction

Corporate Organization Chart

As part of the 2020 budget process, City Council approved a new organizational structure comprised of four Commissions: Corporate Services, Community Development, Public Works, and Health & Human Services. Within each Commission are Departments that correspond to the programs delivered in each commission. A Director for each department oversees the operation of that department and reports to the General Manager for that commission. Further four operational units support the CAO: Communications and Community Engagement, Corporate Policy and Strategic Initiatives, Economic Development and Tourism, Facilities Management and Security and Fire.

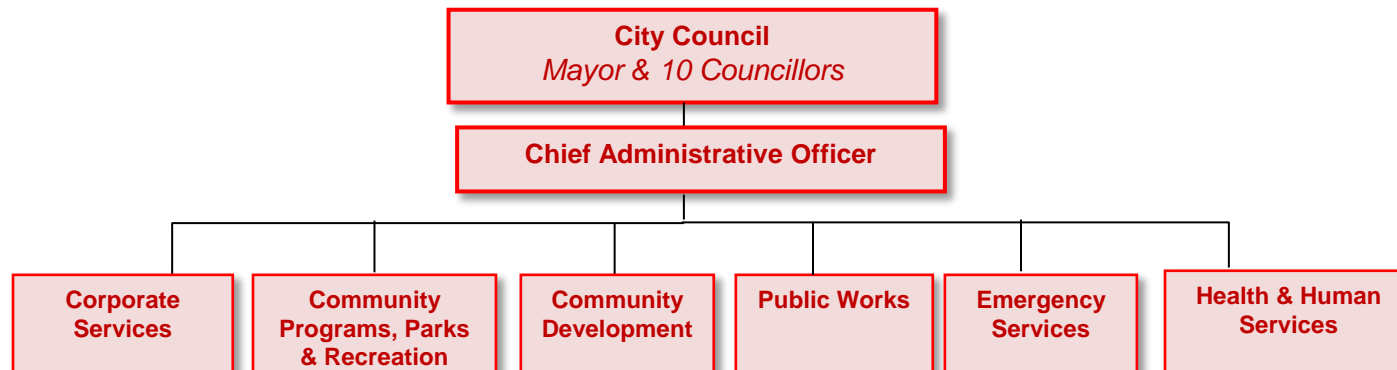


Introduction

Corporate Reorganization

During the budget process, The Chief Administrative Officer (CAO) presented Council with a corporate reorganization. Recognizing Council's desire for fiscal restraint, and in conjunction with a review of the most pressing needs, the savings from the organizational changes allowed the City to achieve its budget goals and deliver City programs and services in the most effective and efficient manner possible. In a concerted effort to streamline resources while maintaining service delivery, City Council approved a new organizational structure that better aligned departments within the Community Programs, Parks and Recreation Commission with related services in Public Works and Health and Human Services. These changes take effect in 2020 as part of the adoption of the 2020 budget. However, the previous organizational structure was the format of the organization during budget development and presentation to the Estimates Committee, and is the structure used throughout this document.

Previous Organization Structure



City of Brantford Full-Time Equivalent Headcount

Commission/Department	2018**	2019**	2020	Increase/Decrease for 2020/2019	Explanation for changes from 2019-2020
General Governance and Administration*	22.00	34.00	33.00	(1.00)	Elimination of 1 Mayor/CAO administrative position
Corporate Services	126.00	125.00	126.33	1.33	1 HR Representative to be split with Library – Staffing Specialist from contract to full-time
Health & Human Services (including Brantford Public Library)	208.00	198.00	199.00	1.00	1 Housing Support Worker
Emergency Services	413.25	421.25	439.25	18.00	1 Fire Safety Educator – 3 Civilian Communicators – 4 Front Line Officers – 10 Special Constables
Community Programs, Parks & Recreation	213.00	218.00	216.00	(2.00)	Elimination of General Manager position and administrative position
Community Development	58.50	62.50	63.50	1.00	1 Intermediate Planner
Public Works	308.00	312.33	314.33	2.00	Elimination of Manager, Continuous Improvement and administrative position – addition of 1 Asset Management Specialist, 1 Transportation Planning Project Coordinator, 1 Supervisor Right of Way Control and 1 Operational Services Technologist
Total	1348.75	1371.08	1391.41	20.33	

*includes Mayor and Councillors

** from Monthly Staffing Reports as of December 31

Strategic Plan

Our Mission, Vision and Values

Our Mission

The City of Brantford is committed to responsible leadership through sound fiscal management and the delivery of quality programs and services for the citizens of Brantford.

Our Vision

Our vision is to be a contemporary community, thriving in a modern economy. The Brantford of tomorrow will be progressive and prosperous, a place that respects its past and embraces its future.

Our Values

Integrity – We're honest, open and sincere in the way we treat our community and our citizens. We are united in our beliefs that together we will create a better place to live – always remaining true to ourselves.

Commitment - We are committed to putting citizens first by providing excellent service and exceptional experiences. By focusing on our citizens our employees are engaged in challenging and meaningful work that enables the people of our community to thrive and prosper.

Innovation - We are proactive in our thinking and our actions – introducing new ideas and finding innovative ways to bring them to life. We support and nurture new solutions that drive progress.

Lifelong Learning - Education is the gateway to making lasting change. We believe strongly in continuously educating staff to meet new challenges and ensure growth within our organization and our community.

Accessible - As an organization we are dedicated to promoting the independence, dignity, integration, and equality of opportunity for persons with disabilities by ensuring the accessibility of our facilities and services. We pride ourselves on the fact that accessibility is engrained in our corporate culture and the way we conduct our day-to-day business



Strategic Goals

In February 2019, Mayor and Members of Council held a strategy setting session where they identified and approved 11 Council Priorities. These Council Priorities provide the strategic direction for the City. Staff are directed to report back addressing requirements for implementation, timelines, funding and other resources required. Council Priorities are identified as follows:

- Road Development – Access to West Brant and Hwy. 403
- Finalize Boundary Implementation Plan
- External Organizational Review
- Housing Continuum
- Green Bin Program and Anaerobic Food and Organic Waste Digester
- Affordability - Tax Increase not to exceed Inflation
- Relationships with Six Nations and County of Brant
- Development of a Consolidated Museum and Archives Facility, along with a Mid-size Performance Venue
- Police/Crime/Drugs
- Value for Money Audit
- Traffic Technology

Priority areas range in scope from improving roadways, and traffic safety to finding efficiencies and improvements in City operations to improving the safety and well-being of all residents. Staff has identified proposed short-term objectives related to each of the key priorities, and any financial or other resources required for implementation. Many of the priorities require a significant investment of financial and human resources to complete. Council's endorsement of these priorities will set the framework for the next two years, directing staff efforts to be focused on the short-term objectives that have been identified in this report. Staff who are connected to each of the priorities will bring back reports related to the objectives, and request required funding as unmet needs through the 2020 budget processes.



Council Priority #1: Road Development- Increase Access to West Brant and Highway 403

The City of Brantford is a growing City, attracting new residents and businesses each year. While that growth has many positive effects on the City, there are increased pressures on roadways, and traffic flow. Recognizing these pressures, Council has highlighted improving traffic times between West Brant and the Highway 403 interchanges as a priority. The extension of Oak Park Road from Colborne Street West to Highway 403 has been identified in the City's 2014 Transportation Master Plan (TMP).

What We Achieved

- Completed feasibility study for Oak Park Road Extension
- Environmental assessment for Oak Park Road Extension has been initiated
- Funds have been allocated in the City's 10 year Capital Plan for the Oak Park Road Extension of \$97M

Future Plans

- Present Council with Environmental Assessment



Council Priority #2: Finalize Boundary Implementation Plan

Develop a Boundary Lands Implementation Plan that reflects economic development, growth management, services, and transportation consideration.

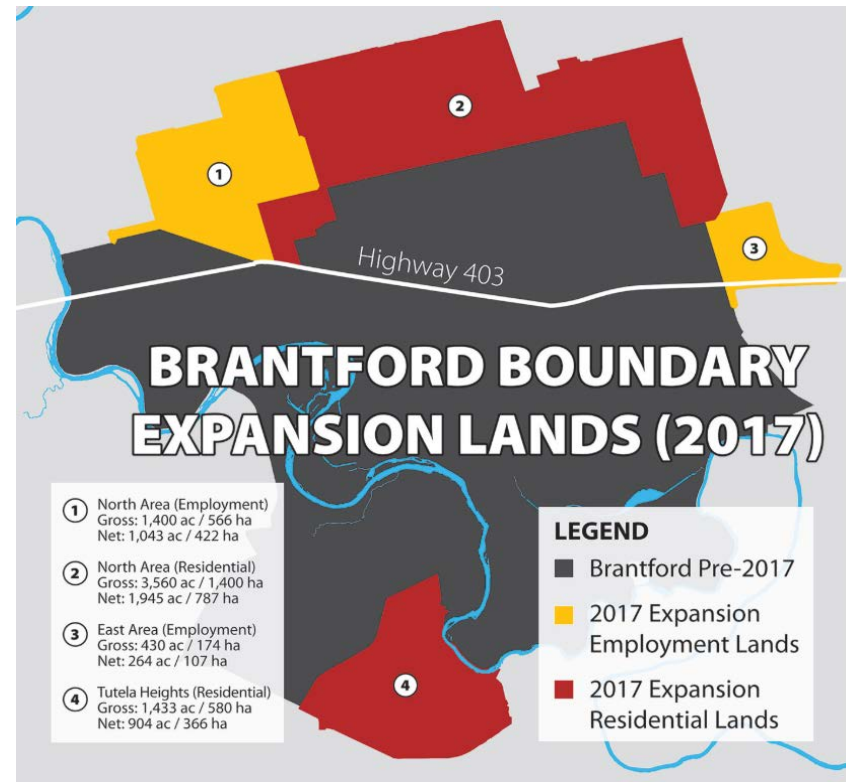
2700 hectares were annexed from the County of Brant and moved into the City's boundaries in 2017. The planning and development of these lands will require an integrated approach focused on growth, land use planning, policy development, servicing, and transportation.

What We Achieved

- Created a Boundary Lands Task Force to guide the ongoing development and planning of the new boundary lands
- Established the Boundary Expansion Agreement to address Joint Venture Areas and Servicing Agreements

Future Steps

- Complete and approve the City's Official Plan
- Complete and approve the City's Master Servicing Plan (MSP) and Transportation Master Plan (TMP)
- Complete transitioning of municipal services in the boundary expansion lands, currently provided by Brant County, by December 31, 2020
- Prepare Fiscal Strategy for Settlement Expansion Area Lands



Council Priority #3: External Organizational Review and Cost-Benefit Analysis of Services-Service Delivery Review

Conduct an external Review of all City Services to find potential operational and service delivery improvements and efficiencies. This review will include a systemic cost-benefit analysis to better understand service updates or alternatives, and a comprehensive review of the organizational structure needed to deliver these services.

The City of Brantford offers a wide range of operations and services across four core commissions. The City is steadily growing, and over the past several years Council has approved service expansion and operating standards to ensure the City is meeting the needs of Brantford residents. During times of growth, it is advisable to review current operations and services to evaluate the need for improvements, updates, and changes.

What We Achieved

- Plans to move the City's core services into a new City Hall in 2020 is underway
- Received Provincial Funding approval for a Service Review through the Audit and Accountability Fund
- Received [Service Review Report](#) from external third-party consultant

Future Steps

- Evaluate opportunities identified in Service Review report to increase efficiencies and ensure sustainability
- Identify long-term opportunities to improve the efficiency and effectiveness of how the City delivers services to the community and residents of Brantford



Council Priority #4: Housing Continuum



Increase the supply and access to social and affordable housing options for Brantford residents.

Based on projected population growth from 2019 – 2030, it is estimated that 9738 households (13.6% of households) in the City of Brantford and County of Brant will be in Core Housing Need, which signifies that households with an income of less than \$46,000 are spending over 30% of their income on shelter costs. These households are highly vulnerable to cost increases, job loss, or other factors that may impact their ability to sustain housing. Municipalities can attempt to mitigate the risk of precarious housing and homelessness by maintaining, creating, and advocating for an adequate stock of affordable housing.

What We Achieved

- Approved the Brantford-Brant Municipal Housing Initiative
- Approved 5-Year Housing Review
- Approved net proceeds of sale of Arrowdale Municipal Golf Course to be used to offset housing costs in the 10-year Capital Plan
- Secured provincial funding for the Homes for Good Initiative for the 30-unit Marlene Avenue Supportive Housing capital project
- Funds have been allocated in the 10-year Capital Plan for Shellard Land and Trillium Way Affordable Housing Properties
- Secured federal Reaching Home funding to support development of community homelessness initiative

Future Steps

- Complete the 10 year Municipal Housing Master Plan
- Develop Community Homelessness Plan through consultant from community stakeholders
- Pursue third-party revenue and creative funding solutions, such as partnerships with non-profit housing organizations or the sale or reallocation of municipal assets to address housing needs
- Continue to implement the Shelter System Modernization Plan
- Continue to work collaboratively through the Mayor's Housing Partnership Task Force to build partnerships to create more housing options, more quickly, across the housing continuum. Member of this Task Force include representatives from the City of Brantford, County of Brant, provincial government and relevant community agencies.

Council Priority #5: Green Bin Program and Anaerobic Food and Organic Waste Digester

Support the development of a Green Bin program and the construction of an organic waste anaerobic digester to support the environmental goals of the City and meet compliance with the Waste Free Ontario Act.

Food scraps and other organic materials account for a significant proportion of household waste. Due to limited availability of landfill space, and the detrimental impacts of landfilling organic waste on the environment, municipalities are being encouraged to take the lead in implementing solutions to divert organic materials from the mainstream waste system. Under the Waste Free Ontario Act, the Province has introduced a Waste Policy Statement mandating increased diversion of food and organic waste by municipalities. The Policy statement outlines that curbside collection programs will be required to be in place by 2025.

What We Achieved

The development of the Green Bin Program and the construction of an anaerobic digester to process organic waste are intended to position the City to meet both its environmental goals and legislative requirements. The City intends to develop an integrated plan for processing household organic waste cost-effectively in Brantford in partnership with surrounding municipalities. The construction of the anaerobic digestion facility is in the City's 10-year Capital Plan at a cost of \$19.35M which is dependent on available funding from provincial and federal governments. Staff continue to pursue available funding in support of this priority. Through the Green Energy initiatives the City continues to investigate the design and construction of exchange of waste heat and digester gas between Landfill Gas Utilization Facility and Wastewater Treatment Plant.

Climate Emergency

In 2019, the City of Brantford Council [declared a Climate Emergency](#) stating that Canada has disproportionately contributed to the climate and ecological crises, and that emergency mobilization on an unprecedented scale will be required. Furthermore, the City agrees, in principle, to becoming a net-zero carbon community by 2050.



Council Priority #6: Tax Increase not to Exceed Inflation



Establish mechanisms to keep property taxes affordable for Brantford residents.

Taxes are an important part of generating revenue for City services and infrastructure; however, keeping taxes affordable for residents is an important aspect of city governance. Property taxes are primarily influenced by service levels, however a number of other factors, including tax policy, tax shifting, assessment growth/loss in different tax classes, assessment appeals, and tax appeals can all contribute to increases or decreases in different tax classes.

What We Achieved

- Council continues to support a number of strategies to maintain tax affordability including: supporting growth, expansion and density focused on diverse mix of residential and commercial properties, reviewing services and service levels, and finding new revenue streams.
- Council approved Taxpayer Bill of Rights provides for the following with respect to adoption of the annual budget:
 1. Require that a Special City Council meeting be called for the purpose of adopting the annual budget as recommended by the Estimates Committee when either of the following applies:
 - a. Where proposed annual Operating Budget increase exceeds 1.5% or the existing rate of inflation (whichever is higher); or
 - b. Where cumulative Operating Budget increases within the current term of Council exceeds 4% or the cumulative rate of inflation during that period
 2. Notice of the required Special City Council meeting identified in (1) above shall include reference that delegations regarding the recommended budget will be received by Council at said Special meeting

Future Plans

- Tax affordability will be supported by the completion of an Organizational Review (Priority #3), the findings of the Audit and Accountability Fund Service Review, the results of Value for Money Audits (Priority #10) and the exploration of multi-year fiscal framework. The scope of the Audit and Accountability review includes the identification of proposed new revenue sources for Council's consideration

Council Priority #7: Relationships with Six Nations of the Grand River and County of Brant

Continue to build strong relationships with neighbouring communities to support common goals, and joint ventures.

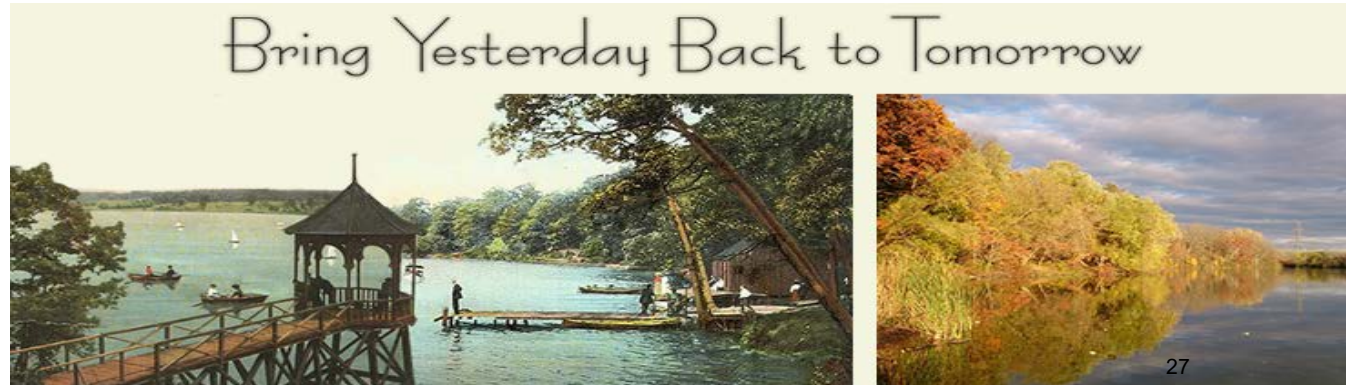
Working collaboratively with neighbouring leaders, staff, community partners and residents is a key priority for the City of Brantford. Collaboration allows for the pursuit of common goals, streamlining service delivery, leveraging assets and sharing resources.

What We Achieved

- Continue to support the Mohawk Lake Working Group
- Explore opportunities with neighbouring First Nations for improved trail and river access to Mohawk Lake
- Continue to work collaboratively on joint initiatives such as the clean-up of Mohawk Lake and canal, and Indigenous-led early learning programs
- Continue to support and participate in the Six Nations Consultation Committee and Consultation and Accommodation Process (CAP)
- Negotiate extension of the Tutela Heights Water System agreement
- Complete the Brantford Heritage Register Project
- Continue to implement the Joint Venture Agreement and Servicing Agreement for Cainsville and the airport lands
- Allocated \$3.487M in the 10-Year Capital Plan towards the Mohawk Lake Remediation Project

Future Plans

- Complete the Joint County-City Strategic Transportation Study
- Tutela Heights Slope stabilization/Transportation Management Plan



Council Priority #8: Development of a Consolidated Museum and Archives Facility, along with a Mid-size Performance Venue

Support the development of mid-sized performance venue and update the museum sustainability plans to identify opportunities for museum and archive development .

This priority is focused on supporting and developing Brantford's diverse arts, culture and heritage scene which includes a number of museums, historic sites, festivals, concerts, and events.

What We Achieved

- Established the Cultural Hub Task Force to investigate possible locations and governance of a mid-sized performance theatre with Glenhyrst Art Gallery identified as a possible leader
- Planning for the revitalization of the Mohawk Lake District to include locations for arts, heritage organizations and museums, making it a future “cultural and community destination”
- Allocated funds in the 10-Year Capital Forecast to update the Museum Sustainability Plan in conjunction with the review and update of the Economic Development and Tourism Strategy

Future Plans

- Update the Museum Sustainability Plan
- Update the Municipal Cultural Plan



Council Priority #9: Police/Crime/Drugs

This priority is focused on how the municipality can support a safe and healthy community, with a particular focus on the impact of substance use.

In 2019, the Safer Ontario Act mandated all municipalities in Ontario to develop Community Safety and Well-Being Plan (CSWP) prior to January 2021. These plans are designed to examine local risk factors and identify community-based solutions. This planning supports the continued implementation of community strategies and projects that contribute to community safety and will identify future opportunities to align the safety priorities of the City and Brantford Police Services.

What We Achieved

- Support the continued implementation of the Brantford-Brant Community Drug Strategy
- Support the continued implementation of the Elder Abuse Prevention Strategy
- Support for community wellness initiatives including Healthy Aging Plan, Youth Services Strategy, and the Healthy Kids Program



Future Steps

- Complete Community Safety and Well-Being Plan
- Develop project plan for CCTV cameras in the City's downtown core
- Complete and evaluate the Brantford Downtown Outreach Team Pilot Project
- Support long-range health and safety outcomes by prioritizing growth, development and revitalization in the downtown core, aligning municipal and police priorities

Council Priority #10: Value for Money Audit

Reinstate the processes of identifying and evaluating different areas of municipal service or programming to ensure funding is being spent in the most efficient and responsible way.

Staff in partnership with external consultants would review a service area to identify efficiencies, and cost saving opportunities for the City.

During the 2020 budget process, Council approved funding towards the Value for Money Audit. Council and staff will work collaboratively to identify potential audit areas. Based on audit recommendations, staff will make changes to services, operations or programs as directed by Council.

In demonstrating ongoing commitment to responsible spending Council approved funding from the Council Priority Reserve to fund a review of the City's Development Review Process

Council Priority #11: Traffic Technology

Prioritize the road-safety of all residents by using technology-based solutions to reduce vehicular speeding.

The safety of pedestrians, cyclists, and drivers is crucially important. Speed related incidents are preventable, and can be avoided through careful design, education, and the use of technology.

What We Achieved

- Established the Vision Zero Road Safety Committee
- Approved funding of two positions in Transportation services to support Vision Zero Road Safety initiatives
- Approved Amending On-street Parking Regulations Policy
- Approved the Draft Roundabout Installation Policy

Future Steps

- Continue to work with the Vision Zero Road Safety Committee and the Brantford Accessibility Advisory Committee to finalize the Roundabout Installation Policy



Strategic Financial Plan

The City of Brantford's Strategic Financial Plan is an integral part of the annual budget process and is linked with the Community Strategic Plan. The City prepares a balanced budget, meaning we do not budget for a surplus or deficit. The direction of the annual budget process is consistent with the principles and policies of the City of Brantford's Strategic Financial Plan.

The City's Strategic Financial Plan provides a framework to guide City Council and the City's departments, boards and committees in their financial planning and decision-making processes. Through this, the outcome is to improve and strengthen the long-term financial health for the City.

The objectives of the Strategic Financial Plan are:

- ⊕ To focus on cost efficient and effective service and program delivery.
- ⊕ To maximize revenues through a variety of sources.
- ⊕ To use debt in a fiscally responsible manner.
- ⊕ To properly maintain and fund the City's physical assets.
- ⊕ To account for and fund liabilities.
- ⊕ To ensure that user fees remain regionally competitive.
- ⊕ To ensure that growth will pay its fair share of growth related infrastructure costs.
- ⊕ To establish a stable and equitable tax policy for the community.

These objectives have led to the creation of a number of internal policies related to Financial Management, Tax, General Revenue, Development Charges, Casino Funding, User Fees, Funding From Other Levels of Government, Asset Management and Liabilities, General Reserve Fund, Specific Reserve Fund, Capital Budget Management, Debt Management and Surplus Management. A few examples of how these policies influence the budget process are listed below:

- ▶ Financial Management Policy - Proposals for new services or service level adjustments (mandatory or discretionary) will be presented to Finance Committee for consideration. These proposals shall include impacts on the operating and capital budgets, funding sources, human resource requirements, performance measures, and long-term financial impact.
- ▶ Development Charges - The City will be guided by the principle that growth shall pay for itself.
- ▶ User Fees - The City will strive to increase user fees as a percentage of overall funding by identifying new areas where user fees can be implemented and by ensuring that existing fees are updated based on increases in the associated costs to provide the service.
- ▶ Asset Management and Liability Policies - The City will include increased funding within its annual Capital funding to effect lifecycle costing for all of the City's tangible capital assets.
- ▶ Capital Budget Management Process – The City has moved to a Ten-Year Capital Budget process including detailed project information and ten years of financial information identified. The Ten-Year Capital Budget will be reevaluated and updated on an annual basis by staff for consideration by Council.
- ▶ Debt Management Policies – For Tax-Supported debt, debt carrying costs must be paid through the City's Operating Budget, while for Rate-Supported debt, debt carrying costs must be paid through user fees.

The Strategic Financial Plan has shifted the focus of budget preparation beyond one year and this has also changed the budget process and the factors that are considered in the preparation of both the operating and capital budgets. The operating budget is prepared each year along with a multi-year forecast for the next 2 years to assist staff and Council with the decision-making process. The Capital Budget is prepared in detail for the next ten years with a summary of priorities provided for the next ten years. The 2020 Operating Budget and Ten Year Capital Plan support a number of key strategic plan funding priorities including relocation of City Hall to 70 Dalhousie Street, Corporate Succession Planning, Completion of the Official Plan, Master Servicing Plan and Transportation Master Plan, Climate Change and Environmental Action Plan and reviewing opportunities and priorities identified through the Audit and Accountability Fund.

Financial Policies

City Council has approved a number of financial policies to govern the financial operations of the City including the preparation of the annual operating and capital budgets to ensure taxpayers receive value for their money and strong fiscal management is maintained. The City of Brantford's significant financial policies include the following:

Reserves/Reserve Funds Policy

The purpose of this policy is to address some of the longer term funding strategies for the Corporation and to ensure good financial and cash management for the ongoing financial stability of the Corporation. In conjunction with investment and debt management policies, this policy will assist with making informed decisions relating to long-range financial planning for future commitments and capital projects. This ensures that the City minimizes both debt servicing costs and significant annual budget impacts by allocating costs to benefiting users over a number of years through the prudent use of reserves and reserve funds.

Investment Policy

The City Treasurer and Director of Finance shall invest available funds in a prudent manner so as to maximize the rate of return while minimizing the degree of risk and ensuring the preservation of capital and maintaining the liquidity of the Corporation. To this end, portfolio diversification shall be employed whenever possible.

Lease Financing Policy

The City of Brantford will consider lease financing agreements as a means of obtaining long term financing of municipal capital undertakings where it is advantageous to do so, recognizing that the normal process for acquiring capital is not to engage in lease transactions but instead to purchase municipal capital when funds are available.

Corporate Purchasing Policy

This policy addresses the procurement of goods and services. In acquiring goods and services for the municipality, the City requires processes to ensure that operating departments will receive the goods and services they require in sufficient quality and quantity for their needs, acquired with integrity, fairness, equality, and transparency through efficient means that produce the lowest overall cost for the taxpayer.

Purchasing Card Policy

Purchasing Cards are intended to provide a simple, efficient, cost-effective means of purchasing low dollar items while maintaining adequate controls in compliance with the Purchasing Policy. The purpose of this Policy is to optimize Purchasing Card usage for permitted purchases to ensure reducing labour intensive activities, ensuring timely payment efficiency by maximizing the City's rebate incentive opportunity.

Use of Casino Funds Policy

The City receives from the Ontario Lottery and Gaming Corporation (OLG) a portion of gross slot and live table game revenues earned at the Casino. The Casino reserve will not be utilized for operating budget expenditures. This policy includes the allocation of casino funds to capital contribution, disaster mitigation, community groups, legacy projects, cultural & built heritage projects, and Council Priorities. A report is prepared each quarter to report on Council's distribution of OLG casino revenues. This report is made available to the public.

Budget Overview

Budget Overview



Operating Budget

The City of Brantford uses the budget as a means of allocating resources to provide services, and maintain the infrastructure that residents and businesses in the City of Brantford depend on.

Our operating budget process began after the approval of the 2019 budget by providing the Finance Committee with a 2020 budget forecast. This information assisted the Finance Committee to work with staff to develop additional and future budget reduction options and strategies and develop the budget direction and guidelines. In June budget guidelines are sent out to departments, with the operating budget process continuing until the budget is passed, which for the 2020 budget year was December 18, 2019.

The operating budget provides for the everyday operation of our services. It includes salaries and benefits, the purchase of services from other groups, companies or agencies, along with costs for repairs and maintenance, materials and supplies. It would be the equivalent of your personal budget for groceries, a morning coffee, lunch and gas for your vehicle.

The budget process requires each department and commission to review their existing budgets in comparison to historical spending based on their current level of service. In addition to a review of prior spending patterns, adjustments are made for known process improvements and efficiencies, the economic indicators of the community, and business plans of the corporation as set out by Council.

Department budgets were completed by September 8th, and are reviewed by Finance Staff, providing feedback and ensuring compliance to guidelines and procedures. Completed budgets are then reviewed by Senior Management, and finalized budget packages are presented to the Estimates Committee, concluding with an approved budget.

Capital Budget

Our capital budget has the same timeframe as that of our operating budget, with a common goal of balancing our immediate and future needs with affordability. Capital projects and assets include such things as vehicles, roads, bridges, water lines, buildings, software systems, and equipment. In your personal financing, it would be the equivalent of the purchase of large items such as a house or car where you may not readily have the available cash to buy the product outright, and often have the need to finance these purchases through other means (such as a mortgage, or loan).

Similarly, at the City we use various forms of financing to support our capital plan, and this includes debt financing, dollars from other levels of government, reserves (accumulated from previous planning), the levy (current year taxes), etc.

The development of a long term capital forecast and the related financing strategy is needed to ensure our municipal infrastructure is maintained. The bulk of our capital spend occurs in our Public Works area (road network, water and sewer systems, facilities & equipment, transit system and bridges), and to a smaller extend in Corporate Services (information technology systems), Community Programs, Parks & Recreation (parks, playgrounds and recreational facilities), Health & Human Services (housing) and Emergency Services.

Budget Overview



A ten-year capital budget and forecast was first developed for the City during the 2014 budget process. Staff undertook an extensive process to create a long-term capital forecast which included identification of all current and long term capital needs, vetting these needs by the Senior Management Team, and the development of a financing strategy within existing constraints including operating budget targets and approved debt limits.

The ten year capital plan has been updated for the 2020 budget to include the following:

- Growth related projects that were identified in the:
 - Transportation Master Plan and Master Servicing Plan (approved in 2014)
 - Development Charges Background Study (approved in 2019)
 - Fire Master Plan (approved in 2019)
- Reprioritization of projects within the plan where necessary

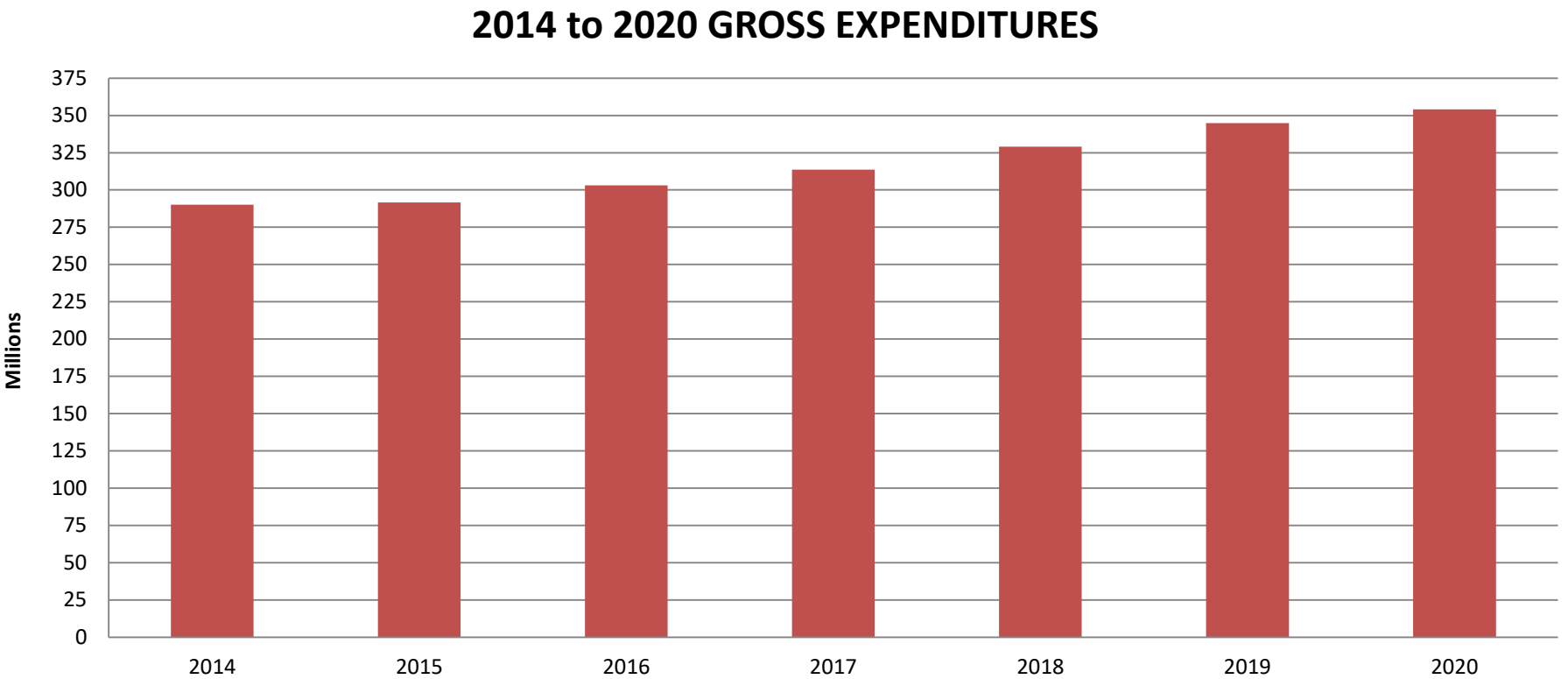
The underlying principles used in the development of the capital plan included; 1) Council's prior approval to increase capital funding by 0.75% of the levy annually is continued in each year of the plan; 2) Ensuring projects which are either legislated, or affect public health and safety, receive appropriate funding; 3) Growth should pay for growth; 4) Concentration on maintaining existing assets before funding new, but recognizing if growth occurs, the City is required to pay any "benefit to existing shares"; 5) Rate supported departments will fund their own capital needs; and 6) As current debt is retired, the budget for those carrying charges will be used to increase the Capital envelope.



Budget Overview

As seen in the chart below, gross expenditures for the City continue to increase, which reflects the continued consolidation of the City’s role as a large corporate service delivery agent, not only for our own municipal services, but also as a service delivery agent for Provincial services and programs. A large portion of the increases are due to inflationary costs and negotiated employee compensation.

Trends over the last several years have seen an increased reliance on revenues from property taxes and a minor decrease in the proportion of revenues from user fees and service charges.



Budget Process

Budget Processes



Operating Budget Process

The annual budget process began in June 2019 by presenting preliminary 2020 operating budget forecast to the Finance Committee. This was followed also in June with a 2020 Budget Guidance and Direction report to the Finance Committee. Direction was approved to prepare the 2020 operating budget that reflects current service levels with staff identifying options to reduce the 2020 operating budget to an increase of no greater than 2.5%. Any service level increases or fee increases were requested to be presented individually for consideration to the Estimates Committee. The 2020 current service level budget was also instructed to include the continuation of the 0.75% Capital Levy and that estimated operating budget impacts of proposed 2020 capital projects be identified on the project detail sheets.

Each year, departments consider factors that impact the City's base operating budgets, e.g. budgets that provide the same level of service. To assist in this process, departments are provided with a broad category of base budget impacts, Base Budget Increases/Decreases, and then sub-categories to organize and communicate, in a consistent manner, the increases and decreases to their base operating budget.

All 2020 base operating budget increases and decreases are categorized into one of the following (see table below). A **new** category has been added to Unavoidable Increases called **"Provincial Budget Impacts"** to identify impacts from the provincial budget on the municipality. All departmental base budget increases/decreases are rolled up for the City, as a whole, to communicate the overall impact to the City's Operating Budget in the same categories:

Unavoidable Base Budget Increases/Decreases	
Employee Compensation	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments for employee benefits plans or statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
Annualization of New Staff and Services	If partial-year funding for a new hire or a new service was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
Contractual Obligations	This section is used to identify increases required to satisfy existing agreements and is used only where a formal contract exists.
Inflationary	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, utilities, and winter maintenance salt.
Capital Impact on Operating	This section is used to include operating increases resulting from previously approved Capital projects.

Budget Processes



Operating Budget Process

City Council Initiatives	This section is used to identify the cost of initiatives that Council has approved since the prior year's budget was approved.
Efficiencies	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as the prior year but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
Changes to Revenue	This section is for departments to identify revenue adjustments based on volume. It can also include fee increases that were approved by Council through the Early Fee Approval process.
One Time	This section is to identify any amounts approved through the previous years budget on a one-time basis to be removed from the base budget (e.g. the cost of furniture for a new position)
Provincial Budget Impacts	This section is to identify the impact on the 2020 operating budget as a result of Provincial budget cuts
Other	This section is used for internal overhead charge adjustments and any other items that cannot be placed in any other category. Departments are required to specify the item and amount in this section.

In June of 2019, the 2020 budget year in the budget software was opened up to all City departments along with training sessions with instructions of how to complete budgets in the software. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in the software and to provide general financial/budget advice for new managers. The instructions included highlighting key changes to the annual budget process from the prior year, a budget timeline to ensure major tasks/milestones were accounted for, contact information, instructions on the operating budget process including step-by-step directions on using the budget software, and additional information to assist in the budget preparation such as internal overhead charges, insurance premiums for corporate insurance, storage costs at City Facilities, parking costs at Municipal Parking Lots, debt payments and service level agreements. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms.

Budget Software

Operating Budget Software

The operating budget software is a series of pages which are intended to develop the City's Base Operating Budget in a focused, transparent and understandable manner. The annual summary page is pre-populated with the previous two years of actuals and budgets to assist in the budget preparation. A details page is provided for departments to enter their requested budget by business unit, allowing the ability to detail information on multiple lines, provide additional descriptions outlining what the request is for, and provide space for attachments for any additional documentation to support the budget request. A base budget increases/decreases page highlights any changes from the previous year's budget to the current requested budget, and requires these changes be identified into one of the categories that was listed above in the Unavoidable Base Budget Increases/Decreases table.

Budget Processes

Additional screens in the software are used to identify opportunities for decreasing the budget. Decreases to the budget are separated into two categories as follows:

- Proposed Fee Increases/New Fees – this includes identifying incremental revenue from any proposed fee increase that did not receive early fee approval, or any new fee for a product or service that the City has not charged for in the past.
- Recommended Service Level Reductions – this includes identifying savings that can be achieved through a recommended reduction in any service provided.

Both of these opportunities for decreasing the budget require an additional request to be filled out in the software which outlines a description of the fee/service as well as the implications of charging this fee, or reducing the service.

Unmet Needs Change Requests

Increase in service level, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on unmet needs change requests. The Senior Management Team reviews and ranks all unmet need change requests and then categorizes the requests into four categories: 1) Mandatory, which are due to new or changes to existing legislation; 2) Risk to Public Safety/Corporate Security, which are items to highlight the risk of not providing these services; 3) Response to Direction from Council, which are increases to staff or funding required due to previously approved service increases from Council; and 4) Staff Recommended which are all other discretionary items or services to be considered over and above base budget funding. These items or services can include new programs, new services, increases in staff complement, increases in service levels, increases to reserve fund allocations or any other discretionary budget increase. All unmet need requests are presented for Council review and consideration for inclusion in the budget should there be sufficient funds or an urgent need for the staff, service or program.

Capital Budget Software

The capital budget portion of the software is utilized for departments to submit capital projects to be considered in the Capital Budget. Capital items are considered to be infrastructure, and items having a useful life exceeding one year. They can include buildings and building improvements, land and land improvements, bridges, culverts and storm ponds, vehicles, machinery and equipment, road, water and sewer construction and improvements, parks, and results in the acquisition of, or extends the life of a fixed asset. Capital budget requests are also submitted for projects requiring one-time funding, for example technical studies and building condition assessments.

The City's capital program is funded from various sources such as reserves and reserve funds, gas tax funding, infrastructure grants from other levels of government, debt, and grants/donations provided from private organizations/charities.

The departments develop their ten-year capital forecast based on growth related projects, state of good repair projects and other/new/studies projects:

- Growth Related Projects – significant capital projects that are new, such as a new recreation facility and major renovations/reconstruction projects that have been identified in growth related study.
- State of Good Repair Projects – capital work that relates to repairs/maintenance of existing facilities, annual road resurfacing/reconstruction work.
- Other/New/Studies – all technical studies, inspection programs, any new items that do not fit in the growth or state of good repair category.

The ten-year capital forecast was reviewed in conjunction with funding from available sources mentioned above and the capital plan was adjusted to match projected funding. Specifically, the following adjustments were made:

- Capital projects were moved to different years based on projected funding.
- Projects were split into phases to be funded over several years.

The 2020 year in the ten-year capital projection required \$10.9 million of debenture funding, and the years from 2021 and beyond will still be a challenge to fund.

Budget Process



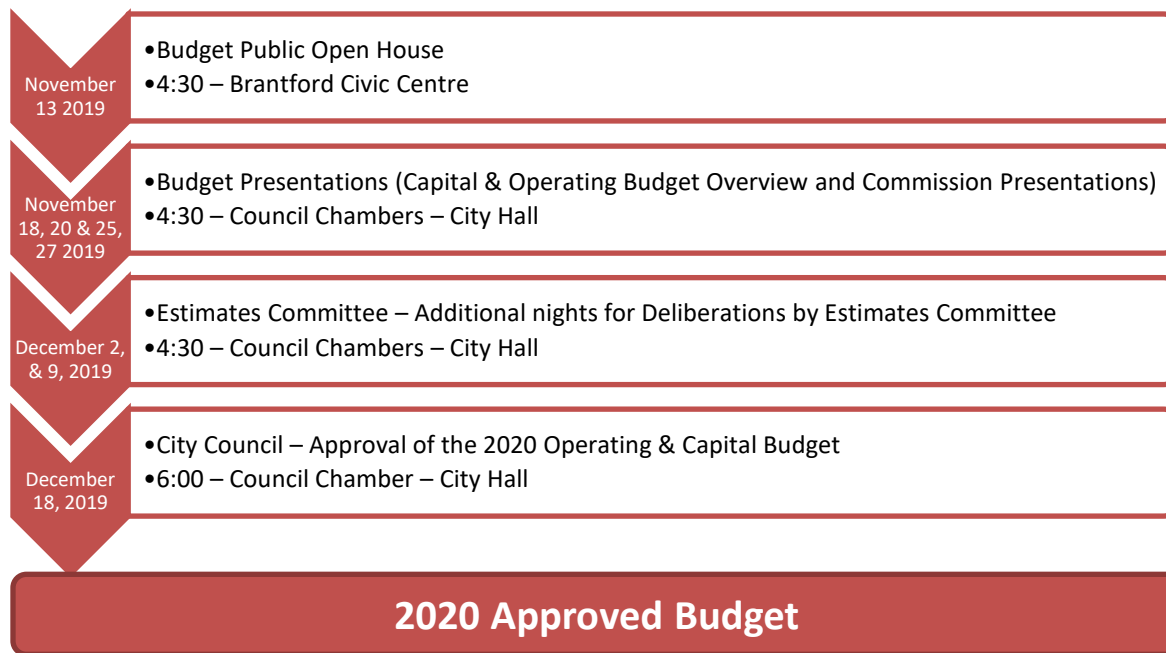
Budget Timelines

The budget process began in June of 2019 with the 2020 budget forecast report to the Finance Committee. Several meetings were scheduled to discuss and develop additional and future budget reduction options and the strategy to develop the budget directions and guidelines.

In June 2019 the budget guidelines were distributed to all departments, boards and agencies with a submission date of September 6 for both Capital and Operating approvals of commission budgets in the budget software. Budget training sessions including refreshers and updates were available to all departments beginning July 2019. Once the budgets were promoted to the Finance department, the budgets and change requests are reviewed by the Finance Manager, Treasurer, and the Senior Management Team along with the department Directors to obtain an understanding of the budgetary requirements/requests. At these meetings, budget adjustments were discussed based on funding projections and clarifications about the requests, trends, and other factors.

Following all budget adjustments, a consolidated summary was prepared by the Finance Division for review by the Estimates Committee to suggest additional strategies for the 2020 Operating Budget and other recommended target reductions.

The 2020 preliminary Operating and Capital Budgets were reviewed by the Senior Management Team prior to submission to Council and taxpayer review on November 8, 2019. A schedule of the City's 2020 Budget process and meetings following City staff's internal budget preparation is outlined below. The Committee meeting dates were selected to allow multiple opportunities for consideration and deliberation by members of council to review all budget documents.



Budget Process

The full distribution of the budget documents was provided to Council and posted on the City's website in November 2019. This provided all members of Council and City taxpayers the opportunity to review the budget documents prior to the start of the Estimates Committee meetings on November 18, 2019. All Estimates Committee meetings are open to the public and held in the afternoon and evenings, which provides all taxpayers the opportunity to attend and provide their comments and ask questions throughout the budget process.

Budget Roles and Responsibilities

Every employee plays a role in budgeting, whether in its formulation, preparation, implementation, administration or evaluation. Ultimately, the City's Senior Management Team (SMT), through the CAO, is accountable to City Council for the performance of departmental personnel in meeting specific objectives within allocation resource limits. Actual budget preparation responsibility can be identified more specifically as follows:

- ❖ Directors are responsible for reviewing, modifying and assembling their cost data into a departmental request package;
- ❖ SMT critically evaluates all requests, prioritizes, and submits only those requests which are consistent with Council policies, the Community Based Strategic Plan, administrative direction and departmental objectives. Preparation of budget requests should coincide with stated annual goals and objectives.
- ❖ The Treasurer and staff within the Finance Division are responsible for:
 - ✓ Preparing short and long range revenue and expenditure forecasts
 - ✓ Reviewing departmental budgets with SMT and individual departments
 - ✓ Analyzing, summarizing, and making recommendations on the budget requests to the Treasurer
 - ✓ Reviewing the linkage/consistency/alignment between budget requests and overall budget goals, Development Charge Background Study, Ten-Year Capital Plan, department Master Plans and policies
 - ✓ Consolidating all budget requests and the impact of all budget requests into a package that clearly communicates the City's budget, budget pressures, budget impacts, financial/budget policies and the City's financial plan.
- ❖ City Council is responsible for the final review and approval of the 2020 Operating and Capital Budgets after consideration of the weighing of the interests of the City (e.g. operating and capital pressures, aging infrastructure), the City's taxpayers, and other stakeholders.

Budget Process



Budget Policies on Amendments After Adoption

Procedures for amending the Capital and Operating Budgets after adoption are to be treated as follows:

- **Amendments or Additions to Capital Budgets**

- The City of Brantford Finance Policy #3 sets procedures and guidelines that authorizes the Finance department to transfer any net surplus funds back to the appropriate reserve/reserve fund or to fund a net deficit that is less than 10% of the gross expenditure budget (to a maximum of \$100,000) or \$25,000, whichever is greater. Council approval must be sought for any of the following situations:
 - 1) An approved project is no longer recommended to continue
 - 2) Changes to the approved funding is needed
 - 3) The scope of the project has changed
 - 4) The gross expenditures exceed the limits outlined in Finance Policy #3
 - 5) A new project has been identified as an emergency need that requires immediate action
 - 6) Budget re-allocations cannot be made to compensate for over-expenditures.

- **Amendments to Operating Budgets**

- Any service enhancements that have a financial impact must be approved by Council along with an approved funding source or savings identified.
- Budget reallocations are sometimes necessary through the year due to shifts in responsibilities. The process of budget reallocations are carried out as follows:
 - 1) Financial Analysts meet with managers and directors of the affected departments to discuss and gain a consensus of the amounts and line items to be apportioned.
 - 2) An Operating Amendment Change Request is processed in the budget software with any post budget adjustments, ensuring the total City budget has not been impacted.

Basis of Accounting and Budgeting

The City of Brantford's financial statements are prepared and presented in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB). The City of Brantford follows the accrual basis of accounting, which recognizes revenues as they are earned and expenses as they are incurred and measurable through the receipt of goods or services and/or where a legal obligation to pay exists.

The City of Brantford, like most municipalities, budgets on a modified accrual basis and does not budget for PSAB requirements of accrual accounting and accounting for non-financial assets and liabilities. These adjustments are required to determine the City of Brantford's net financial position for PSAB reporting purposes, but are mostly non-cash items and are therefore not included in the operating budget presented. This information is included in the City's audited financial statements as municipalities are required by legislation to report PSAB adjustments on their financial statements.

Ontario municipalities are required to have balanced budgets. Deficits are not allowed to accumulate and must be recovered in the following year's budget or funded from a reserve.

2020 Consolidated Operating Budget

Consolidated Operating Budget

2020 Budget Highlights

The development of the 2020 budget was faced with many challenges, locally, provincially and nationally. The average rate of inflation according to Statistics Canada for 2019 was 2.2%, and the unemployment rate in December 2019 was 3.8% locally, compared with 5.3% Provincially and 5.6% Nationally.

The City of Brantford provides approximately 200 services to the Community that are included in the operating budget. Assessment growth for 2018 was \$1,917,506.

The 2020 Operating Budget was originally submitted to the Estimates Committee at \$164 million, including efficiencies already identified which would have resulted in an increase after assessment growth of 4.32% over the 2019 Operating Budget. The major contributors for this increase were:

- Benefits & Wages (contractual increases)
- Capital Levy
- Workplace Safety Insurance Board impact
- General inflation

After a series of meetings with the Estimates Committee where various budget reduction options, fee increases and service delivery reductions were considered and a series of unmet need change requests were approved, the final approved operating budget was \$160,485,064.

DEPARTMENT	2018 BUDGET	2019 BUDGET	2020 BUDGET	2020 \$ NET CHANGE	2020 % NET CHANGE
EXECUTIVE AND LEGISLATIVE	646,407	762,609	690,892	(71,717)	(9.40%)
CHIEF ADMINISTRATIVE OFFICER	1,114,186	2,802,843	2,705,722	(97,121)	(3.47%)
EMERGENCY SERVICES	54,867,786	56,805,754	59,995,950	3,190,196	5.62%
CORPORATE SERVICES	10,976,474	11,443,099	11,951,851	508,752	4.45%
HEALTH & HUMAN SERVICES	22,901,887	21,504,818	21,771,843	267,025	1.24%
COMMUNITY PROGRAMS PARKS & RECREATION	13,640,596	14,324,248	14,349,627	25,379	0.18%
COMMUNITY DEVELOPMENT	3,993,551	4,263,440	4,393,342	129,902	3.05%
PUBLIC WORKS	25,242,373	26,230,586	27,440,196	1,209,610	4.61%
CORPORATE FINANCING	14,701,762	17,923,656	17,185,641	(738,015)	(4.12%)
TOTAL MUNICIPAL BUDGET-TAX LEVY	\$148,085,022	\$156,061,053	\$160,485,064	\$4,424,011	2.83%
ASSESSMENT GROWTH		(187,834)*			
TOTAL MUNICIPAL BUDGET AFTER ASSESSMENT GROWTH	\$148,085,022	\$155,873,219	\$160,485,064	\$4,611,845	2.96%

*Due to change in tax classification for the Casino which results in a reduction to overall taxable assessment base

Consolidated Operating Budget

After the budget is passed, final tax rates are set using the prior year's finalized property assessments received from the Municipal Property Assessment Corporation (MPAC). Historical and current residential, commercial and industrial tax rates are as follows:

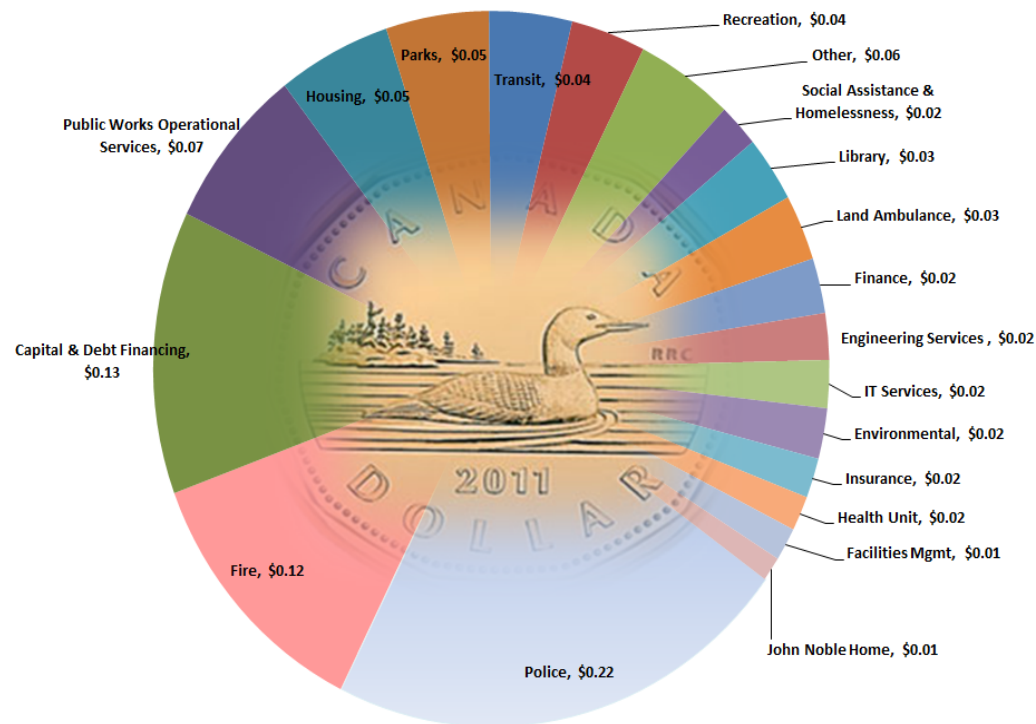
	Residential	Multi-Residential	Commercial	Industrial
2016	1.214%	2.485%	2.263%	2.988%
2017	1.210%	2.363%	2.256%	2.878%
2018	1.192%	2.255%	2.155%	2.731%
2019	1.169%	2.193%	2.093%	2.658%
2020	1.150%	2.147%	2.050%	2.615%

Municipal tax rates only, does not include education tax rates



*Average Residential Tax Change for Property valued at \$271,000

Where Every Tax Dollar is Spent (2020 Budget)



Consolidated Operating Budget

Summary of Service Level Changes in 2020 Budget

During the budget meetings with the Estimates Committee, the CAO implemented organizational changes resulting in savings and recommended one-time funding from Reserves to fund the following approved Unmet needs that affect the level of service provided by the City:

Mandatory Unmet Needs – Total Net Budget Impact for 2020 \$98,110

- ❖ Asset Management Specialist - \$98,110 net budget impact for 2020
 - Position required to complete the legislative requirements to have an approved asset management plan for parks and recreation assets such as sports facilities, community centres, parks and park amenities, trails, specialized facilities such as the Bell Homestead and Sanderson Centre.

Risk to Safety/Corporate Security Unmet Needs – Total Net Budget Impact for 2020 \$80,031

- ❖ Maintenance Analyst Water- \$0 net budget impact for 2020
 - Position required to assist with the modernization and optimization of the water treatment maintenance program. This position will play a vital role to ensure the requirements of O.Reg 588/17 – Municipal Asset Management Planning Regulation – Asset Management Plan Phase 1 are met by July 2021.
- ❖ Increased hours for Security of the Library - \$18,700 net budget impact for 2020
 - Increased Security required as per recommendation through a CPTED review to ensure the main downtown library is safe place for the public and employees.
- ❖ Housing Support Worker - \$61,331 net budget impact for 2020
 - Position required to complete a range of duties associated with preventing and providing emergency response to individuals and families experiencing homelessness. Relates to the Council Priority Housing Continuum

Consolidated Operating Budget

Response to Direction from Council Unmet Needs– Total Net Budget Impact for 2020 \$202,339

- ❖ Supervisor Right of Way Control - \$85,078 net budget impact for 2020
 - Position responsible for traffic/parking by-laws, permits for road closures/occupancies/use by oversized vehicles, review of traffic related aspects of development applications, traffic signal and control design and engineering and street lighting design. Relates to Council Priority Traffic Technology to Control Speeds
- ❖ Transportation Planning Project Coordinator - \$20,459 net budget impact for 2020
 - Position required to assist and coordinate transportation planning projects identified in the Transportation Master Plan. This includes assessing the long range transportation network needs, and coordinating the implementation of projects including Active Transportation; participation on inter-regional transportation projects; and undertake Environmental Assessments for new transportation corridors. Relates to Council Priority Road Development- Increase Access to West Brantford and Highway 403.
- ❖ EScribe Live Streaming of Council & Committee Meetings - \$25,900 net budget impact for 2020
 - Funding to stream meetings of Council, Committees and high profile public meetings on the City's digital platforms such as the City's website, Facebook Live and YouTube channel providing members of the community with an alternative medium to become engaged and informed.
- ❖ Intermediate Planner - \$0 net budget impact for 2020
 - Position responsible for reviewing complex development applications including amendments to the Official Plan and Zoning By-law, subdivisions and site plans with a focus on urban design. Relates to Council Priority Finalize Boundary Implementation Plan.
- ❖ Operational Services Technologist - \$70,902 net budget impact for 2020
 - Position will support the planning, design, monitoring, analysis, evaluation and modification of traffic/parking control systems, traffic control and safety device. Relates to Council Priority Traffic Technology to Control Speeding
- ❖ Retrofit Pedestrian signal at Colborne Street West and Fire Station #4- \$0 net budget impact for 2020
 - To design and construct a sidewalk and retrofit pedestrian traffic signal at Colborne Street West and Fire station #4.
- ❖ Interim Measures to Improve Traffic Flow to/from Highway 403 and West Brantford- \$0 net budget impact for 2020
 - To optimize capacity on Brant Avenue and King George Road to improve traffic flow from West Brantford to Highway 403. Interim actions including parking restrictions, prohibiting left turns and reconfiguration of lanes to be implemented in 2020 while further Environmental Assessments are conducted for a new transportation corridor connecting West Brantford to Highway 403. Relates to Council Priority Road Development - Increase Access to West Brant and Highway 403
- ❖ Value for Money Audit - \$0 net budget impact for 2020
 - To reinstate Value for Money Audit process to identify efficiencies and cost saving opportunities for the City. Relates to Council Priority Value for Money Audit

Staff Recommended Unmet Needs - Total Net Budget Impact for 2020 \$261,936

- ❖ Human Resources Representative (City and Library)- \$95,371 net budget impact for 2020
 - This position will complete a range of human resources duties including recruitment, employee and labour relations, and job evaluation/pay equity/compensation management for the City and Brantford Library.
- ❖ Fire Safety Educator - \$61,966 net budget impact for 2020
 - This position will develop and deliver targeted public education programs and initiatives identified in the Community Risk Assessment.
- ❖ Third Party Disability Specialist - \$50,00 net budget impact for 2020
 - This health and disability management service will streamline the organization's disability management program; provide monthly and quarterly statistical data and will minimize costs related to short-term disability and complex claims.
- ❖ Staffing Specialist - \$54,599 net budget impact for 2020
 - This position will complete the annual summer hiring program that fills seasonal and summer jobs; funding applications; unionized seasonal staffing and recruitment and selection of students and other individuals for the peak employment period and work with various post-secondary institutions to fill co-op student placements.



2020 Consolidated Capital Budget

Consolidated Capital Budget

Capital Budget Highlights

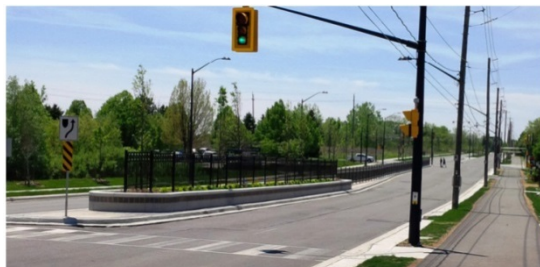
The Capital Budget includes a ten year forecast that documents the long-term capital needs of the corporation. Through several strategic documents including the City's Asset Management Plan, State of the Infrastructure Report, Master Servicing Plan, Transportation Master Plan and Development Charges Background Study and By-Law, capital projects are identified and prioritized based on criticality, risk, and available funding. Slightly more than half of the capital budget is for "state of good repair" with the balance going towards new, growth-related or expansion of services capital projects.

The challenges facing the City of Brantford include:

- Staffing pressures as the Municipality continues to grow
- Changing Legislative Framework
- Infrastructure Deficit due to aging infrastructure and asset management challenges
- Limited discretionary reserves left
- Reduction of the capital levy to 0.75%
- Environmental and climate change challenges

The approved capital budget for 2020 is \$84,891,480 and the 2021-2029 capital budget forecast was approved in principal for \$787,070,795 by the Estimates Committee.

These budget pressures will continue and we anticipate the next few years to be difficult. There is increased pressure to maintain and/or enhance current service levels while maintaining existing resource levels. Additional pressures include the City's aging infrastructure which is hard to maintain in a state of good repair without the infusion of more capital reinvestment.



SOUTHWEST SPORTS PARK
MASTER PLAN



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
Growth	12,478,000
COMMUNITY DEVELOPMENT [145]	400,000
Planning	400,000
000988 New Zoning By-Law	400,000
COMMUNITY PROGRAMS PARKS & RECREATION [140]	4,755,000
Parks	4,655,000
001287 New Park Development - Empire Phase 6 Community Park	1,055,000
000597 New Park Open Space Development	200,000
001284 Lorne Park Gazebo	100,000
000949 Southwest Community Centre and Park	3,300,000
Recreation	100,000
001292 Earl Haig-Facility Improvements	100,000
EMERGENCY SERVICES [115]	5,350,000
Police	5,350,000
001517 Digital Evidence Management System	250,000
000667 Police Voice to Text Hardware / Software	100,000
000928 Police Service Headquarters Relocation	5,000,000
HEALTH & HUMAN SERVICES [130]	200,000
Housing	200,000
001251 Trillium Way Site - 22 Unit Mixed Use Low-Rise Apartment Building	200,000
PUBLIC WORKS [150]	1,773,000
Fleet	40,000
001230 Fleet Expansion for Environmental Services	40,000
Miscellaneous Capital	355,000
000879 On-Road Active Transportation Initiatives	355,000
Wastewater	800,000
000805 Empey Sanitary Pump Station Rehabilitation and Replacement (EA,D,C)	800,000
Water	578,000
000811 North West Brantford Watermain 1	578,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
Other/New/Studies	9,893,363
CHIEF ADMINISTRATIVE OFFICER [110]	75,000
Communications & Community Engagement	75,000
001732 Corporate Asset Management Plan Community Consultation Campaign	75,000
COMMUNITY DEVELOPMENT [145]	5,868,363
Planning	5,868,363
001315 Greenwich Mohawk Brownfield Remediation - Risk Management Measures	5,868,363
CORPORATE SERVICES [120]	200,000
Finance	150,000
001689 Community Benefit Charge Study and Financing Strategies for Northern Boundary Lands	150,000
Human Resources	50,000
001643 Asbestos Sampling - City Facilities	50,000
EMERGENCY SERVICES [115]	25,000
Police	25,000
000673 Forensic Panoramic Imaging System	25,000
PUBLIC WORKS [150]	3,725,000
Barrier Free Design	100,000
000122 Accessibility Improvement Initiatives (AODA)	100,000
Buildings and Facilities	425,000
001509 Operations Works Yard Vinyl Roofing (Dome) Structure	225,000
000123 Energy Conservation Initiatives Implementation (Green Energy Act Compliance)	100,000
001506 Operations Works Yard Temporary Facility	100,000
Stormwater	1,060,000
001544 Watershed Monitoring and Update for the Urban Boundary Expansion Lands	425,000
001543 Flood Relief Studies and Neighborhood Storm System Improvements	410,000
001466 Stormwater Financial Sustainability Plan	150,000
001646 Storm Pond Safety Assessment	75,000
Street Lighting, Traffic and Parking	90,000
001567 Streetlight Pole Condition Assessment	75,000
001757 Bell Lane & Mt. Pleasant Pedestrian Crossover Works	15,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
Technical Studies	1,210,000
000797 Public Works Activity Tracking and Asset Management Tool	500,000
000526 Wastewater Collection System Flow Monitoring and Sampling	150,000
001357 Wastewater Siphon Inspection	100,000
001405 City-Wide Private Property Easement Investigation	100,000
000217 Detailed Roadway Surface Condition Assessment	100,000
001609 Stormwater Retention Pond Condition Assessment	75,000
001099 Aerial Photography Dataset Acquisition	55,000
001644 Wastewater Forcemain Assessment Program	50,000
000143 Sidewalk Condition Assessment	30,000
000169 Manhole Condition Assessment Program	50,000
Waste Management	440,000
001156 Landfill Site Stage 3 A/B New Gas Collection System Extension	250,000
001682 Closed Landfill Sites Inspection and Monitoring	100,000
001028 Landfill Pumping Stations Condition and Performance Assessment	90,000
Wastewater	400,000
001680 WWTP Upgrade Assessment	300,000
000861 Private Sewer Lateral Replacement Grant Program	100,000
State of Good Repair	62,520,117
COMMUNITY PROGRAMS PARKS & RECREATION [140]	7,298,285
Cemeteries	235,000
001451 Mt Hope Mausoleum Repairs	200,000
000783 Cemetery - Minor Capital	35,000
Parks	4,435,000
001447 Sportsfield Lighting	515,000
000218 Glenhyrst Gallery Architectural Rehabilitation/Replacement - Back Porch Stage Entry Wall	145,000
000594 Trails / Bikeway Renovations	100,000
001288 Park Renovation/Improvements	100,000
001730 Jaycee Sports Park Site Improvements	100,000
001728 Rotary Centennial Waterworks Park Pavillion Site Improvements	50,000
001614 Steve Brown Sports Complex - Site alteration and fencing	25,000
000599 Playground Rehabilitation/ Replacement Program	500,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
000554 Dufferin Park Redevelopment	2,600,000
001095 Emerald Ash Borer Strategy	300,000
Parks & Recreation	175,000
000780 Parks and Recreation - Minor Capital	175,000
Recreation	2,398,285
001725 Woodman Pool Replacement	1,900,000
000179 Wayne Gretzky Sports Complex Insulate & Vapour Barrier South and north End Walls	250,000
001296 Wayne Gretzky Sports Centre Refrigeration Maintenance	118,000
000621 Gretzky - UV Disinfection Filtration Upgrades	80,000
001441 Branlyn Upgrades	50,285
Sanderson Centre	55,000
000644 Sanderson Centre LED Stage Lighting	40,000
000779 Sanderson - Minor Capital	15,000
CORPORATE SERVICES [120]	1,279,650
Finance	829,650
001590 Property Tax Software Replacement	800,000
001266 Finance Minor Capital	29,650
IT Services	450,000
001698 Server and Storage Upgrade	230,000
001699 Security Platform	120,000
000658 PC Replacement Program	100,000
EMERGENCY SERVICES [115]	2,244,400
Fire	1,467,500
000567 Replace Pumper/Aerial (#106492)	1,300,000
000747 Fire Minor Capital	105,000
001626 Fire Bunker Gear Replacement	62,500
Police	776,900
000926 PBX and Call Pilot Upgrade	240,000
000687 Police Minor Capital	173,900
000680 Police - Replacement of Video Surveillance / Storage System	85,000
001627 Information Technology Replacement Program	60,000
000663 Police Prisoner Transport Vehicle	58,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
000686 Marked Vehicle Changeover	50,000
001630 Police Vehicle Fleet Replacement	110,000
HEALTH & HUMAN SERVICES [130]	762,627
Housing	762,627
001608 Richard Beckett Building Cooling System	225,627
000730 Brant Towers and Lorne Towers Common Area Flooring	190,000
000739 Brant / Lorne Towers - Interior Finishes	120,000
001705 Heritage House Minor Capital	54,000
001684 Winston Court - Windows	50,000
001637 LHC Properties - Kitchen Renovations	30,000
001635 Walkers Green Balcony	25,000
001638 Riverside Garden - Foundation	25,000
000719 Lorne Towers - Genset	18,000
001634 Northland Gardens - ACM Removal	25,000
LOCAL BOARDS [165]	730,655
John Noble Home	483,455
000580 John Noble Home Resident Room Refurnishment - Furnishings & Equipment	25,445
000582 John Noble Home Nursing Unit Refurbishment	14,540
000583 John Noble Home Support Services Equipment	36,350
000590 John Noble Home Total Office IT and Furniture Replacement and or Upgrades	36,350
000592 John Noble Home Bell Lane Terrace Refurbishment	18,175
000853 John Noble Home - Fire Sprinkler System Installation	21,810
000855 John Noble Home - Tunnel Plumbing and Mechanical Pipe Replacement	145,400
000993 John Noble Home Resident Room Refurnishment - Mechanical & Plumbing	21,810
001261 John Noble Home Nursing Equipment	109,050
001262 John Noble Home Building Repairs/Replacement	54,525
Library	247,200
001060 St. Paul Library Branch HVAC Replacement	237,200
001565 Main Library Passenger Elevator Modernization	10,000
PUBLIC WORKS [150]	50,204,500
Airport	300,000
001118 Airport - Commercial Hangar Door Replacement	300,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
Bridges	675,000
000531 Bridge Immediate Repair Needs (Various Bridges)	175,000
000083 Ava Bridge (CNR) Bridge Rehabilitation Program and Intersection Improvements	500,000
Buildings and Facilities	1,705,000
001468 Market Centre Parkade - Renovation of Elevator Vestibules and Stairwells	420,000
001379 Earl Ave Works Yard Pavement Renovations and Site Improvements	325,000
001082 Earl Avenue Operation Yard Traffic Services Building Renovations & Roof Repairs	250,000
001719 Repair Fire Alarm System at the Market Center Parkade	190,000
001520 Decommissioning of old WTP Processing, Offices and Warehouse	100,000
001566 Operations Services Building Office Space Upgrade	100,000
001464 70 Dalhousie - Clock and Clock Tower Refurbishment and Building Exterior Preservation	50,000
001656 WTP & Reservoir - Site Fencing Installation	50,000
001507 Operations Works Yard Automatic Entrance Gate	40,000
001558 Operations Works Yard "A" Dome Roof Replacement	30,000
000976 Accommodation Strategy Phase 4 - 100 Wellington Square Renovations	50,000
001671 102 Wellington Sq - Building Renovations	100,000
Fleet	3,565,000
000132 Fleet Replacement (Operational Services)	1,050,000
001159 Replacement of Vehicle Hoists & Upgrades to Bus Wash and Fuel Island	1,035,000
000877 Fleet Replacement (Wastewater Services)	650,000
000208 Fleet Replacement (Parks and Rec)	500,000
000878 Fleet Replacement (Water Services)	200,000
000209 Fleet Replacement (Golf)	130,000
Full Corridor Reconstruction	5,338,000
000334 Albion St (Henrietta St to Bedford St) (W/WW/STM/RD) Coordinate w/ PN41	2,604,000
001330 Jarvis St (Grand River Ave to Lorne Cres) (W/WW/STM/RD)	380,000
001651 Francis St (Powerline Rd to 110m South of Strong Crt) (STM/RD)	280,000
000349 Chatham St (Stanley St to Fourth Ave) (W/WW/STM/RD)	226,000
001342 Aylmer St (Darling St to Chatham St) (W/WW/STM/RD)	161,000
001472 Coral Court Lateral and Sewer Replacement	79,000
001351 St Paul Ave (Brant Ave to St George St) (W/WW/STM/RD)	455,000
001138 Rawdon St (Dalhousie St to Wellington St) (W/WW/STM/RD)	523,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
001190 Downtown Infrastructure Revitalization and Renewal Program (In conjunction with Project #830)	630,000
Miscellaneous Capital	350,000
001672 Easement Accessibility Design and Construction	250,000
001650 Peartree Court Easement Access	100,000
Road Restoration and Resurfacing	4,458,000
001269 North West Industrial Area Roadway Improvements	925,000
000407 Greenwich St (Mohawk St to 560m east on Greenwich St) (W/RD)	1,233,000
001694 Railway Grade Crossings Countermeasures	150,000
000035 Roadway Preservation and Preventative Maintenance	650,000
000036 Road Resurfacing Program	1,500,000
Sidewalks	550,000
000145 Sidewalk Repairs and Replacement	550,000
Stormwater	5,937,500
001404 Tutela Heights Slope - Stormwater Drainage Improvements	100,000
001677 Stormwater Manhole Rehabilitation Program	100,000
001647 Kraemer Way Storm Pond Outlet Repairs and Inlet Assessment	50,000
001014 Mohawk Lake Remediation (EA, D, C)	3,487,500
001185 Kedem Estates SWM Pond Sediment Removal and Clean Out	250,000
001301 Reconstruction of Existing Braneida Industrial Park VII Stormwater Management Pond	1,950,000
Street Lighting, Traffic and Parking	1,075,000
001200 Streetlight Upgrade and LED Conversion	330,000
000140 Traffic Signalization Replacements and Improvements	250,000
001678 Governors Road and Park Road North Intersection Improvements and Traffic Control Signal	200,000
000499 Traffic Signal Equipment Rehabilitation and Maintenance	90,000
001027 Audible Pedestrian Signal Program	80,000
001568 Streetlight and Pole Repair and Replace	50,000
001679 Paris Rd and Powerline Rd Intersection Improvements and Traffic Control Signal	75,000
Transit	5,876,000
000134 Transit Fleet Replacement	2,640,000
001163 Brantford Transit Replacement of On-Board Equipment on Conventional and Specialized Buses	2,035,000
001502 Bus Pad and Shelter Replacement Program	825,000
000137 Brantford Lift Para-Transit Vehicle Replacement	176,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name		2020
000527	Conventional Transit Fleet Capital Upgrades	200,000
Wastewater		13,060,000
001056	Fifth Ave Pump Station - Station Rehabilitation and Replacement (Rehab/EA/D/C)	4,200,000
001164	Wastewater Treatment Plant Clarifier Refurbishment	2,600,000
001388	Wastewater Treatment Plant Digester Cleanout, Inspection and Repairs	2,000,000
001384	Wastewater Treatment Plant Biosolids Storage Tank Upgrades	920,000
000421	Sewer Rehabilitation and Lining Program	500,000
001537	WWTP - Assessment and Replacement of Influent Flow Metering	450,000
001055	St.Andrews Pump Station - Rehabilitation and Improvements	400,000
001495	Johnson Rd Pump Station - Rehabilitation and Improvements	360,000
000141	Wastewater Collection System Mainline Sewer Rehabilitation and Repairs	300,000
001538	Automation of Preliminary Treatment Building Hydraulics and Bypass	250,000
001175	Wastewater Treatment Plant and Pumpstation Critical PLC Replacement	230,000
000997	CCTV Sewer Inspection Program	200,000
001645	Wastewater Siphon Cleaning and Repairs	200,000
001663	Replacement of the Blower Building Basement Drainage System	200,000
000171	Wastewater Manhole Rehabilitation Program	150,000
001408	Wastewater Treatment Plant & Sanitary Pumping Station Site Work Improvements	100,000
Water		2,960,000
000156	Water Meter Replacement Program	560,000
001411	Pilot Project for Smart Meter Reading Technology Implementation	400,000
001657	WTP - Recommissioning of P5/P6 Station	250,000
001653	WTP Analyzer Replacement Program	250,000
001395	WTP Polymer System Replacement	250,000
001522	WTP - UV - Flow Meter and Piping Installation	250,000
001658	WTP - High Lift Drive & Filter Replacement	250,000
001423	Bulk Water Fill Station Replacement	150,000
001531	WTP Actiflo and Low Lift Roof Replacement	150,000
001526	WTP Low Lift Station Upgrade	100,000
001467	Water Service Replacement at 10 Earl Ave	75,000
001652	Installation of Drinking Water Sampling Stations	75,000
001654	WTP & Reservoir - Activated Carbon and Activated Silicate Process Decommissioning	75,000



2020 City-Wide 1 Year Capital Budget Forecast

PROJECT ID and PROJECT Name	2020
001655 WTP & Reservoir - Air Handling Unit Replacement	75,000
001648 Brant's Crossing Transmission Main Accessibility Relocation	50,000
Watermain Replacement	4,355,000
001336 St Paul Ave & Elmwood Ave & Alpha Cres (Charing Cross St to Wood St) (W/RD)	2,685,000
000388 Cumberland St (Full Street Including Easement) (W/RD)	1,330,000
000390 Avondale St (Hamilton Ave to Dead-End) (W/RD)	268,000
000389 Avondale Cres (Hamilton Ave to Lyndhurst St) (W/RD)	72,000
Grand Total	84,891,480

2020 Capital Major Projects



Woodman Pool Replacement - \$1,900,000 – Funded from Capital Levy

Replacement of the Woodman pool which was constructed in approximately 1977. This system has reached the end of its life cycle and needs replacement in order to maintain operations.

Mt Hope Mausoleum Repairs - \$200,000 – Funded from Capital Funding Envelope

Repairs to the Mausoleum at Mount Hope Cemetery for 2020 include roof repairs/replacement as per roof condition assessment.

Police Service Headquarters Relocation - \$5,000,000 – Funded from Debenture Financing

Based on Facility Needs Assessment conducted by Walter Fedy Partnership completed in April 2016 for current and future needs of BPS due to growth of the service, the municipality and changes to the policing environment. This project meets Council Priority #9 – Police/Crime/Drugs.

Playground Rehabilitation/Replacement Program - \$500,000 – Funded from Casino Legacy Reserve

The rehabilitation and or replacement of City playgrounds that have reached the end of their service life, pose a health and safety risk to the public, or no longer provide acceptable levels of service for the community (E.g.. Accessibility). Playgrounds to be rehabilitated or replaced during the program will be prioritized so that the most critical needs are addressed first.

Property Tax Software Replacement \$800,000 – Funded from Information Technology Reserve and Capital Funding Envelope

Replacement of the property tax system is required as the current open tax system is no longer supported by the provider. The replacement software must manage the tax status of approximately 35,000 properties and be complaint with the Municipal Act and Ontario Regulation legislation. This project meets Council Priority # 6 – Tax Increase not to Exceed Inflation.

Fire Replacement of Pumper/Aerial \$1,300,000 – Funded from Fire Equipment/Vehicle Reserve and Capital Levy

Replacement of Fire's pumper/aerial device is requested as lifecycle and condition needs dictate

22 Mixed Use Low-Rise Apartment Building \$200,000 – Funded from Third party Contributions

Design phase for a proposed low-rise apartment building located next to the LHC building located at 170 Trillium Way, Paris, ON. There is sufficient land beside 170 Trillium Way to develop a minimum 22 unit low-rise apartment building for mixed use. The rental revenues will cover all operating costs and debenture payments, and be self-sufficient. Land Cost \$0; Construction \$4,500,000 including soft costs. This initiative meets Council Priority #4 – Housing Continuum.

2020 Capital Major Projects

Richard Beckett Building Cooling System - \$225,627 – Funded from Richard Beckett Building Reserve

Replacement of the chillers at the end of their service life per building condition audit report. This chiller system is for the Beckett Adult Leisure Senior Centre side of the building and the east wing.

Brant Towers and Lorne Towers Common Area Flooring - \$190,000 – Funded from Social Housing Capital Reserve

Existing flooring at both Brant and Lorne Towers are showing signs of aging. The building condition audit recommended replacement or treatment of existing finishes for all common area/hallways flooring in both of the buildings

St. Paul Library Branch HVAC Replacement - \$237,200 – Funded from Capital Funding Envelope and Library Reserve

The heating, ventilation and air conditioning equipment is the original equipment from when the facility was constructed in 1975. At 40 years of age, the equipment is well beyond it's expected useful life. This project is to replace the existing air conditioning compressors and boiler system with a new system. The costs for this project are higher than what would normally be expected for a project of this type due to the design and location of the existing system which is in a rooftop penthouse. The project cost is based on cost estimates for a customized solution required to change the equipment

Ava Bridge (CNR) Bridge Rehabilitation - \$500,000 – Funded from OCIF Grant and Roads and Related Reserve

Design and site approvals involving bridge rehabilitation including deck repairs, and road and sidewalk re-alignment on Ava bridge at Paris Road and Brant Ave as well as replacement / installation of traffic signals. OSIM inspection activities recommended the following: repair poor concrete throughout, replace expansion joints, repair poor asphalt on wearing surface, and clean and paint structural

Albion St Full Corridor Reconstruction - \$2,604,000 – Funded from Federal Gas Tax, Water and Wastewater Reserve Funds

Full reconstruction of the road, water, sanitary and storm infrastructure on Albion St (Henrietta St to Bedford St). The need for this project is driven by poor condition roads (including curbs/sidewalks) and wastewater sewers. Additional project driver is watermain age. The road base was constructed between 1967 and 1973. The road segments within the project boundaries have observed Pavement Condition Index (PCI) ratings of between 36 and 64, with an average PCI of 50. Since 2003, there have been 41 work orders generated pertaining to cracks and / or pot holes by operational services as part of the patrols for Minimum Maintenance Standards for Municipal Highways (O.Reg 239/02). The wastewater sewers were constructed between 105 and 108 years ago, and have an internal diameter of 225mm. Through CCTV inspection of the wastewater sewers, it has been found that the sewers have 5 breaks, 7 fractures, 6 cracks and 9 displaced joints (combined).

2020 Capital Major Projects

Brantford Transit Replacement of On-Board Equipment - \$2,035,000 – Funded from Federal Gas Tax, Transit Reserves and Grants

The current fare collection system for both conventional and specialized buses has become outdated. The system no longer has replacement parts nor will the current system allow passengers to renew monthly passes on the bus. This project will replace the current fare boxes and collection system and will also include replacement of AVL and Call Out system to integrate with the new farebox system.

Fifth Ave Pump Station – Station Rehabilitation and Replacement \$4,200,000 – Funded from Wastewater Reserve Fund

Identified through the 2018 Wastewater Facility Analysis and Performance Assessment Report and project workshop, Fifth Ave wastewater pumping station (PS) requires asset rehabilitation and/or replacement to meet future capacity and the City's Level of Service (LOS). Significant deficiencies were identified that include non-compliant NFPA and TSSA items such as the separation of rated space, lack of proper ventilation, electrical issues within wetwell, and numerous health and safety concerns surrounding fall arrest and protection systems. Other deficiencies include heavy corrosion of processing piping and expected corrosion of the station's single forcemain outlet. Minor deficiencies identified with PLC, HVAC, pumps and several building architectural items.

Mohawk Lake Remediation - \$1,500,000 – Funded from Capital Levy, Capital Funding Envelope and Federal Grants

Includes public consultation, review of alternative and impact assessments resulting in a final design including ancillary land use plans with established construction phasing and cost estimates. This phase includes on site remediation and construction. This project meets Council Priority #7 – Relationships with Six Nations of the Grand River and County of Brant.

Impact of Capital Investments on Operating Budget

As part of the capital budget process, all departments are required to indicate on the capital project detail sheets the current year operating budget impact, the annual operating budget impact as well as provide the appropriate account number(s) that will be affected by the operating budget impact. This includes identifying any new revenues or fees that may be generated, or additional expenditures such as increased personnel costs, additional maintenance costs, additional utility costs, etc. Once the capital budget is approved, the Finance department uses this information to incorporate the necessary operating budget changes into the current year. There were no significant current year operating budget impacts identified from the approved 2020 capital budget, however there were \$4,369,656 of future operating budget impacts identified from the 2020 capital program, such as debt carrying charges, additional fuel and maintenance for vehicles, utilities and software maintenance.

Many future capital projects will have substantive operational impacts resulting from these capital investments. Projects such as the Southwest Community Centre and Park will incur staffing costs as well as the costs to maintain the facility and grounds. Other projects such as the Accommodation Strategies weigh the costs of replacing old facilities and worn out equipment that need large degrees of maintenance and repairs against the cost of building new facilities that require significant capital investment but would allow for a positive reduction in maintenance and energy costs.

The following pages outline the operating impacts by project that have been currently identified in our budget software system.

Operating Impacts on Capital Projects by Year

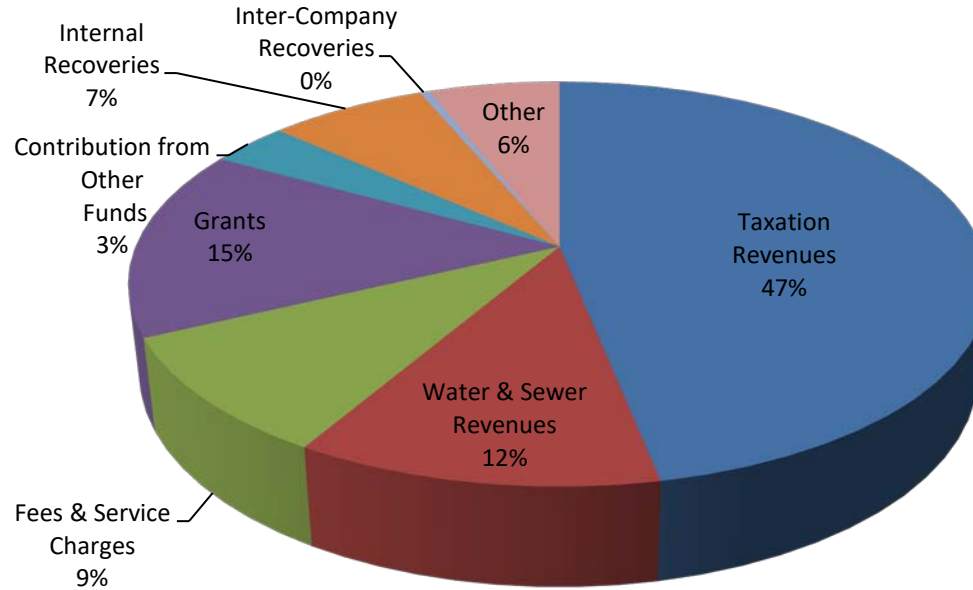
Project *	Object Layer 7 *	2020	2021	2022
000086 - Colborne Street (East Slope) Stabilization - Mitigation Measures	60820 - DEBT PRINCIPAL	-	-	191,660.00
000086 - Colborne Street (East Slope) Stabilization - Mitigation Measures	60830 - DEBT INTEREST	-	-	227,342.00
000139 - Enhanced Transfer Transit Facilities	64150 - RENTAL - PROPERTY	30,000.00	-	-
000644 - Sanderson Centre LED Stage Lighting	61118 - EQUIPMENT, MATERIAL & S	(300.00)	-	-
000644 - Sanderson Centre LED Stage Lighting	62110 - ELECTRICITY	(800.00)	-	-
000798 - Oakhill Drive Sewer Upgrade	62610 - CONTRACTOR REPAIRS & MA	-	-	4,800.00
000806 - West Conklin Sub-Trunk Sewer #2	62610 - CONTRACTOR REPAIRS & MA	-	-	3,100.00
000807 - West Conklin Sub-Trunk Sewer #3	62610 - CONTRACTOR REPAIRS & MA	-	-	5,600.00
000809 - West Conklin Sub Trunk Sewer #5	62610 - CONTRACTOR REPAIRS & MA	-	6,300.00	-
000811 - North West Brantford Watermain 1	62610 - CONTRACTOR REPAIRS & MA	-	-	5,400.00
000814 - West of Conklin Watermain 4	62610 - CONTRACTOR REPAIRS & MA	-	-	9,000.00
000816 - West of Conklin Watermain 6	62610 - CONTRACTOR REPAIRS & MA	-	5,900.00	-
000866 - Accommodation Strategy Phase 3 - 70 Dalhousie Street (Acquisition & Renovations)	60820 - DEBT PRINCIPAL	167,213.00	-	-
000866 - Accommodation Strategy Phase 3 - 70 Dalhousie Street (Acquisition & Renovations)	60830 - DEBT INTEREST	198,344.00	-	-
000928 - Police Service Headquarters Relocation	60820 - DEBT PRINCIPAL	-	-	1,237,377.00
000928 - Police Service Headquarters Relocation	60830 - DEBT INTEREST	-	-	1,467,749.00
000945 - Fire Station 2 Relocation	60820 - DEBT PRINCIPAL	94,200.00	-	-
000945 - Fire Station 2 Relocation	60830 - DEBT INTEREST	111,737.00	-	-
000961 - Upgrade to CIS system - new functionality with new release	62636 - SOFTWARE R&M/LICENSES	11,100.00	-	-
000976 - Accommodation Strategy Phase 4 - 100 Wellington Square Renovations	60820 - DEBT PRINCIPAL	-	-	103,046.00
000976 - Accommodation Strategy Phase 4 - 100 Wellington Square Renovations	60830 - DEBT INTEREST	-	-	122,231.00
001022 - Police Facility Roof Replacement	60820 - DEBT PRINCIPAL	-	-	43,308.00
001022 - Police Facility Roof Replacement	60830 - DEBT INTEREST	-	-	51,371.00
001147 - Sanderson Centre Replacement of Darling and Dalhousie Street Exterior Doors & Entrance Tile	62140 - NATURAL GAS	(500.00)	-	-
001147 - Sanderson Centre Replacement of Darling and Dalhousie Street Exterior Doors & Entrance Tile	62614 - BUILDING R&M	(1,500.00)	-	-
001230 - Fleet Expansion for Environmental Services	67140 - FLEET CHARGES	15,000.00	-	-
001266 - Finance Minor Capital	62636 - SOFTWARE R&M/LICENSES	2,900.00	-	-
001272 - Accounts Payable Automation Software	62636 - SOFTWARE R&M/LICENSES	-	30,000.00	-
001302 - System Replication and Disaster Recovery	62646 - HARDWARE R&M/LICENCES	-	27,500.00	-
001303 - Time and Attendance System	62636 - SOFTWARE R&M/LICENSES	50,000.00	-	-
001304 - Virtual Desktop Infrastructure	62636 - SOFTWARE R&M/LICENSES	-	-	26,000.00
001304 - Virtual Desktop Infrastructure	62636 - SOFTWARE R&M/LICENSES	-	-	25,000.00
001304 - Virtual Desktop Infrastructure	62646 - HARDWARE R&M/LICENCES	-	-	16,000.00
001311 - brantford.ca Website Revitalization	62636 - SOFTWARE R&M/LICENSES	12,000.00	-	-
001315 - Greenwich Mohawk Brownfield Remediation - Risk Management Measures	60820 - DEBT PRINCIPAL	-	196,253.00	-
001315 - Greenwich Mohawk Brownfield Remediation - Risk Management Measures	60830 - DEBT INTEREST	-	232,791.00	-
001361 - Landfill Site Compaction Operations - GPS System Installation	63100 - LANDFILL OPERATIONS	10,000.00	-	-
001432 - Charing Cross St/West St Intersection Improvements	60820 - DEBT PRINCIPAL	-	66,885.00	-
001432 - Charing Cross St/West St Intersection Improvements	60830 - DEBT INTEREST	-	79,338.00	-
001453 - Tutela Park Splash Pad	60205 - FULL-TIME REG EARNINGS	-	2,120.00	-
001453 - Tutela Park Splash Pad	60210 - PART-TIME REG EARNINGS	-	1,440.00	-
001453 - Tutela Park Splash Pad	60410 - EMPLOYEE BENEFITS	-	580.00	-
001453 - Tutela Park Splash Pad	61102 - GENERAL SUPPLIES	-	500.00	-
001453 - Tutela Park Splash Pad	62120 - WATER	-	7,593.00	-
001453 - Tutela Park Splash Pad	62130 - SEWER	-	7,043.00	-
001453 - Tutela Park Splash Pad	62626 - EQUIPMENT R&M	-	1,000.00	-

Operating Impacts on Capital Projects by Year

Project *	Object Layer 7 *	2020	2021	2022
001466 - Stormwater Financial Sustainability Plan	60210 - PART-TIME REG EARNINGS	39,000.00	-	-
001476 - Wastewater Pumping Station Flow Monitoring	62610 - CONTRACTOR REPAIRS & MA	20,000.00	-	-
001572 - Network Infrastructure Upgrades	62646 - HARDWARE R&M/LICENCES	6,200.00	-	-
001573 - Mobile Workforce	62646 - HARDWARE R&M/LICENCES	-	6,700.00	-
001574 - Strategic Reporting Tool	62636 - SOFTWARE R&M/LICENSES	-	-	7,000.00
001577 - Electronic Records Management System	62636 - SOFTWARE R&M/LICENSES	19,575.00	-	-
001588 - Brant Towers - Automated Heat Management System	62140 - NATURAL GAS	(30,000.00)	-	-
001590 - Property Tax Software Replacement	62636 - SOFTWARE R&M/LICENSES	-	55,000.00	-
Total Operating Impact		756,189.00	728,964.00	3,548,006.00

Revenues and Expenditures

2020 Operating Budgeted Revenues



Revenue By Source	2018 Approved Budget	2019 Approved Budget	2020 Approved Budget
Taxation Revenues	\$153,250,111	\$159,214,113	\$165,815,134
Water & Sewer Revenues	\$40,026,000	\$40,359,830	\$40,922,393
Fees & Service Charges	\$29,209,734	\$31,614,538	\$33,500,568
Grants	\$51,282,310	\$54,659,982	\$53,856,225
Contribution from Other Funds	\$9,923,587	\$11,708,222	\$12,373,418
Internal Recoveries	\$22,924,831	\$24,780,286	\$25,000,359
Inter-Company Recoveries	\$2,194,026	\$2,056,450	\$1,559,503
Other	\$20,274,638	\$20,479,345	\$20,746,884
Revenue Total	\$329,085,237	\$344,872,766	\$353,774,484

Major Revenue Sources and Trends

Tax Revenue - \$165,815,134

This is the largest funding source for the City of Brantford and funds both operating and capital expenditures. The funding requirements of the City are determined through the budget process and the tax rate is set on these requirements. The tax rate is determined by dividing the funding requirement by the property assessment base. The approved operating budget required an additional \$4.42M funding from taxation revenues to balance the budget.

Water & Sewer Revenues - \$40,922,393

The Safe Water Drinking Act, 2002 requires financial plans be prepared for water and encourages financial plans be prepared for wastewater every five years for the purposes of obtaining a municipal drinking water license. Part of these plans includes a Water and Wastewater Rate Study. The rate study process is designed to address “full cost” principles and reflect the guiding principles towards sustainable financial planning. The rate study recommends rate structures that ensures revenues are equitable and sufficient to meet system needs for current and future capital needs as well as fixed and variable operating costs.

Fees & Service Charges - \$33,500,568

This revenue source for the City of Brantford is reviewed and updated annually. Each year all departments will adjust their user fees for cost of living increases. Some examples of user fees include fees charged for recreation programs, facility rentals, development applications, transit fares, tipping fees, building permits and licenses. The operating budget is adjusted for changes to the user fees through the budget process. In conjunction with the adoption of the budget, the fees and charges by-law is also approved by Council on a yearly basis.

Grants - \$53,856,225

A significant portion of this revenue comes from the Provincial government for programs related to Health & Human Services, including Social Assistance, Child Care and Housing. Over \$24.6M relates to programs for Social Assistance. In 2020, due to Provincial funding and program changes, grants associated with Addiction Support Initiative were eliminated.

Contribution from Other Funds - \$12,373,418

Reserve transfers are used to offset increases to the tax base of the operating budget. Examples are funds from the Provincial Gas Tax reserve fund are transferred into the Transit department each year to reduce the impact on the tax revenue for service increases and to delay fare increases. Another example is the transfer from Health & Safety Accident Prevention Reserve to mitigate the impact of the WSIB surcharge.

Internal Recoveries - \$25,000,359

Various support departments provide goods and/or services to other internal departments. Recoveries include corporate support overhead charges for services such as Finance, Human Resources, Purchasing, IT, Clerks and Legal Services. These corporate overhead recoveries are charged out to departments that are 100% supported by User Fees or that have Cost-Sharing Partners, such as Water, Wastewater, Building, Housing and POA. Other recoveries include internal fleet charges for maintaining the corporate fleet of vehicles and equipment.

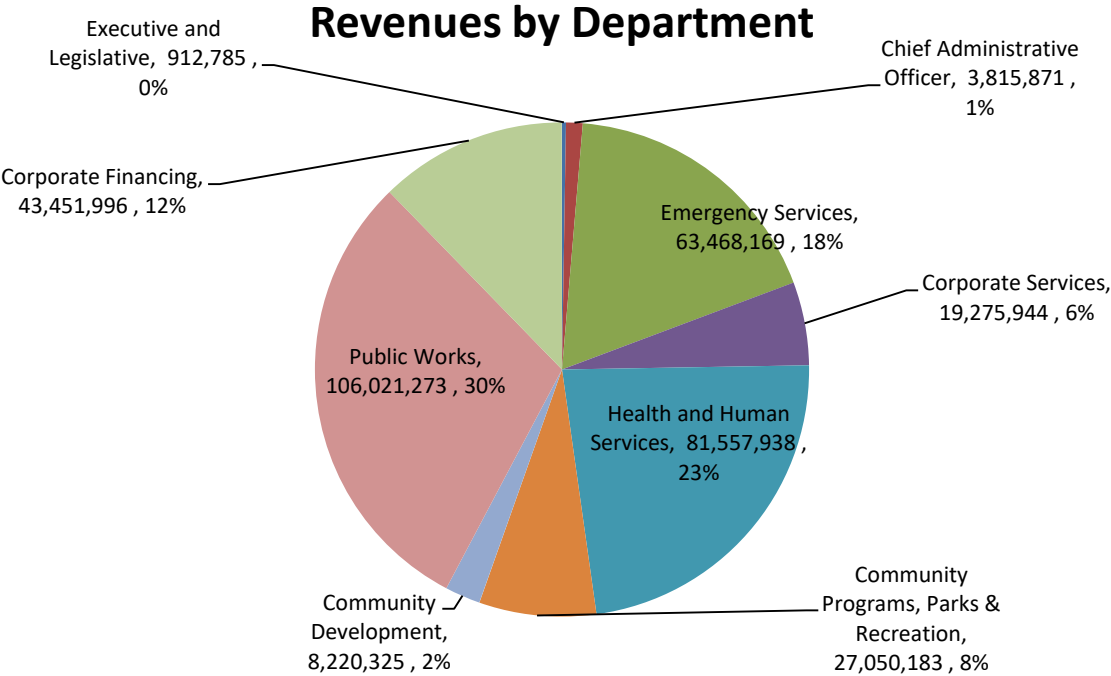
Inter-Company Recoveries - \$1,559,503

The City of Brantford has a service level agreement with Brantford Power to recover costs for shared services. This revenue is for services such Purchasing, Human Resources, Legal, Insurance and Risk Management, Rental of Facilities, Tree Maintenance, and other services as listed in the Agreement. The cost of these services are reviewed each year by the City and the Energy Group of Companies and adjusted for inflation, change in service level or any other adjustments deemed necessary and agreed upon by both parties.

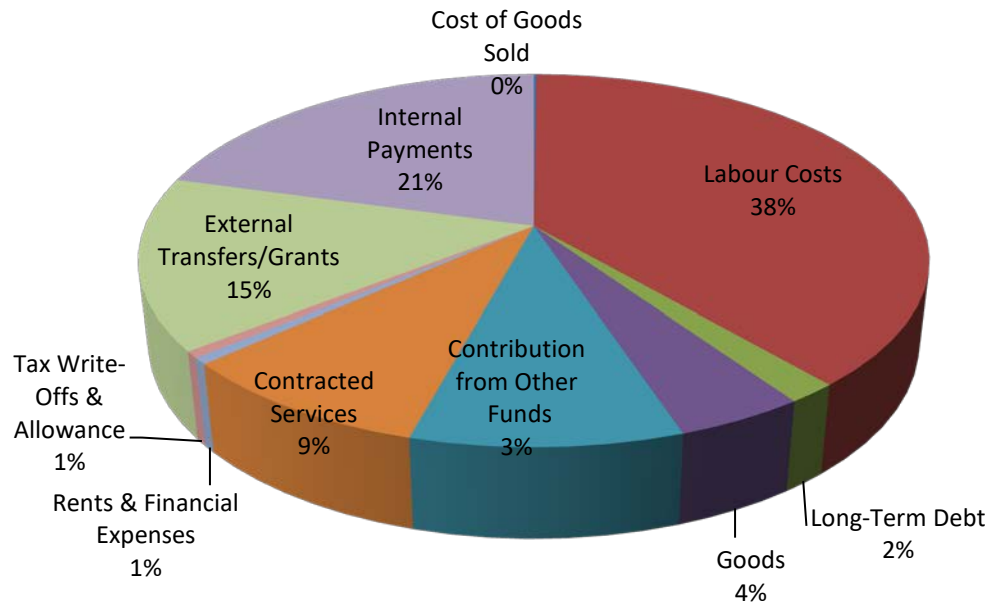
Other Revenues - \$20,746,884

- Other revenues are estimated based on trend analysis looking at prior years transactions. The three largest sources included in other revenues are investment income, fines and casino revenue.
- Investment income is recorded and reported to the Finance Committee on a quarterly basis as part of the City’s Strategic Financial Plan to ensure that cash balances are being managed and investment income is being maximized.
 - The Provincial Offences Act (POA) allows for the collection of fines for violations under the Highway Traffic Act and for parking infractions within the City of Brantford.
 - The City receives quarterly from Ontario Lottery and Gaming Corporation (OLG), a portion of both electronic and table game revenues. The *Use of Casino Funds Policy* allocates these revenues as follows:

Benefactor	Allocation
Legacy Projects	35%
Community Groups	25%
Capital Contribution	20%
Council Priorities Reserve	10%
Disaster Mitigation	5%
Cultural & Built Heritage Projects	5%



2020 Major Expenditure Categories



Expenditure Category	2018 Approved Budget	2019 Approved Budget	2020 Approved Budget
Cost of Goods Sold	\$446,863	\$456,361	\$451,995
Labour Costs	\$125,063,202	\$129,826,867	\$136,339,388
Long-Term Debt	\$5,178,176	\$6,023,735	\$6,132,043
Goods	\$15,176,045	\$15,973,947	\$15,836,789
Services	\$32,688,780	\$33,181,528	\$33,111,447
Contracted Services	\$26,752,477	\$30,403,731	\$32,084,525
Rents & Financial Expenses	\$1,841,743	\$1,924,788	\$1,950,678
Tax Write-Offs & Allowances	\$2,129,266	\$2,129,266	\$2,029,266
External Transfers/Grants	\$52,303,681	\$53,704,637	\$52,669,270
Internal Payments	\$67,505,004	\$71,247,906	\$73,169,083
Expenditure Total	\$329,085,237	\$344,872,766	\$353,774,484

Major Expenditure Categories

Cost of Goods Sold - \$451,995

This expenditure refers to the carrying value of goods sold during a particular period (i.e. month). The cost of goods not yet sold are deferred as costs of inventory until the inventory is sold or written down in value. Examples include: alcohol, food, non-alcoholic beverages, merchandise for resale, concessions, etc. These values fluctuate based on the anticipated revenue projected for the related sales.

Labour Costs- \$136,339,388

This is the largest expenditure for the City and includes costs for salaries, benefits and other employee related costs such as education reimbursements and boot allowances. Salary costs have been increasing annually due to negotiated increases in the City's contracts. The costs of providing health care and medical benefits have increased as well as pension benefits.

Long-Term Debt - \$6,132,043

Both principle and interest payments on long-term debt are included in this expenditure category. Current portions of the long-term debt for 2020 include interest and principle payments for User Rate supported debt such as the Airport and Water Treatment Plant as well as Tax supported debt such as Greenwich/Mohawk and John Noble Home.

Goods- \$15,836,789

This expenditure category captures all consumable items that are used to carry out operating activities, and includes materials and supplies, fuel for vehicles, chemicals for water treatment, parts and tools for fleet maintenance, and furniture and equipment purchases.

Services- \$33,111,447

The services in this category are used by the City to assist in carrying out operating activities. Such services include costs for utilities, communications, insurance premiums, building and equipment repair and maintenance, software licenses, janitorial and security services.

Contracted Services- \$32,084,525

These are services that the City is responsible for providing and contracts out the service delivery, in part or in whole, to an arms length provider. The arms length service provider may be a private contractor, another municipality or another level of government. It includes such items as the landfill operations and curbside collection, tree maintenance, meter reading, animal control, by-law enforcement and locate services.

Rents & Financial Expenses- \$1,950,678

This expenditure category captures all rents and leases paid for property, vehicles and equipment as well as financial charges such as bank service charges, credit and debit charges, as well as inventory write offs and bad debt expenses.

Tax Write-Offs & Allowances- \$2,029,266

This expenditure category is used to track any property tax write-offs or adjustments to the various tax classes, such as residential, commercial and industrial.

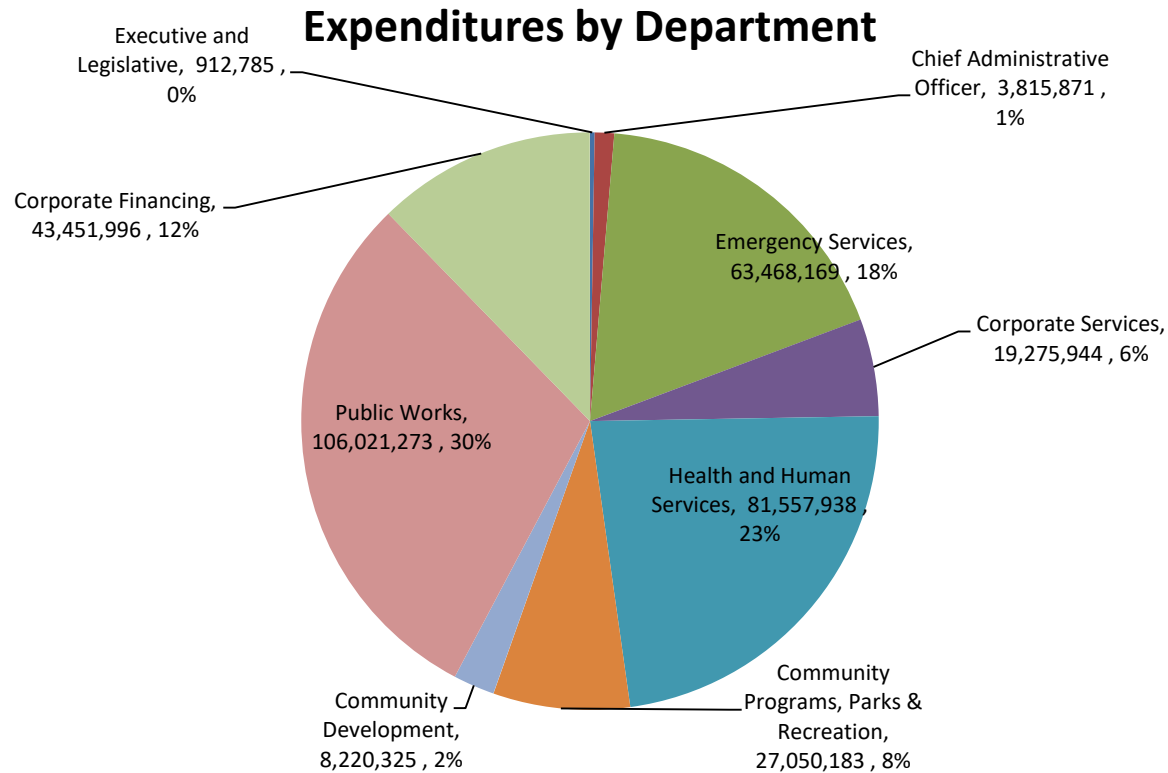
External Transfers/Grants- \$53,669,270

This expenditure category captures grants and transfers made to external organizations including grants to charitable/non-profit organizations, transfer payments to the John Noble Home, Library and Brant County Health Unit, various Social Assistance and Housing payments and subsidies, and Child Care provider funding.

Internal payments - \$73,169,083

The four largest expenditures in this category are for overhead charges, fleet expenditures, transfers to reserves and other internal charges.

- Overhead Charges – Corporate overhead charges for services such as Finance, Human Resources, Purchasing, IT, Clerks and Legal Services are charged out to departments that are 100% supported by User Fees or that have Cost-Sharing Partners, such as Water, Wastewater, Building, Housing and POA.
- Fleet Charges – Includes the cost for maintaining and fueling the corporate fleet of vehicles and equipment.
- Transfers to Reserves – This section records the transfer from the City's operating fund into reserves/reserve funds, including transfers into the Water and Wastewater reserve funds for future capital needs, and the City's Capital Financing Plan reserve.
- Other Internal Charges – This section captures the costs of a City department providing services to another City department.



2020 Departmental Budgets

2020 Net Operating Budget Summary by Department

2020 NET OPERATING BUDGET SUMMARY

	2018 Budget	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
EXECUTIVE AND LEGISLATIVE					
MAYOR'S OFFICE	311,741	344,219	250,512	(93,707)	(27.22 %)
MEMBERS OF COUNCIL	334,666	418,390	440,380	21,990	5.26 %
TOTAL EXECUTIVE AND LEGISLATIVE	646,407	762,609	690,892	(71,717)	(9.4 %)
CHIEF ADMINISTRATIVE OFFICER					
CHIEF ADMINISTRATIVE OFFICE	440,340	292,997	305,357	12,360	4.22 %
COMMUNICATIONS & COMMUNITY ENGAGEMENT	673,846	683,959	732,359	48,400	7.08 %
CORPORATE INITIATIVES & COMMUNITY STRATEGIES	-	1,825,887	1,668,006	(157,881)	(8.65 %)
TOTAL CHIEF ADMINISTRATIVE OFFICER	1,114,186	2,802,843	2,705,722	(97,121)	(3.47 %)
EMERGENCY SERVICES					
FIRE	18,213,768	18,819,198	19,255,096	435,898	2.32 %
POLICE SERVICES	32,443,131	33,225,482	35,873,122	2,647,640	7.97 %
AMBULANCE	4,123,146	4,679,987	4,763,071	83,084	1.78 %
911	53,550	46,100	64,198	18,098	39.26 %
POLICE BOARD HONORARIUMS	34,191	34,987	40,463	5,476	15.65 %
TOTAL EMERGENCY SERVICES	54,867,786	56,805,754	59,995,950	3,190,196	5.62 %
CORPORATE SERVICES					
HUMAN RESOURCES	1,784,694	1,845,627	2,078,958	233,331	12.64 %
LEGAL & REAL ESTATE	590,131	680,624	694,190	13,566	1.99 %
CLERK'S DEPARTMENT	1,435,024	1,635,648	1,712,008	76,360	4.67 %
IT SERVICES	3,273,495	3,322,340	3,468,328	145,988	4.39 %
FINANCE DEPARTMENT	3,893,130	3,958,860	3,998,367	39,507	1. %
TOTAL CORPORATE SERVICES	10,976,474	11,443,099	11,951,851	508,752	4.45 %
HEALTH & HUMAN SERVICES					
SOCIAL ASSISTANCE & HOMELESSNESS	3,918,069	3,216,977	3,154,988	(61,989)	(1.93 %)
STRATEGIC PLANNING & COMMUNITY PARTNERSHIPS	884,924				
HOUSING	8,598,618	8,618,014	8,721,459	103,445	1.2 %
CHILDREN SERVICES & EARLY YEARS PRGS	852,015	840,901	839,423	(1,478)	(.18 %)
JOHN NOBLE HOME	1,696,507	1,717,624	1,757,682	40,058	2.33 %
BRANTFORD PUBLIC LIBRARY	4,517,009	4,629,839	4,777,600	147,761	3.19 %
BRANT COUNTY HEALTH UNIT	2,434,745	2,481,463	2,520,691	39,228	1.58 %
TOTAL HEALTH & HUMAN SERVICES	22,901,887	21,504,818	21,771,843	267,025	1.24 %

2020 Net Operating Budget Summary by Department (continued)

2020 NET OPERATING BUDGET SUMMARY

	2018 Budget	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
COMMUNITY DEVELOPMENT					
PLANNING ADMINISTRATION	1,735,331	1,807,918	1,840,377	32,459	1.8 %
BUILDING	798,648	934,625	1,046,582	111,957	11.98 %
ECONOMIC DEVELOPMENT & TOURISM	1,459,572	1,520,897	1,506,383	(14,514)	(.95 %)
TOTAL COMMUNITY DEVELOPMENT	3,993,551	4,263,440	4,393,342	129,902	3.05 %
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	-	-	-	-	-
DOWNTOWN REVITALIZATION	-	-	-	-	-
FLEET & TRANSIT SERVICES	6,198,281	6,314,812	6,311,629	(3,183)	(.05 %)
FACILITIES & ASSET MANAGEMENT	2,213,783	2,228,174	2,369,954	141,780	6.36 %
ENVIRONMENTAL SERVICES	3,043,512	3,281,489	3,632,047	350,558	10.68 %
ENGINEERING SERVICES	3,152,129	3,122,559	3,347,395	224,836	7.2 %
OPERATIONAL SERVICES	10,634,668	11,283,552	11,779,171	495,619	4.39 %
TOTAL PUBLIC WORKS	25,242,373	26,230,586	27,440,196	1,209,610	4.61 %
CORPORATE FINANCING					
ST. JOSEPH'S LIFECARE CENTRE	172,080	-	-	-	-
DEBT FINANCING	2,758,085	3,608,417	3,726,191	117,774	3.26 %
CAPITAL FINANCING	15,441,132	15,581,144	16,793,751	1,212,607	7.78 %
BOUNDARY AGREEMENT	2,199,894	2,035,338	1,764,745	(270,593)	(13.29 %)
SUPPS/P-I-L/ADJ ON TAXES	(4,053,823)	(2,001,794)	(4,087,887)	(2,086,093)	(104.21 %)
EMPLOYEE GAPPING	(2,040,000)	(2,040,000)	(2,040,000)	-	-
INVESTMENT INCOME	(2,925,000)	(3,513,000)	(4,100,000)	(587,000)	(16.71 %)
CURRENT & RETIREE BENEFITS	1,194,232	2,303,110	1,780,110	(523,000)	(22.71 %)
UTILITY FINANCING REVENUES	(1,374,238)	(1,390,008)	(1,303,240)	86,768	6.24 %
INSURANCE	2,918,929	2,964,949	2,885,403	(79,546)	(2.68 %)
OPERATING BUDGET CONTINGENCY	410,471	375,500	1,766,568	1,391,068	370.46 %
TOTAL CORPORATE FINANCING	14,701,762	17,923,656	17,185,641	(738,015)	(4.12 %)
TOTAL NET EXPENDITURE	156,061,053	156,061,053	160,485,064	4,424,011	2.83 %
ASSESSMENT GROWTH		(187,834) *			
TOTAL NET EXPENDITURE AFTER ASSESSMENT GROWTH	156,061,053	155,873,219	160,485,064	4,611,845	2.96 %

* Due to change in tax classification for the Casino which results in a reduction to the overall taxable assessment

Mayor, Members of Council, CAO

Budget Pressures & Challenges

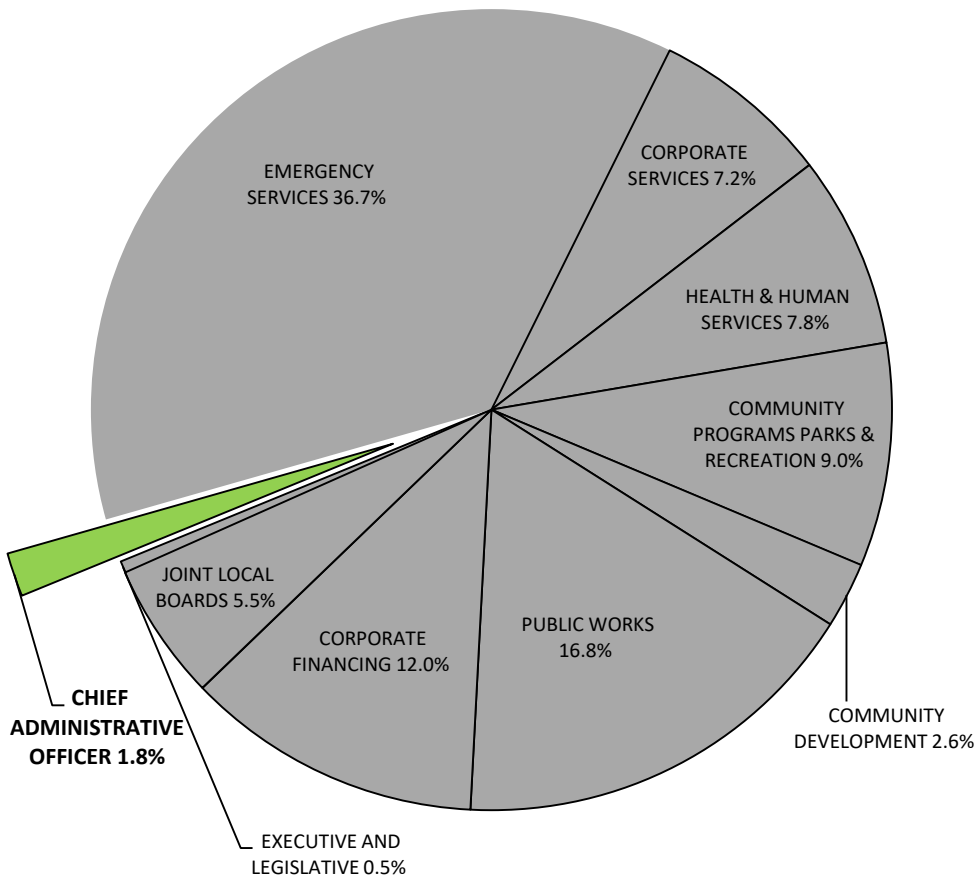
- Staff recruitment, retention, succession planning
- Aging municipal infrastructure/infrastructure funding gap
- A City in transition – investing in growth
- Homelessness pressures
- Limited revenue sources and growing service demands for municipal services
- Provincial Government transition/uncertainty
- Security in our Community
- Unfunded Unmet Needs

- Support the development and implementation of the 2019-20 Council's Priorities
- Respond to time-sensitive corporate initiatives and funding opportunities
- Relocation of City Hall to 70 Dalhousie St – Corporate Change Management
- Communications design of New City Hall; signage, and public engagement
- Corporate Succession Plan, Organizational Review
- Completion of Official Plan, Master Servicing Plan, Transportation Master Plan

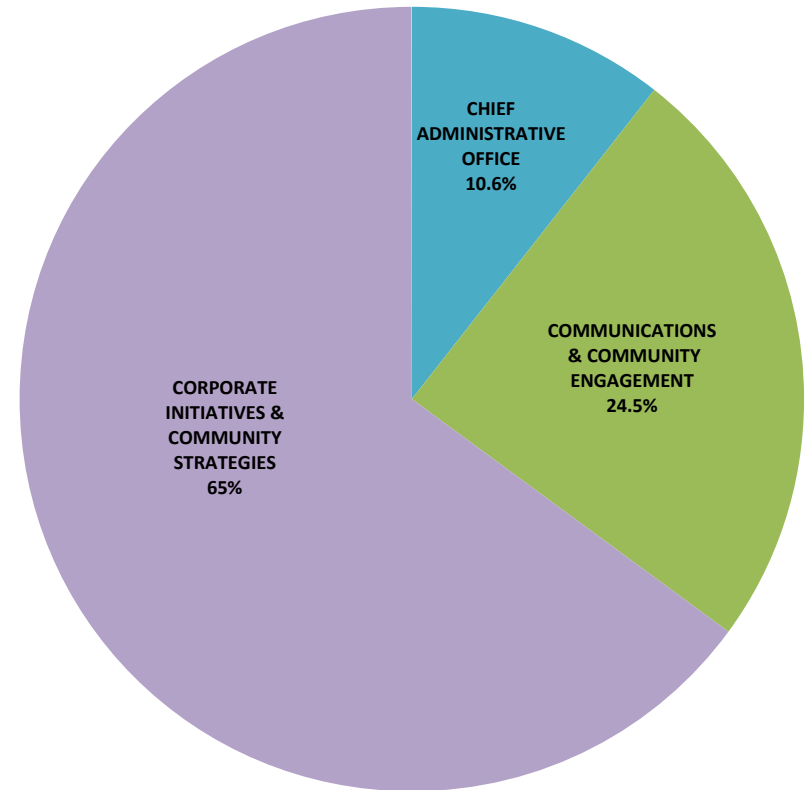
- Climate Change Action Plan / Environmental Action Plan
- Audit and Accountability Fund – Opportunities/Priorities
- Implementation of Phase 3 of the Website Redevelopment Project
- Continue to implement community-wide wellness strategies (Healthy Aging Plan, Community Safety Plan)

Operating Overview CAO

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget

Mayor, Members of Council & CAO

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Mayor's Office and Members of Council	762,609	690,892	(71,717)	(9.4%)
Chief Administrative Officer	2,802,843	2,705,722	(97,121)	(3.47%)
TOTAL	3,565,452	3,396,614	(168,838)	(4.74%)

Service	2021 Projected Increase	2022 Projected Increase
Mayor's Office and Members of Council	2.81%	2.80%
Chief Administrative Officer	1.83%	1.99%
TOTAL	2.03%	2.16%

City of Brantford 2020 Operating Budget

Commission: EXECUTIVE AND LEGISLATIVE

	2019 Budget	2020 Budget	Change	% Change
Revenues				
INTER-COMPANY RECOVERIES	25,000	25,000	0	0.00 %
INTERNAL RECOVERIES	166,045	186,381	20,336	12.25 %
OTHER REVENUE	10,212	10,512	300	2.94 %
Total Revenues	201,257	221,893	20,636	10.25 %
Expenses				
CONTRACTED SERVICES	7,500	7,500	0	0.00 %
EXTERNAL TRANSFERS/GRANTS	2,000	2,000	0	0.00 %
GOODS	75,738	75,613	(125)	(0.17) %
INTERNAL PAYMENTS	2,270	19,056	16,786	739.47 %
LABOUR COSTS	801,733	732,576	(69,157)	(8.63) %
SERVICES	74,625	76,040	1,415	1.90 %
Total Expenses	963,866	912,785	(51,081)	(5.30) %
Net Revenues\Expenses)	(762,609)	(690,892)	71,717	9.40 %

*note – Net Revenues\Expenses) is taxation revenue

City of Brantford 2020 Operating Budget

Commission: CHIEF ADMINISTRATIVE OFFICER

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	549,478	503,347	(46,131)	(8.40) %
FEES & SERVICE CHARGES	9,205	1,360	(7,845)	(85.23) %
GRANTS	64,134	151,921	87,787	136.88 %
INTERNAL RECOVERIES	518,590	453,521	(65,069)	(12.55) %
Total Revenues	1,141,407	1,110,149	(31,258)	(2.74) %
Expenses				
CONTRACTED SERVICES	35,963	20,500	(15,463)	(43.00) %
EXTERNAL TRANSFERS/GRANTS	358,077	358,077	0	0.00 %
GOODS	39,365	38,990	(375)	(0.95) %
INTERNAL PAYMENTS	730,722	759,770	29,048	3.98 %
LABOUR COSTS	2,245,565	2,338,358	92,793	4.13 %
RENTS & FINANCIAL EXPENSES	3,150	7,150	4,000	126.98 %
SERVICES	531,408	293,026	(238,382)	(44.86) %
Total Expenses	3,944,250	3,815,871	(128,379)	(3.25) %
Net Revenues\Expenses)	(2,802,843)	(2,705,722)	97,121	3.47 %

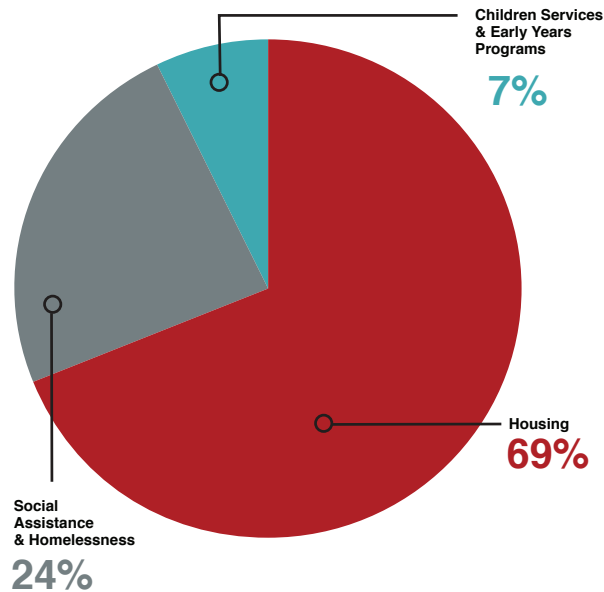
*note – Net Revenues\Expenses) is taxation revenue

Health & Human Services

Health & Human Services



Total Tax Supported Budget - \$12,684,959



KEY PRIORITIES AND EXPENDITURES



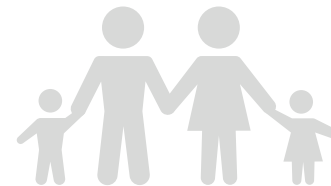
Brant and Lorne Tower Upgrades **\$310,000**

Brant and Lorne Towers provide 360 units of affordable housing for seniors. In 2020 over \$300 000 in upgrades to these buildings will be completed to enhance accessibility and quality of life for residents



Pre-Development Work at Trillium Way **\$200,000**

2020 the City will begin pre-development work on an affordable housing project on Trillium Way in Paris. \$200,000 has been allocated for building design which will, when complete, provide 20-25 affordable rental units.



DID YOU KNOW?

The City's Housing Department directly manages, administers and/or provides subsidies to support 2,437 units of housing and the Children's Services Department supports over 4100 licensed centre and home-based child care spaces throughout the City and County. We also assist 3,761 people each month through social assistance (Ontario Works) programs and services.

Health & Human Services Priorities for 2020

- Increase Licensed Child Care Spaces and Partnerships
- Homes for Good and Live Well Program
- Reaching Home Initiative
- Community Homelessness Strategy
- 10-year Municipal Housing Master Plan
- Housing Partnerships Task Force
- Client-Centred Programming



Health & Human Services Budget Pressures & Challenges

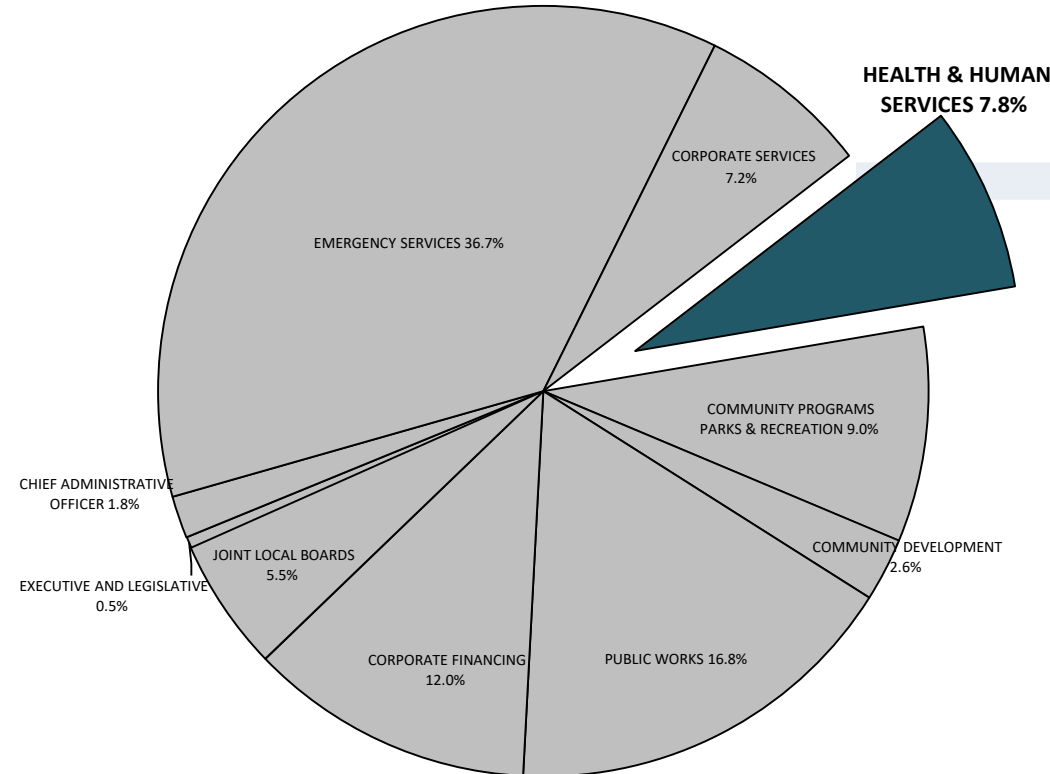
- Funding and program changes
- Complex client and tenant needs
- Increase in demand for homelessness services
- Employment services transformation
- 10-year Municipal Housing Master Plan
- Maintain aging housing assets



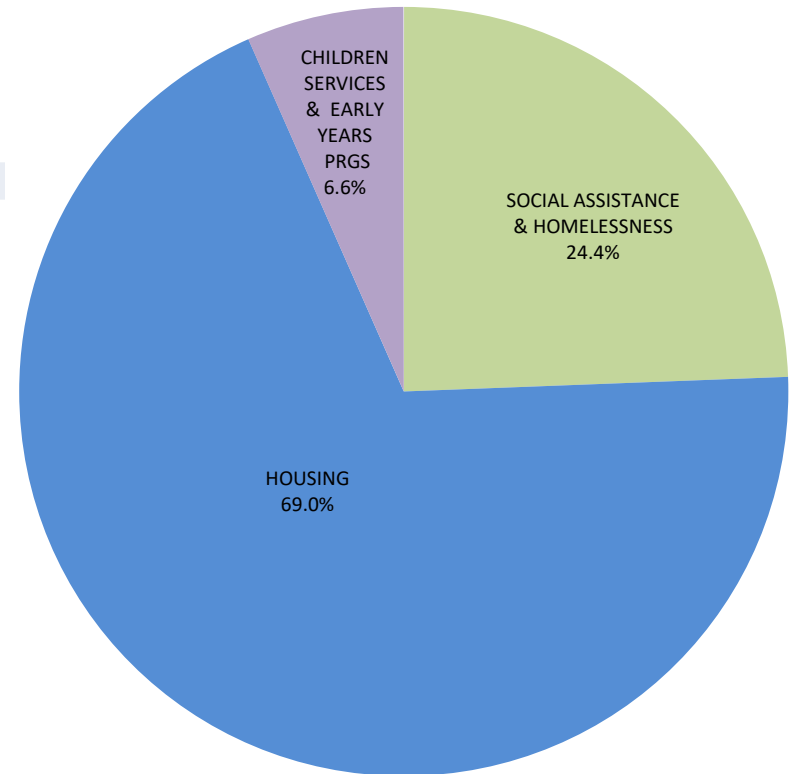
Operating Overview

Health & Human Services

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget Health & Human Services

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Social Assistance & Homelessness	3,216,977	3,154,988	(61,989)	(1.93%)
Housing	8,618,014	8,721,459	103,445	1.2%
Children Services & Early Years Programs	840,901	839,423	(1,478)	(0.18%)
TOTAL	12,675,892	12,715,870	39,978	0.32%

Service	2021 Projected Increase	2022 Projected Increase
Social Assistance & Homelessness	8.23%	0.06%
Housing	3.21%	0.69%
Children Services & Early Years Programs	37.69%	8.32%
TOTAL	6.73%	1.18%

City of Brantford 2020 Operating Budget

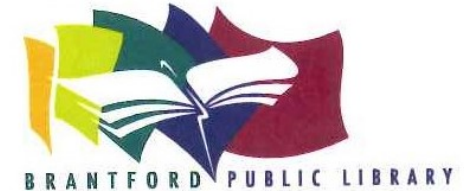
Commission: HEALTH & HUMAN SERVICES

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	200,079	115,593	(84,486)	(42.23) %
FEES & SERVICE CHARGES	601,447	690,056	88,609	14.73 %
GRANTS	50,693,228	49,613,844	(1,079,384)	(2.13) %
INTERNAL RECOVERIES	2,153,920	1,968,567	(185,353)	(8.61) %
OTHER REVENUE	6,821,188	7,107,689	286,501	4.20 %
Total Revenues	60,469,862	59,495,749	(974,113)	(1.61) %
Expenses				
CONTRACTED SERVICES	13,716,811	14,140,189	423,378	3.09 %
EXTERNAL TRANSFERS/GRANTS	37,773,858	36,403,026	(1,370,832)	(3.63) %
GOODS	1,914,996	1,919,359	4,363	0.23 %
INTERNAL PAYMENTS	4,194,308	4,002,259	(192,049)	(4.58) %
LABOUR COSTS	10,577,081	10,464,031	(113,050)	(1.07) %
LONG-TERM DEBT	71,675	68,132	(3,543)	(4.94) %
RENTS & FINANCIAL EXPENSES	132,257	135,566	3,309	2.50 %
SERVICES	4,764,768	5,079,057	314,289	6.60 %
Total Expenses	73,145,754	72,211,619	(934,135)	(1.28) %
Net Revenues\Expenses)	(12,675,892)	(12,715,870)	(39,978)	(0.32) %

*note – Net Revenues\Expenses) is taxation revenue

Priorities for 2020

- Promote what we have and what we do
- Increase reach in community
- Providing safe and secure space for staff and public
- Expanding Home Delivery Service
- Building capital plan to meet future needs



How did we do today?

Do you have a suggestion?

Comments/Suggestions:

THE LIBRARY IS AMAZING
I COME HERE AT LEAST
4 TIMES A WEEK
GREAT FOR THE CITY
OF BRANTFORD
GREAT WORK!

Budget Pressures & Challenges

- Unavoidable salaries/wages increases
- No dedicated Human Resources support
- Safety and security at Main Library
- Providing a wide range of resources in multiple formats
- Upcoming change in relationship with WLU
- Ensuring Library Reserves meet future needs

John Noble Home Priorities for 2020

- Re-develop vacant unit to new 10 bed behavioral unit
- Achieve Best Practice Spotlight Organization designation
- 2020 Accreditation year/ remain facility of choice

John Noble Home Budget Pressures & Challenges

- Changes in provincial funding resulting in uncertainty in continuity of funding platforms
- Image of Long Term Care related to the Public Inquiry - recruitment and retention of staff
- Acuity of residents being received



Priorities for 2020

- To provide the mandated programs within the changing funding envelope
- Preparing for the “Modernization of Public Health”
- To implement the Ontario Senior Dental Program
- Explore efficiencies to balance the funding changes for 2020 and beyond

The provincial share of funding is changing to a 70% provincial/ 30% municipal funding formula for all programs effective January 1, 2020

- The 100% funded programs will now be cost shared
- The provincial funding for 2020 is being estimated using 2018 Q3 results which does not reflect increases in 2018 and 2019

2020 Net Tax Budget

Health & Human Services (Boards/Agencies)

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Brantford Public Library	4,629,839	4,777,600	147,830	3.19%
John Noble Home	1,717,624	1,757,682	40,058	2.33%
Brant County Health Unit	2,481,463	2,520,691	39,228	1.58%
TOTAL	8,828,926	9,055,973	227,047	2.57%

Service	2021 Projected Increase	2022 Projected Increase
Library	2.00%	2.00%
John Noble Home	2.00%	2.00%
Brant County Health Unit	2.00%	2.00%
TOTAL	2.00%	2.00%

City of Brantford 2020 Operating Budget

Commission: HEALTH & HUMAN SERVICES (BOARDS/AGENCIES)

	2019 Budget	2020 Budget	Change	% Change
Revenues				
OTHER REVENUE	88,346	88,346	0	0.00 %
TAXATION REVENUES	202,000	202,000	0	0.00 %
Total Revenues	290,346	290,346	0	%
Expenses				
EXTERNAL TRANSFERS/GRANTS	9,030,926	9,257,973	227,047	2.51 %
INTERNAL PAYMENTS	1,000	1,000	0	0.00 %
LONG-TERM DEBT	87,346	87,346	0	0.00 %
Total Expenses	9,119,272	9,346,319	227,047	2.49 %
Net Revenues\Expenses)	(8,828,926)	(9,055,973)	(227,047)	(2.57) %

*note – Net Revenues\Expenses) is taxation revenue

Emergency Services

- Implementation of Master Fire Plan Council and Operational Recommendations
 - 44 Operational Recommendations
 - 6 Council Recommendations
 - 2 involve immediate term (1-2 years) staffing considerations

Fire Priorities for 2020

- Effective Management of Departmental Growth
- Continue to explore and expand partnerships and seek opportunities to increase revenue

Fire Budget Pressures & Challenges

- 2019 Negotiations with BPFPA
- Construction of Fire Station #2
- Succession Planning; Development and Growth of Personnel
- Mental Health and PTSD Strategies

Police Priorities for 2020

- Facility / Building Infrastructure
- Implementation of Service Delivery Review recommendations
- Human Resources - RTW Strategies
- Violent Crime Reduction Strategies

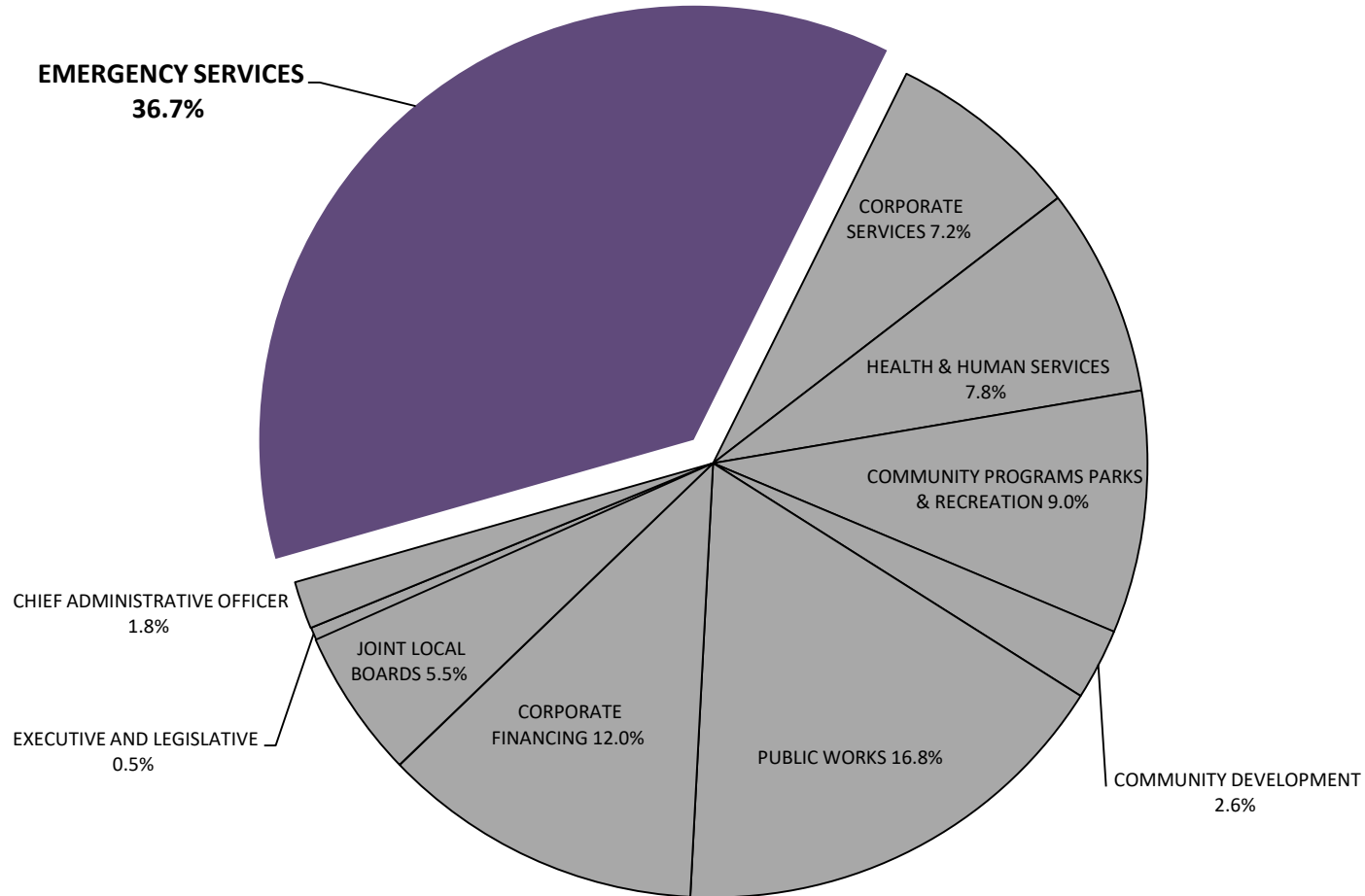


Police Budget Pressures & Challenges

- Technology, Infrastructure - collaborate with P.R.I.D.E. and community partners to research and identify IT technologies that would provide a range of IT functions for all
- Crime Severity Index 55% higher than provincial average. Complex high-profile investigations that require vast resources.
- Prisoner Care and Control / Management - providing the necessary human resources to manage the increased risk and needs of prisoners

Operating Overview Emergency Services

2020 Share of Overall City Net Budget



2020 Net Tax Budget Emergency Services

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Fire	18,819,198	19,255,096	435,898	2.32 %
Police Services	33,225,482	35,873,122	2,647,640	7.97 %
Paramedic	4,679,987	4,763,071	83,084	1.78 %
911	46,100	64,198	18,098	39.26 %
Police Board Honorariums	34,987	40,463	5,476	15.65 %
TOTAL	56,805,754	59,995,950	3,190,196	5.62%

Service	2021 Projected Increase	2022 Projected Increase
Fire	1.67%	1.77%
Police Services	4.00%	3.39%
Paramedic	2.00%	2.00%
911	0.57%	0.58%
Police Board Honorariums	1.8%	1.80%
TOTAL	3.09%	2.76%

City of Brantford 2020 Operating Budget

Commission: EMERGENCY SERVICES

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	48,655	13,000	(35,655)	(73.28) %
FEES & SERVICE CHARGES	657,848	684,142	26,294	4.00 %
GRANTS	2,553,151	2,457,429	(95,722)	(3.75) %
INTERNAL RECOVERIES	71,700	90,151	18,451	25.73 %
OTHER REVENUE	218,497	227,497	9,000	4.12 %
Total Revenues	3,549,851	3,472,219	(77,632)	(2.19) %
Expenses				
CONTRACTED SERVICES	5,578,392	5,749,281	170,889	3.06 %
EXTERNAL TRANSFERS/GRANTS	46,100	45,954	(146)	(0.32) %
GOODS	1,568,085	1,464,848	(103,237)	(6.58) %
INTERNAL PAYMENTS	522,647	589,028	66,381	12.70 %
LABOUR COSTS	50,350,091	53,305,194	2,955,103	5.87 %
RENTS & FINANCIAL EXPENSES	347,925	350,815	2,890	0.83 %
SERVICES	1,942,365	1,963,049	20,684	1.06 %
Total Expenses	60,355,605	63,468,169	3,112,564	5.16 %
Net Revenues\Expenses)	(56,805,754)	(59,995,950)	(3,190,196)	(5.62) %

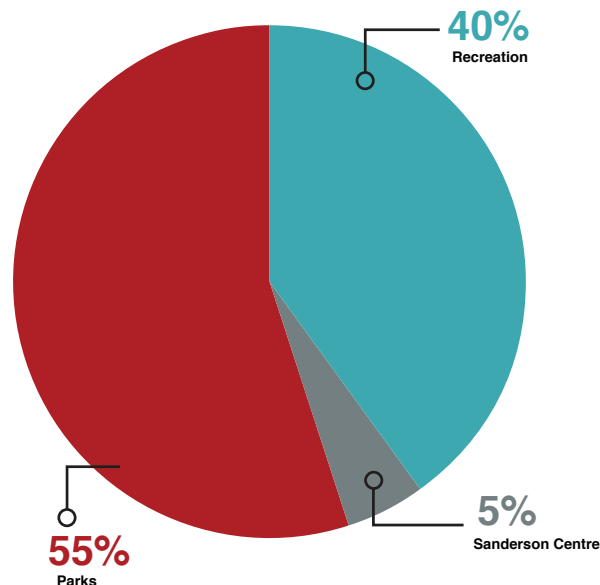
*note – Net Revenues\Expenses) is taxation revenue

Community Programs, Parks & Recreation

Community Programs Parks and Recreation



Total Commission Budget - \$14,724,054



DID YOU KNOW?



The Sanderson Centre, now celebrating 100 years of entertainment welcomes more than 22,000 visitors from outside Brantford each year and on average 15,000 people visit the Bell Homestead annually. This year Sport Tourism attracted over 34,000 visitors with an estimated economic impact of \$5.9 million dollars. Over 55,000 rounds of golf were played at the City's two golf courses while Certified Aquatic Instructors taught 54,363 swim lessons and 41,677 visitors used the new waterslide at Earl Haig in just 12 weeks.

KEY PRIORITIES AND EXPENDITURES



Southwest Community Centre & Park **\$3,300,000**

This new facility will service a rapidly growing community off Shellard's Lane, initially providing access to a 4-diamond softball / slo-pitch diamonds, a playground, a field house, a picnic shelter, site grading, a storm water management plan, roadways, parking and trails. Sports fields, a skate park, a splash pad and other outdoor amenities in addition to a community centre, elementary school and library are planned in Phase 2 and 3 of the project



Woodman Park Pool **\$1,900,000**

Replacement of the 40-year old pool will include features to ensure it meets compliance with the Accessibility for Ontarians with Disabilities Act (AODA). The outdoor pool at Woodman Community Centre is over 40 years old and the walls are failing. Replacement of the well-utilized community facility is included in the 2020 capital plan.

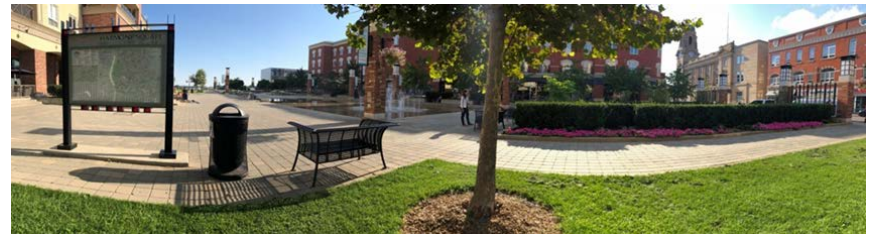


Other Facility Improvements **\$3,695,000**

A number of renovations are planned for 2020 to repair aging playgrounds and Recreation facilities including redevelopment of Dufferin Park, replacements of Cockshutt, City View, Preston, Orchard and Grandwoodlands parks in addition to repairs to the Glenhyrst Gallery back porch, the exterior wall vapour barrier replacement of the 65 metre pool at the Wayne Gretzky Sports Centre and Mt. Hope Mausoleum.

Community Programs, Parks & Recreation Priorities for 2020

- Hiring and retention of part time, summer and seasonal staff.
- Completion of Gilkison Trail paving.
- Construction of Tutela Park Splash Pad.
- Continuing to build quality Youth Programs and Services.
- Increasing swim lessons and day camp programming.
- Activating the downtown core by increasing programming and service levels
- Completion of Archeological studies and commencement of construction of phase 1 of the Southwest Community Centre and Park project.
- Identification and growth of secondary revenue such as sponsorship and advertising.
- Completion of the new Clubhouse for Northridge
- Continuation of the playground rehabilitation program
- Finalization of Dufferin Park Master Plan.
- Construction of Empire Phase 6 Park.
- Implementation of in-house Forestry.



Community Programs, Parks & Recreation Budget Pressures & Challenges

Human Resources:

- Staff resources to manage capital planning and development review
- Staff resources to address growth and operating pressures

Mechanical and Building Repairs:

- The impact of aging infrastructure, continuous mechanical repairs and maintenance requirements for all recreation facilities
- Creative energy solutions for facilities

Changing Community:

- Increased customer service and programming expectations and complex behaviors.
- Social issues impacting the community and day to day roles and responsibilities of staff.
- Maintaining service levels as a result of City growth and development.

Sponsorship Opportunities & Competition:

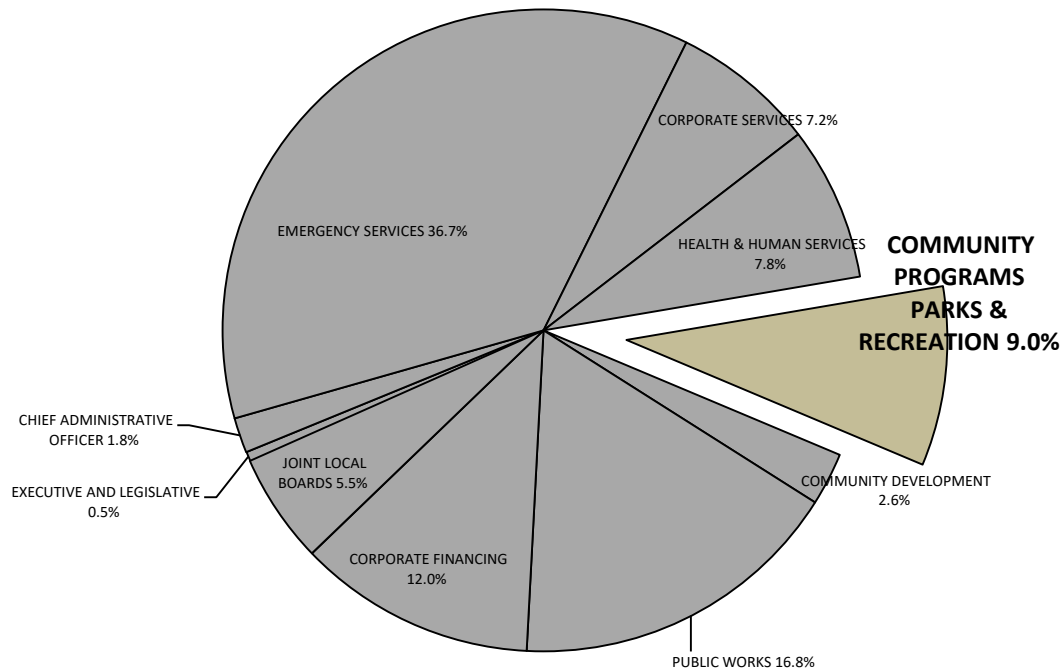
- Loss of sponsorship revenue and lack of capacity to grow and retain sponsorship partners
- Attaining annual revenue goals.
- The impact of fitness competition in the community.
- Competitive nature of the golf / banquet industry.



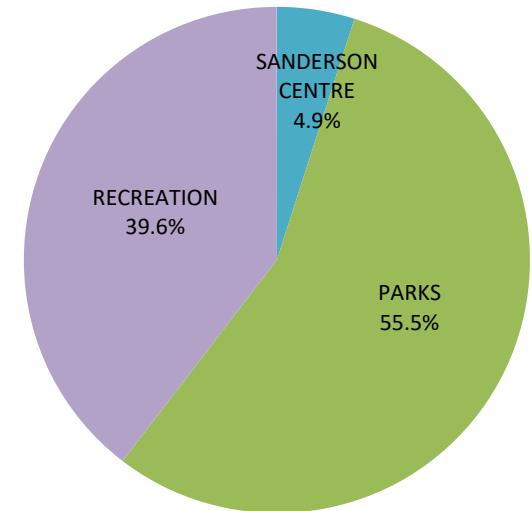
Operating Overview

Community Programs Parks & Recreation

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget Community Programs Parks & Recreation

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Sanderson Centre	732,792	728,565	(4,227)	(0.58%)
Golf	-	-	-	0.00%
Parks	7,928,514	7,899,303	(29,211)	(0.37%)
Recreation	5,662,942	5,721,759	58,817	1.04%
TOTAL	14,324,248	14,349,627	25,379	0.18%

Service	2021 Projected Increase	2022 Projected Increase
Sanderson Centre	0.48%	0.51%
Golf	0.00%	0.00%
Parks	10.01%	2.74%
Recreation	2.67%	2.69%
TOTAL	6.60%	2.61%

City of Brantford 2020 Operating Budget

Commission: COMMUNITY PROGRAMS PARKS & RECREATION

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	442,867	496,726	53,859	12.16 %
FEES & SERVICE CHARGES	6,233,921	6,487,115	253,194	4.06 %
GRANTS	244,475	212,469	(32,006)	(13.09) %
INTERNAL RECOVERIES	485,500	500,500	15,000	3.09 %
OTHER REVENUE	4,881,272	5,003,746	122,474	2.51 %
Total Revenues	12,288,035	12,700,556	412,521	3.36 %
Expenses				
CONTRACTED SERVICES	353,305	228,010	(125,295)	(35.46) %
COST OF GOODS SOLD	453,611	448,995	(4,616)	(1.02) %
EXTERNAL TRANSFERS/GRANTS	681,800	799,800	118,000	17.31 %
GOODS	919,973	898,723	(21,250)	(2.31) %
INTERNAL PAYMENTS	2,224,046	2,459,715	235,669	10.60 %
LABOUR COSTS	15,788,561	15,957,232	168,671	1.07 %
LONG-TERM DEBT	17,276	11,353	(5,923)	(34.28) %
RENTS & FINANCIAL EXPENSES	435,669	449,341	13,672	3.14 %
SERVICES	5,738,042	5,797,014	58,972	1.03 %
Total Expenses	26,612,283	27,050,183	437,900	1.65 %
Net Revenues\Expenses)	(14,324,248)	(14,349,627)	(25,379)	(0.18) %

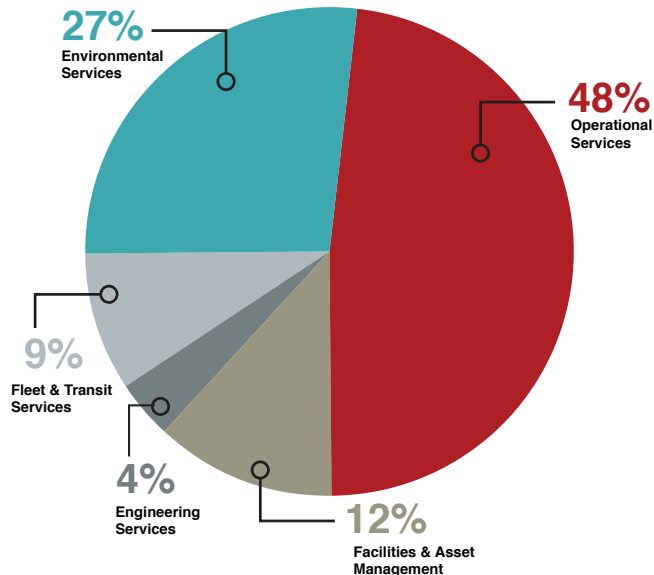
*note – Net Revenues\Expenses) is taxation revenue

Public Works

Public Works



Total Operating Budget - \$27,614,110



KEY CAPITAL BUDGET EXPENDITURES



Infrastructure Upgrades

\$55,702,500

Upgrades to the City's infrastructure are essential to expanding our capacity to meet the demands of a growing city. Upgrades also ensure we are using the latest technology and knowledge to maintain and improve our infrastructure assets.



Downtown Infrastructure

\$1,765,000

This project looks to replace and upgrade both sub-surface utilities and right-of-way infrastructure in the downtown core areas of Colborne and Dalhousie Streets. The City is currently initiating the Environmental Assessments (EA) for Downtown Streetscape and the Lorne Bridge Rehabilitation, which will improve the Grand River crossings, pedestrian environment and atmosphere in alignment with the goal to make downtown Brantford one of the most pedestrian-friendly cities in Canada. The EA process will include extensive input from community stakeholders.



New City Hall (2017 - 2020)

\$25,400,000

The vision for this new initiative is to transform the iconic building at 70 Dalhousie St. in the heart of the City's downtown into a build a progressive and innovative City Hall that provides a welcoming, open environment, collaborative and engaging space to support the diverse needs of the public and staff. A key benefit of this transition will be the relocation of several City services and departments under one roof, making it easier for residents to access several services in one central location and significantly reducing the City's facility operating costs long-term.

DID YOU KNOW?

The Public Works Commission oversees \$2.84 billion worth of assets and operations in the City of Brantford. Public Works' vast portfolio includes municipal management of City buildings, roads, bridges, sewers, transit, waste & recycling collections, parking, water and wastewater.

Public Works Priorities for 2020

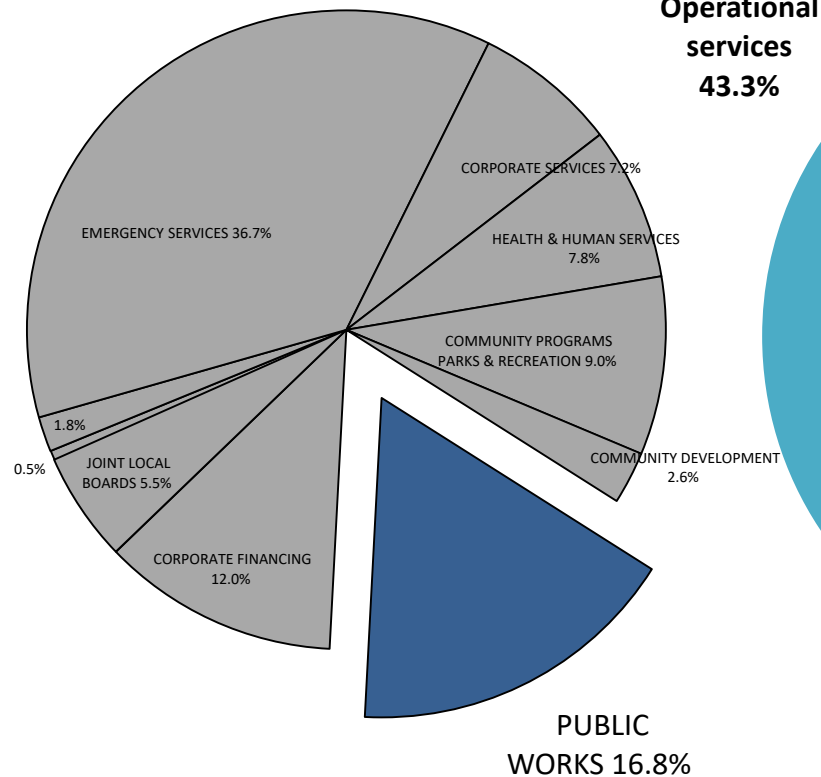
- Service delivery & continuous improvement
 - Customer Service
 - Accountability & Effectiveness
 - Efficiency
- Implementation of Capital Projects
- Supporting growth
 - Update Transportation and Master Servicing Plans to align with needs of City's new Official Plan and growth
 - Intensification
- Downtown Revitalization Project continuation
- Stormwater Management
- Accommodations Strategy implementation

Public Works Budget Pressures & Challenges

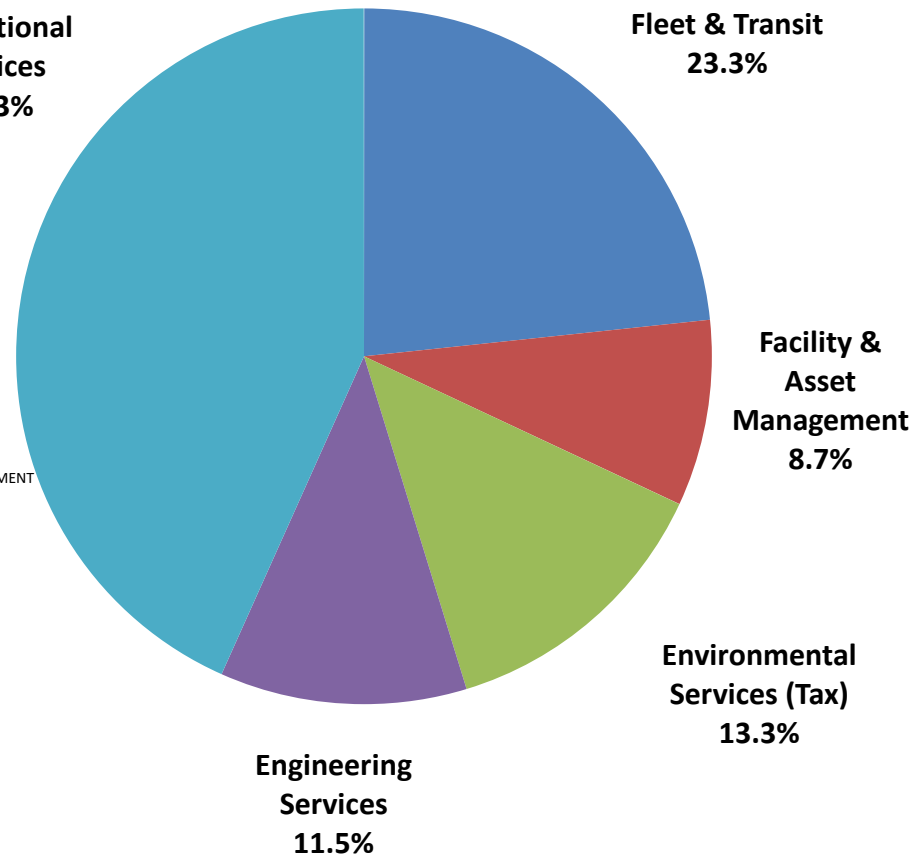
- Increased service expectations and defining service levels
- Aging infrastructure is creating significant maintenance and capital funding gap
 - funding levels do not align with needs in many areas including roads, storm water, facilities etc.
- Increase in assets to maintain from Boundary Expansion and new development
- Staffing levels, changing skill requirements, retirements, attracting and retaining staff
- Economic and legislative impacts on services
 - Increasing costs and responsibilities
- Meeting demands of growth
 - Transportation, Wastewater, Boundary Expansion lands
- Responding to impacts of more frequent severe weather events

Operating Overview Public Works

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget Public Works

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Downtown Revitalization	-	-	-	-
Fleet & Transit Services	6,314,812	6,311,629	(3,183)	(0.05%)
Facilities & Asset Management	2,228,174	2,369,954	141,780	6.36%
Environmental Services	3,281,489	3,632,047	350,558	10.68%
Engineering Services	3,122,559	3,374,819	252,260	7.20%
Operational Services	11,283,552	11,875,674	592,122	5.25%
TOTAL	26,230,586	27,440,196	1,209,610	4.61%

Service	2021 Projected Increase	2022 Projected Increase
Downtown Revitalization	-	-
Fleet & Transit Services	8.54%	6.68%
Facilities & Asset Management	19.56%	2.86%
Environmental Services	1.18%	2.08%
Engineering Services	4.93%	3.80%
Operational Services	11.08%	1.81%
TOTAL	9.17%	3.26%

City of Brantford 2020 Operating Budget

Commission: PUBLIC WORKS

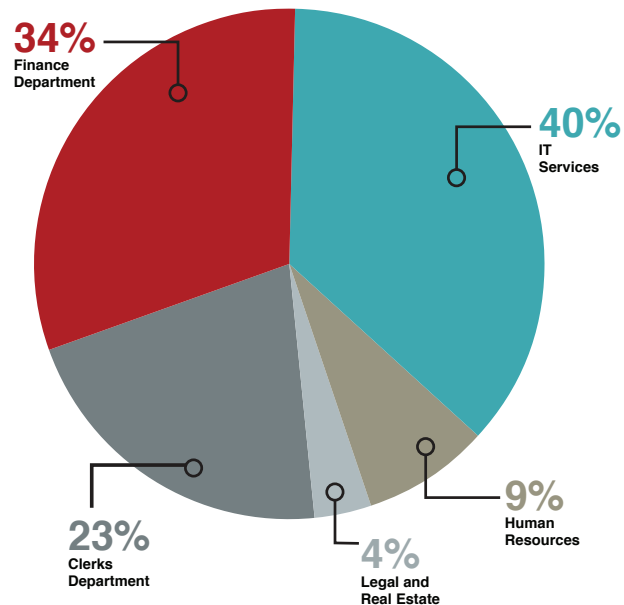
	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	5,217,299	5,182,394	(34,905)	(0.67) %
FEES & SERVICE CHARGES	49,573,455	51,422,367	1,848,912	3.73 %
GRANTS	912,249	880,000	(32,249)	(3.54) %
INTERNAL RECOVERIES	16,515,578	16,884,251	368,673	2.23 %
OTHER REVENUE	5,208,103	4,212,065	(996,038)	(19.12) %
Total Revenues	77,426,684	78,581,077	1,154,393	1.49 %
Expenses				
CONTRACTED SERVICES	8,382,295	9,290,003	907,708	10.83 %
EXTERNAL TRANSFERS/GRANTS	1,120,000	1,070,000	(50,000)	(4.46) %
GOODS	10,924,236	10,866,471	(57,765)	(0.53) %
INTERNAL PAYMENTS	35,877,717	36,843,228	965,511	2.69 %
LABOUR COSTS	30,392,366	31,740,873	1,348,507	4.44 %
LONG-TERM DEBT	2,506,895	2,506,895	0	0.00 %
RENTS & FINANCIAL EXPENSES	847,105	842,297	(4,808)	(0.57) %
SERVICES	13,606,656	12,861,506	(745,150)	(5.48) %
Total Expenses	103,657,270	106,021,273	2,364,003	2.28 %
Net Revenues\Expenses)	(26,230,586)	(27,440,196)	(1,209,610)	(4.61) %

*note – Net Revenues\Expenses) is taxation revenue

Corporate Services

Corporate Services

Total Commission Budget - \$11,812,881



DID YOU KNOW?



A majority of the Corporate Services Commission staff and resources are dedicated to tracking, managing and regularly reporting the City's Finances.

Community Benefit Charge Study

\$150,000



Legislative changes to the Planning Act and Development Charges Act proposed through the Province's More Home, More Choice Act, 2019 are expected to significantly change the manner in which the development community contributes financially towards the costs of growth related to infrastructure needed to support new development. It is expected that a new Community Benefit Charge will replace the current Development Charge for certain services effective Jan 1, 2021, and the City will be required to undertake a background study to support the new charge.

Property Tax Software Replacement

\$800,000



The current system has been in place for fifteen years, and manages the complex tax status of 35,000 properties in the City in accordance with various pieces legislation. The system provides for all billing, payment and collection of property taxes for the municipality. Opportunities for improved customer service functionally to support various web based initiatives (such as e-billing) will be explored.



Corporate Services Priorities for 2020

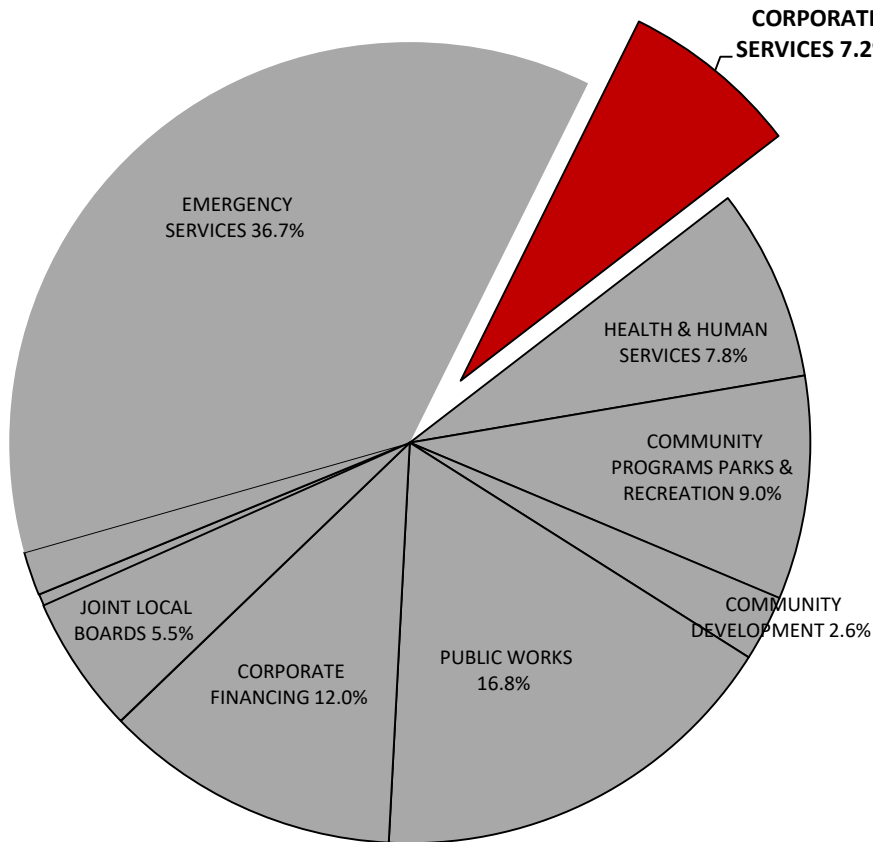
- Animal Control and Pound Services
- Time and Attendance Management System
- IT Services to new accommodations – City Hall, Fire Hall, Northridge, BPI
- New Property Tax software
- Finance Strategy for Growth
- Council Governance and Ward Boundary Review
- Efficiency Initiatives – AP Automation, Contact Centre Expansion

Corporate Services Budget Pressures & Challenges

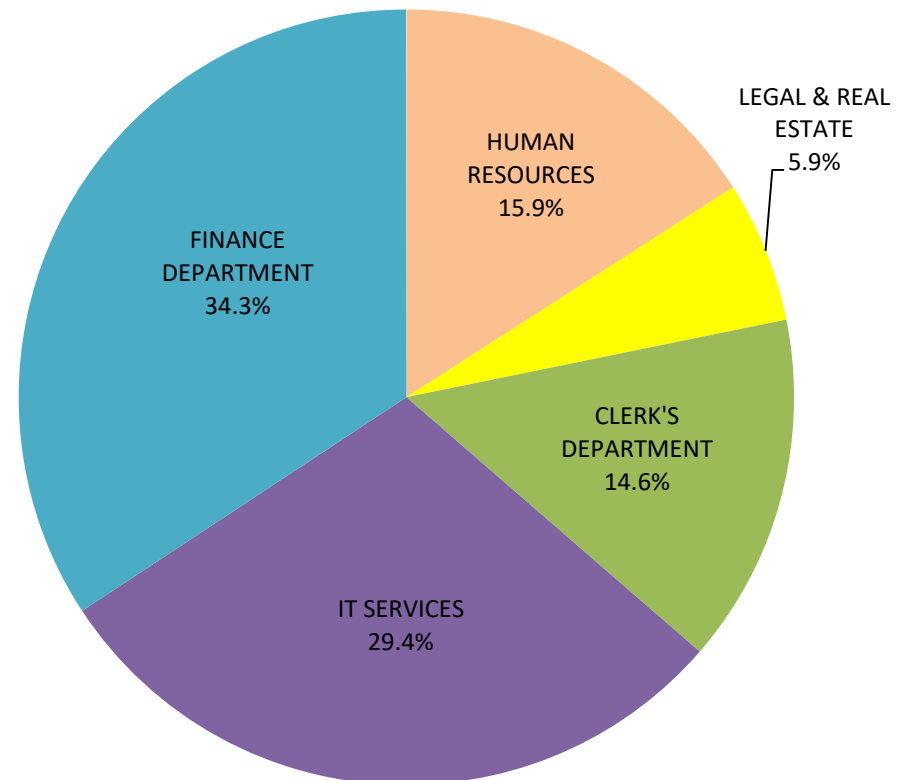
- Staff attraction, retention and wellness
 - Within the commission
 - Corporate-wide implications for HR (3 unmet needs requested)
- Commission Support to Corporation
 - Increasing demand for service
- Legislative changes
 - Bill 108 – More Homes, More Choice Act
 - Mitigating WSIB exposure/ New Rate Framework
 - Transfer of Part III prosecutions from the Province
- Technological changes/advancements
 - Service Requests
 - Mobile needs
 - Corporate-wide System Implementation/Enhancements

Operating Overview Corporate Services

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget Corporate Services

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Human Resources	1,845,627	2,078,958	233,331	12.64%
Legal & Real Estate	680,624	694,190	13,566	1.99%
Clerk's Department	1,635,648	1,712,008	76,360	4.67%
IT Services	3,322,340	3,468,328	145,988	4.39%
Finance Department	3,958,860	3,998,367	39,507	1.00%
TOTAL	11,443,099	11,951,851	508,752	4.45%

Service	2021 Projected Increase	2022 Projected Increase
Human Resources	3.71%	2.44%
Legal & Real Estate	2.38%	2.40%
Clerk's Department	2.67%	2.38%
IT Services	6.12%	1.36%
Finance Department	2.83%	2.82%
TOTAL	3.89%	2.23%

City of Brantford 2020 Operating Budget

Commission: CORPORATE SERVICES

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	26,238	14,538	(11,700)	(44.59) %
FEES & SERVICE CHARGES	637,785	715,810	78,025	12.23 %
GRANTS	3,252	3,297	45	1.38 %
INTERNAL RECOVERIES	4,129,743	4,217,361	87,618	2.12 %
OTHER REVENUE	2,358,992	2,373,087	14,095	0.60 %
Total Revenues	7,156,010	7,324,093	168,083	2.35 %
Expenses				
CONTRACTED SERVICES	1,090,108	1,130,948	40,840	3.75 %
EXTERNAL TRANSFERS/GRANTS	221,800	194,875	(26,925)	(12.14) %
GOODS	324,602	314,341	(10,261)	(3.16) %
INTERNAL PAYMENTS	860,964	870,000	9,036	1.05 %
LABOUR COSTS	13,484,125	13,983,827	499,702	3.71 %
RENTS & FINANCIAL EXPENSES	126,109	132,124	6,015	4.77 %
SERVICES	2,491,401	2,649,829	158,428	6.36 %
Total Expenses	18,599,109	19,275,944	676,835	3.64 %
Net Revenues\Expenses)	(11,443,099)	(11,951,851)	(508,752)	(4.45) %

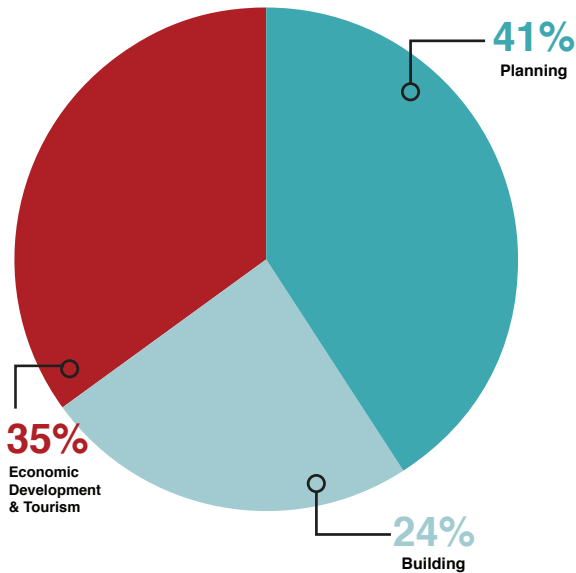
*note – Net Revenues\Expenses) is taxation revenue

Community Development

Community Development



Total Commission Budget - \$4,330,233



KEY PRIORITIES AND EXPENDITURES



The City's Official Plan

\$250,000

The City is continuing to work on finalizing a new Official Plan to help guide land use planning in the City to 2041. Public consultation will be a major focus in 2020.



Building Services

\$111,957

As a user supported service, the Building Services department is funded through the collection of building permit fees resulting in 0% budget impact to the City. The department is responsible for facilitating and issuing building permits and enforcing the City's by-laws.



Museum Sustainability Plan

\$50,000

5-year plan focusing on all local collections-based museums and galleries to investigate existing programs and services and ensure future sustainability.

DID YOU KNOW?



Community Development encompasses a large portfolio of programs and services that have a tremendous impact on the community, including, economic development & tourism, small business & entrepreneurs, current development, future growth planning and by-law enforcement.

Community Development Priorities for 2020

- Complete Settlement Boundary Expansion and new Official Plan
- Developing a strategy to be prepared for development in the annexation areas (servicing agreements/DC's)
- Development approvals – managing applications on reduced timelines
- Downtown development and incentive programs and boundary realignments
- Attraction/retention of businesses and jobs, and sports events and tourism

Community Development Budget Pressures & Challenges

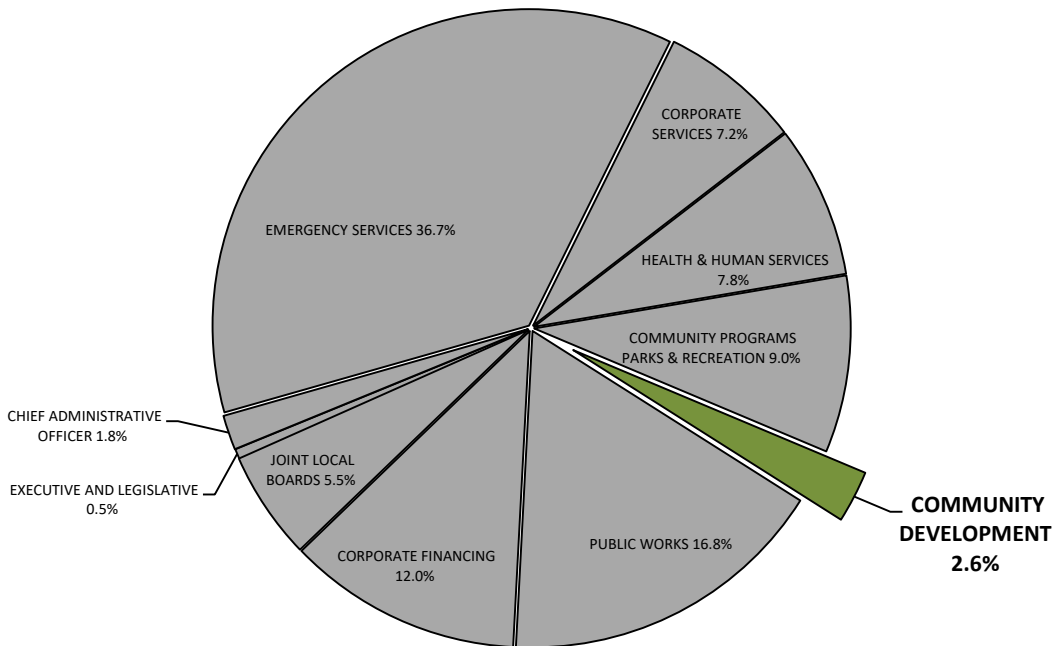
- Completing the Settlement Boundary Expansion and new Official Plan under current (and changing) Provincial requirements
- By-law enforcement – responding to increasing calls, recruiting additional staff and trying to maintain current service levels
- Supply of land (developable and serviceable) - Attracting and retaining businesses with shortage of land and servicing constraints remains a challenge

Building Department		
	# of Permits	Construction Value
2018 (Jan to Oct)	881	\$133.8 M
2019 (Jan to Oct)	1010	\$171.6M
Economic Development		
	New Businesses	New Jobs Created
2018	270	703
2019	210	615
Planning Department		
	DGA	Built Boundary
2018	71%	29%
2019	74%	26%

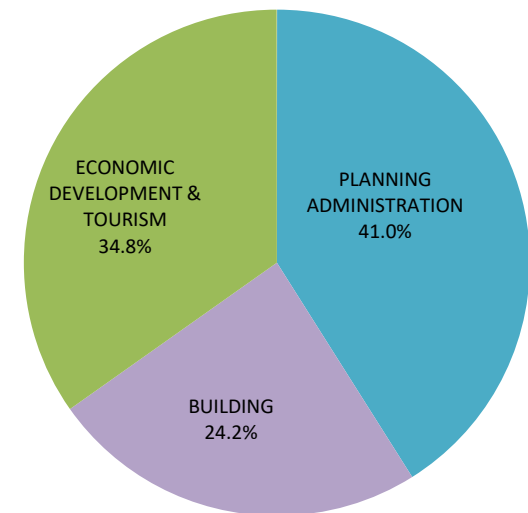
Operating Overview

Community Development

2020 Share of Overall City Net Budget



Department Share of Commission Net Budget



2020 Net Tax Budget Community Development

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
Planning Administration	1,807,918	1,840,377	32,459	1.80%
Building	934,625	1,046,582	111,957	11.98%
Economic Development & Tourism	1,520,897	1,506,383	(14,514)	(0.95%)
TOTAL	4,263,440	4,393,342	129,902	3.05%

Service	2021 Projected Increase	2022 Projected Increase
Planning Administration	2.28%	2.29%
Building	2.39%	2.40%
Economic Development & Tourism	2.78%	2.77%
TOTAL	2.48%	2.49%

City of Brantford 2020 Operating Budget

Commission: COMMUNITY DEVELOPMENT

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	235,480	217,470	(18,010)	(7.65) %
FEES & SERVICE CHARGES	654,820	1,005,270	350,450	53.52 %
GRANTS	258,874	536,636	277,762	107.30 %
INTERNAL RECOVERIES	10,000	11,700	1,700	17.00 %
OTHER REVENUE	2,012,812	2,055,907	43,095	2.14 %
Total Revenues	3,171,986	3,826,983	654,997	20.65 %
Expenses				
CONTRACTED SERVICES	45,465	50,877	5,412	11.90 %
COST OF GOODS SOLD	2,750	3,000	250	9.09 %
EXTERNAL TRANSFERS/GRANTS	248,480	287,470	38,990	15.69 %
GOODS	137,137	168,544	31,407	22.90 %
INTERNAL PAYMENTS	433,657	373,949	(59,708)	(13.77) %
LABOUR COSTS	6,098,272	6,657,167	558,895	9.16 %
RENTS & FINANCIAL EXPENSES	38,410	33,190	(5,220)	(13.59) %
SERVICES	431,255	646,128	214,873	49.83 %
Total Expenses	7,435,426	8,220,325	784,899	10.56 %
Net Revenues\Expenses)	(4,263,440)	(4,393,342)	(129,902)	(3.05) %

*note – Net Revenues\Expenses) is taxation revenue

Corporate Finance

Corporate Finance Overview

- Corporate Financing budget provides for a number of financial matters that are:
 - Typically not directly attributable to the current operations of other City departments
 - In most cases are non-discretionary and/or contractual

Corporate Finance

Budget Pressures & Opportunities

Pressures

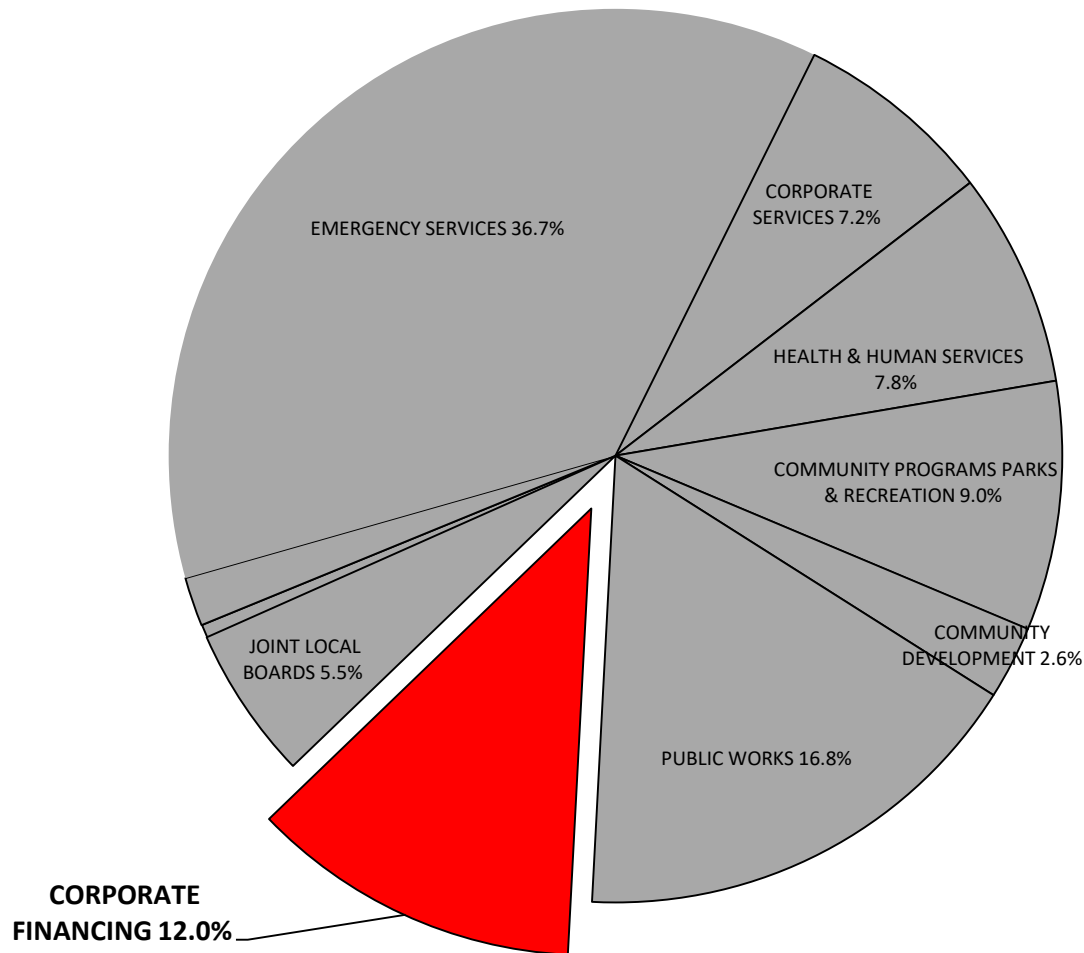
- Increased capital funding requirements
- Debt servicing
- WSIB surcharges and new rate framework

Opportunities

- Annual phase-in of taxes from annexed properties
- Favourable reserve balances increasing investment income

Operating Overview Corporate Finance

2020 Share of Overall City Net Budget



2020 Net Tax Budget Corporate Financing

Service	2019 Budget	2020 Budget	\$ Incr / (Decr)	% Incr / (Decr)
St. Joseph's Lifecare Centre	-	-	-	-
Debt Financing	3,608,417	3,726,191	117,774	3.26 %
Capital Financing	15,581,144	16,793,751	1,212,607	7.78 %
Boundary Agreement	2,035,338	1,764,745	(270,593)	(13.29 %)
Supps/P-I-L/Adj on Taxes	(2,001,794)	(4,087,887)	(2,086,093)	(104.21 %)
Gapping	(2,040,000)	(2,040,000)	-	-
Other	740,551	1,028,841	288,290	38.93 %
TOTAL	17,923,656	17,185,641	(738,015)	(4.12%)

Service	2021 Projected Increase	2022 Projected Increase
St. Joseph's Lifecare Centre	n/a	n/a
Debt Financing	10.63%	38.79%
Capital Financing	0.00%	0.00%
Boundary Agreement	(12.50%)	(3.24%)
Supps/P-I-L/Adj on Taxes	(0.57%)	(0.58%)
Gapping	0.00%	0.00%
Other	55.88%	17.80%
TOTAL	4.69%	10.39%

City of Brantford 2020 Operating Budget

Commission: CORPORATE FINANCING

	2019 Budget	2020 Budget	Change	% Change
Revenues				
CONTRBN FROM OTH FUNDS	4,864,350	5,830,350	966,000	19.86 %
GRANTS	619	629	10	1.62 %
INTER-COMPANY RECOVERIES	2,031,450	1,534,503	(496,947)	(24.46) %
INTERNAL RECOVERIES	760,761	687,927	(72,834)	(9.57) %
OTHER REVENUE	12,547,560	13,084,876	537,316	4.28 %
TAXATION REVENUES	2,951,060	5,128,070	2,177,010	73.77 %
Total Revenues	23,155,800	26,266,355	3,110,555	13.43 %
Expenses				
CONTRACTED SERVICES	1,426,300	1,467,217	40,917	2.87 %
EXTERNAL TRANSFERS/GRANTS	3,954,688	4,250,095	295,407	7.47 %
GOODS	90,065	89,900	(165)	(0.18) %
INTERNAL PAYMENTS	26,430,524	27,251,078	820,554	3.10 %
LABOUR COSTS	10,597	1,160,130	1,149,533	10847.72 %
LONG-TERM DEBT	3,340,543	3,458,317	117,774	3.53 %
RENTS & FINANCIAL EXPENSES	3,195	195	(3,000)	(93.90) %
SERVICES	3,694,278	3,745,798	51,520	1.39 %
TAX WRITE-OFFS & ALLOWANCE	2,129,266	2,029,266	(100,000)	(4.70) %
Total Expenses	41,079,456	43,451,996	2,372,540	5.78 %
Net Revenues\Expenses	(17,923,656)	(17,185,641)	738,015	4.12 %

*note – Net Revenues\Expenses is taxation revenue

Reserves and Reserve Funds

Reserves and Reserve Funds

Municipalities have developed a number of funds that are used to provide financing for capital expenditures. The use of reserves and reserve funds is an approach for the City of Brantford to build up a form of savings for these capital expenditures. Reserve funds are segregated from general revenues and restricted in use to meet the purpose of the reserve fund. Reserves on the other hand do not require physical segregation of money or assets and can be built up gradually with funds from current revenues. In 2016, Council passed a resolution to change all of the City of Brantford discretionary reserve funds to be reclassified as reserves in 2017, while our obligatory reserve funds must remain reserve funds. A reserve can be created by council resolution, whereas a reserve fund must be established by a by-law. The reason for this change by Council is that reserve funds must be credited interest income, whereas reserves do not, which will leave more interest income in the Operating fund to offset operating increases and alleviate some of this burden from the taxpayers.

Reserve Funds

Reserve funds are created whenever a statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Examples of reserve funds are:

- **Monies received in lieu of land** for park purposes as set out under Subsection 42(14) of the Planning Act or under a subdivision agreement as set out under Subsection 51.1(5) of the Planning Act;
- **Monies received as development charges** as set out under Subsection 16(1) of the Development Charges Act,

A requirement of the public sector accounting standards of CPA Canada is that obligatory reserve funds be reported on our financial statements as deferred revenue. This requirement is in place as provincial legislation restricts how these funds may be used and under certain circumstances these funds may possibly be refunded. The balances in the reserve funds of the City are summarized as follows:

Reserve Funds	2020 Estimated Opening Balance	2020 Anticipated Receipts	2020 Anticipated Expenditures	Anticipated 2020 Ending Balance
Development Charges	\$ 34,836,940	\$ 7,009,918	\$ 2,899,827	\$ 38,947,031
Subdivision Contributions	\$ 1,803,489	\$ 25,000	\$ -	\$ 1,828,489
Recreational Land (The Planning Act)	\$ 857,635	\$ 180,350	\$ 585,500	\$ 452,485
Federal gas tax revenues	\$ 11,067,363	\$ 5,915,323	\$ 8,714,850	\$ 8,267,836
Provincial gas tax revenues	\$ 2,291,460	\$ 1,306,752	\$ 1,745,861	\$ 1,852,351
Other Provincial Grants	\$ 5,991,527	\$ 3,456,359	\$ 750,000	\$ 8,697,886
B-Home Housing Program	\$ 231,470	\$ 16,250	\$ 241,009	\$ 6,711
Building Code Act	\$ 4,577,978	\$ -	\$ 80,000	\$ 4,497,978
Wastewater	\$ 38,314,712	\$ 8,954,159	\$ 16,142,500	\$ 31,126,371
Water	\$ 21,500,995	\$ 8,051,275	\$ 7,471,500	\$ 22,080,770
Total	\$ 121,473,569	\$ 34,915,386	\$ 38,631,047	\$ 117,757,908

Reserves

Reserves are created by council resolution. Reserves are an allocation from net revenue at the discretion of council, after the provision for all known expenditures, as part of an overall strategy for funding programs or projects that are set out in annual budgets or budget forecasts, and is authorized under the provisions set out in the Municipal Act. Discretionary reserves have been established for predetermined purposes and are applied for that purpose at the discretion of council. Revenues set aside for replacement of equipment and for sick leave are examples of reserves.

Discretionary reserves may be used for a number of different purposes. Some examples of these are:

- Future expenditures for land acquisition
- New buildings and other capital projects
- Road, water, sewer, storm and sidewalk reconstruction
- Vehicles and equipment acquisitions

The major advantage of a well planned and administered reserve is it can provide all of the funds necessary without either the need to borrow long term or to incur a dramatic increase in the tax rate in order to accommodate the expenditure out of current revenues. In other words, use of reserves in this fashion allows the City of Brantford to avoid what are perceived as the main drawbacks of either long-term borrowing or pay-as-you-go.

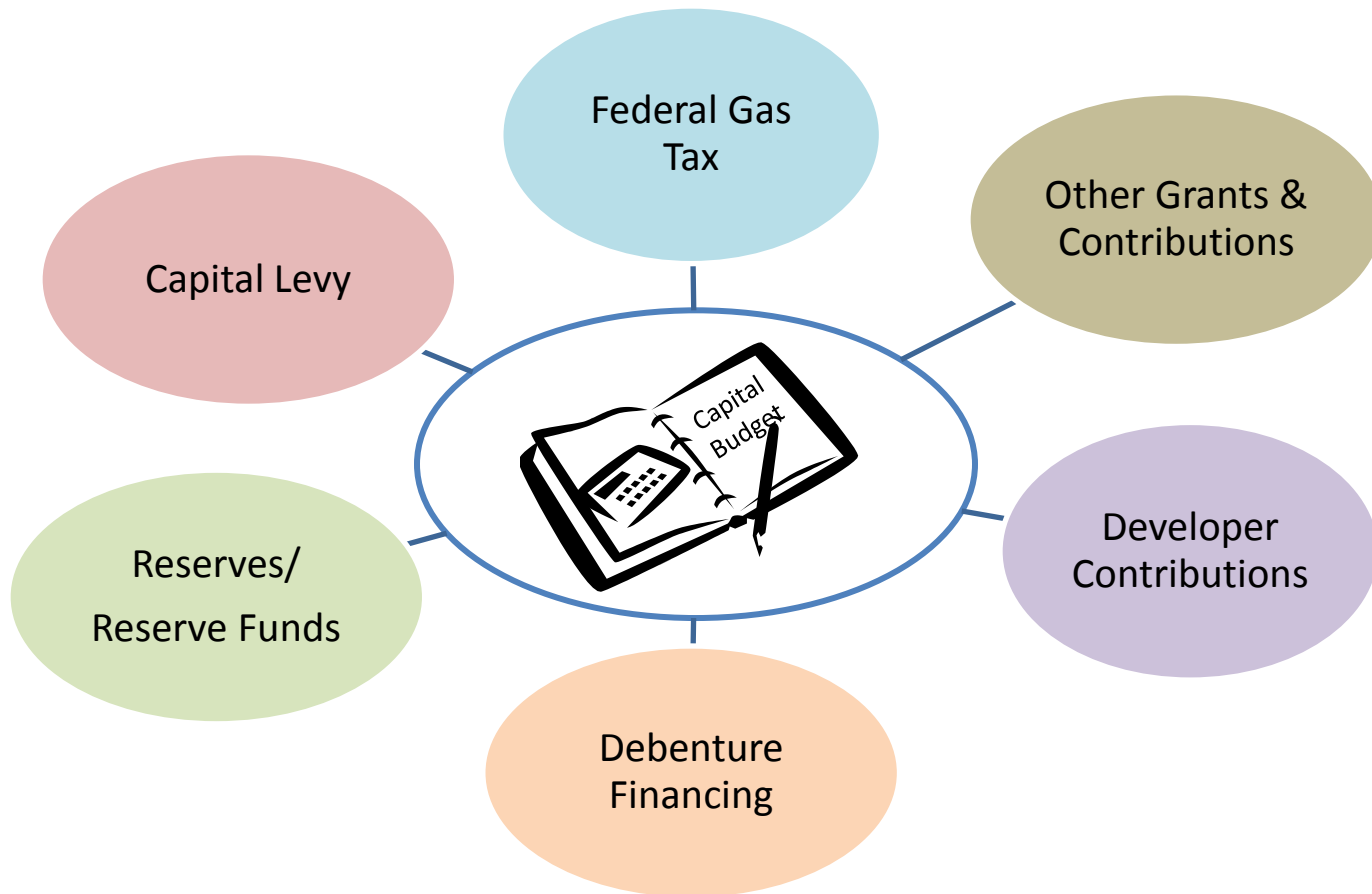
The balances of the reserves of the City are summarized as follows:

Reserve	2020 Estimated Opening Balance	2020 Anticipated Receipts	2020 Anticipated Expenditures	Anticipated 2020 Ending Balance
Replacement of equipment	\$ 2,053,854	\$ 3,665,239	\$ 3,914,685	\$ 1,804,408
Sick leave	\$ 3,451,347	\$ 225,000	\$ -	\$ 3,676,347
Insurance	\$ 3,820,406	\$ 260,000	\$ -	\$ 4,080,406
Social housing	\$ 8,146,558	\$ 1,644,159	\$ 762,627	\$ 9,028,090
Protection services	\$ 2,429,714	\$ 651,222	\$ 1,064,797	\$ 2,016,139
Transportation	\$ 7,622,333	\$ 5,145,066	\$ 5,005,000	\$ 7,762,399
Waste disposal	\$ 398,714	\$ -	\$ 50,000	\$ 348,714
Industrial development	\$ 3,727,866	\$ -	\$ 175,000	\$ 3,552,866
Brownfields	\$ 2,241,519	\$ 46,400	\$ -	\$ 2,287,919
Contingencies	\$ 4,961,494	\$ 2,000,000	\$ -	\$ 6,961,494
Other	\$ 40,028,879	\$ 22,361,041	\$ 8,701,005	\$ 53,688,915
Total	\$ 78,882,684	\$ 35,998,127	\$ 19,673,114	\$ 95,207,697

Capital Funding

Capital Funding Sources

Funding for the City's capital program comes from a variety of sources.



Capital Reserves

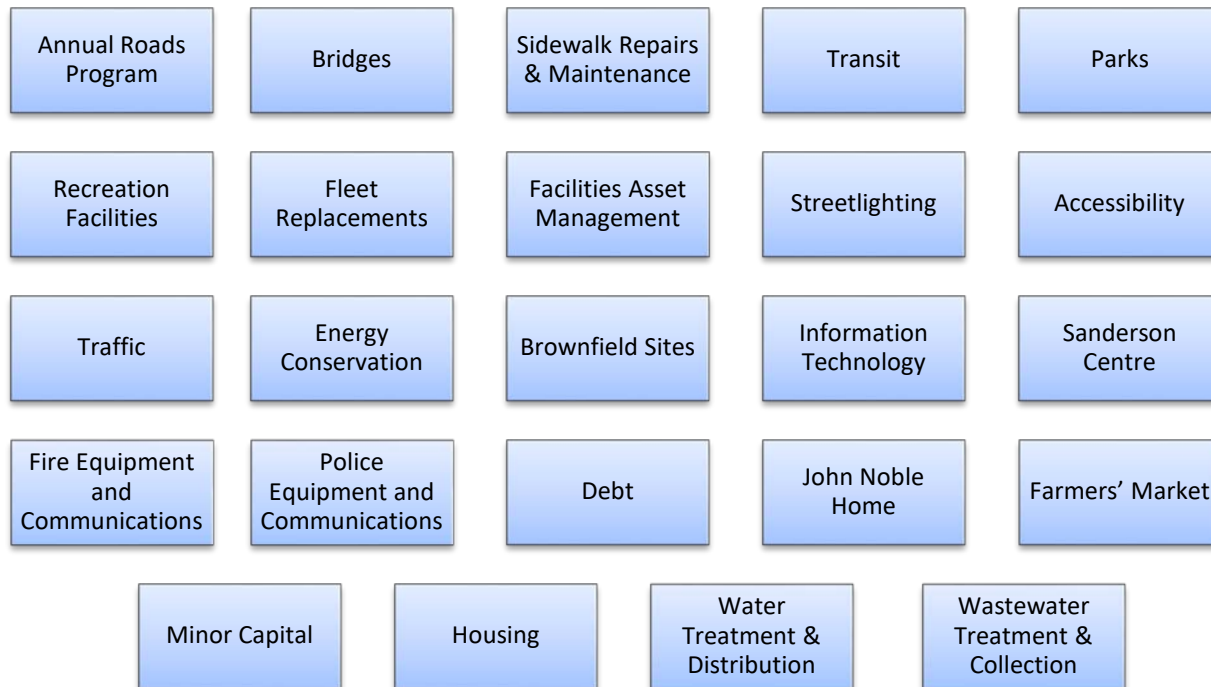
Capital Reserves have been established to hold funds for future Capital Works for a number of service areas.

These reserves are typically funded via the operating budget through the collection of:

1. Property taxes (ie: roads, parks, etc)
2. User fees (ie: water, wastewater)

Approximately 10% of the property tax levy is transferred to Capital Reserves.

The Capital Reserves are used for various capital projects and programs such as:



Developer Contributions



Developer Contributions includes development charges received at the building permit stage, through registered plans of subdivision and through individual land severances. These reserve funds are restricted by the Provincial Development Charges Act, 1997, that dictates these funds are to be used for growth related infrastructure. Also included are Parkland dedication and other amounts collected through development agreements.

In March 2019, Council adopted the Development Charges By-Law 32-2019, and the supporting background study, which resulted in a number of projects being updated in the capital forecast including:

- ❖ Southwest Community Centre and Park
- ❖ New Branch Library
- ❖ Oak Park Road Expansion

Below is the listing of services that we can collect Development charges for along with the estimated balance available for 2020 capital budget allocation:

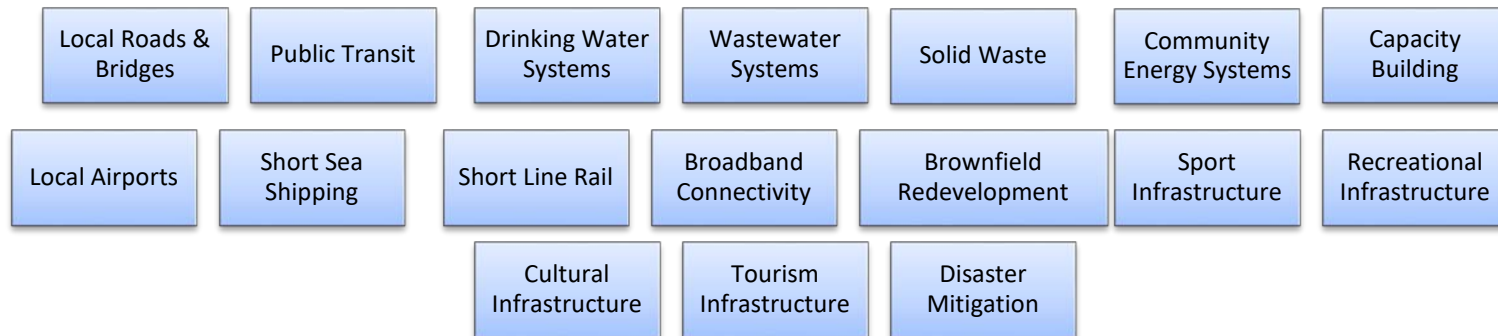
Type of Contribution	2020 Estimated Opening Balance
Development Charges – Fire	\$79,857
Development Charges – Police	\$516,162
Development Charges – Library	\$2,570,633
Development Charges – Capital Growth Studies	\$180,235
Development Charges – Transit	\$1,052,716
Development Charges – Transportation	\$17,747,155
Development Charges – Public Works	\$231,012
Development Charges – Wastewater	\$3,863,124
Development Charges – Water	\$3,733,406
Development Charges – Parks & Recreation	\$2,380,237
Development Charges – Parking	\$1,785,429
Development Charges – Ambulance	\$17,157
Development Charges – Stormwater-City Wide	\$223,530
Development Charges – Stormwater-Intensification	\$386,524
Development Charges – Housing	\$69,763
Prepayment of Services – Public Works	\$1,801,948
Park Land 5% Planning Act	148 \$666,752
Total	\$37,315,640

Federal Gas Tax

The Federal Gas Tax Fund is now permanent in Federal Legislation, and can be used for construction, renewal or material enhancement of the City's infrastructure in 17 categories. The annual amount received is based on population and indexing of the annual contribution. The City's share of the Ontario allocation is adjusted every five years based on census population. The following represents an estimate of the funds to be received in the current agreement (to 2023).

Year	Annual Allocation
2020	\$5,915,323
2021	\$6,184,201
2022	\$6,184,201
2023	\$6,453,080

Federal Gas Tax can be used to fund environmentally sustainable infrastructure projects such as:



Major projects that were submitted as part of the ten year capital forecast using Federal Gas Tax include:

- ✓ Road Reconstruction - \$20 million
- ✓ Sidewalk Repairs & Replacement - \$3.9 million
- ✓ Road Resurfacing Program - \$10.8 million
- ✓ Conventional Transit Fleet Replacement/Refurbishment - \$9.2 million
- ✓ Streetlight Upgrade and LED Conversion - \$1.3 million
- ✓ Specialized Transit Fleet Replacement - \$2.9 million
- ✓ Bridge Rehabilitation (Erie, Lorne, Garden & VMP) - \$4.1 million
- ✓ Trails/Bikeway Improvements - \$1 million
- ✓ Roadway Preservation/Preventative Maintenance - \$4.1 million
- ✓ Downtown Streetlight Improvements - \$1.3 million

Other Reserves

Other special purpose reserves that have been authorized by Council do not receive an annual Capital Funding Envelope contribution. Most of the funding in this category relates to the Landfill Site Reserve which receives money in a year when Waste Services experiences a year end surplus.



Casino

The City receives approximately \$5 million annually from the Brantford Charity Casino which represents a portion of their gross electronic gaming revenues and a portion of the live table gaming revenues. The 2020 estimated opening balance is \$3 million. The ten year capital forecast includes the use of Casino monies to fund two projects previously approved by Council:

- ❖ Playground Rehabilitation/Replacement Program (2020) - \$500K
- ❖ Animal Control Building (2021) - \$555K

Other Grants/Third Party Contributions

This category includes federal and provincial grant programs, as well as County of Brant contributions to cost shared capital projects. The City is active in pursuing capital grant opportunities provided by other levels of government.

Recent and planned capital grant funding is made available from:

- Investing in Canada Infrastructure Program: Public Transit Stream
- Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream
- Investing in Canada Infrastructure Program: Green Stream
- Ontario Municipal Commuter Cycling Program
- Ontario Community Infrastructure Fund
- FedDev Ontario
- Public Transit Infrastructure Fund
- Clean Water and Wastewater Fund
- Home for Good Program
- Energy Conservation Grants

Debenture Financing



In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of own source net revenues. The Province provides an annual statement for municipalities, known as the Annual Repayment Limit statement, outlining the revenue and debt servicing calculations. The Council approved annual amount of debt repayment is only 7% of our own source revenues. The Annual Repayment Limit Calculation for 2020 is as follows:

	Amount
Net Own source Revenues (based on 2018 FIR)	\$245,612,741
Ministry Limit = 25% of Own Source Revenues	\$61,403,185
Council Approved Limit = 7% of Own Source Revenues	\$17,192,892

* Excluded from own source revenues are Grants, Development Charges, Donated Assets, Gains/Losses on disposal of assets.

The 2020 budget includes debt principal and interest payments of \$6,132,043, which represents 36% of our Council approved allowable limit.

The Strategic Financial Plan recommends that as debt obligations become fulfilled, those carrying costs will be used to accelerate the achievement of full lifecycle costing of the City's infrastructure. The ten year capital forecast incorporates increased amounts available for Capital based on the debt retirement schedule in accordance with the Strategic Financial Plan.

The City currently has debt issued related to:

1. Heritage House – 2020 principal & interest budget \$56,358*
2. John Noble Home LTC – 2020 principal & interest budget \$563,773
3. Bell Lane Terrace - 2020 principal & interest budget \$87,346*
4. Airport T-Hangars (2 debts) - 2020 principal & interest budget \$59,145*
5. Water Treatment Plant Upgrades (2 debts) - 2020 principal & interest budget \$2,447,750*
6. Brantford Icepark - 2020 principal & interest budget \$184,894
7. Braneida Industrial Park Phase 9 - 2020 principal & interest budget \$159,052
8. Greenwich/Mohawk - 2020 principal & interest budget \$1,560,152
9. Brantford Generation Inc Asset Purchase - 2020 principal & interest budget \$260,222
10. 58-70 Dalhousie Street Acquisiton – 2020 principal & interest budget \$407,346
11. Golf Bunkers – 2020 principal & interest budget \$11,353*
12. John Noble Senior Apartments – 2020 principal & interest budget \$11,774*
13. Sydenham Pearl Brownfield Site – 2020 principal & interest budget \$322,878

*user rate supported debt

Currently Issued Debt

Heritage House-City Only

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$1,000,000 on April 2, 2012. This financing was obtained for the City of Brantford portion of the capital costs of the joint acquisition of the affordable housing project and student residence located at 36-40 Queen Street. The first installment of combined principal and interest was paid on October 1, 2012 and will continue until April 1, 2042.

John Noble Home LTC

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure And Lands Corporation that was issued in the amount of \$9,332,000 on November 16, 2015. This financing was obtained for the City of Brantford's portion of the capital costs for the redevelopment of 105 B and C classified beds at the John Noble Home. The first installment of combined principal and interest was paid on May 16, 2016 and will continue until November 16, 2040.

Bell Lane Terrace

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$1,700,000 on January 15, 2009. This financing was obtained for the John Noble Home, which is a municipal long term care facility jointly funded by the City of Brantford and the County of Brant. In September 2006, the Committee of Management recommended the renovation and conversion of one two-story unit into 26 affordable apartments units for seniors and persons with disability. The City of Brantford agreed to issue the total debenture on behalf of the County of Brant. The debt is repaid from future rents collected from tenants occupying the apartment units. The first installment of combined principal and interest was paid on July 15, 2009 and will continue until January 15, 2039.

Airport T-Hangars (first)

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$400,000 on December 15, 2011. This financing was obtained for the capital costs of constructing a row of Ten (10) T-Hangars at the Brantford Municipal Airport. The first installment of combined principal and interest was paid on June 15, 2012 and will continue until December 15, 2031.

Airport T-Hangars (second)

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$450,000 on October 16, 2017. This financing was obtained for the capital costs in connection with the additional T-Hangar installation (Hangar 1 of 2) at the Brantford Municipal Airport. The first installment of combined principal and interest is payable on April 16, 2018 and will continue until October 16, 2037.

Water Treatment Plant Upgrades (first)

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure Projects Corporation that was issued in the amount of \$23,000,000 on September 1, 2010. This financing was obtained for capital costs in connection with the Water Treatment Plant Upgrade project. The first installment of combined principal and interest was paid on March 1, 2011 and will continue until September 3, 2030.

Water Treatment Plant Upgrades (second)

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure and Lands Corporations that was issued in the amount of \$10,000,000 on April 2, 2012. This financing was obtained for capital costs in connection with the Water Treatment Plant Upgrade project. The first installment of combined principal and interest was paid on October 2, 2012 and will continue until April 2, 2032.

Brantford Icepark

Annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$2,008,000 on December 18, 2000. This financing was obtained to pay for the purchase of goods and equipment and a Surrender of Lease from Brantford Icepark Inc. The first installment of combined principal and interest was paid on December 18, 2001 and will continue until December 18, 2020.

Braneida Industrial Park Phase 9

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$1,350,000 on October 1, 2013. This financing was obtained for capital costs in connection with the development of Phase 9 of the Braneida Industrial Park with the construction of roads and services including upgrades to Garden Avenue. The first installment of combined principal and interest was paid on April 1, 2014 and will continue until October 2, 2023.

Greenwich/Mohawk

Semi-annual payments for principal and interest are made each year for external debt owing to the Federation of Canadian Municipalities. This debt has been issued in two draws, the first in the amount of \$16,000,000 on December 1, 2016 and the second in the amount of \$7,000,000 on May 1, 2018 for a total of \$23,000,000. This financing was obtained for the City of Brantford's capital costs in connection with the Greenwich Mohawk Brownfield Remediation Project. The first installment of combined principal and interest was paid on June 1, 2017 and updated to include the second draw on June 1, 2018 and will continue until December 1, 2036.

Brantford Generation Inc. Asset Purchase

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure and Lands Corporation that was issued in the amount of \$3,250,000 on September 15, 2016. This financing was obtained for the purposes of the City of Brantford acquiring the property, obligations and assets of Brantford Generation Inc's landfill gas electricity generation project. The first installment of combined principal and interest is payable on March 17, 2017 and will continue until September 15, 2031.

58-70 Dalhousie Street

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure and Lands Corporation that was issued in the amount of \$5,850,000 on October 1, 2018. This financing was obtained for the purposes of the City of Brantford acquiring the property of 58-70 Dalhousie Street. The first installment of combined principal and interest is payable on April 1, 2019 and will continue until October 1, 2038.

Golf Bunker Reshaping/Drainage/Sand Replacement - \$100,000

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$100,000 on December 2, 2019. This financing was obtained for capital costs in connection with reshaping/drainage/sand replacement of golf bunkers. The first installment of combined principal and interest is payable on June 2, 2020 and will continue until December 2, 2029.

John Noble Senior Apartments - \$190,000

Semi-annual payments for principal and interest are made each year for internal debt that was issued in the amount of \$190,000 on December 2, 2019. This financing was obtained for the City's share of capital costs in connection with the seniors affordable housing project at the John Noble Home site. The first installment of combined principal and interest is payable on June 2, 2020 and will continue until December 2, 2044.

Sydenham Pearl Brownfield Site

Semi-annual payments for principal and interest are made each year for external debt owing to the Ontario Infrastructure and Lands Corporation that was issued in the amount of \$4,657,805 on February 15, 2019. This financing was obtained for the purposes of the the Sydenham Pearl Brownfield Remediation Project. The first installment of combined principal and interest is payable on August 15, 2019 and will continue until August 15, 2038.

Additional Authorized Debt

Council has authorized the use of debt for additional projects that are being completed, but the debt has not been issued to date.

Potential Tax-Supported Debt

Greenwich/Mohawk Brownfield- \$1,395,322

By-law 106-2012, as amended by By-laws 89-2014 and 121-2016 has authorized additional debenture financing for the Greenwich/Mohawk Brownfield Project in the amount of \$1,395,322. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

58-70 Dalhousie Street - \$16,112,919

By-law 153-2016, as amended by By-law 189-2017 and By-law 93-2018 has authorized additional debenture financing for the 58-70 Dalhousie Street Acquisition and Renovation project in the amount of \$16,112,919. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Mohawk Park Accessible Playground - \$300,000

By-law 4-2017 has authorized debenture financing for the Mohawk Park Accessible Playground project in the amount of \$300,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Earl Haig Waterslide Replacement- \$442,663

By-law 5-2017 has authorized debenture financing for the Earl Haig Waterslide Replacement project in the amount of \$442,663. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Police Facility Renovation and Parking Lot Expansion - \$896,035

By-law 6-2017 has authorized debenture financing for the Police Facility Renovation and Parking Lot Expansion project in the amount of \$896,035. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Oak Park Road/Highway 403 Interchange Improvements - \$680,400

By-law 7-2017 has authorized debenture financing for the Oak Park Road/Highway 403 Interchange Improvements project in the amount of \$680,400. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Dufferin Park Redevelopment - \$2,200,000

By-law 211-2019 has authorized debenture financing for the Dufferin Park Redevelopment project in the amount of \$2,200,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2022. The first installment of combined principal and interest would be paid in 2022 and is estimated to continue for 20 years.

Additional Authorized Debt

Potential Tax-Supported Debt

Ashgrove Streetlight Conversion-Study and Implementation Program - \$840,000

By-law 9-2017 has authorized debenture financing for the Ashgrove Streetlight Conversion-Study and Implementation Program in the amount of \$840,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Landfill Site –Expansion of Gas Collection System Components- \$1,600,000

By-law 10-2017 has authorized debenture financing for the Landfill Site 2, SA and 3A/B-Expansion of Gas Collection System Components Project in the amount of \$1,600,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Partial Perimeter Security Fencing at the Landfill Site - \$300,000

By-law 11-2017 has authorized debenture financing for the Partial Perimeter Security Fencing at the Landfill Site project in the amount of \$300,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Market Parkade Rehabilitation and Repair - \$2,150,000

By-law 8-2017 has authorized debenture financing for the Market Parkade Rehabilitation and Repair project in the amount of \$2,150,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 15 years.

Fire Station 2 Relocation - \$3,309,249

By-law 190-2017, as amended by By-law 145-2019, has authorized debenture financing for the Fire Station 2 Relocation project in the amount of \$3,309,249. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Charing Cross Street/West Street Intersection Improvements - \$2,000,000

By-law 191-2017 has authorized debenture financing for the Charing Cross Street/West Street Intersection Improvements Project in the amount of \$2,000,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

100 Wellington Square Renovations- \$1,540,641

By-law 53-2019 has authorized debenture financing for the Accommodation Strategy Phase 4-100 Wellington Square Renovations Project in the amount of \$1,540,641. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2022 and is estimated to continue for 20 years.

Additional Authorized Debt

Police Facility Roof Replacement - \$1,424,500

By-law 57-2019 has authorized debenture financing for the Police Facility Roof Replacement project in the amount of \$1,424,500. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Police Service Headquarters Relocation - \$51,404,133

By-law 58-2019, as amended by By-law 212-2019, has authorized debenture financing for the Police Service Headquarters Relocation Project in the amount of \$51,404,133. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2022 and is estimated to continue for 20 years.

Potential User Rate Supported Debt

Brantford Airport Additional T-Hangar Installation - \$150,000

By-law 54-2019 has authorized debenture financing for the Brantford Airport Additional T-Hangar Installation project in the amount of \$150,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2020. The first installment of combined principal and interest would be paid in 2020 and is estimated to continue for 20 years.

Supportive Housing Project- \$3,360,000

By-law 153-2017 has authorized debenture financing for the Supportive Housing Project at the Marlene Avenue site in the amount of \$3,360,000. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Bell Court Revitalization - \$796,218

By-law 161-2019 has authorized debenture financing for the City's share of the Bell court Revitalization Project at the John Noble Home in the amount of \$796,218. It is estimated that there will be semi-annual payments for principal and interest made each year for debt to be issued in 2021. The first installment of combined principal and interest would be paid in 2021 and is estimated to continue for 20 years.

Operating Impacts of Debenture Financing

Funding the Capital Plan requires the use of the debt capacity within the existing 7% repayment limit. Servicing this debt will have an impact on future tax supported operating budgets as outlined below (annual estimated additional principal and interest payments for authorized debt):

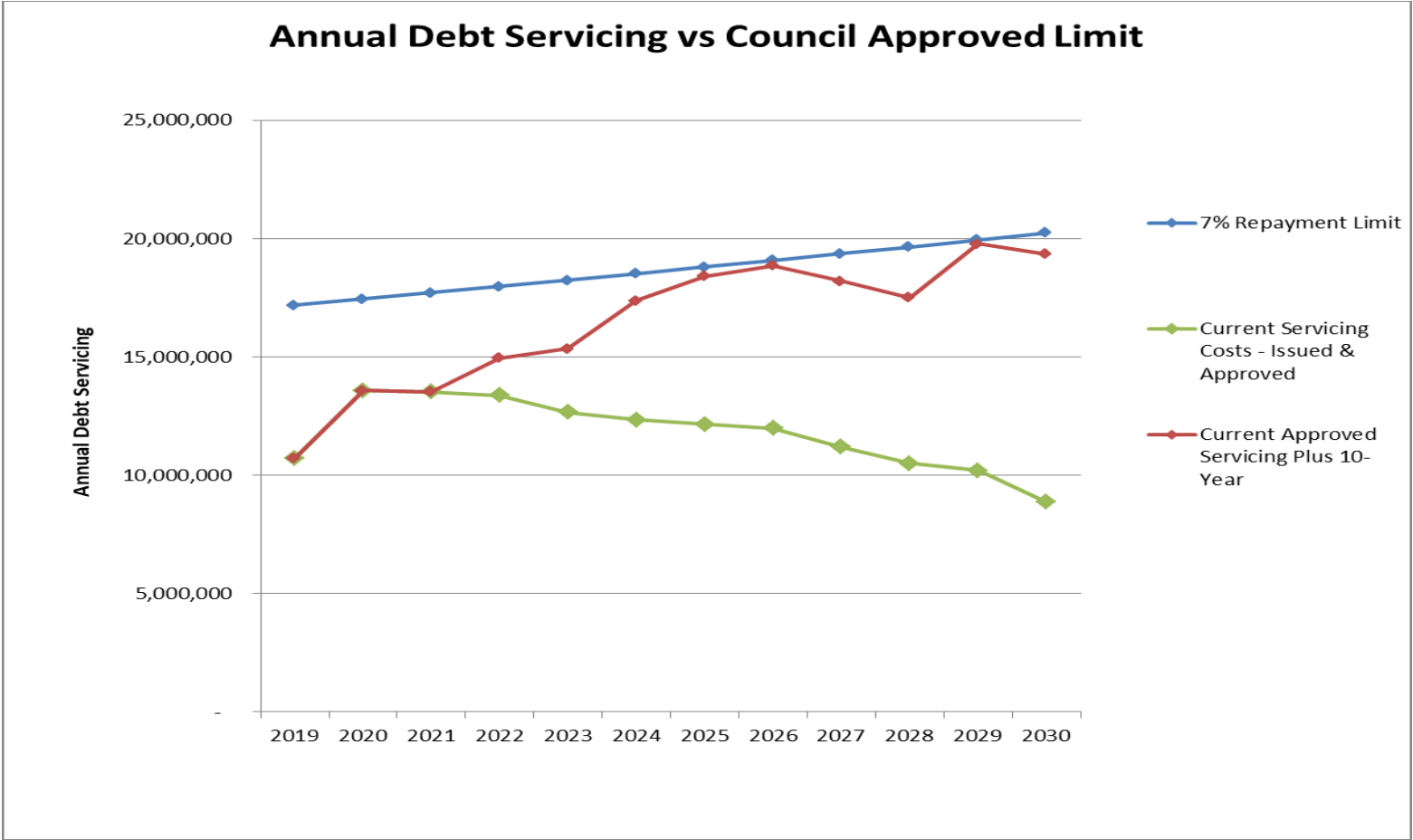
	2021	2022	2023
Anticipated Tax Supported Operating Impact of Debt	\$1,621,007	\$2,814,346	\$264,574

Debenture financing is included in the ten year capital forecast for the following projects:

Project Name	Year	Total Project Cost	Debt Financing Proposed
Accommodation Strategy Phase 4 – 100 Wellington Square Re-Alignment and Renovations	2021	\$13,912,000	\$10,700,000
102 Wellington Square-Building Renovations	2021	\$3,714,000	\$2,900,000
Trillium Way Site-22 Unit Mixed Use Low-Rise Apartment Building	2021	\$4,500,000	\$1,629,059
Anaerobic Digestion Facility and Green Energy Opportunities at the WWTP	2021-2026	\$19,850,000	\$9,675,000
New Builds Mixed Use Apartment Buildings*	2022-2027	\$16,425,000	\$9,193,036
Oak Park Road Extension (Hardy Road south to Colborne St)	2021-2024	\$98,150,000	\$41,683,142
Tutela Heights Water Servicing	2024	\$6,525,000	\$5,500,000
New Twin Pad Arena	2027-2028	\$20,200,000	\$12,200,000
		TOTAL	\$93,480,237

*It is assumed that the Housing projects will be able to fund their repayments and will not have an impact on the operating budget.

Annual Debt Capacity Over Ten Year Capital Forecast



10 Year Capital Forecast



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

													FUNDING SOURCES						
PROJECT ID and PROJECT Name	Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
Growth	21,703,493	297,115,194	12,478,000	64,751,704	38,563,000	62,168,788	67,946,408	3,865,000	14,838,000	12,869,000	7,936,000	11,699,294	116,281,480	335,500	1,775,000	17,953,000	17,791,655	45,166,630	97,811,929
COMMUNITY DEVELOPMENT [145]	-	900,000	400,000	-	-	-	-	-	-	500,000	-	-	388,703					511,297	
Planning	-	900,000	400,000	-	-	-	-	-	-	500,000	-	-	388,703					511,297	
000988 New Zoning By-Law	-	400,000	400,000	-	-	-	-	-	-	-	-	-	163,703					236,297	
000633 Official Plan Review & Zoning By-law Update	-	500,000	-	-	-	-	-	-	-	500,000	-	-	225,000					275,000	
COMMUNITY PROGRAMS PARKS & RECREATION [140]	16,200,000	35,758,264	4,755,000	1,350,000	991,000	14,387,788	11,652,476	450,000	511,000	600,000	311,000	750,000	12,455,088	335,500		200,000		22,767,676	
Cemeteries	120,000	805,000	-	-	130,000	75,000	150,000	-	200,000	100,000	-	150,000						805,000	
001449 Mount Hope Columbarium	-	330,000	-	-	130,000	-	-	-	200,000	-	-	-						330,000	
001448 Oakhill Expansion /Re-development	-	175,000	-	-	-	75,000	-	-	-	100,000	-	-						175,000	
001450 Oakhill Cemetery Columbarium	120,000	300,000	-	-	-	-	150,000	-	-	-	-	150,000						300,000	
Parks	15,580,000	33,803,264	4,655,000	450,000	711,000	14,312,788	11,502,476	450,000	311,000	500,000	311,000	600,000	11,555,088	335,500		200,000		21,712,676	
001287 New Park Development - Empire Phase 6 Community Park	1,055,000	1,055,000	1,055,000	-	-	-	-	-	-	-	-	-	949,500	105,500					
000597 New Park Open Space Development	-	2,150,000	200,000	200,000	-	200,000	-	450,000	-	500,000	-	600,000	1,440,000	160,000				550,000	
001284 Lorne Park Gazebo	-	100,000	100,000	-	-	-	-	-	-	-	-	-				100,000		-	
000880 Off Road Active Transportation Initiatives	-	1,244,000	-	-	311,000	-	311,000	-	311,000	-	311,000	-	622,000					622,000	
001281 Church Street Waterfront Park Development	-	650,000	-	250,000	400,000	-	-	-	-	-	-	-		70,000				580,000	
001444 River Access Boat Launch -Ballantyne/D'aubigny	-	385,000	-	-	-	100,000	285,000	-	-	-	-	-				100,000		285,000	
000949 Southwest Community Centre and Park	14,525,000	28,219,264	3,300,000	-	-	14,012,788	10,906,476	-	-	-	-	-	8,543,588			-		19,675,676	
Parks & Recreation	-	150,000	-	-	150,000	-	-	-	-	-	-	-						150,000	
001592 Twin Pad, Adult Rec Centre, Indoor Turf Feasibility Study	-	150,000	-	-	150,000	-	-	-	-	-	-	-						150,000	
Recreation	500,000	1,000,000	100,000	900,000	-	-	-	-	-	-	-	-	900,000					100,000	-
001292 Earl Haig-Facility Improvements	500,000	1,000,000	100,000	900,000	-	-	-	-	-	-	-	-	900,000					100,000	-
CORPORATE SERVICES [120]	90,000	140,000	-	70,000	-	-	-	-	70,000	-	-	-	95,708					44,292	
Finance	90,000	140,000	-	70,000	-	-	-	-	70,000	-	-	-	95,708					44,292	
000657 Development Charges Background Study	90,000	140,000	-	70,000	-	-	-	-	70,000	-	-	-	95,708					44,292	
EMERGENCY SERVICES [115]	1,985,609	57,368,704	5,350,000	46,195,704	-	5,498,000	-	-	-	-	-	325,000	1,702,918			4,000,000		6,359,094	45,306,692
911	177,180	500,000	-	500,000	-	-	-	-	-	-	-	-	92,610					407,390	
000632 Police Next Generation 911 (NG911)	177,180	300,000	-	300,000	-	-	-	-	-	-	-	-	55,566					244,434	
000631 Fire Next Generation 911 (NG911)	-	200,000	-	200,000	-	-	-	-	-	-	-	-	37,044					162,956	
Fire	-	3,825,000	-	800,000	-	2,700,000	-	-	-	-	-	325,000	682,653					3,142,347	
000564 Fire/Police Joint Radio System Upgrade	-	3,000,000	-	300,000	-	2,700,000	-	-	-	-	-	-	555,664					2,444,336	
001511 Rescue/Hazmat Vehicle	-	500,000	-	500,000	-	-	-	-	-	-	-	-	45,091					454,909	
001631 Fire Master Plan	-	100,000	-	-	-	-	-	-	-	-	-	100,000	50,000					50,000	
001726 Fire Training Centre	-	225,000	-	-	-	-	-	-	-	-	-	225,000	31,898					193,102	
Police	1,808,429	53,043,704	5,350,000	44,895,704	-	2,798,000	-	-	-	-	-	-	927,655			4,000,000		2,809,357	45,306,692
001517 Digital Evidence Management System	-	250,000	250,000	-	-	-	-	-	-	-	-	-	46,305					203,695	
000667 Police Voice to Text Hardware / Software	-	100,000	100,000	-	-	-	-	-	-	-	-	-	18,522					81,478	
000928 Police Service Headquarters Relocation	1,808,429	49,595,704	5,000,000	44,595,704	-	-	-	-	-	-	-	-	289,012			4,000,000		-	45,306,692
000674 Police / Fire Radio System Replacement and Upgrade Plan	-	3,000,000	-	300,000	-	2,700,000	-	-	-	-	-	-	555,664					2,444,336	
001023 Police Facility Video System Upgrade	-	98,000	-	-	-	98,000	-	-	-	-	-	-	18,152					79,848	
HEALTH & HUMAN SERVICES [130]	-	20,925,000	200,000	4,500,000	7,525,000	-	-	-	200,000	8,500,000	-	-	120,972			2,575,000		7,406,933	10,822,095
Housing	-	20,925,000	200,000	4,500,000	7,525,000	-	-	-	200,000	8,500,000	-	-	120,972			2,575,000		7,406,933	10,822,095
001700 New Build - 40-45 Unit Mixed Use Apartment Building	-	8,700,000	-	-	-	-	-	-	200,000	8,500,000	-	-				2,175,000		3,862,040	2,662,960
001250 New Build - 35 Unit Mixed Use Apartment Building	-	7,725,000	-	200,000	7,525,000	-	-	-	-	-	-	-	46,629			200,000		948,295	6,530,076
001251 Trillium Way Site - 22 Unit Mixed Use Low-Rise Apartment Building	-	4,500,000	200,000	4,300,000	-	-	-	-	-	-	-	-	74,343			200,000		2,596,598	1,629,059
LOCAL BOARDS [165]	-	6,510,932	-	-	-	707,000	5,803,932	-	-	-	-	-	4,185,434					2,325,498	
Library	-	6,510,932	-	-	-	707,000	5,803,932	-	-	-	-	-	4,185,434					2,325,498	
000914 New Branch Library	-	6,510,932	-	-	-	707,000	5,803,932	-	-	-	-	-	4,185,434					2,325,498	
PUBLIC WORKS [150]	3,427,884	175,512,294	1,773,000	12,636,000	30,047,000	41,576,000	50,490,000	3,415,000	14,057,000	3,269,000	7,625,000	10,624,294	97,332,657		1,775,000	11,178,000	17,791,655	5,751,840	41,683,142
Fleet	-	120,000	40,000	-	80,000	-	-	-	-	-	-	-	108,000				8,000	4,000	
001230 Fleet Expansion for Environmental Services	-	40,000	40,000	-	-	-	-	-	-	-	-	-	36,000					4,000	
001217 Fleet Expansion for Environmental Services (Compliance - W/WWW/STM)	-	80,000	-	-	80,000	-	-	-	-	-	-	-	72,000				8,000	-	
Full Corridor Reconstruction (Growth)	1,150,000	117,147,000	-	2,000,000	14,000,000	33,307,000	49,865,000	150,000	425,000	400,000	7,000,000	10,000,000	69,156,018				860,000	5,447,840	41,683,142



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
000495	Oak Park Road Extension (from Hardy Road south to Colborne Street)	1,150,000	97,000,000	-	2,000,000	14,000,000	33,000,000	48,000,000	-	-	-	-	-	52,618,018					2,698,840	41,683,142
001306	Kramers Way Extension (Dead End to Planned Westerly Extent) (W/WW/STM/RD)	-	2,172,000	-	-	-	307,000	1,865,000	-	-	-	-	-					860,000	1,312,000	
000974	Clarence Street Improvements (Colborne to West)	-	14,975,000	-	-	-	-	-	150,000	425,000	400,000	4,000,000	10,000,000	14,108,000					867,000	
000832	Wayne Gretzky Parkway Expansion (Lynden Road south to Colborne Street)	-	3,000,000	-	-	-	-	-	-	-	-	3,000,000	-	2,430,000					570,000	
Miscellaneous Capital		-	3,550,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	1,775,000		1,775,000	-		-	
000879	On-Road Active Transportation Initiatives	-	3,550,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000	1,775,000		1,775,000	-		-	
Stormwater		-	2,012,000	-	-	-	-	-	1,347,000	665,000	-	-	-	2,012,000						
000908	Jaycee Sports Park Stormwater Detention Pond	-	720,000	-	-	-	-	-	720,000	-	-	-	-	720,000						
000910	Abbott Court Stormwater Detention Pond - Pond A	-	627,000	-	-	-	-	-	627,000	-	-	-	-	627,000						
000911	Abbott Court Stormwater Detention Pond - Pond B	-	665,000	-	-	-	-	-	-	665,000	-	-	-	665,000						
Technical Studies		-	1,650,000	-	450,000	-	-	-	-	950,000	250,000	-	-	1,350,000			-	-	300,000	
000828	Floodplain Stormwater Management Plan	-	200,000	-	200,000	-	-	-	-	-	-	-	-	200,000						
000842	Transit Master Plan Study	-	500,000	-	250,000	-	-	-	-	-	250,000	-	-	200,000					300,000	
000325	Master Servicing Plan Update	-	500,000	-	-	-	-	-	-	500,000	-	-	-	500,000				-		
000165	Transportation Master Plan Review and Update	-	450,000	-	-	-	-	-	-	450,000	-	-	-	450,000			-			
Wastewater		950,000	25,909,000	800,000	3,441,000	10,242,000	5,301,000	-	650,000	5,475,000	-	-	-	9,146,866			6,006,000	10,756,134		
000807	West Conklin Sub-Trunk Sewer #3	-	1,755,000	-	1,755,000	-	-	-	-	-	-	-	-	448,000			1,307,000			
000806	West Conklin Sub-Trunk Sewer #2	-	686,000	-	686,000	-	-	-	-	-	-	-	-	66,000			620,000			
000810	New Grand River Residential Sewage Pumping Station and twinned forcemains (TCA)	-	4,079,000	-	-	4,079,000	-	-	-	-	-	-	-				4,079,000			
000805	Empey Sanitary Pump Station Rehabilitation and Replacement (EA,D,C)	950,000	6,800,000	800,000	1,000,000	5,000,000	-	-	-	-	-	-	-	517,532				6,282,468		
000798	Oakhill Drive Sewer Upgrade	-	4,234,000	-	-	762,000	3,472,000	-	-	-	-	-	-	1,411,334				2,822,666		
000800	Northwest Extension Sub Trunk Sewer	-	2,230,000	-	-	401,000	1,829,000	-	-	-	-	-	-	2,230,000				-		
000799	Northwest Extension Trunk Sewer	-	6,125,000	-	-	-	-	-	650,000	5,475,000	-	-	-	4,474,000				1,651,000		
Water		1,327,884	25,124,294	578,000	6,390,000	5,370,000	2,613,000	270,000	913,000	6,187,000	2,264,000	270,000	269,294	13,784,773			5,172,000	6,167,521		
000811	North West Brantford Watermain 1	-	3,170,000	578,000	2,592,000	-	-	-	-	-	-	-	-	2,217,146				952,854		
000814	West of Conklin Watermain 4	-	3,128,000	-	3,128,000	-	-	-	-	-	-	-	-	313,000			2,815,000			
000073	Brantford WTP Raw Water Intake/Canal Upgrade	250,000	4,978,000	-	400,000	4,578,000	-	-	-	-	-	-	-	2,150,733				2,827,267		
000821	Water Distribution System General Intensification Upgrades	1,077,884	2,429,294	-	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	269,294	1,214,647				1,214,647		
000818	North West Brantford Watermain 10	-	2,865,000	-	-	522,000	2,343,000	-	-	-	-	-	-	2,489,800				375,200		
000817	King George Road Watermain	-	3,530,000	-	-	-	-	-	643,000	2,887,000	-	-	-	3,171,200				358,800		
000812	North West Brantford Watermain 2	-	1,585,000	-	-	-	-	-	-	1,585,000	-	-	-	158,000			1,427,000			
000813	North West Brantford Watermain 3	-	1,034,000	-	-	-	-	-	-	1,034,000	-	-	-	104,000			930,000			
000819	North West Watermain 11	-	2,405,000	-	-	-	-	-	-	411,000	1,994,000	-	-	1,966,247				438,753		
Other/New/Studies		9,394,050	60,257,469	9,893,363	5,849,856	3,947,300	7,111,700	10,944,900	6,700,000	7,024,000	4,455,500	1,045,850	3,285,000	-		360,000	9,675,000	7,770,000	23,594,106	18,858,363
CHIEF ADMINISTRATIVE OFFICER [110]		-	400,000	75,000	125,000	50,000	25,000	-	-	-	-	-	125,000						400,000	
CAO		-	225,000	-	100,000	-	-	-	-	-	-	-	125,000						225,000	
001574	Strategic Reporting Tool	-	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
001424	Community Strategic Plan and Visioning Exercise	-	125,000	-	-	-	-	-	-	-	-	-	125,000						125,000	
Communications & Community Engagement		-	175,000	75,000	25,000	50,000	25,000	-	-	-	-	-	-						175,000	
001732	Corporate Asset Management Plan Community Consultation Campaign	-	75,000	75,000	-	-	-	-	-	-	-	-	-						75,000	
001692	City Rebranding Project	-	100,000	-	25,000	50,000	25,000	-	-	-	-	-	-						100,000	
COMMUNITY DEVELOPMENT [145]		-	6,117,363	5,868,363	120,000	-	-	-	-	129,000	-	-	-						2,434,000	3,683,363
Economic Dev & Tourism		-	249,000	-	120,000	-	-	-	-	129,000	-	-	-						249,000	
000637	Economic Development & Tourism Strategy Update	-	249,000	-	120,000	-	-	-	-	129,000	-	-	-						249,000	
Planning		-	5,868,363	5,868,363	-	-	-	-	-	-	-	-	-						2,185,000	3,683,363
001315	Greenwich Mohawk Brownfield Remediation - Risk Management Measures	-	5,868,363	5,868,363	-	-	-	-	-	-	-	-	-						2,185,000	3,683,363
COMMUNITY PROGRAMS PARKS & RECREATION [140]		4,218,700	2,031,300	-	35,000	296,300	-	-	-	-	200,000	-	1,500,000						2,031,300	-
Golf Operations		4,218,700	331,300	-	35,000	296,300	-	-	-	-	-	-	-						331,300	-
001460	Arrowdale and Northridge Clubhouse Projects	4,218,700	331,300	-	35,000	296,300	-	-	-	-	-	-	-						331,300	-
Recreation		-	1,700,000	-	-	-	-	-	-	-	200,000	-	1,500,000						1,700,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

													FUNDING SOURCES						
PROJECT ID and PROJECT Name	Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
001742 New 4-pad feasibility Study	-	200,000	-	-	-	-	-	-	-	200,000	-	-						200,000	
001760 Woodman Community Centre Building Expansion	-	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000						1,500,000	
CORPORATE SERVICES [120]	270,000	2,750,000	200,000	2,180,000	100,000	-	-	50,000	110,000	-	110,000	-						2,750,000	
Clerk's	270,000	2,080,000	-	2,080,000	-	-	-	-	-	-	-	-						2,080,000	
001265 Animal Control Building	270,000	2,080,000	-	2,080,000	-	-	-	-	-	-	-	-						2,080,000	
Finance	-	200,000	150,000	-	-	-	-	50,000	-	-	-	-						200,000	
001689 Community Benefit Charge Study and Financing Strategies for Northern Boundary Lands	-	200,000	150,000	-	-	-	-	50,000	-	-	-	-						200,000	
Human Resources	-	470,000	50,000	100,000	100,000	-	-	-	110,000	-	110,000	-						470,000	
001643 Asbestos Sampling - City Facilities	-	50,000	50,000	-	-	-	-	-	-	-	-	-						50,000	
001429 HR Master Plan Update	-	210,000	-	100,000	-	-	-	-	-	-	110,000	-						210,000	
001092 Pay Equity/Compensation Review	-	210,000	-	-	100,000	-	-	-	110,000	-	-	-						210,000	
EMERGENCY SERVICES [115]	50,850	100,850	25,000	-	-	-	-	-	-	-	75,850	-						100,850	
Police	50,850	100,850	25,000	-	-	-	-	-	-	-	75,850	-						100,850	
000673 Forensic Panoramic Imaging System	50,850	100,850	25,000	-	-	-	-	-	-	-	75,850	-						100,850	
HEALTH & HUMAN SERVICES [130]	89,500	124,900	-	-	-	-	124,900	-	-	-	-	-				-		124,900	
Housing	89,500	124,900	-	-	-	-	124,900	-	-	-	-	-				-		124,900	
001589 Building Condition Audit	89,500	124,900	-	-	-	-	124,900	-	-	-	-	-				-		124,900	
LOCAL BOARDS [165]	-	267,556	-	194,856	-	72,700	-	-	-	-	-	-				-		267,556	
John Noble Home	-	267,556	-	194,856	-	72,700	-	-	-	-	-	-				-		267,556	
001735 EMAR Nursing Equipment	-	194,856	-	194,856	-	-	-	-	-	-	-	-						194,856	
001422 John Noble Home Building Condition Assessments	-	72,700	-	-	-	72,700	-	-	-	-	-	-				-		72,700	
PUBLIC WORKS [150]	4,765,000	48,465,500	3,725,000	3,195,000	3,501,000	7,014,000	10,820,000	6,650,000	6,785,000	4,255,500	860,000	1,660,000	-		360,000	9,675,000	7,770,000	15,485,500	15,175,000
Airport	-	515,500	-	-	36,000	269,000	-	-	-	210,500	-	-						515,500	
001114 Airport - New Taxiway to General Aviation Hangar Area	-	515,500	-	-	36,000	269,000	-	-	-	210,500	-	-						515,500	
Barrier Free Design	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000						1,000,000	
000122 Accessibility Improvement Initiatives (AODA)	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000						1,000,000	
Buildings and Facilities	100,000	2,230,000	425,000	130,000	225,000	350,000	350,000	350,000	100,000	100,000	100,000	100,000						2,230,000	
001509 Operations Works Yard Vinyl Roofing (Dome) Structure	-	225,000	225,000	-	-	-	-	-	-	-	-	-						225,000	
000123 Energy Conservation Initiatives Implementation (Green Energy Act Compliance)	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000						1,000,000	
001506 Operations Works Yard Temporary Facility	100,000	100,000	100,000	-	-	-	-	-	-	-	-	-						100,000	
001554 Parkade Universal Washroom and Space Assessment	-	155,000	-	30,000	125,000	-	-	-	-	-	-	-						155,000	
001081 Accessibility Improvements and Renovations at City Facilities (AODA Regulations)	-	750,000	-	-	-	250,000	250,000	250,000	-	-	-	-						750,000	
Full Corridor Reconstruction	-	1,650,000	-	-	-	-	-	-	150,000	1,500,000	-	-						1,650,000	
001675 Oak Park Road Expansion (Hardy Rd to Savannah Oak Dr)	-	1,650,000	-	-	-	-	-	-	150,000	1,500,000	-	-						1,650,000	
Stormwater	585,000	1,955,000	1,060,000	155,000	535,000	20,000	-	20,000	-	20,000	125,000	20,000					75,000	1,880,000	
001544 Watershed Monitoring and Update for the Urban Boundary Expansion Lands	255,000	510,000	425,000	85,000	-	-	-	-	-	-	-	-						510,000	
001543 Flood Relief Studies and Neighborhood Storm System Improvements	-	820,000	410,000	-	410,000	-	-	-	-	-	-	-						820,000	
001466 Stormwater Financial Sustainability Plan	150,000	150,000	150,000	-	-	-	-	-	-	-	-	-						150,000	
001646 Storm Pond Safety Assessment	-	75,000	75,000	-	-	-	-	-	-	-	-	-					75,000		
001455 Basement Flooding Prevention Grant Program	-	50,000	-	50,000	-	-	-	-	-	-	-	-						50,000	
001403 Tutela Heights Slope - Slope Monitoring Program	55,000	100,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000						100,000	
001541 City Stormwater all-pipe Model Validation	125,000	250,000	-	-	125,000	-	-	-	-	-	125,000	-						250,000	
Street Lighting, Traffic and Parking	-	545,000	90,000	175,000	75,000	75,000	-	-	-	-	65,000	65,000						545,000	
001567 Streetlight Pole Condition Assessment	-	430,000	75,000	75,000	75,000	75,000	-	-	-	-	65,000	65,000						430,000	
001757 Bell Lane & Mt. Pleasant Pedestrian Crossover Works	-	115,000	15,000	100,000	-	-	-	-	-	-	-	-						115,000	
Technical Studies	3,255,000	9,685,000	1,210,000	1,535,000	730,000	785,000	450,000	180,000	1,935,000	2,225,000	180,000	455,000	-		360,000	-	3,570,000	5,755,000	
000797 Public Works Activity Tracking and Asset Management Tool	2,250,000	500,000	500,000	-	-	-	-	-	-	-	-	-					200,000	300,000	
000526 Wastewater Collection System Flow Monitoring and Sampling	-	600,000	150,000	150,000	150,000	150,000	-	-	-	-	-	-					600,000		
001357 Wastewater Siphon Inspection	200,000	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-					500,000		
001405 City-Wide Private Property Easement Investigation	300,000	100,000	100,000	-	-	-	-	-	-	-	-	-					100,000		
000217 Detailed Roadway Surface Condition Assessment	-	400,000	100,000	-	-	100,000	-	-	100,000	-	-	100,000			360,000			40,000	
001609 Stormwater Retention Pond Condition Assessment	-	75,000	75,000	-	-	-	-	-	-	-	-	-						182,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
001099	Aerial Photography Dataset Acquisition	-	165,000	55,000	-	-	55,000	-	-	55,000	-	-	-						165,000	
001644	Wastewater Forcemain Assessment Program	-	250,000	50,000	200,000	-	-	-	-	-	-	-	-					250,000		
000143	Sidewalk Condition Assessment	-	300,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000						300,000	
000169	Manhole Condition Assessment Program	-	500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000					250,000	250,000	
000144	SCADA Master Plan Update	-	450,000	-	200,000	-	-	-	-	250,000	-	-	-					450,000		
001475	Wastewater Pumping Station - Facility Analysis and Performance Assessment	-	360,000	-	120,000	-	-	120,000	-	-	120,000	-	-					360,000		
001358	Wastewater Treatment Plant Outfall Condition Assessment and Flow Control	55,000	110,000	-	110,000	-	-	-	-	-	-	-	-					110,000		
000127	Bridge and Culvert Structural Condition Assessment (OSIM)	-	500,000	-	100,000	-	100,000	-	100,000	-	100,000	-	100,000						500,000	
001474	Inflow and Infiltration Source Investigation	-	100,000	-	100,000	-	-	-	-	-	-	-	-					100,000		
001649	WTP Yard and Storage Facility Study	-	75,000	-	75,000	-	-	-	-	-	-	-	-						75,000	
001369	Retaining Wall Inventory and Condition Assessment	-	100,000	-	50,000	-	50,000	-	-	-	-	-	-						100,000	
000130	Facility/Building Condition Assessment Program	-	100,000	-	50,000	-	-	-	-	50,000	-	-	-						100,000	
001697	Long Term Integrated Waste Management Plan	-	200,000	-	-	200,000	-	-	-	-	-	-	-						200,000	
000318	Water Booster Station and Reservoir Condition Assessment Study	-	150,000	-	-	75,000	-	-	-	-	75,000	-	-					150,000		
001720	Signalized Intersection Assessment	-	75,000	-	-	75,000	-	-	-	-	-	-	-						75,000	
000129	Facility/Building Roofing Condition Study	-	100,000	-	-	50,000	-	-	-	-	50,000	-	-						100,000	
001489	Corporate Facilities Energy Demand Management Plan Update	75,000	75,000	-	-	-	75,000	-	-	-	-	-	-						75,000	
001721	Pavement Marking Inventory and Assessment	-	75,000	-	-	-	75,000	-	-	-	-	-	-						75,000	
000119	Water and Wastewater System Financial Sustainability Plan	-	100,000	-	-	-	-	100,000	-	-	-	-	-					100,000		
001722	Information and Transit Sign Inventory and Assessment	-	50,000	-	-	-	-	50,000	-	-	-	-	-						50,000	
001202	Tutela Height Area Slope Stabilization	-	3,000,000	-	-	-	-	-	-	1,200,000	1,800,000	-	-						3,000,000	
001140	Water Treatment Plant Condition Assessment, Inventory Verification and Capital Plan	250,000	200,000	-	-	-	-	-	-	200,000	-	-	-					200,000		
001181	Water and Wastewater City Wide Risk and Criticality Assessment	-	200,000	-	-	-	-	-	-	-	-	100,000	100,000					200,000		
000826	Stormwater Flow Monitoring Program	-	200,000	-	200,000	-	-	-	-	-	-	-	-	-					200,000	
001146	Streetlight and Transit Stop Survey and Condition Assessment Study	125,000	75,000	-	-	-	-	-	-	-	-	-	75,000				-		75,000	
Waste Management		750,000	21,260,000	440,000	900,000	1,300,000	4,290,000	4,320,000	5,650,000	4,150,000	-	90,000	120,000			-	9,675,000	-	1,910,000	9,675,000
001156	Landfill Site Stage 3 A/B New Gas Collection System Extension	250,000	900,000	250,000	250,000	200,000	200,000	-	-	-	-	-	-						900,000	
001682	Closed Landfill Sites Inspection and Monitoring	-	100,000	100,000	-	-	-	-	-	-	-	-	-						100,000	
001028	Landfill Pumping Stations Condition and Performance Assessment	-	610,000	90,000	-	100,000	90,000	120,000	-	-	-	90,000	120,000						610,000	
001557	Anaerobic Digestion Facility and Green Energy Opportunities at the WWTP	500,000	19,350,000	-	500,000	1,000,000	4,000,000	4,200,000	5,650,000	4,000,000	-	-	-			-	9,675,000	-	-	9,675,000
001214	Landfill Master Plan Update - Mohawk Street Landfill Site	-	300,000	-	150,000	-	-	-	-	150,000	-	-	-						300,000	
Wastewater		75,000	2,800,000	400,000	200,000	200,000	100,000	100,000	350,000	350,000	100,000	200,000	800,000					2,800,000		
001680	WWTP Upgrade Assessment	-	300,000	300,000	-	-	-	-	-	-	-	-	-						300,000	
000861	Private Sewer Lateral Replacement Grant Program	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000					1,000,000		
001476	Wastewater Pumping Station Flow Monitoring	75,000	200,000	-	100,000	100,000	-	-	-	-	-	-	-						200,000	
001392	Wastewater Treatment Plant Strategic Plan Update	-	250,000	-	-	-	-	-	250,000	-	-	-	-						250,000	
001532	WWTP Underground Infrastructure Condition Assessment	-	250,000	-	-	-	-	-	-	250,000	-	-	-						250,000	
001545	Sewage Disposal Station	-	300,000	-	-	-	-	-	-	-	-	100,000	200,000						300,000	
001534	WWTP Septage and Screening Receiving Station	-	500,000	-	-	-	-	-	-	-	-	-	500,000						500,000	
Water		-	6,825,000	-	-	300,000	1,025,000	5,500,000	-	-	-	-	-					1,325,000		5,500,000
001524	Water Treatment System Master Plan	-	300,000	-	-	300,000	-	-	-	-	-	-	-						300,000	
001519	Tutela Heights Water Servicing	-	6,525,000	-	-	-	1,025,000	5,500,000	-	-	-	-	-					1,025,000		5,500,000
State of Good Repair		26,727,643	514,589,612	62,520,117	65,248,189	65,139,322	48,288,704	42,839,649	39,275,861	54,402,251	47,378,411	60,034,602	29,462,506	-	1,360,413	59,201,722	25,836,113	162,906,500	237,284,864	25,800,000
CHIEF ADMINISTRATIVE OFFICER [110]		625,000	750,000	-	-	-	250,000	-	-	-	-	-	500,000						750,000	
Communications & Community Engagement		625,000	750,000	-	-	-	250,000	-	-	-	-	-	500,000						750,000	
001311	brantford.ca Website Revitalization	625,000	750,000	-	-	-	250,000	-	-	-	-	-	500,000						750,000	
COMMUNITY DEVELOPMENT [145]		-	163,000	-	-	-	55,000	53,000	-	-	-	55,000	-						163,000	
Economic Dev & Tourism		-	163,000	-	-	-	55,000	53,000	-	-	-	55,000	-						163,000	
000635	Outdoor City Map Signs	-	110,000	-	-	-	55,000	-	-	-	-	55,000	-						110,000	
000639	Economic Development & Tourism - Website Update	-	53,000	-	-	-	-	53,000	-	-	-	-	-						53,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

													FUNDING SOURCES							
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
COMMUNITY PROGRAMS PARKS & RECREATION [140]		1,819,413	59,845,617	7,298,285	4,733,472	5,285,860	3,100,000	7,835,000	2,305,000	2,535,000	6,070,000	19,080,000	1,603,000		1,340,000	1,650,000	8,150,000		34,305,617	12,200,000
Bridges		-	3,583,000	-	793,000	-	-	2,790,000	-	-	-	-	-			-			3,583,000	-
001610	TH & B Pedestrian Bridge Rehabilitation	-	793,000	-	793,000	-	-	-	-	-	-	-	-			-			793,000	-
001611	Brant's Crossing Pedestrian Bridge Replacement	-	2,790,000	-	-	-	-	2,790,000	-	-	-	-	-			-			2,790,000	-
Buildings and Facilities		-	3,300,000	-	-	-	-	-	-	400,000	2,900,000	-	-						3,300,000	
001620	Accommodation Strategy Phase 6 - 1-3 Sherwood Dr Site Re-development	-	3,300,000	-	-	-	-	-	-	400,000	2,900,000	-	-						3,300,000	
Cemeteries		220,000	1,975,000	235,000	330,000	435,000	275,000	475,000	85,000	35,000	35,000	35,000	35,000						1,975,000	
001451	Mt Hope Mausoleum Repairs	20,000	1,005,000	200,000	25,000	250,000	40,000	440,000	50,000	-	-	-	-						1,005,000	
000783	Cemetery - Minor Capital	-	350,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000						350,000	
001280	Cemetery Roadway Improvements	200,000	450,000	-	250,000	-	200,000	-	-	-	-	-	-						450,000	
001452	Mount Hope Workshop	-	170,000	-	20,000	150,000	-	-	-	-	-	-	-						170,000	
Parks		1,080,000	21,340,000	4,435,000	2,735,000	3,920,000	2,220,000	2,805,000	1,895,000	1,270,000	600,000	560,000	900,000		1,340,000	1,450,000	150,000		16,200,000	-
001447	Sportsfield Lighting	-	1,365,000	515,000	250,000	-	-	-	-	300,000	300,000	-	-						1,365,000	
000218	Glenhyrst Gallery Architectural Rehabilitation/Replacement - Back Porch Stage Entry Wall	560,000	145,000	145,000	-	-	-	-	-	-	-	-	-						145,000	
000594	Trails / Bikeway Renovations	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000			1,000,000			-	
001288	Park Renovation/Improvements	-	800,000	100,000	100,000	100,000	-	100,000	-	200,000	-	200,000	-		800,000					
001730	Jaycee Sports Park Site Improvements	-	100,000	100,000	-	-	-	-	-	-	-	-	-						100,000	
001728	Rotary Centennial Waterworks Park Pavillion Site Improvements	-	50,000	50,000	-	-	-	-	-	-	-	-	-				50,000			
001614	Steve Brown Sports Complex - Site alteration and fencing	-	565,000	25,000	290,000	250,000	-	-	-	-	-	-	-						565,000	
001446	Rotary Centennial Waterworks Park Parking Lot	50,000	450,000	-	450,000	-	-	-	-	-	-	-	-						450,000	
001442	Jaycee Bridge Replacement	-	150,000	-	150,000	-	-	-	-	-	-	-	-			150,000			-	
000610	Bell Homestead Upgrades	-	350,000	-	75,000	-	-	75,000	100,000	-	-	100,000	-						350,000	
000609	Greenhouse Boilers	-	75,000	-	75,000	-	-	-	-	-	-	-	-						75,000	
000599	Playground Rehabilitation/ Replacement Program	-	3,325,000	500,000	525,000	525,000	525,000	525,000	525,000	-	200,000	-	-		140,000				3,185,000	
001443	Fordview Park Look Out Repair /Replacement	-	315,000	-	50,000	265,000	-	-	-	-	-	-	-						315,000	
001445	Drummond Street Bridge Replacement	-	255,000	-	25,000	230,000	-	-	-	-	-	-	-						255,000	
001283	George Henry Sports Field Light replacement	-	420,000	-	20,000	400,000	-	-	-	-	-	-	-						420,000	
001727	Kerr's Lane Crossing Rehabilitation	-	320,000	-	20,000	300,000	-	-	-	-	-	-	-						320,000	
000106	Parks and Recreation Storage Building Replacement	-	600,000	-	20,000	280,000	-	-	-	-	-	-	300,000						600,000	
001083	Parks and Recreation Facilities Roof Repairs and Replacements	-	500,000	-	-	500,000	-	-	-	-	-	-	-						500,000	
000603	Mohawk Park Picnic Pavillions replacement	-	1,700,000	-	-	300,000	300,000	400,000	400,000	300,000	-	-	-						1,700,000	
000219	Glenhyrst Gardens Internal Roadway and Lighting Upgrades	-	550,000	-	50,000	500,000	-	-	-	-	-	-	-			300,000			250,000	
000601	Arnold Anderson Stadium Upgrade	-	70,000	-	-	70,000	-	-	-	-	-	-	-		70,000					
001731	Mohawk Lake Access	-	450,000	-	-	50,000	400,000	-	-	-	-	-	-						450,000	
001729	Rotary Centennial Waterworks Park Environmental Improvements	-	100,000	-	-	50,000	50,000	-	-	-	-	-	-				100,000			
001750	TH and B Rail Trail Crossings	-	1,150,000	-	-	-	260,000	260,000	-	370,000	-	-	260,000						1,150,000	
001084	Parks and Recreation Facilities - Mechanical and Building System Rehabilitation / Replacement	-	500,000	-	-	-	250,000	250,000	-	-	-	-	-						500,000	
000611	Community Halls	-	110,000	-	-	-	110,000	-	-	-	-	-	-						110,000	
000605	Mohawk Park Entrance Road and Parking	-	1,575,000	-	-	-	100,000	1,000,000	475,000	-	-	-	-						1,575,000	
001745	Bell Homestead Condition Assessment/Conservation Plan	-	75,000	-	-	-	-	75,000	-	-	-	-	-						75,000	
001748	Charlie Ward - concrete wall rehabilitation	-	165,000	-	-	-	-	20,000	145,000	-	-	-	-						165,000	
001751	WGP overhead trail bridge	-	110,000	-	-	-	-	-	-	-	-	10,000	100,000						110,000	
001749	Oakhill Cemetery Trail/Creek Crossing	-	140,000	-	-	-	-	-	-	-	-	-	140,000						140,000	
000554	Dufferin Park Redevelopment	400,000	2,600,000	2,600,000	-	-	-	-	-	-	-	-	-		330,000				70,000	-
000602	Multiuse Pad Replacement	70,000	550,000	-	125,000	-	125,000	-	150,000	-	-	150,000	-		-				550,000	
000604	Mohawk Park Lookout Replacement	-	110,000	-	110,000	-	-	-	-	-	-	-	-						110,000	
001095	Emerald Ash Borer Strategy	-	600,000	300,000	300,000	-	-	-	-	-	-	-	-				-		600,000	
Parks & Recreation		-	1,750,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000						1,750,000	
000780	Parks and Recreation - Minor Capital	-	1,750,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000						1,750,000	
Recreation		399,413	25,782,617	2,398,285	458,472	665,860	275,000	535,000	60,000	540,000	2,250,000	18,200,000	400,000			200,000	8,000,000		5,382,617	12,200,000
001725	Woodman Pool Replacement	-	1,900,000	1,900,000	-	-	-	-	-	-	-	-	-						1,900,000	
000179	Wayne Gretzky Sports Complex Insulate & Vapour Barrier South and north End Walls	25,000	250,000	250,000	-	-	-	-	-	-	-	-	-			200,000			50,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
001296	Wayne Gretzky Sports Centre Refrigeration Maintenance	96,000	118,000	118,000	-	-	-	-	-	-	-	-	-						118,000	
000621	Gretzky - UV Disinfection Filtration Upgrades	-	80,000	80,000	-	-	-	-	-	-	-	-	-						80,000	
001441	Branlyn Upgrades	278,413	109,617	50,285	23,472	35,860	-	-	-	-	-	-	-						109,617	
000167	Wayne Gretzky Sports Complex Mechanical Equipment Screening (City By-Law)	-	260,000	-	260,000	-	-	-	-	-	-	-	-						260,000	
001743	Wayne Gretzky Sports Centre Building Assessment	-	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
000851	Mohawk Pavilion - building and site improvements	-	575,000	-	75,000	500,000	-	-	-	-	-	-	-						575,000	
001294	Wayne Gretzky Sports Centre Bleacher Cement Sealer	-	80,000	-	-	80,000	-	-	-	-	-	-	-						80,000	
000619	DSEPCC Gym Floor	-	50,000	-	-	50,000	-	-	-	-	-	-	-						50,000	
000957	Civic Over-Ice Floor	-	250,000	-	-	-	250,000	-	-	-	-	-	-						250,000	
001298	Wayne Gretzky Sports Centre Waterslide	-	500,000	-	-	-	25,000	475,000	-	-	-	-	-						500,000	
001297	Wayne Gretzky Sports Centre Pool Shower Upgrades	-	60,000	-	-	-	-	60,000	-	-	-	-	-						60,000	
001436	Earl Haig-Lazy River/Pool Basin	-	300,000	-	-	-	-	-	30,000	270,000	-	-	-						300,000	
001437	Gretzky - Rink#1 Electrical Upgrades	-	300,000	-	-	-	-	-	30,000	270,000	-	-	-						300,000	
000959	Gretzky Over-Ice Floor	-	250,000	-	-	-	-	-	-	-	250,000	-	-						250,000	
001740	New Twin Pad Arena	-	20,200,000	-	-	-	-	-	-	-	2,000,000	18,200,000	-				8,000,000			12,200,000
001741	Decommission Lions Park Arena & Civic Centre	-	400,000	-	-	-	-	-	-	-	-	-	400,000						400,000	
Sanderson Centre		120,000	2,115,000	55,000	242,000	90,000	155,000	1,055,000	90,000	115,000	110,000	110,000	93,000						2,115,000	
000644	Sanderson Centre LED Stage Lighting	120,000	210,000	40,000	-	50,000	-	40,000	-	40,000	40,000	-	-						210,000	
000779	Sanderson - Minor Capital	-	150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000						150,000	
000652	Sanderson Centre Speaker System Replacement	-	135,000	-	135,000	-	-	-	-	-	-	-	-						135,000	
001715	Stage personnel lift replacement	-	52,000	-	52,000	-	-	-	-	-	-	-	-						52,000	
000651	Sanderson Centre Video Projector Replacement	-	40,000	-	40,000	-	-	-	-	-	-	-	-						40,000	
000653	Sanderson Centre Heritage Hall External Signage Replacement	-	25,000	-	-	25,000	-	-	-	-	-	-	-						25,000	
000656	Sanderson Centre Catwalk & Fly Tower Structural Assessment	-	55,000	-	-	-	55,000	-	-	-	-	-	-						55,000	
000655	Sanderson Centre Chain Motors Replacement	-	35,000	-	-	-	35,000	-	-	-	-	-	-						35,000	
001716	Auditorium Steel Roof Replacement	-	925,000	-	-	-	25,000	900,000	-	-	-	-	-						925,000	
000649	Sanderson Centre Stage Floor Replacement	-	25,000	-	-	-	25,000	-	-	-	-	-	-						25,000	
000944	Sanderson Centre Heritage Hall Interior Window & Door Replacement	-	70,000	-	-	-	-	70,000	-	-	-	-	-						70,000	
000943	Sanderson Centre Exhaust Fan Replacement	-	30,000	-	-	-	-	30,000	-	-	-	-	-						30,000	
000996	Sanderson Centre Administration Office Refurbishment	-	75,000	-	-	-	-	-	75,000	-	-	-	-						75,000	
000995	Sanderson Centre Stage Masking Replacement	-	60,000	-	-	-	-	-	-	60,000	-	-	-						60,000	
001397	Auditorium and Attic Heat Detector Replacement	-	55,000	-	-	-	-	-	-	-	55,000	-	-						55,000	
001711	Sanderson Centre Boiler Replacement	-	50,000	-	-	-	-	-	-	-	-	50,000	-						50,000	
001714	Sanderson Centre Sound Console Replacement	-	40,000	-	-	-	-	-	-	-	-	40,000	-						40,000	
001712	Hot Water Heat Exchanger and Storage Tank	-	55,000	-	-	-	-	-	-	-	-	5,000	50,000						55,000	
001713	Dressing Room HVAC replacement	-	28,000	-	-	-	-	-	-	-	-	-	28,000						28,000	
CORPORATE SERVICES [120]		921,300	8,332,650	1,279,650	1,410,000	723,000	675,000	1,200,000	825,000	500,000	810,000	500,000	410,000					500,000	7,832,650	
Finance		375,000	1,982,650	829,650	600,000	23,000	15,000	500,000	15,000	-	-	-	-					500,000	1,482,650	
001590	Property Tax Software Replacement	25,000	800,000	800,000	-	-	-	-	-	-	-	-	-						800,000	
001266	Finance Minor Capital	-	82,650	29,650	-	23,000	15,000	-	15,000	-	-	-	-						82,650	
001575	CRM Upgrades	-	500,000	-	500,000	-	-	-	-	-	-	-	-						500,000	
001691	Meter Reading Hardware Replacement	-	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
000961	Upgrade to CIS system - new functionality with new release	350,000	500,000	-	-	-	-	500,000	-	-	-	-	-					500,000	-	
IT Services		546,300	6,350,000	450,000	810,000	700,000	660,000	700,000	810,000	500,000	810,000	500,000	410,000						6,350,000	
001698	Server and Storage Upgrade	-	230,000	230,000	-	-	-	-	-	-	-	-	-						230,000	
001699	Security Platform	-	120,000	120,000	-	-	-	-	-	-	-	-	-						120,000	
000658	PC Replacement Program	-	650,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000						650,000	
000661	Software Upgrades & Replacements	-	2,550,000	-	250,000	400,000	250,000	250,000	400,000	250,000	400,000	250,000	100,000						2,550,000	
000660	Network Extension	-	2,300,000	-	200,000	200,000	300,000	400,000	300,000	200,000	300,000	200,000	200,000						2,300,000	
001304	Virtual Desktop Infrastructure	546,300	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
001418	Integrate Applications & Data	-	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
001413	IT Services Security Program	-	300,000	-	60,000	-	60,000	-	60,000	-	60,000	-	60,000						300,000	
EMERGENCY SERVICES [115]		120,000	13,908,085	2,244,400	955,138	1,607,140	2,065,757	1,031,800	1,984,950	1,750,800	577,500	1,123,800	566,800				80,000		13,828,085	
Fire		120,000	8,807,605	1,467,500	291,055	1,129,600	1,719,600	167,500	1,574,850	1,197,500	170,000	807,500	282,500						165,807,605	



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000567	Replace Pumper/Aerial (#106492)	-	1,300,000	1,300,000	-	-	-	-	-	-	-	-	-						1,300,000	
000747	Fire Minor Capital	-	1,095,605	105,000	128,555	107,100	107,100	105,000	55,350	115,000	107,500	145,000	120,000						1,095,605	
001626	Fire Bunker Gear Replacement	-	625,000	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500						625,000	
001633	Communication Centre Upgrade	-	100,000	-	100,000	-	-	-	-	-	-	-	-						100,000	
001277	Replace Pumper / Rescue Vehicle (#107417)	-	900,000	-	-	900,000	-	-	-	-	-	-	-						900,000	
000569	Fire Station #1 - Pavement Resurfacing	-	60,000	-	-	60,000	-	-	-	-	-	-	-						60,000	
001275	Replace Aerial Truck (#107420)	-	1,500,000	-	-	-	1,500,000	-	-	-	-	-	-						1,500,000	
000570	Fire Station #1 - Roof HVAC units	-	50,000	-	-	-	50,000	-	-	-	-	-	-						50,000	
001428	Replace Pumper Rescue (#106508)	-	900,000	-	-	-	-	-	900,000	-	-	-	-						900,000	
000561	Fire Station #1 - Roof	-	300,000	-	-	-	-	-	300,000	-	-	-	-						300,000	
000566	Fire Station #1 Overhead Doors	-	132,000	-	-	-	-	-	132,000	-	-	-	-						132,000	
001547	Replace Command Trailer (#107415)	-	125,000	-	-	-	-	-	125,000	-	-	-	-						125,000	
001430	Replace Pumper / Rescue Vehicle (#106507)	-	900,000	-	-	-	-	-	-	900,000	-	-	-						900,000	
000563	Replace Platoon Chief Vehicle (#106509)	120,000	120,000	-	-	-	-	-	-	120,000	-	-	-						120,000	
001513	Replace Tanker (#106588)	-	600,000	-	-	-	-	-	-	-	-	600,000	-						600,000	
001514	Replace Mini-Pumper (#106589)	-	100,000	-	-	-	-	-	-	-	-	-	100,000						100,000	
Police		-	5,100,480	776,900	664,083	477,540	346,157	864,300	410,100	553,300	407,500	316,300	284,300				80,000		5,020,480	
000926	PBX and Call Pilot Upgrade	-	240,000	240,000	-	-	-	-	-	-	-	-	-						240,000	
000687	Police Minor Capital	-	1,502,180	173,900	214,083	185,540	146,157	122,300	125,100	108,300	131,200	131,300	164,300						1,502,180	
000680	Police - Replacement of Video Surveillance / Storage System	-	175,000	85,000	-	-	-	-	-	90,000	-	-	-						175,000	
001627	Information Technology Replacement Program	-	600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000						600,000	
000663	Police Prisoner Transport Vehicle	-	123,000	58,000	-	-	-	-	65,000	-	-	-	-						123,000	
000686	Marked Vehicle Changeover	-	210,000	50,000	-	-	50,000	-	-	110,000	-	-	-						210,000	
001630	Police Vehicle Fleet Replacement	-	990,000	110,000	175,000	60,000	90,000	60,000	60,000	110,000	140,000	125,000	60,000				80,000		910,000	
000668	Police Communications Centre Upgrade	-	140,000	-	140,000	-	-	-	-	-	-	-	-						140,000	
000681	Police -Storage Area Network (SAN) Replacement	-	225,000	-	75,000	-	-	75,000	-	75,000	-	-	-						225,000	
000925	Replacement of Network Core Switches	-	70,000	-	-	70,000	-	-	-	-	-	-	-						70,000	
001210	Police - Virtual Host Replacement Program	-	128,300	-	-	52,000	-	-	-	-	76,300	-	-						128,300	
000666	Police Internal / External Communications	-	50,000	-	-	50,000	-	-	-	-	-	-	-						50,000	
001629	Taser Replacement	-	345,000	-	-	-	-	345,000	-	-	-	-	-						345,000	
000577	Police - Mobile Workstation Replacement	-	160,000	-	-	-	-	160,000	-	-	-	-	-						160,000	
001516	Microsoft Windows Upgrade	-	42,000	-	-	-	-	42,000	-	-	-	-	-						42,000	
000671	Police Station Audio / Visual Project	-	100,000	-	-	-	-	-	100,000	-	-	-	-						100,000	
HEALTH & HUMAN SERVICES [130]		30,000	7,455,927	762,627	1,719,300	1,413,500	780,000	358,000	356,000	357,000	345,000	503,000	861,500				783,621		6,672,306	
Housing		30,000	7,455,927	762,627	1,719,300	1,413,500	780,000	358,000	356,000	357,000	345,000	503,000	861,500				783,621		6,672,306	
001608	Richard Beckett Building Cooling System	20,000	225,627	225,627	-	-	-	-	-	-	-	-	-						225,627	
000730	Brant Towers and Lorne Towers Common Area Flooring	-	190,000	190,000	-	-	-	-	-	-	-	-	-						190,000	
000739	Brant / Lorne Towers - Interior Finishes	-	120,000	120,000	-	-	-	-	-	-	-	-	-						120,000	
001705	Heritage House Minor Capital	-	54,000	54,000	-	-	-	-	-	-	-	-	-						54,000	
001684	Winston Court - Windows	-	550,000	50,000	500,000	-	-	-	-	-	-	-	-						550,000	
001637	LHC Properties - Kitchen Renovations	-	750,000	30,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000						750,000	
001635	Walkers Green Balcony	-	275,000	25,000	250,000	-	-	-	-	-	-	-	-				275,000			
001638	Riverside Garden - Foundation	-	275,000	25,000	250,000	-	-	-	-	-	-	-	-				275,000		-	
000719	Lorne Towers - Genset	-	198,000	18,000	180,000	-	-	-	-	-	-	-	-				128,678		69,322	
001634	Northland Gardens - ACM Removal	-	275,000	25,000	250,000	-	-	-	-	-	-	-	-				104,943		170,057	
001636	Riverside Gardens - Fencing	-	80,000	-	80,000	-	-	-	-	-	-	-	-						80,000	
000736	Northland Gardens - Parking Lots/curbs/walkways	-	385,000	-	35,000	350,000	-	-	-	-	-	-	-						385,000	
000734	Eastdale Gardens - Parking Lots/curbs/walkways	-	257,400	-	23,400	234,000	-	-	-	-	-	-	-						257,400	
000727	Daleview Gardens - Parking lots/curb/walkways	-	220,000	-	20,000	200,000	-	-	-	-	-	-	-						220,000	
001639	Riverside Garden -Parking Lots/curbs/walkways	-	220,000	-	20,000	200,000	-	-	-	-	-	-	-						220,000	
000722	Albion Towers - Parking lots/curbs/walkways	-	198,000	-	18,000	180,000	-	-	-	-	-	-	-						198,000	
000920	Trillium Way-Parking Lots/curbs/walkways	-	141,900	-	12,900	129,000	-	-	-	-	-	-	-						141,900	
001641	Heritage House - Exterior Repairs	-	445,500	-	-	40,500	405,000	-	-	-	-	-	-						445,500	
000737	Riverside Gardens - Exterior Doors	-	136,000	-	-	-	136,000	-	-	-	-	-	-						136,000	
001232	Water Softener Replacements (Brant/Lorne/Albion)	-	65,000	-	-	-	65,000	-	-	-	-	-	-						65,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
001640	Brant Towers - Siding	-	50,000	-	-	-	50,000	-	-	-	-	-	-						50,000	
000738	Trillium Way - Balcony Doors	-	44,000	-	-	-	44,000	-	-	-	-	-	-						44,000	
000743	Northland Gardens -Bedroom & Kitchen Windows	-	116,000	-	-	-	-	116,000	-	-	-	-	-						116,000	
000744	Northland Gardens - Livingroom Windows	-	94,000	-	-	-	-	94,000	-	-	-	-	-						94,000	
000740	Daleview Gardens - Exterior Doors	-	68,000	-	-	-	-	68,000	-	-	-	-	-						68,000	
000711	Northland Gardens - Entrance Doors	-	195,000	-	-	-	-	-	195,000	-	-	-	-						195,000	
000742	Lorne Towers - Paint Balcony Walls	-	81,000	-	-	-	-	-	81,000	-	-	-	-						81,000	
000921	Lorne Towers - Replace Pedestrian Walkways	-	202,000	-	-	-	-	-	-	202,000	-	-	-						202,000	
001642	Brant Towers & Lorne Towers Fencing	-	75,000	-	-	-	-	-	-	75,000	-	-	-						75,000	
001238	Winston Court - Hallway Flooring	-	115,000	-	-	-	-	-	-	-	115,000	-	-						115,000	
001236	Trillium Way - Hallway Flooring	-	65,000	-	-	-	-	-	-	-	65,000	-	-						65,000	
001234	Albion Towers - Hallway Flooring	-	57,000	-	-	-	-	-	-	-	57,000	-	-						57,000	
001233	Willow St. (Paris) - Roofing	-	28,000	-	-	-	-	-	-	-	28,000	-	-						28,000	
001703	Robertson Housing Roof Replacements	-	148,000	-	-	-	-	-	-	-	-	148,000	-						148,000	
001247	Various (portfolio wide) - Smoke/CO alarm replacements	-	100,000	-	-	-	-	-	-	-	-	100,000	-						100,000	
001237	Trillium Way - Hallway/Common Area Finishes	-	45,000	-	-	-	-	-	-	-	-	45,000	-						45,000	
001239	Winston Court - Hallway/Common Area Finishes	-	40,000	-	-	-	-	-	-	-	-	40,000	-						40,000	
001235	Albion Towers - Hallway/Common Area Finishes	-	35,000	-	-	-	-	-	-	-	-	35,000	-						35,000	
001241	Sunrise Villa (Burford) - Well System Equipment	-	35,000	-	-	-	-	-	-	-	-	35,000	-						35,000	
001702	Heritage House - Roof Replacement	-	430,000	-	-	-	-	-	-	-	-	20,000	410,000						430,000	
001246	Northland Gardens - Roofing Replacement	-	190,000	-	-	-	-	-	-	-	-	-	190,000						190,000	
001017	Daleview Gardens Flat Roof Replacements	10,000	181,500	-	-	-	-	-	-	-	-	-	181,500						181,500	
LOCAL BOARDS [165]		576,930	6,306,767	730,655	1,210,779	716,822	629,947	648,283	651,911	571,451	477,911	424,802	244,206				105,000		6,201,767	
John Noble Home		503,430	5,384,567	483,455	535,779	716,822	629,947	648,283	651,911	571,451	477,911	424,802	244,206				-		5,384,567	
001736	Davis Court/ Mohawk Terrace Flooring Replacement	-	130,860	-	-	-	-	-	-	130,860	-	-	-						130,860	
001738	John Noble Home Tower Roofing / S3	-	148,106	-	-	-	-	-	-	-	148,106	-	-						148,106	
000580	John Noble Home Resident Room Refurnishment - Furnishings & Equipment	-	290,800	25,445	70,499	-	-	-	194,856	-	-	-	-				-		290,800	
000581	John Noble Home Common Area Refurbishment	-	142,492	-	25,445	117,047	-	-	-	-	-	-	-				-		142,492	
000582	John Noble Home Nursing Unit Refurbishment	-	72,700	14,540	58,160	-	-	-	-	-	-	-	-				-		72,700	
000583	John Noble Home Support Services Equipment	-	413,194	36,350	36,350	36,350	38,168	40,439	42,461	44,584	45,253	46,158	47,081				-		413,194	
000590	John Noble Home Total Office IT and Furniture Replacement and or Upgrades	-	413,194	36,350	36,350	36,350	38,168	40,439	42,461	44,584	45,253	46,158	47,081				-		413,194	
000592	John Noble Home Bell Lane Terrace Refurbishment	-	205,404	18,175	18,175	18,175	19,084	20,038	21,040	22,092	22,424	22,872	23,329				-		205,404	
000853	John Noble Home - Fire Sprinkler System Installation	-	152,670	21,810	130,860	-	-	-	-	-	-	-	-				-		152,670	
000854	John Noble Home - Site and Pavement Improvements	328,350	208,773	-	-	-	-	-	-	208,773	-	-	-				-		208,773	
000855	John Noble Home - Tunnel Plumbing and Mechanical Pipe Replacement	175,080	145,400	145,400	-	-	-	-	-	-	-	-	-				-		145,400	
000939	John Noble Home Courtyard Walkway, Sprinkler	-	265,355	-	-	-	-	29,080	236,275	-	-	-	-				-		265,355	
000993	John Noble Home Resident Room Refurnishment - Mechanical & Plumbing	-	385,310	21,810	-	181,750	181,750	-	-	-	-	-	-				-		385,310	
001253	John Noble Home Exit Signage	-	47,982	-	-	-	47,982	-	-	-	-	-	-				-		47,982	
001254	John Noble Home Door Replacement	-	37,077	-	-	-	37,077	-	-	-	-	-	-				-		37,077	
001255	John Noble Home Electrical Panel Upgrade	-	105,415	-	-	-	14,540	90,875	-	-	-	-	-				-		105,415	
001256	John Noble Home Window Replacement	-	72,700	-	-	-	-	-	-	-	72,700	-	-				-		72,700	
001258	John Noble Home Main Heating Boilers Replacement	-	196,290	-	14,540	181,750	-	-	-	-	-	-	-				-		196,290	
001260	John Noble Home Generator Replacement	-	94,510	-	-	-	94,510	-	-	-	-	-	-				-		94,510	
001261	John Noble Home Nursing Equipment	-	718,253	109,050	109,050	109,050	49,618	52,098	54,704	57,439	58,300	58,883	60,061				-		718,253	
001262	John Noble Home Building Repairs/Replacement	-	558,299	54,525	36,350	36,350	54,525	57,251	60,114	63,119	64,065	65,346	66,654				-		558,299	
001263	John Noble Home Fire Alarm System Upgrades	-	29,080	-	-	-	29,080	-	-	-	-	-	-				-		29,080	
001264	John Noble Home Roofing	-	550,703	-	-	-	25,445	318,063	-	-	21,810	185,385	-				-		550,703	
Library		73,500	922,200	247,200	675,000	-	-	-	-	-	-	-	-				105,000		817,200	
001060	St. Paul Library Branch HVAC Replacement	15,000	237,200	237,200	-	-	-	-	-	-	-	-	-				55,000		182,200	
001565	Main Library Passenger Elevator Modernization	-	100,000	10,000	90,000	-	-	-	-	-	-	-	-				50,000		50,000	
001267	Main Library Roof	58,500	585,000	-	585,000	-	-	-	-	-	-	-	-						585,000	
PUBLIC WORKS [150]		22,635,000	417,827,566	50,204,500	55,219,500	55,393,000	40,733,000	31,713,566	33,153,000	48,688,000	39,098,000	38,348,000	25,277,000	-	20,413	57,551,722	16,717,492	162,406,500	167,531,439	13,600,000



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

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PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
Airport		194,000	3,793,500	300,000	515,500	45,000	1,194,000	95,000	1,065,000	140,000	439,000	-	-						3,793,500	
001118	Airport - Commercial Hangar Door Replacement	-	300,000	300,000	-	-	-	-	-	-	-	-	-						300,000	
000545	Airport Building 150 Miscellaneous Repairs and Refurbishment (Phase 1 of 2)	-	375,500	-	375,500	-	-	-	-	-	-	-	-						375,500	
001111	Airport - Correct Grading within runway 05-23 strip	-	140,000	-	140,000	-	-	-	-	-	-	-	-						140,000	
001113	Airport - Rehabilitate Taxiway Bravo and lighting replacements	-	382,000	-	-	45,000	337,000	-	-	-	-	-	-						382,000	
001109	Airport Perimeter Security fencing and access gates	194,000	587,000	-	-	-	587,000	-	-	-	-	-	-						587,000	
001105	Airport Miscellaneous Terminal Apron and Runway 05/23 Repairs	-	370,000	-	-	-	270,000	-	-	100,000	-	-	-						370,000	
001119	Airport - Miscellaneous Terminal Apron and Runway 11/29 Repairs	-	670,000	-	-	-	-	55,000	615,000	-	-	-	-						670,000	
001120	Airport - Rehabilitate Eastern hangar area taxiway and apron	-	340,000	-	-	-	-	40,000	300,000	-	-	-	-						340,000	
000544	Airport - Building 130: Miscellanous Capital Repairs (Phase 2 of 2)	-	150,000	-	-	-	-	-	150,000	-	-	-	-						150,000	
001104	Airport - Decommission Taxiway D and Convert Runway 17/25 to Taxiway	-	479,000	-	-	-	-	-	-	40,000	439,000	-	-						479,000	
Bridges		1,120,000	18,215,000	675,000	1,275,000	10,080,000	1,245,000	1,235,000	2,225,000	875,000	320,000	125,000	160,000			3,900,000	3,500,000		10,815,000	
000531	Bridge Immediate Repair Needs (Various Bridges)	-	1,350,000	175,000	175,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000			100,000			1,250,000	
000080	Garden Ave Bridge Rehabilitation Activities	250,000	500,000	-	500,000	-	-	-	-	-	-	-	-			500,000				
001483	Murray St Bridge Over Canal Repairs	-	290,000	-	-	30,000	260,000	-	-	-	-	-	-						290,000	
001487	Gilkison St Culvert Replacement	-	175,000	-	-	25,000	150,000	-	-	-	-	-	-						175,000	
000196	Erie Ave (Cockshutt) Bridge Rehabilitation Over Grand River	-	650,000	-	-	50,000	600,000	-	-	-	-	-	-			300,000			350,000	
001479	WGP Overhead Bridge at Grey St	-	400,000	-	-	-	40,000	360,000	-	-	-	-	-						400,000	
001480	WGP Overhead Northbound Bridge at Morton	-	380,000	-	-	-	40,000	340,000	-	-	-	-	-						380,000	
001481	WGP Overhead Southbound Bridge at Morton	-	290,000	-	-	-	30,000	260,000	-	-	-	-	-						290,000	
001402	VMP bridge over the Grand River Major Rehabilitation	-	2,150,000	-	-	-	-	150,000	2,000,000	-	-	-	-			1,500,000			650,000	
000829	Eagle Avenue Culvert over Mohawk Waterway Replacement	-	830,000	-	-	-	-	-	100,000	730,000	-	-	-						830,000	
001482	Silver Creek Crossing Bridge Repairs	-	215,000	-	-	-	-	-	-	20,000	195,000	-	-						215,000	
001401	VMP Bridge over Market Street Conversion to Semi-Integral Abutments	-	35,000	-	-	-	-	-	-	-	-	-	35,000						35,000	
000083	Ava Bridge (CNR) Bridge Rehabilitation Program and Intersection Improvements	720,000	3,750,000	500,000	-	3,250,000	-	-	-	-	-	-	-				3,500,000		250,000	
000830	Lorne Bridge Rehabilitation (In conjunction with Project #1190)	150,000	7,200,000	-	600,000	6,600,000	-	-	-	-	-	-	-			1,500,000	-		5,700,000	
Buildings and Facilities		3,547,000	74,329,000	1,705,000	15,854,000	4,580,000	290,000	-	2,350,000	14,500,000	16,100,000	18,150,000	800,000					4,150,000	56,579,000	13,600,000
001468	Market Centre Parkade - Renovation of Elevator Vestibules and Stairwells	90,000	840,000	420,000	420,000	-	-	-	-	-	-	-	-						840,000	
001379	Earl Ave Works Yard Pavement Renovations and Site Improvements	75,000	325,000	325,000	-	-	-	-	-	-	-	-	-						325,000	
001082	Earl Avenue Operation Yard Traffic Services Building Renovations & Roof Repairs	-	250,000	250,000	-	-	-	-	-	-	-	-	-						250,000	
001719	Repair Fire Alarm System at the Market Center Parkade	-	190,000	190,000	-	-	-	-	-	-	-	-	-						190,000	
001520	Decommissioning of old WTP Processing, Offices and Warehouse	-	4,100,000	100,000	100,000	3,900,000	-	-	-	-	-	-	-					4,100,000		
001566	Operations Services Building Office Space Upgrade	-	100,000	100,000	-	-	-	-	-	-	-	-	-						100,000	
001464	70 Dalhousie - Clock and Clock Tower Refurbishment and Building Exterior Preservation	-	620,000	50,000	570,000	-	-	-	-	-	-	-	-						620,000	
001656	WTP & Reservoir - Site Fencing Installation	-	50,000	50,000	-	-	-	-	-	-	-	-	-					50,000		
001507	Operations Works Yard Automatic Entrance Gate	-	40,000	40,000	-	-	-	-	-	-	-	-	-						40,000	
001558	Operations Works Yard "A" Dome Roof Replacement	70,000	30,000	30,000	-	-	-	-	-	-	-	-	-						30,000	
000976	Accommodation Strategy Phase 4 - 100 Wellington Square Renovations	3,162,000	10,750,000	50,000	10,700,000	-	-	-	-	-	-	-	-						50,000	10,700,000
001671	102 Wellington Sq - Building Renovations	-	3,714,000	100,000	3,614,000	-	-	-	-	-	-	-	-						814,000	2,900,000
001378	Corporate Facility Pavement Crack Sealing Program	-	100,000	-	50,000	-	50,000	-	-	-	-	-	-						100,000	
001676	Snow Storage Site Upgrades and Replacements	-	500,000	-	-	500,000	-	-	-	-	-	-	-						500,000	
001040	Market Parkade Elevator #4 Upgrades	-	150,000	-	-	150,000	-	-	-	-	-	-	-						150,000	
001666	70 Dalhousie St - Cooling Tower Replacement	-	270,000	-	-	30,000	240,000	-	-	-	-	-	-						270,000	
001669	100 Wellington Sq - Window Replacement	-	450,000	-	-	-	-	-	450,000	-	-	-	-						450,000	
001670	70 Dalhousie St - Window Replacement	-	100,000	-	-	-	-	-	100,000	-	-	-	-						100,000	
001668	100 and 102 Wellington Sq - Roof Replacement	-	1,050,000	-	-	-	-	-	-	50,000	1,000,000	-	-						1,050,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

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001080	Administrative Facilities Electrical, Mechanical and Common Services Replacements	-	500,000	-	-	-	-	-	-	50,000	450,000	-	-						500,000	
001556	70 Dalhousie Parking Lot Improvements	-	300,000	-	-	-	-	-	-	-	50,000	250,000	-						300,000	
000115	Unspecified Building Improvements to Support FAMP	-	500,000	-	-	-	-	-	-	-	-	-	500,000						500,000	
001077	Administrative Facility Parking Lot Rehabilitation/Replacement	-	300,000	-	-	-	-	-	-	-	-	-	300,000						300,000	
000881	Accommodation Strategy Phase 5 - Earl Avenue Operational Services/Transit/Fleet Site Re-development	-	36,700,000	-	-	-	-	-	-	4,200,000	14,600,000	17,900,000	-						36,700,000	-
000882	Accommodation Strategy Phase 2 - 400 Grand River Ave Transit/Fleet Works Yard Redevelopment	150,000	12,400,000	-	400,000	-	-	-	1,800,000	10,200,000	-	-	-					-	12,400,000	
Fleet		-	25,655,000	3,565,000	2,175,000	1,980,000	1,705,000	1,965,000	2,625,000	2,885,000	3,105,000	3,475,000	2,175,000				758,965	4,460,000	20,436,035	
000132	Fleet Replacement (Operational Services)	-	12,600,000	1,050,000	1,100,000	1,150,000	1,200,000	1,250,000	1,300,000	1,350,000	1,350,000	1,350,000	1,500,000						12,600,000	
001159	Replacement of Vehicle Hoists & Upgrades to Bus Wash and Fuel Island	-	1,035,000	1,035,000	-	-	-	-	-	-	-	-	-				758,965		276,035	
000877	Fleet Replacement (Wastewater Services)	-	2,545,000	650,000	-	110,000	45,000	-	300,000	345,000	215,000	840,000	40,000					2,545,000	-	
000208	Fleet Replacement (Parks and Rec)	-	4,925,000	500,000	500,000	200,000	45,000	325,000	425,000	805,000	1,075,000	685,000	365,000						4,925,000	
000878	Fleet Replacement (Water Services)	-	1,800,000	200,000	260,000	170,000	30,000	-	370,000	195,000	175,000	400,000	-					1,800,000	-	
000209	Fleet Replacement (Golf)	-	1,720,000	130,000	140,000	150,000	160,000	170,000	180,000	190,000	200,000	200,000	200,000						1,720,000	
001674	Fleet Automated Vehicle Location and Salt Management System Replacement	-	175,000	-	175,000	-	-	-	-	-	-	-	-					115,000	60,000	
000874	Fleet Replacement (Engineering_Survey/Inspection)	-	370,000	-	-	80,000	105,000	125,000	-	-	60,000	-	-						370,000	
001076	Fleet Replacement (Building Department - By-Law Enforcement)	-	210,000	-	-	70,000	70,000	-	-	-	-	-	70,000						210,000	
000876	Fleet Replacement (Waste Management)	-	185,000	-	-	50,000	50,000	55,000	-	-	30,000	-	-						185,000	
000875	Fleet Replacement (Facilities and Asset Management)	-	90,000	-	-	-	-	40,000	50,000	-	-	-	-						90,000	
Full Corridor Reconstruction		6,060,000	97,820,566	5,338,000	10,818,000	9,946,000	10,544,000	12,983,566	13,425,000	14,569,000	6,155,000	6,948,000	7,094,000			13,424,000	2,309,162	46,367,000	35,720,404	-
000334	Albion St (Henrietta St to Bedford St) (W/WW/STM/RD) Coordinate w/ PN41	416,000	2,604,000	2,604,000	-	-	-	-	-	-	-	-	-			1,759,000		845,000	-	
001330	Jarvis St (Grand River Ave to Lorne Cres) (W/WW/STM/RD)	1,269,000	380,000	380,000	-	-	-	-	-	-	-	-	-					290,000	90,000	
001651	Francis St (Powerline Rd to 110m South of Strong Crt) (STM/RD)	-	280,000	280,000	-	-	-	-	-	-	-	-	-						280,000	
000349	Chatham St (Stanley St to Fourth Ave) (W/WW/STM/RD)	-	1,487,000	226,000	1,261,000	-	-	-	-	-	-	-	-					1,487,000		
001342	Aylmer St (Darling St to Chatham St) (W/WW/STM/RD)	-	1,032,000	161,000	871,000	-	-	-	-	-	-	-	-					1,032,000	-	
001472	Coral Court Lateral and Sewer Replacement	-	507,000	79,000	428,000	-	-	-	-	-	-	-	-					507,000		
001351	St Paul Ave (Brant Ave to St George St) (W/WW/STM/RD)	645,000	6,445,000	455,000	3,890,000	2,100,000	-	-	-	-	-	-	-			4,600,000		1,275,000	570,000	
001344	Palace St (Brant Ave to Duke St) (W/WW/STM/RD)	327,000	2,456,000	-	2,456,000	-	-	-	-	-	-	-	-					784,000	1,672,000	
001067	Balfour St (Catharine Ave to Gilkison St) (W/WW/STM/RD)	-	1,441,000	-	219,000	1,222,000	-	-	-	-	-	-	-					1,441,000	-	
001343	Drummond St (Dalhousie St to Chatham St) (W/WW/STM/RD)	-	1,384,000	-	217,000	1,167,000	-	-	-	-	-	-	-					560,000	824,000	
001142	Usher St Incl. Ann St (Rushton Ave to Dead End) (W/WW/STM/RD)	-	1,571,000	-	221,000	-	1,350,000	-	-	-	-	-	-					423,000	1,148,000	
001331	Wilkes St (St Paul Ave to Chestnut Ave) (W/WW/STM/RD)	-	373,000	-	58,000	315,000	-	-	-	-	-	-	-					373,000	-	
000068	Buffalo St. (Rushton Ave. to West St) (W/WW/STM/RD)	-	1,757,000	-	242,000	1,515,000	-	-	-	-	-	-	-			1,038,000		551,000	168,000	
001323	Webling St and Emilie St (Brighton Ave to Allenby Ave, Webling St to Mohawk St) (W/WW/STM/RD)	-	1,494,000	-	163,000	1,331,000	-	-	-	-	-	-	-			235,000		752,500	506,500	
001135	Nelson St (Stanley St to Park Rd N) (W/WW/STM/RD)	-	3,321,000	-	-	502,000	2,819,000	-	-	-	-	-	-					1,076,000	2,245,000	
000342	Norwich St (Sherwood Dr to Colborne St W) (W/WW/STM/RD)	-	860,000	-	-	131,000	729,000	-	-	-	-	-	-					860,000	-	
001122	Drummond St (Dead End to Park Ave) (W/WW/STM/RD)	-	637,000	-	-	98,000	539,000	-	-	-	-	-	-			423,000		214,000	-	
001149	Chatham St (Park Ave to Murray St) (W/WW/STM/RD)	-	1,265,000	-	-	-	192,000	1,073,000	-	-	-	-	-					408,000	857,000	
001139	Darling St (Queen St to Market St) (W/WW/STM/RD)	-	1,143,000	-	-	-	166,000	977,000	-	-	-	-	-					258,000	885,000	
001349	West St (Dundas St to Charing Cross St) (W/WW/STM/RD)	-	4,100,000	-	-	-	448,000	3,652,000	-	-	-	-	-			2,600,000		1,089,000	411,000	
000338	Sheridan St (Rawdon St to Fourth Ave) (W/WW/STM/RD)	-	2,783,000	-	-	-	421,000	2,362,000	-	-	-	-	-			1,594,000		905,000	284,000	
001345	Pearl St & Sydenham St (St James to West St) (W/WW/STM/RD)	-	4,097,000	-	-	-	-	640,000	3,457,000	-	-	-	-					1,836,000	2,261,000	
001326	Stinson Ave & Elliott Ave (Brunswick St to Elliott Ave) (W/WW/STM/RD)	-	728,000	-	-	-	-	80,000	648,000	-	-	-	-					728,000	-	
001069	Dorothy St. (Lida St. to Tom St.) (W/WW/RD)	-	407,000	-	-	-	-	63,000	344,000	-	-	-	-					122,500	284,500	
001490	Rawdon St (Wellington St to Grey St) (W/WW/STM/RD)	-	2,647,000	-	-	-	-	-	417,000	2,230,000	-	-	-					2,647,000	-	
001068	Sherwood Dr. (Catharine Ave to Gilkison St) (W/WW/STM/RD)	-	1,494,000	-	-	-	-	-	227,000	1,267,000	-	-	-					1,494,000	-	
001125	Cayuga St (Erie Ave to Dead-End) (W/WW/STM/RD)	-	1,346,000	-	-	-	-	-	146,000	1,200,000	-	-	-					1,346,000	-	
001144	Oak St (Colborne St to Brunswick St) (W/WW/STM/RD)	-	1,756,000	-	-	-	-	-	266,000	1,490,000	-	-	-					526,000	1,230,000	
001348	Wells Ave (Terrace Hill St to Dundas St) (W/WW/STM/RD)	-	819,000	-	-	-	-	-	90,000	729,000	-	-	-					371,000	448,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
001492	Tecumseh St (Cayuga St to Aberdeen Ave) (W/WW/RD)	-	610,000	-	-	-	-	-	95,000	515,000	-	-	-					218,000	392,000	
001491	St. George St (Elm St to The Strand Ave) (W/WW/STM/RD)	-	1,171,000	-	-	-	-	-	-	183,000	988,000	-	-					361,000	810,000	
001346	Reade St (Leonard St to St Paul Ave) (W/WW/STM/RD)	-	602,000	-	-	-	-	-	-	94,000	508,000	-	-					250,000	352,000	
000406	Alfred St (Colborne St to Dalhousie St) (W/WW/STM/RD)	-	503,000	-	-	-	-	-	-	76,000	427,000	-	-			190,000		154,000	159,000	
001327	Wade Ave & Simpson St (Brunswick St to End of Wade Ave) (W/WW/STM/RD)	-	1,014,000	-	-	-	-	-	-	-	111,000	903,000	-					352,000	662,000	
001126	Webster St (Alexander Dr to Frank St) (W/WW/STM/RD)	-	558,000	-	-	-	-	-	-	-	86,000	472,000	-					165,000	393,000	
001338	Brant Ave (St Paul Ave to Dalhousie St) (W/WW/STM/RD)	-	820,000	-	-	-	-	-	-	-	-	820,000	-					189,000	631,000	
001347	Dundas St (St Paul Ave to West St) (W/WW/STM/RD)	-	495,000	-	-	-	-	-	-	-	-	495,000	-					157,000	338,000	
001341	Palmerston Ave (Chestnut Ave to Brant Ave) (W/WW/STM/RD)	-	992,000	-	-	-	-	-	-	-	-	108,000	884,000					426,000	566,000	
000015	Brighton Ave (Huron St to Superior St) (W/WW/STM/RD)	-	688,000	-	-	-	-	-	-	-	-	105,000	583,000					220,500	467,500	
001325	Pontiac St (Strathcona Ave to Aberdeen Ave) (W/STM/RD)	-	204,000	-	-	-	-	-	-	-	-	22,000	182,000					57,000	147,000	
001493	Mohawk St (Port St to Greenwich St) (W/WW/STM/RD)	-	3,007,000	-	-	-	-	-	-	-	-	-	3,007,000					1,607,000	1,400,000	
000345	Marie Ave (Dead-End to Tecumseh St) (W/WW/STM/RD) Coordinate w/ PN335 and PN332	-	742,000	-	-	-	-	-	-	-	-	114,000	628,000			444,000		218,500	79,500	
000335	Marlene Ave (Pontiac St to River Rd) (W/WW/STM/RD) Coordinate w/ PN345 and PN332	-	478,000	-	-	-	-	-	-	-	-	73,000	405,000			301,000		123,000	54,000	
000332	Pontiac St (Marlene Ave to Marie Ave) (W/WW/STM/RD) Coordinate w/ PN335 and PN345	-	391,000	-	-	-	-	-	-	-	-	61,000	330,000			240,000		108,000	43,000	
001322	Brighton Ave (Superior St to Webling St) (W/WW/STM/RD)	-	404,000	-	-	-	-	-	-	-	-	-	404,000					149,000	255,000	
001123	East Ave (Murray St to Rawdon St) (W/WW/STM/RD)	-	254,000	-	-	-	-	-	-	-	-	-	254,000					85,000	169,000	
001350	St Paul Ave (St George St to King George Rd) (W/WW/STM/RD)	-	242,000	-	-	-	-	-	-	-	-	-	242,000					61,000	181,000	
000336	Waterloo St (Brant Ave to Pearl St) (W/WW/STM/RD)	-	1,692,000	-	257,000	1,435,000	-	-	-	-	-	-	-			-		1,692,000	-	
001138	Rawdon St (Dalhousie St to Wellington St) (W/WW/STM/RD)	1,653,000	523,000	523,000	-	-	-	-	-	-	-	-	-			-		153,000	370,000	
001190	Downtown Infrastructure Revitalization and Renewal Program (In conjunction with Project #830)	1,750,000	31,816,566	630,000	535,000	130,000	3,880,000	4,136,566	7,735,000	6,785,000	4,035,000	3,775,000	175,000			-	2,309,162	15,420,000	14,087,404	-
Miscellaneous Capital		-	1,050,000	350,000	645,000	-	-	-	-	-	-	-	55,000					950,000	100,000	
001672	Easement Accessibility Design and Construction	-	500,000	250,000	250,000	-	-	-	-	-	-	-	-					500,000		
001650	Peartree Court Easement Access	-	450,000	100,000	350,000	-	-	-	-	-	-	-	-					450,000	-	
000865	Engineering Field Survey Equipment Replacement	-	100,000	-	45,000	-	-	-	-	-	-	-	55,000						100,000	
Road Restoration and Resurfacing		182,000	24,768,000	4,458,000	3,410,000	2,900,000	3,700,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	2,800,000		20,413	17,339,587		492,000	6,916,000	-
001269	North West Industrial Area Roadway Improvements	50,000	2,425,000	925,000	750,000	750,000	-	-	-	-	-	-	-		20,413	729,587			1,675,000	
000407	Greenwich St (Mohawk St to 560m east on Greenwich St) (W/RD)	132,000	1,233,000	1,233,000	-	-	-	-	-	-	-	-	-					492,000	741,000	
001694	Railway Grade Crossings Countermeasures	-	150,000	150,000	-	-	-	-	-	-	-	-	-						150,000	
001673	Morrison Rd (Mohawk St to Landfill Entrance)	-	510,000	-	510,000	-	-	-	-	-	-	-	-			410,000			100,000	
001758	King George Road Improvements (Rd)	-	1,300,000	-	-	-	-	-	-	-	-	-	1,300,000						1,300,000	
000035	Roadway Preservation and Preventative Maintenance	-	5,600,000	650,000	650,000	650,000	650,000	500,000	500,000	500,000	500,000	500,000	500,000			4,100,000			1,500,000	
000036	Road Resurfacing Program	-	12,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000			10,800,000			1,200,000	
001208	Powerline Road (Park Rd to Karek Rd) (Rd)	-	1,550,000	-	-	-	1,550,000	-	-	-	-	-	-			1,300,000			250,000	-
Sidewalks		-	5,200,000	550,000	550,000	550,000	550,000	500,000	500,000	500,000	500,000	500,000	500,000			3,925,000			1,275,000	
000145	Sidewalk Repairs and Replacement	-	5,200,000	550,000	550,000	550,000	550,000	500,000	500,000	500,000	500,000	500,000	500,000			3,925,000			1,275,000	
Stormwater		3,050,000	17,737,500	5,937,500	1,981,000	4,019,000	5,125,000	100,000	125,000	100,000	125,000	100,000	125,000				727,900		17,009,600	-
001404	Tutela Heights Slope - Stormwater Drainage Improvements	50,000	400,000	100,000	300,000	-	-	-	-	-	-	-	-						400,000	
001677	Stormwater Manhole Rehabilitation Program	-	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000						1,000,000	
001647	Kraemer Way Storm Pond Outlet Repairs and Inlet Assessment	-	275,000	50,000	75,000	150,000	-	-	-	-	-	-	-						275,000	
001693	St. Patrick Drive Storm Pond Improvements	-	1,250,000	-	250,000	1,000,000	-	-	-	-	-	-	-						1,250,000	
001579	Operational Services Flood Control Capital Works	-	125,000	-	25,000	-	25,000	-	25,000	-	25,000	-	25,000						125,000	
000086	Colborne Street (East Slope) Stabilization - Mitigation Measures	1,200,000	8,000,000	-	231,000	2,769,000	5,000,000	-	-	-	-	-	-						8,000,000	-
001014	Mohawk Lake Remediation (EA, D, C)	1,500,000	3,487,500	3,487,500	-	-	-	-	-	-	-	-	-				712,500		2,775,000	
001185	Kedem Estates SWM Pond Sediment Removal and Clean Out	-	1,250,000	250,000	1,000,000	-	-	-	-	-	-	-	-				15,400		1,234,600	
001301	Reconstruction of Existing Braneida Industrial Park VII Stormwater Management Pond	300,000	1,950,000	1,950,000	-	-	-	-	-	-	-	-	-						1,950,000	-
Street Lighting, Traffic and Parking		710,000	10,455,000	1,075,000	2,445,000	1,445,000	1,110,000	725,000	730,000	650,000	900,000	450,000	925,000			4,060,000			6,395,000	
001200	Streetlight Upgrade and LED Conversion	660,000	1,320,000	330,000	330,000	330,000	330,000	-	-	-	-	-	-			1,320,000				
000140	Traffic Signalization Replacements and Improvements	-	2,500,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000						2,500,000	
001678	Governors Road and Park Road North Intersection Improvements and Traffic Control Signal	-	200,000	200,000	-	-	-	-	-	-	-	-	-			150,000			50,000	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
000499	Traffic Signal Equipment Rehabilitation and Maintenance	-	970,000	90,000	95,000	95,000	95,000	95,000	100,000	100,000	100,000	100,000	100,000						970,000	
001027	Audible Pedestrian Signal Program	-	480,000	80,000	80,000	80,000	80,000	80,000	80,000	-	-	-	-						480,000	
001568	Streetlight and Pole Repair and Replace	-	500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000						500,000	
001679	Paris Rd and Powerline Rd Intersection Improvements and Traffic Control Signal	-	1,575,000	75,000	1,500,000	-	-	-	-	-	-	-	-			1,250,000			325,000	
000330	Downtown Streetlight Improvements Project (In conjunction with project # 1190)	50,000	1,350,000	-	100,000	-	250,000	250,000	250,000	250,000	250,000	-	-			1,340,000			10,000	
001723	Removal of West End Parking Kiosk at Market Centre Parkade	-	40,000	-	40,000	-	-	-	-	-	-	-	-						40,000	
000175	Echo Place Area Streetlight Replacement (Brisbane Blvd, Adelaide Ave, Melbourne Cres, Linden Ave)	-	300,000	-	-	300,000	-	-	-	-	-	-	-						300,000	
000327	Streetlight Replacement on Seventh Ave & Eighth Ave	-	200,000	-	-	200,000	-	-	-	-	-	-	-						200,000	
001075	Resurfacing of Municipal Parking Lots	-	140,000	-	-	140,000	-	-	-	-	-	-	-						140,000	
001073	Replacement of Surface Parking Lot Pay Station Equipment	-	55,000	-	-	-	55,000	-	-	-	-	-	-						55,000	
001074	Replacement of Gate System and Pay Stations at the Market Centre Parkade	-	250,000	-	-	-	-	-	-	-	250,000	-	-						250,000	
001359	Powerline Rd / King George Rd Intersection Improvements (D, C)	-	575,000	-	-	-	-	-	-	-	-	50,000	525,000						575,000	
Transit		50,000	24,463,000	5,876,000	3,652,000	3,720,000	2,400,000	1,080,000	690,000	2,675,000	1,200,000	520,000	2,650,000			12,666,535	9,421,465		2,375,000	
000134	Transit Fleet Replacement	-	16,635,000	2,640,000	3,300,000	2,640,000	2,400,000	80,000	50,000	2,475,000	1,200,000	-	1,850,000			8,713,286	6,291,714		1,630,000	
001163	Brantford Transit Replacement of On-Board Equipment on Conventional and Specialized Buses	50,000	2,035,000	2,035,000	-	-	-	-	-	-	-	-	-			517,735	1,492,265		25,000	
001502	Bus Pad and Shelter Replacement Program	-	825,000	825,000	-	-	-	-	-	-	-	-	-				605,000		220,000	
000137	Brantford Lift Para-Transit Vehicle Replacement	-	3,968,000	176,000	352,000	880,000	-	800,000	640,000	-	-	320,000	800,000			2,935,514	1,032,486			
000527	Conventional Transit Fleet Capital Upgrades	-	1,000,000	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-			500,000			500,000	
Waste Management		125,000	1,585,000	-	70,000	-	75,000	-	75,000	215,000	150,000	175,000	825,000						1,585,000	
001229	Landfill Site - Internal Roadway Inspection/Rehabilitation/Maintenance	-	170,000	-	-	-	-	-	-	170,000	-	-	-						170,000	
001228	Landill Site - Gas Probe Replacement	-	45,000	-	-	-	-	-	-	45,000	-	-	-						45,000	
001225	Landfill Gas Facility Condition Assessment and Inventory Verification	125,000	75,000	-	-	-	-	-	-	-	75,000	-	-						75,000	
000152	Development of Stage 3C/D/E of the Landfill-Phase 1, 2 and 3 (Pre-Eng & Approvals, D, C)	-	825,000	-	-	-	-	-	-	-	-	175,000	650,000						825,000	
001681	Landfill Site Drop Off Area - Inspection and Rehabilitation	-	100,000	-	-	-	-	-	-	-	-	-	100,000						100,000	
000516	Landfill Site - Environmental Control Program	-	370,000	-	70,000	-	75,000	-	75,000	-	75,000	-	75,000						370,000	
Wastewater		3,255,000	57,217,000	13,060,000	6,345,000	6,160,000	5,600,000	7,180,000	4,722,000	5,175,000	3,275,000	1,575,000	4,125,000					57,217,000	-	
001056	Fifth Ave Pump Station - Station Rehabilitation and Replacement (Rehab/EA/D/C)	1,535,000	4,200,000	4,200,000	-	-	-	-	-	-	-	-	-					4,200,000		
001164	Wastewater Treatment Plant Clarifier Refurbishment	750,000	2,600,000	2,600,000	-	-	-	-	-	-	-	-	-					2,600,000		
001388	Wastewater Treatment Plant Digester Cleanout, Inspection and Repairs	550,000	4,200,000	2,000,000	1,100,000	1,100,000	-	-	-	-	-	-	-					4,200,000		
001384	Wastewater Treatment Plant Biosolids Storage Tank Upgrades	185,000	920,000	920,000	-	-	-	-	-	-	-	-	-					920,000		
000421	Sewer Rehabilitation and Lining Program	-	5,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000					5,000,000	-	
001537	WWTP - Assessment and Replacement of Influent Flow Metering	50,000	450,000	450,000	-	-	-	-	-	-	-	-	-					450,000		
001055	St.Andrews Pump Station - Rehabilitation and Improvements	-	1,700,000	400,000	1,300,000	-	-	-	-	-	-	-	-					1,700,000		
001495	Johnson Rd Pump Station - Rehabilitation and Improvements	90,000	2,020,000	360,000	250,000	1,410,000	-	-	-	-	-	-	-					2,020,000		
000141	Wastewater Collection System Mainline Sewer Rehabilitation and Repairs	-	3,000,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000					3,000,000		
001538	Automation of Preliminary Treatment Building Hydraulics and Bypass	50,000	250,000	250,000	-	-	-	-	-	-	-	-	-					250,000		
001175	Wastewater Treatment Plant and Pumpstation Critical PLC Replacement	-	700,000	230,000	470,000	-	-	-	-	-	-	-	-					700,000		
000997	CCTV Sewer Inspection Program	-	2,225,000	200,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000					2,225,000		
001645	Wastewater Siphon Cleaning and Repairs	-	600,000	200,000	200,000	200,000	-	-	-	-	-	-	-					600,000		
001663	Replacement of the Blower Building Basement Drainage System	-	200,000	200,000	-	-	-	-	-	-	-	-	-					200,000		
000171	Wastewater Manhole Rehabilitation Program	-	1,500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000					1,500,000		
001408	Wastewater Treatment Plant & Sanitary Pumping Station Site Work Improvements	-	300,000	100,000	100,000	100,000	-	-	-	-	-	-	-					300,000		
001391	Primary Clarifier #5 & #6 Refurbishment	-	2,950,000	-	750,000	-	2,200,000	-	-	-	-	-	-					2,950,000		
001665	Replacement of the Wastewater Treatment Plant Secondary Clarifiers	-	2,000,000	-	500,000	750,000	750,000	-	-	-	-	-	-					2,000,000	171	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

														FUNDING SOURCES						
PROJECT ID and PROJECT Name		Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
000501	Sewer Lateral Rehabilitation and Repairs - City Portion	-	3,600,000	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000					3,600,000		
001662	Wastewater Treatment Plant RAS / WAS Upgrades	-	850,000	-	100,000	750,000	-	-	-	-	-	-	-					850,000		
001387	WWTP Chlorine Contact Chamber Expansion and Effluent Water System Replacement	-	5,500,000	-	-	250,000	800,000	4,450,000	-	-	-	-	-					5,500,000		
001179	Leak Detection for Wastewater Siphons	-	150,000	-	-	25,000	125,000	-	-	-	-	-	-					150,000		
001535	WWTP Improved Sludge Sampling Stations	-	150,000	-	-	-	150,000	-	-	-	-	-	-					150,000		
001178	Wastewater Treatment Plant and Pumpstation Non-Critical PLC Replacement	-	512,000	-	-	-	-	405,000	107,000	-	-	-	-					512,000		
001053	Somerset Pump Station - Rehabilitation and Improvements	-	1,500,000	-	-	-	-	300,000	1,200,000	-	-	-	-					1,500,000		
001409	Greenwich St Pump Station - Rehabilitation and Improvements	-	1,200,000	-	-	-	-	300,000	900,000	-	-	-	-					1,200,000		
001054	Woodlawn Pump Station - Rehabilitation and Improvements	45,000	1,100,000	-	-	-	-	150,000	450,000	500,000	-	-	-					1,100,000		
001386	Wastewater Treatment Plant Boiler Replacement	-	3,290,000	-	-	-	-	-	490,000	2,800,000	-	-	-					3,290,000		
001494	Lawren Harris Pump Station - Rehabilitation and Improvements	-	1,500,000	-	-	-	-	-	-	200,000	1,300,000	-	-					1,500,000		
001496	Alexander Pump Station - Rehabilitation and Improvements	-	500,000	-	-	-	-	-	-	100,000	400,000	-	-					500,000		
001393	Wastewater Treatment Plant WAS Thickening Facility	-	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000					2,000,000		
001578	WWTP Aeration System Upgrades	-	300,000	-	-	-	-	-	-	-	-	-	300,000					300,000		
001533	WWTP Aeration Step Feed System Upgrade	-	250,000	-	-	-	-	-	-	-	-	-	250,000					250,000		
Water		1,419,000	27,964,000	2,960,000	4,866,000	6,064,000	3,660,000	1,560,000	614,000	2,560,000	2,560,000	2,560,000	560,000					27,964,000		
000156	Water Meter Replacement Program	-	5,600,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000					5,600,000		
001411	Pilot Project for Smart Meter Reading Technology Implementation	-	400,000	400,000	-	-	-	-	-	-	-	-	-					400,000		
001657	WTP - Recommissioning of P5/P6 Station	-	2,750,000	250,000	2,500,000	-	-	-	-	-	-	-	-					2,750,000		
001653	WTP Analyzer Replacement Program	-	500,000	250,000	250,000	-	-	-	-	-	-	-	-					500,000		
001395	WTP Polymer System Replacement	700,000	250,000	250,000	-	-	-	-	-	-	-	-	-					250,000		
001522	WTP - UV - Flow Meter and Piping Installation	-	250,000	250,000	-	-	-	-	-	-	-	-	-					250,000		
001658	WTP - High Lift Drive & Filter Replacement	-	250,000	250,000	-	-	-	-	-	-	-	-	-					250,000		
001423	Bulk Water Fill Station Replacement	50,000	150,000	150,000	-	-	-	-	-	-	-	-	-					150,000		
001531	WTP Actiflo and Low Lift Roof Replacement	-	150,000	150,000	-	-	-	-	-	-	-	-	-					150,000		
001526	WTP Low Lift Station Upgrade	150,000	1,200,000	100,000	100,000	1,000,000	-	-	-	-	-	-	-					1,200,000		
001467	Water Service Replacement at 10 Earl Ave	75,000	75,000	75,000	-	-	-	-	-	-	-	-	-					75,000		
001652	Installation of Drinking Water Sampling Stations	-	75,000	75,000	-	-	-	-	-	-	-	-	-					75,000		
001654	WTP & Reservoir - Activated Carbon and Activated Silicate Process Decommissioning	-	75,000	75,000	-	-	-	-	-	-	-	-	-					75,000		
001655	WTP & Reservoir - Air Handling Unit Replacement	-	75,000	75,000	-	-	-	-	-	-	-	-	-					75,000		
001648	Brant's Crossing Transmission Main Accessibility Relocation	-	500,000	50,000	450,000	-	-	-	-	-	-	-	-					500,000		
001176	Security Enhancements (WTP/WWTP/Remote Sites)	34,000	550,000	-	272,000	278,000	-	-	-	-	-	-	-					550,000		
001659	Tollgate Pumping Station & Reservoir Upgrades	-	2,200,000	-	200,000	2,000,000	-	-	-	-	-	-	-					2,200,000		
001173	Water Treatment Plant and Remote Water Stations Critical PLC Replacement & Server Visualization	350,000	200,000	-	200,000	-	-	-	-	-	-	-	-					200,000		
001523	WTP Chlorination System Upgrade	-	1,650,000	-	150,000	1,500,000	-	-	-	-	-	-	-					1,650,000		
001525	WTP Structural Assessment of Actiflo and Ozone Contact Chamber	-	100,000	-	100,000	-	-	-	-	-	-	-	-					100,000		
001172	SCADA Lifecycle Asset Replacements	60,000	314,000	-	54,000	206,000	-	-	54,000	-	-	-	-					314,000		
001180	Leak Detection for Watermain Crossings	-	250,000	-	30,000	220,000	-	-	-	-	-	-	-					250,000		
001660	Park Rd Pumping Station & Reservoir Upgrades	-	3,300,000	-	-	300,000	3,000,000	-	-	-	-	-	-					3,300,000		
001661	North West Pumping Station & Reservoir Upgrade	-	1,100,000	-	-	-	100,000	1,000,000	-	-	-	-	-					1,100,000		
001410	Smart Meter Reading Technology Implementation City Wide	-	6,000,000	-	-	-	-	-	-	2,000,000	2,000,000	2,000,000	-					6,000,000		
Watermain Replacement		2,923,000	27,575,000	4,355,000	618,000	3,904,000	3,535,000	2,790,000	2,507,000	2,344,000	2,769,000	2,270,000	2,483,000	-		2,236,600		20,806,500	4,531,900	
001336	St Paul Ave & Elmwood Ave & Alpha Cres (Charing Cross St to Wood St) (W/RD)	227,000	2,685,000	2,685,000	-	-	-	-	-	-	-	-	-			1,600,000		948,000	137,000	
000388	Cumberland St (Full Street Including Easement) (W/RD)	160,000	1,330,000	1,330,000	-	-	-	-	-	-	-	-	-					1,330,000		
000390	Avondale St (Hamilton Ave to Dead-End) (W/RD)	1,053,000	268,000	268,000	-	-	-	-	-	-	-	-	-					168,000	100,000	
000389	Avondale Cres (Hamilton Ave to Lyndhurst St) (W/RD)	812,000	72,000	72,000	-	-	-	-	-	-	-	-	-					72,000		
000356	Seventh Ave (Lida St to Whitehead St) (W/RD)	96,000	924,000	-	140,000	784,000	-	-	-	-	-	-	-					924,000		
000384	Sydenham St (Dublin St to Charing Cross St) (W/RD)	-	903,000	-	138,000	765,000	-	-	-	-	-	-	-					903,000		
000385	Division St (Tenth Ave to Sixth Ave) (W/RD)	82,000	750,000	-	115,000	635,000	-	-	-	-	-	-	-					750,000		
000364	Beverly Rd (Colborne St to Chatham St) (W/RD)	-	639,000	-	98,000	541,000	-	-	-	-	-	-	-					639,000	172	



2020 City-Wide 10 Year Capital Budget Forecast (2020-2029)

													FUNDING SOURCES						
PROJECT ID and PROJECT Name	Prior Approved	2020 - 2029 Forecast Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	DCs	Other Developer \$	Gas Tax	3rd Party	Rate Reserves	Tax Reserves	Debt
000382 Tenth Ave (Lida St to Division St) (W/RD)	48,000	491,000	-	75,000	416,000	-	-	-	-	-	-	-					491,000		
000373 Locks Rd (Colborne St to Glenwood Dr) (W/Rd)	21,000	476,000	-	52,000	424,000	-	-	-	-	-	-	-					476,000		
000486 St George St (Queensway Dr to Tollgate Rd) (W/RD)	-	1,909,000	-	-	188,000	1,721,000	-	-	-	-	-	-					1,909,000		
001352 Helen Ave (Mount Pleasant St to Harold Ave) (W/RD)	-	543,000	-	-	85,000	458,000	-	-	-	-	-	-					209,000	334,000	
001133 Hillier Cres (Sky Acres Dr to Carolina Dr) (W/RD)	-	429,000	-	-	66,000	363,000	-	-	-	-	-	-					114,000	315,000	
000380 Graham Ave (Dead-End to Catherine Ave) (W/RD)	104,000	578,000	-	-	-	578,000	-	-	-	-	-	-					578,000		
000363 Hampton St (Morley Ave to Rowanwood Ave) (W/RD)	49,000	267,000	-	-	-	267,000	-	-	-	-	-	-					267,000		
000343 Grey St (Fourth Ave to Wayne Gretzky Pkwy) (W/RD)	-	823,000	-	-	-	94,000	729,000	-	-	-	-	-					823,000	-	
000365 Queen St (Chatham St to Sheridan St) (W/RD)	-	364,000	-	-	-	54,000	310,000	-	-	-	-	-					364,000		
000383 Tranquility St (Bernard Ave to Memorial Dr) (W/RD)	225,000	1,350,000	-	-	-	-	1,350,000	-	-	-	-	-					1,350,000		
001335 Park Rd North (Dunsdon St to Brier Park Rd) (W)	-	818,000	-	-	-	-	128,000	690,000	-	-	-	-					818,000		
001148 Sherry Lane (Alwood St to Hanson/Dead End) (W/RD)	-	724,000	-	-	-	-	111,000	613,000	-	-	-	-					236,500	487,500	
001134 Rawdon St (Able St to Park Ave) (W/RD)	-	297,000	-	-	-	-	46,000	251,000	-	-	-	-					78,500	218,500	
000500 McMurray St (Terrace Hill St to Lawrence St) (W/RD)	-	759,000	-	-	-	-	116,000	643,000	-	-	-	-			327,600		332,500	98,900	
001339 Dundee St & Melrose St (Melrose St to Dublin St) (W/RD)	-	716,000	-	-	-	-	-	78,000	638,000	-	-	-					260,000	456,000	
001334 Four Seasons Dr (Autumn Rd to Kanata Cres) (W/RD)	-	278,000	-	-	-	-	-	30,000	248,000	-	-	-					92,000	186,000	
000361 Brier Park Rd (Blackfriar Ln to Fairview Dr) (W/RD)	-	1,747,000	-	-	-	-	-	-	252,000	1,495,000	-	-					1,747,000		
001328 Catharine Ave (Brunswick St to Sheldon St) (W/RD)	-	526,000	-	-	-	-	-	-	57,000	469,000	-	-					248,000	278,000	
001329 Catharine Ave (Balfour St to Walnut St) (W/RD)	-	503,000	-	-	-	-	-	-	54,000	449,000	-	-					178,000	325,000	
000376 White Owl Cres (Viscount Rd to Viscount Rd) (W/RD)	-	1,925,000	-	-	-	-	-	-	-	291,000	1,634,000	-					1,925,000		
001129 Alfred St (Dalhousie St to Darling St) (W/RD)	-	762,000	-	-	-	-	-	-	-	-	116,000	646,000					233,000	529,000	
001127 King St (Wellington St to Nelson St) (W/RD)	-	541,000	-	-	-	-	-	-	-	-	80,000	461,000					193,000	348,000	
001324 Emilie St (Erie Ave to Superior St) (W/RD)	-	570,000	-	-	-	-	-	-	-	-	62,000	508,000					173,000	397,000	
001333 Westbrier Knoll (Westgate Circle to Irongate Pl) (W/RD)	-	213,000	-	-	-	-	-	-	-	-	23,000	190,000					74,000	139,000	
000396 Campbell St (Stanley St to Dead-End) (W/RD)	46,000	575,000	-	-	-	-	-	-	-	-	-	575,000			309,000		163,000	103,000	
001124 Jubilee Ave (Grand River Ave to Dead End) (W/RD)	-	103,000	-	-	-	-	-	-	-	-	-	103,000					23,000	80,000	
001128 Dundas St (West St to High St) (W/RD)	-	1,026,000	-	-	-	-	-	160,000	866,000	-	-	-	-				1,026,000		
001131 East Ave (Rawdon St to Dead End) (W/RD)	-	271,000	-	-	-	-	-	42,000	229,000	-	-	-	-				271,000		
001141 Church St (Brant Ave to Grand River Ave) (W/RD)	-	420,000	-	-	-	-	-	-	-	65,000	355,000	-	-				420,000		
Grand Total	57,825,186	871,962,275	84,891,480	135,849,749	107,649,622	117,569,192	121,730,957	49,840,861	76,264,251	64,702,911	69,016,452	44,446,800	116,281,480	1,695,913	61,336,722	53,464,113	188,468,155	306,045,600	142,470,292

Glossary and Appendices



Date: December 23, 2019

Re: Decisions of City Council – Special Meeting held December 18, 2019

Subjoined for your review and action is a listing of the Items adopted by City Council at its Special Meeting held December 18, 2019.

4. Estimates Committee Report #2019-12-09

4.1 Approval of 2020 Operating Budget, 2020 Capital Budget and Other Recommendations and Direction provided during the 2020 Budget Process

THAT the 2020 Operating Budget, the 2020 Capital Budget, together with all outstanding recommendations and direction as set out in the 2020 Budget Worksheet, attached hereto and marked as Schedule "A", BE APPROVED.



2020 BUDGET WORKSHEET

STEP 1 – OVERVIEW PRESENTATIONS AND OPENING MOTION

- 1.A** An opening presentation will be provided by the Chief Administrative Officer and the General Manager of Corporate Services/City Treasurer.
- 1.B** A presentation on the results of the 2020 Budget Priorities Public Engagement Campaign will be made by the Director of Communications and Community Engagement.
- 1.C** Registered delegations from the Public will present to the Committee.

For meetings of the Estimates Committee, there is a strict two hour time limit for delegations where the agenda provides for delegations to be heard respecting the budget process. Delegations will generally have 10 minutes for their remarks, inclusive of questions from Members of the Committee. Where there are more than twelve (12) delegations registered at the meeting, the time for each delegation will be reduced so as to equally divide the two hour time limit among the registered delegations. The City encourages all citizens and organizations to come forward during the Estimates process to identify and speak to community needs though specific requests for municipal funding will no longer be considered by the Estimates Committee. These requests must be processed through the Brant Community Foundation.

1.D Council Approved Budget Increase Target

In June, City Council approved the following 2020 Budget Guidelines:

THAT Staff BE DIRECTED to prepare a 2020 Operating Budget that reflects current service levels with staff identifying options to reduce the 2020 Operating Budget to an increase of no greater than 2.5%; and

THAT all local boards and agencies BE REQUESTED to provide a 2020 budget in accordance with the guidelines established for City departments.

Subsequent to the above direction, Council also approved a recommendation of the Estimates Committee to include a 0.75% Capital Levy in the 2020 Budget.

1.E 2020 Operating Budget Summary – Starting Point

2020 Operating Budget – Starting Point	\$163,462,962
Staff Recommended Budget Reductions to Meet the Target	(1,833,408)
2020 Revised Operating Budget	\$161,629,554
2020 Budget Increase after Assessment Growth	2.41%

If all staff recommended budget reductions are approved by Council as part of the opening motion at Step 1.J, the operating budget target will have been achieved.

1.F Unmet Needs

The Estimates Committee will also have the opportunity to consider a number of Unmet Needs which have been either identified by Staff, or directed by Council to this Committee. Unmet needs will first be presented on each applicable Commission specific evening. After an opportunity for questions on each Unmet Need, the Committee will then vote to refer only those Unmet Needs that it wishes to consider further to a later step in this Worksheet. This process will allow all Unmet Needs the opportunity to be equally vetted initially, with final consideration of those referred needs occurring at a single step in this Worksheet.

1.G 2020 Capital Budget and 2021-2029 Capital Forecast

The 2020 Capital Budget, as presented, can be summarized as follows:

2020 Capital Budget	\$84,941,480
Funding Sources:	
DC's/Developer Contributions	2,725,443
Gas Tax	8,714,850
3rd Party Contributions	6,851,702
Rate Reserves	24,264,000
Tax Supported Reserves	31,502,122
Debenture Financing	10,883,363
Total 2020 Sources of Capital Funding	\$84,941,480

The 2021-2029 Capital Forecast, as presented, can be summarized as follows:

2021-2029 Capital Forecast	\$787,070,795
Funding Sources:	
DC's/Developer Contributions	115,251,950
Gas Tax	52,621,872
3 rd Party Contributions	46,612,411
Rate Reserves	164,204,155
Tax Supported Reserves	274,593,478
Debenture Financing	133,786,929
Total Sources of Capital Funding	\$787,070,795

1.H Budget Reduction Options

As indicated at Step 1.E, staff is recommending options for the Committee's consideration to reduce the operating budget increase to 2.41%. These options are presented in the table below.

The Chair will identify each budget reduction option below one-by-one and ask if there are any questions on that item.

	Pg. No.	2020 PROPOSED FEE INCREASE/ BUDGET REDUCTION	Department	2020 NET BUDGET REDUCTION
1H.1	129	Unified Rate for Field Use	Parks	(34,050)
1H.2	35	Fund External Grants from Community Groups Reserve	Corporate Initiatives & Community Strategies	(203,618)
1H.3	86	Tax Certificate Fee Increase	Finance	(17,000)
1H.4	225	Transfer from Accident Prevention Reserve (RF0544) to mitigate WSIB increase for 2020	Corporate Financing	(1,500,000)
1H.5	209	Monthly and Daily Parking Fee Increase	Operational Services	(78,740)
		TOTAL:		\$(1,833,408)

1.J Opening Motion required:

Moved By: Councillor Utley
 Seconded By: Councillor Sless

- A.** *THAT the 2020 Operating Budget as presented, including the following staff recommended budget reductions BE APPROVED:*
- a. Unified Rate for Field Use - \$34,050*
 - b. Funding of External Grants from Community Groups Reserve - \$203,618*
 - c. Tax Certificate Fee Increase - \$17,000*
 - d. Transfer from Accident Prevention Reserve to mitigate WSIB - \$1,500,000*
 - e. Monthly and Daily Parking Fee Increase - \$78,740; and*
- B.** *THAT the 0.75% Capital Levy for 2020 BE APPROVED; and*
- C.** *THAT the 2020 Capital Budget, and 2021-2029 Capital Forecast, BE APPROVED as presented; AND*
- D.** *THAT the necessary By-laws BE PRESENTED to City Council for adoption; AND*
- E.** *THAT the General Managers, and the Purchasing Officer BE AUTHORIZED to award Year 2020 projects approved through the Estimates Process and corresponding budget documents as “Pre-approved Solicitation”, in accordance with the City of Brantford’s Purchasing Policy.*

Note: The opening motion as presented would result in a base operating budget increase of 2.41%, a 0.75% capital levy, and an overall average residential tax increase of \$84.83.

STEP 2 – WORKSHEET INTRODUCTION

2.A Document Overview

2020 Corporate-wide Operating and Capital Budget documents were delivered to Members of the Estimates Committee on November 8th. These documents can also be found on the City's website using the following links:

[2020 Preliminary Operating budget](#)
[Preliminary 10-Year Capital Plan](#)

It is recommended that Members have both of these documents open as the Committee proceeds through this Budget Worksheet. Many steps of this worksheet will make reference to page numbers in these two documents where additional information can be found. Opportunities will be available at the Commission specific steps of this Worksheet to ask questions of Staff, and make amendments to either the Operating or Capital Budgets.

2.B Report Request – Debt and Capital Levy Financing

As part of the Nine-Year Capital Plan Review (2019-374) undertaken by the Estimates Committee in June 2019, City Council directed staff to report back on a number of items relating to debt and capital levy as a means of financing the capital budget. The Capital Budget for each Commission will be considered on their specific nights, beginning this evening with Community Development and Community Programs, Parks and Recreation. As such, this report is being presented for the Committee's consideration prior to discussion on any capital items.

The requested report, 2019-744 Response to Information Requested by Estimates Committee Regarding Capital Financing is attached as Appendix A.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: _____
Seconded By: Councillor Utley
 Councillor Carpenter

- A. THAT Report 2019-744, which is provided in response to information requested by the Estimates Committee at its last meeting regarding capital financing, BE RECEIVED.

CARRIED ON A RECORDED VOTE

STEP 3 – COMMUNITY DEVELOPMENT **2020 OPERATING BUDGET**

3.A Information on the Community Development Operating budget submission can be found beginning on Pg 140 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

3.B The Community Development 2020 Net Operating Budget, as presented, totals **\$4,330,233** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Planning	1,807,918	1,777,268	(30,650)	(1.70)%
Building	934,625	1,046,582	111,957	11.98%
Economic Development and Tourism	1,520,897	1,506,383	(14,514)	(0.95)%
TOTAL COMMUNITY DEVELOPMENT	\$4,263,440	\$4,330,233	\$66,793	1.57%

3.C A presentation will now be made to the Committee by the General Manager of Community Development with respect to their 2020 Operating and Capital Budgets, followed by an opportunity for questions on those budgets.

3.D Unmet Needs – Community Development

Community Development has submitted one Unmet Need, with a net 2020 Budget impact totaling **\$63,109**.

The Chair will identify the unmet need below to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
3D.1	148	Intermediate Planner – Development Planning	Planning	Response to Direction from Council	63,109	56,840	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

If the Committee wishes to refer this unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for the referral motion is now required.

3.E Brantford Heritage Committee Priorities

At its October 22, 2019 meeting, City Council approved the following:

Brantford Heritage Committee Priorities for 2020

A. THAT the Brantford Heritage Committee 2020 Priorities BE RECEIVED for information purposes; and

B. THAT the estimated financial resources identified for the Brantford Heritage Committee Priorities BE REFERRED to the Estimates Committee for consideration during the 2020 budget process.

The Brantford Heritage Committee, in its report to Committee of the Whole – Community Development in October, included the following priorities which had financial impacts:

#	PRIORITY	BRIEF DESCRIPTION	EXPECTED OUTCOMES	RESOURCES FROM CITY STAFF	ESTIMATED FINANCIAL RESOURCES REQUIRED
1.	Sustaining Prominence Point	The Prominence Point Subcommittee selected a candidate for induction to the Prominence Point Program in 2019. This was the first addition to the monument in a number of years. We hope to have increased community involvement in the selection of a candidate in 2020.	The addition of another candidate to Prominence Point and hosting the corresponding induction ceremony.	Attending meetings and coordinating the etching of glass plaques and induction ceremony	\$3,500
2.	Development of the Committee: Attending Ontario Heritage Conference	The 2020 conference is in Markham and of particular interest to the Committee is the Markham Heritage Estates Subdivision. Several members should attend.	Selected Members will bring their experience back to the Heritage Committee to make better informed decisions.	Coordinating registration and accommodations for conference attendees	\$1,500
3.	Protecting Heritage Resources: Recommending Properties for Heritage Designation	The Brantford Heritage Committee will continue to identify properties with cultural heritage value and recommend the designation of properties under the Ontario Heritage Act to City Council.	Recommending properties that warrant heritage designation to Council for consideration. Properties that are designated by Council will be recognized with a heritage designation plaque	Completing heritage designation research and evaluation and coordinating the purchase and installation of up to two heritage designation plaques	\$2,200
4.	Heritage Grant Program	2020 will be the first full year of the Heritage Grant Program which provides financial assistance to owners of designated properties to support projects that preserve heritage buildings. The Heritage Committee will review applications to the program and make recommendations to Council on the approval of applications.	Funds will be allocated to successful applicants upon completion of their projects to the satisfaction of City Staff.	Management of the Heritage Grant Program	\$25,000 (previously allocated - refer to CD2018-077)

The 2020 Planning operating budget already includes the necessary funds to proceed with the four initiatives noted above. Items #1-3 have already been addressed by realigning existing funds from the previous Planning Administration budget to a new Business Unit for the Heritage Committee. Item #4 received previous City Council approval to utilize \$25,000 for three years from the Council Priorities Reserve to support the Heritage Grant Program.

No motion is required to keep these four items in the 2020 Operating Budget. Should the Committee wish to consider amending the budgeted allocation for the Heritage Committee, a motion would be required at this time.

3.F Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any other Community Development Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT
Increase Tax Certificate Fee to \$80.00	Finance	\$(34,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Increase hourly parking fee from \$1.00 to \$2.00	Operational Services	\$(47,670)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Increase daily Parkade Lot Fee to \$10.00 and Surface Lots to \$12.00	Operational Services	\$(22,245)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

STEP 4 –COMMUNITY DEVELOPMENT 2020 (Year 1)CAPITAL BUDGET

- 4.A The Committee has been provided with the proposed 2020 Community Development Capital Budget on Pg 623 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Community Development Capital Budget totals **\$6,268,363** and can be summarized as follows:

2020 Capital Budget		
	Planning	Future Years Operating Impacts
No. of Projects	2	
Total Capital Budget	\$6,268,363	\$429,044
Tax Supported Reserves	2,421,297	
Development Charges	163,703	
Debentures	3,683,363	
Total Capital Funding	\$6,268,363	

4.B 2020 Capital Projects

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
4B.1	83	Planning	Greenwich/Mohawk Brownfield Remediation – Risk Management Measures	-	5,868,363	5,868,363
4B.2	16	Planning	New Zoning By-Law	-	400,000	400,000
			TOTAL	-	\$6,268,363	\$6,268,363

4.C Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add to the 2020 Community Development Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 5 – COMMUNITY DEVELOPMENT **2021-2029 CAPITAL FORECAST**

- 5.A** The Committee has been provided with the proposed 10-Year Community Development Capital Forecast on Pg 624 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Community Development Capital Forecast totals **\$912,000** and can be summarized as follows:

2021-2029 Capital Forecast		Planning	Economic Development & Tourism	Total
Total Capital Budget		\$500,000	\$412,000	\$912,000
	DC's / Developer Contributions	225,000	-	225,000
	Tax Supported Reserves	275,000	412,000	687,000
Total Capital Funding		\$500,000	\$412,000	\$912,000

5.B Adjustments to the 2021-2029 Capital Forecast

To ensure consistency, please indicate the project reference number located in the **first** column when separating projects for discussion.

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 6 – COMMUNITY PROGRAMS, PARKS & RECREATION 2020 OPERATING BUDGET

- 6.A** Information on the Community Programs, Parks and Recreation Operating Budget can be found beginning on Pg 111 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).
- 6.B** The Community Programs, Parks and Recreation 2020 Operating Budget, as presented, totals \$14,724,054 and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Sanderson Centre	732,792	728,565	(4,227)	(0.58)%
Golf	-	-	-	-
Parks	7,928,514	8,168,346	239,832	3.02%
Recreation	5,662,942	5,827,143	164,201	2.90%
TOTAL COMMUNITY PROGRAMS, PARKS & RECREATION	\$14,324,248	\$14,724,054	\$399,806	2.79%*

*The staff recommended budget reduction option included in the opening motion to increase user fees to reflect a Unified Rate for Field Use is not reflected in the numbers above, and has reduced the base budget by \$34,050. This has reduced the overall Community Programs, Parks and Recreation budget increase to **2.55%**.

- 6.C** A presentation will now be made to the Committee by the General Manager of Community Programs, Parks and Recreation with respect to their 2020 Operating and Capital Budgets, followed by an opportunity for questions on those budgets.
- 6.D** **Unmet Needs – Community Program, Parks & Recreation**

Community Programs, Parks & Recreation has submitted a total of four Unmet Needs, with a net 2020 Budget impact totaling **\$283,580**.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
6D.1	130	Landscape Architect	Parks	Staff Recommended	82,264	23,420	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
6D.2	133	Supervisor Sports Fields & Turf	Parks	Staff Recommended	98,138	28,713	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
6D.3	120	New Sponsor Development Contract Position	Sanderson	Staff Recommended	28,178	22,969	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
6D.4	134	Increase Transfer to Minor Capital Reserve	Parks/ Recreation	Staff Recommended	75,000	-	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
			TOTAL		\$283,580	\$75,102	

If the Committee wishes to refer any of these unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for each referral motion is now required.

6.E **Budget Adjustments identified by the Committee**

Motions from Members of the Committee would be required at this time to consider any Community Programs, Parks and Recreation Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
No motion made at this step			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

STEP 7 –COMMUNITY PROGRAMS, PARKS & RECREATION 2020 (Year 1) CAPITAL BUDGET

- 7.A** The Committee has been provided with the proposed 2020 Community Programs, Parks and Recreation Capital Budget on Pg 630 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Community Programs, Parks & Recreation Capital Budget totals **\$12,103,285** and can be summarized as follows:

2020 Capital Budget		Parks (Incl Cemeteries)	Recreation	Sanderson Centre	Total	Future Years Operating Impact
No. of Projects		17	7	2	26	
Total Capital Budget		\$9,500,000	\$2,548,285	\$55,000	\$12,103,285	(1,100)
	Gas Tax	100,000	200,000	-	300,000	
	DC's/Other Developer Contr.	1,685,000	-	-	1,685,000	
	3 rd Party Contributions	150,000	-	-	150,000	
	Tax Supported Reserves	5,365,000	2,348,285	55,000	7,768,285	
	Debentures	2,200,000	-	-	2,200,000	
Total Capital Funding		\$9,500,000	\$2,548,285	\$55,000	\$12,103,285	

7.B Report Request – Earl Haig Facility Improvements

As part of the Nine-Year Capital Plan Review (2019-374) undertaken by the Estimates Committee in June 2019, the following direction to staff was approved by City Council:

THAT Project 001292 – Earl Haig-Facility Improvements BE REFERRED to staff for a report outlining the value of the building as well as the value of the tax supported portion of the operating costs including a breakdown of past years.

The requested report, 2019-677 titled Earl Haig Family Fun Park Capital Information [Financial Impact – None], is attached as Appendix B.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Carpenter
Seconded By: Councillor Wall

- A. THAT report 2019-677, Earl Haig Family Fun Park Capital Information BE RECEIVED.
- CARRIED ON A RECORDED VOTE

Moved by Councillor McCreary
Seconded by Councillor Sless

THAT STAFF BE DIRECTED to provide a memo addressing the opportunity to enclose the pool at Woodman.

CARRIED ON A RECORDED VOTE

7.C 2020 Capital Projects

The 2020 preliminary Capital Budget includes all of the projects identified in the table below.

The Chair will ask the Committee members have any questions on projects 7C.1 to 7C.18. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
7C.1	21	Parks	New Park Development – Empire Phase 6 Community Park	1,055,000	1,055,000	1,055,000
7C.2	22	Parks	New Park Open Space Development	-	200,000	2,150,000
7C.3	23	Parks	Lorne Park Gazebo	-	100,000	100,000
7C.4	27	Parks	Southwest Community Centre and Park	14,525,000	3,300,000	28,219,264
7C.5	29	Recreation	Earl Haig Facility Improvements	500,000	100,000	1,000,000
7C.6	166	Parks	Mt Hope Mausoleum Repairs	20,000	200,000	1,005,000
7C.7	167	Parks	Cemetery Minor Capital	-	35,000	350,000
7C.8	170	Parks	Dufferin Park Redevelopment	400,000	2,600,000	2,600,000
7C.9	171	Parks	Sportsfield Lighting	-	515,000	1,365,000
7C.10	172	Parks	Glenhyrst Gallery Architectural Rehab/ Replacement – Back Porch Stage Entry Wall	560,000	145,000	145,000
7C.11	173	Parks	Trails/Bikeway Renovations	-	100,000	1,000,000
7C.12	174	Parks	Park Renovations/ Improvements	-	100,000	800,000
7C.13	175	Parks	Jaycee Sports Park Site Improvements	-	100,000	100,000
7C.14	176	Parks	Rotary Centennial Waterworks Park Pavillion Site Improvements	-	50,000	50,000
7C.15	177	Parks	Steve Brown Sports Complex – Site Alteration & Fencing	-	25,000	565,000
7C.16	182	Parks	Playground Rehab/ Replacement	-	500,000	3,325,000
7C.17	204	Parks	Emerald Ash Borer Strategy	-	300,000	600,000
7C.18	205	Parks	Minor Capital	-	175,000	1,750,000

The Chair will ask the Committee members have any questions on projects 7C.19 to 7C.26. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
7C.19	206	Recreation	Woodman Pool Replacement	-	1,900,000	1,900,000
7C.20	207	Recreation	Wayne Gretzky Sports Complex Insulate & Vapour Barrier South and north End Walls	25,000	250,000	250,000
7C.21	208	Recreation	Wayne Gretzky Sports Centre Refrigeration Maintenance	96,000	118,000	118,000
7C.22	209	Recreation	Gretzky - UV Disinfection Filtration Upgrades	-	80,000	80,000
7C.23	210	Recreation	Branlyn Upgrades	278,413	50,285	109,617
7C.24	211	Recreation	Woodman Condition Assessment	-	50,000	50,000
7C.25	225	Sanderson	LED Stage Lighting	120,000	40,000	210,000
7C.26	226	Sanderson	Minor Capital	-	15,000	150,000
			TOTAL	\$17,579,413	\$12,103,285	\$49,046,881

7.D Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add to the 2020 Community Programs, Parks & Recreation Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 8 –COMMUNITY PROGRAMS, PARKS & RECREATION 2021-2029 CAPITAL FORECAST

- 8.A** The Committee has been provided with the proposed 10-Year Community Programs, Parks and Recreation Capital Forecast on Pgs 631-633 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Community Programs, Parks and Recreation Capital Forecast totals **\$85,581,896** and can be summarized as follows:

2021-2029 Capital Forecast		Parks (Incl Cemeteries)	Recreation	Sanderson Centre	Golf	Total
Total Capital Budget		56,181,264	27,009,332	2,060,000	331,300	85,581,896
	Gas Tax	1,350,000	-	-	-	1,350,000
	DC's/Developer Contributions	11,545,588	900,000	-	-	12,445,588
	Third Party/Other Contributions	200,000	8,000,000	-	-	8,200,000
	Tax Supported Reserves	43,085,676	5,909,332	2,060,000	331,300	51,386,308
	Debentures	-	12,200,000	-	-	12,200,000
Total Capital Funding		56,181,264	27,009,332	2,060,000	331,300	85,581,896

8.B Adjustments to the 2021-2029 Capital Forecast

To ensure consistency, please indicate the project reference number located in the **first** column when separating projects for discussion.

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 9 – VARIOUS BOARDS & AGENCIES 2020 BUDGETS

9.A The approved net 2020 Operating Budgets for the various Boards and Agencies, as presented, total **\$9,031,773** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Brant County Health Unit	2,481,463	2,520,691	39,228	1.58%
Downtown Brantford Business Improvement Area (Levy to businesses in the BIA boundary - \$202K)	-	-	-	-
John Noble Home	1,717,624	1,757,682	40,058	2.33%
Brantford Public Library	4,629,839	4,753,400	123,561	2.67%
Health Care (Physician Recruitment Program from Casino - \$110K)	-	-	-	-

9.B Brant Count Health Unit

Information on the City's share of the Brant County Health Unit operating budget can be found beginning on Pg 240 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#). The City's share of the Board approved 2020 Operating Budget is \$2,520,691, representing a 1.58% increase over the previous year.

A presentation will now be made to the Committee by the Brant County Health Unit with respect to their 2020 budget, followed by an opportunity for questions.

9.C Brantford Downtown Business Improvement Area

Information on the Brantford Downtown Business Improvement Area operating budget can be found beginning on Pg 244 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#). The Board approved BIA levy totals \$202,000, which will be shared among the business owners within the BIA boundary. The net impact on the City's tax levy is zero.

A presentation will now be made to the Committee by the Brantford Downtown Business Improvement Area with respect to their 2020 budget, followed by an opportunity for questions.

9.D Budget Adjustments identified by the Committee:

Motions from Members of the Committee would be required at this time to consider any budget adjustments for the Brantford Downtown Business Improvement Area.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
No motion made at this step			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

9.E John Noble Home

Information on the City's share of the John Noble Home operating budget totaling \$1,757,682, representing an increase of 2.33%, can be found beginning on Pg 226 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

A presentation will now be made to the Committee by the John Noble Home with respect to their 2020 budget, followed by an opportunity for questions.

9.F Budget Adjustments identified by the Committee:

Motions from Members of the Committee would be required at this time to consider any budget adjustments for the John Noble Home.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT
No motion made at this step			Yes <input type="checkbox"/> No <input type="checkbox"/>

9.G John Noble Home 2020 Capital Budget

The Committee has been provided with the proposed 2020 John Noble Home Capital Budget on Pg 628 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed City Portion of the 2020 John Noble Home Capital Budget totals **\$483,455** and can be summarized as follows:

2020 Capital Budget	John Noble Home	Future Years Operating Impacts
No. of Projects	10	
Total Capital Budget	\$483,455	
Tax Supported Reserves	\$483,455	
Total Capital Funding	\$483,455	

9.H 2020 Capital Projects – John Noble Home

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
9H.1	336	Resident Room Refurnishment - Furnishings & Equipment		25,445	290,800
9H.2	338	Nursing Unit Refurbishment		14,540	72,700
9H.3	339	Support Services Equipment		36,350	413,194
9H.4	340	Total Office IT and Furniture Replacement and or Upgrades		36,350	413,194
9H.5	341	Bell Lane Terrace Refurbishment		18,175	205,404
9H.6	342	Fire Sprinkler System Installation		21,810	152,670
9H.7	344	Tunnel Plumbing and Mechanical Pipe Replacement	175,080	145,400	145,400
9H.8	346	Resident Room Refurnishment - Mechanical & Plumbing		21,810	385,310
9H.9	353	Nursing Equipment		109,050	718,253
9H.10	354	Building Repairs/Replacement		54,525	558,299
		TOTAL		\$483,455	\$3,355,224

9.I Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add any projects to the 2020 John Noble Home Capital Budget.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

9.J 2021-2029 Capital Projects – John Noble Home

The Committee has been provided with the proposed 10-Year Capital Forecast for the John Noble Home on Pg 629 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The City portion of the proposed 2021-2029 John Noble Home Capital Forecast totals \$5,168,668 and can be summarized as follows:

2021-2029 Capital Forecast		John Noble Home
Total Capital Budget		\$5,168,668
	Tax Supported Reserves	\$5,168,668
Total Capital Funding		\$5,168,668

The opportunity now exists to amend the 2021-2029 Capital Forecast for the John Noble Home. **To ensure consistency**, please indicate the project reference number located in the first column when separating projects for discussion.

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

9.K Brantford Public Library

Information on the Brantford Public Library operating budget totaling \$4,753,400, representing an increase of 2.67%, can be found beginning on Pg 230 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

- 9.L A presentation will now be made to the Committee by the Brantford Public Library with respect to their 2020 budget, followed by an opportunity for questions.

9.M Non-Recommended Budget Reduction Options

As part of the Council approved 2020 Budget Guidelines, all local boards and agencies were requested to provide a 2020 Budget in accordance with the guidelines established for City departments. This includes the identification of options to achieve a target increase of no greater than 2.5%.

As requested, the Brantford Public Library has presented two non-recommended budget reduction options totalling \$7,900, which if approved, would bring the budget increase for the Brantford Public Library down to 2.5%

The Chair will identify the budget reduction options below one-by-one and ask if there is a mover and seconder to put that item on the floor.

	Pg. No.	2020 PROPOSED FEE INCREASE/ BUDGET REDUCTION	Department	2020 NET BUDGET REDUCTION	APPROVED TO REDUCE THE 2020 BUDGET
9M.1	235	Read-On Tutor	Library	(3,700)	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
9M.2	236	Staff Training & Development/ Staff Recognition	Library	(4,200)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
			TOTAL	\$(7,900)	

9.N Unmet Needs – Brantford Public Library

The Brantford Public Library has two Unmet Needs not included in their Board approved Budget, with a 2020 Budget impact totaling \$65,453.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
9N.1	238	Increased Hours for Security Guard	Library	Risk to Public Safety	18,700	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
9N.2	239	½ Human Resources Representative	Library	Staff Recommended	46,753	15,583	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

If the Committee wishes to refer any of these unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for each referral motion is now required.

9.O Budget Adjustments identified by the Committee:

Motions from Members of the Committee would be required at this time to consider any budget adjustments for the Brantford Public Library.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
Installation of door locks to the public washrooms	Library	\$5,500	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

9.P 2020 Capital Budget – Brantford Public Library

The Committee has been provided with the proposed 2020 Brantford Public Library Capital Budget on Pg 628 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Brantford Public Library Capital Budget totals **\$247,200** and can be summarized as follows:

2020 Capital Budget		Brantford Public Library	Future Years Operating Impacts
No. of Projects		2	
Total Capital Budget		\$247,200	
	3 rd Party Contribution	60,000	
	Tax Supported Reserves	187,200	
Total Capital Funding		\$247,200	

9.Q 2020 Capital Projects – Brantford Public Library

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
9Q.1	357	Library	St. Paul Branch HVAC Replacement	15,000	237,200	237,200
9Q.2	358	Library	Main Library Passenger Elevator Modernization	-	10,000	100,000
			TOTAL	\$15,000	\$247,200	\$337,200

9.R Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add to the 2020 Brantford Public Library Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

9.S 2021-2029 Capital Forecast – Brantford Public Library

The Committee has been provided with the proposed 10-Year Capital Forecast for the Brantford Public Library on Pg 629 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Brantford Public Library Capital Forecast totals **\$7,185,932** and can be summarized as follows:

2021-2029 Capital Forecast		Brantford Public Library
Total Capital Budget		\$7,185,932
	DC's / Developer Contributions	\$4,185,434
	3 rd Party Contributions	\$45,000
	Tax Supported Reserves	\$2,955,498
Total Capital Funding		\$7,185,932

The opportunity now exists to amend the 2021-2029 Capital Forecast for the Brantford Public Library. **To ensure consistency**, please indicate the project reference number located in the first column when separating projects for discussion.

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 10– HEALTH & HUMAN SERVICES

2020 OPERATING BUDGET

10.A Information on the Health and Human Services Operating budget submission can be found beginning on Pg 88 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

10.B The Health and Human Services net 2020 Operating Budget, as presented, totals **\$12,684,959** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Social Assistance & Homelessness	3,216,977	3,093,657	(123,320)	(3.83)%
Housing	8,618,014	8,751,879	133,865	1.55%
Children Services & Early Years Programs	840,901	839,423	(1,478)	(0.18%)
TOTAL HEALTH & HUMAN SERVICES	\$12,675,892	\$12,684,959	\$9,067	0.07%

10.C A presentation will now be made to the Committee by the Acting General Manager of Health and Human Services with respect to their 2020 Operating and Capital Budgets, followed by an opportunity for questions on those budgets.

10.D Unmet Needs – Health and Human Services

Health and Human Services has submitted a total of three Unmet Needs, with a net 2020 Budget impact totaling **\$510,917**.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
10D.1	97	Housing Support Workers (2)	Social Assistance & Homelessness	Risk to Public Safety	122,662	43,750	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
10D.2	98	Addiction Support (2)	Social Assistance & Homelessness	Staff Recommended	165,105	2,292	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
10D.3	100	Emergency Shelter – Rosewood Bed Capacity	Social Assistance & Homelessness	Staff Recommended	223,150	(609)	no motion - City Council already considered this item at its Nov 19 meeting Yes <input type="checkbox"/> No <input type="checkbox"/>

If the Committee wishes to refer any of these unmet needs to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for the referral motion is now required.

10.E Report Request - 2020 Child Care and Early Year Allocations

At its May 7, 2019 meeting, City Council adopted the following:

1. 2019 Child Care and Early Years Allocations [Financial Impact: \$0 (\$353,187 funded from 100% provincial one-time grant)], 2019-313

- A. *THAT Report 2019 – 313, 2019 Child Care and Early Years Allocations BE RECEIVED; and*
- B. *THAT, in light of the recent provincial announcements regarding cuts to child care allocations, staff BE DIRECTED to implement the interim measures and administrative changes, including staffing reductions and the utilization of the 100% provincial one-time grant, as outlined in report 2019-313; and*
- C. *THAT staff CONTINUE to monitor additional program changes to child care and report back to the Social Services Committee by the fourth quarter of 2019 with a Child Care Service Plan and associated budget for 2020 and future years; and*
- D. *THAT staff BE DIRECTED to provide a report to the Estimates Committee regarding an option to leverage additional provincial funding available through the 2020 Child Care and Early Years allocations.*

The requested report, 2019-738 titled 2020 Child Care and Early Years Allocations [Financial Impact – None], is attached as Appendix C.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Wall

Seconded By: Councillor Sless

- B. THAT report 2019-738, 2020 Child Care and Early Years Allocations BE RECEIVED.

CARRIED UNANOMOUSLY ON A RECORDED VOTE

10.F Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any other Health and Human Services Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
No motion made at this step			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

STEP 11 –HEALTH & HUMAN SERVICES

2020 (Year 1) CAPITAL BUDGET

- 11.A** The Committee has been provided with the proposed 2020 Health and Human Services Capital Budget on Pg 625 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Health and Human Services Capital Budget totals **\$962,627** and can be summarized as follows:

2020 Capital Budget		Future Years Operating Impacts
	Housing	
No. of Projects	11	
Total Capital Budget	\$962,627	
3 rd Party Contributions	250,000	
Tax Supported Reserves	712,627	
Total Capital Funding	\$962,627	

11.B 2020 Capital Projects

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on projects 11B.1 to 11B.7. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
11B.1	43	Housing	Trillium Way Site – 22 Unit Mixed Use Low Rise Apartment Bldg	-	200,000	4,500,000
11B.2	290	Housing	Richard Beckett Building Cooling System	20,000	225,627	225,627
11B.3	291	Housing	Brant/Lorne Towers Common Area Flooring	-	190,000	190,000
11B.4	293	Housing	Brant/Lorne Towers Interior Finishes	-	120,000	120,000
11B.5	294	Housing	Heritage House Minor Capital	-	54,000	54,000
11B.6	295	Housing	Winston Court Windows	-	50,000	550,000
11B.7	296	Housing	LHC Properties – Kitchen Renovations	-	30,000	750,000

The Chair will ask the Committee members if they have any questions on projects 11B.8 to 11B.11. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
11B.8	297	Housing	Walkers Green Balcony	-	25,000	275,000
11B.9	298	Housing	Riverside Garden Foundation	-	25,000	275,000
11B.10	300	Housing	Lorne Towers Genset	-	18,000	198,000
11B.11	301	Housing	Northland Gardens ACM Removal	-	25,000	275,000
			TOTAL	\$20,000	\$962,627	\$7,412,627

11.C Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add to the 2020 Health and Human Services Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 12 –HEALTH & HUMAN SERVICES **2021-2029 CAPITAL FORECAST**

- 12.A** The Committee has been provided with the proposed 10-Year Health and Human Services Capital Forecast on Pgs 626-627 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Health and Human Services Capital Forecast totals **\$27,543,200** and can be summarized as follows:

2021-2029 Capital Forecast		
		Housing
Total Capital Budget		\$27,543,200
	Debentures	10,822,095
	Development Charges	120,972
	3 rd Party Funding	3,108,621
	Tax Supported Reserves	13,491,512
Total Capital Funding		\$27,543,200

12.B Adjustments to the 2021-2029 Capital Forecast

To ensure consistency, **please indicate the project reference number located in the first column when separating projects for discussion.**

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 13 – CHIEF ADMINISTRATIVE OFFICER **2020 OPERATING BUDGETS**

13.A Information on the CAO Operating budget submission can be found beginning on Pg 18 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

13.B The CAO 2020 Operating Budget, as presented, totals **\$2,883,440** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Chief Administrative Office	292,997	305,357	12,360	4.22%
Communications & Community Engagement	683,959	706,459	22,500	3.29%
Corporate Initiatives & Community Strategies	1,825,887	1,871,624	45,737	2.50%
TOTAL CAO	\$2,802,843	\$2,883,440	80,597	2.88%*

*The staff recommended budget reduction option included in the opening motion to fund external grants from the Community Groups Reserve is not reflected in the number above, and has reduced the base budget by \$203,618. This has resulted in an overall CAO budget **decrease** of **4.39%**.

13.C A presentation will be made to the Committee by the Chief Administrative Officer with respect to these 2020 Budgets, followed by an opportunity for questions on those Budgets. **As part of this presentation the Mayor and the CAO identified additional reductions totalling \$92,325 as a result of departmental reorganizations.**

13.D Unmet Needs - CAO

The Office of the CAO has submitted the following three Unmet Needs, with a 2020 Budget impact totaling **\$98,949**.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
13D.1	36	Asset Management Specialist	Corporate Initiatives & Community Strategies	Mandatory	48,049	72,099	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
13D.2	30	eScribe Live Streaming of Council & Committee Meetings	Communications & Community Engagement	Response to Direction from Council	25,900	(4,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
13D.3	37	Privacy Specialist For Privacy Impact Assessment For CCTV System	Corporate Initiatives & Community Strategies	Response to Direction from Council	25,000	(25,000)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
			TOTAL		\$98,949	\$43,099	

If the Committee wishes to refer any of these unmet needs to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for each referral motion is now required.

13.E **Budget Adjustments identified by the Committee**

Motions from Members of the Committee would be required at this time to consider any CAO Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT
No motion made at this step			Yes <input type="checkbox"/> No <input type="checkbox"/>
			Yes <input type="checkbox"/> No <input type="checkbox"/>

13.F **Community Physician Recruitment – Revised Funding Request**

At its October 22, 2019 meeting, City Council adopted the following:

Community Physician Recruitment 2019 Program Report and 2020 Action Plan [Financial Impact: None], 2019-595

A. THAT Report 2019-595 Community Physician Recruitment 2019 Program Report and 2020 Action Plan BE RECEIVED; and

B. THAT the revised 2020 Funding Request from the Community Physician Recruitment Committee dated October 16, 2019 BE

REFERRED to the Estimates Committee for consideration as part of the 2020 budget process.

The City of Brantford enters into an agreement annually with the Brant Community Healthcare System, which provides funding to the Community Physician Recruitment Program in the amount of \$110,000. This annual allocation is funded from the Community Groups portion of Casino revenues.

In recent years, the agreement provides for the Community Physician Recruitment Program to distribute the City's grant in the following manner:

- Salary and Benefits - \$ 48,000
- Recruitment Costs - 42,000
- Medical and Nursing Bursaries - 20,000
- \$110,000

The City has received a revised funding request from the Community Physician Recruitment Program seeking approval to distribute the City's 2020 grant in the following manner:

- Salary and Benefits - \$ 48,000
- Recruitment Costs - 62,000
- \$110,000

A motion is required at this time to provide for the allocation of City funds to the Community Physician Recruitment Program in 2020.

Moved By: Councillor Utley
Seconded By: Councillor Vanderstelt

- A. THAT the necessary agreement to support the 2020 contribution to the Community Physician Recruitment Program, in the amount of \$110,000, include the following permitted uses of the City's funds:
- a. Recruiter Salary and Benefits - \$48,000
 - b. Recruitment Costs - \$62,000; and
- B. THAT the agreement between The Corporation of the City of Brantford and the Brant Community Healthcare System for the 2020 contribution to the Community Physician Recruitment Program BE PLACED on a signing bylaw for execution by the Mayor and Clerk.

Moved By: Councillor Utley
Seconded By: Councillor McCreary

THAT the following BE DEFERRED for one month:

- A. THAT the necessary agreement to support the 2020 contribution to the Community Physician Recruitment Program, in the amount of \$110,000, include the following permitted uses of the City's funds:
- i. Recruiter Salary and Benefits - \$48,000
 - ii. Recruitment Costs - \$62,000; and

- B. THAT the agreement between The Corporation of the City of Brantford and the Brant Community Healthcare System for the 2020 contribution to the Community Physician Recruitment Program BE PLACED on a signing bylaw for execution by the Mayor and Clerk. CARRIED ON A RECORDED VOTE

STEP 14 –CHIEF ADMINISTRATIVE OFFICER **2020 (Year 1) CAPITAL BUDGET**

- 14.A** The Committee has been provided with the proposed 2020 CAO Capital Budget on Pg 636 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 CAO Capital Budget totals **\$75,000** and can be summarized as follows:

2020 Capital Budget		Communications & Community Engagement	Future Years Operating Impacts
No. of Projects		1	
Total Capital Budget		\$75,000	
	Tax Supported Reserves	75,000	
Total Capital Funding		\$75,000	

14.B 2020 Capital Projects

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
14B.1	80	Communications & Community Engagement	Corporate Asset Management Plan Community Consultation Campaign	-	75,000	75,000

14.C Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add any projects to the 2020 CAO Capital Budget.

STEP 16 – CORPORATE SERVICES

2020 OPERATING BUDGETS

- 16.A** Information on the Corporate Services Operating budget submission can be found beginning on Pg 61 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).
- 16.B** The Corporate Services 2020 Operating Budget, as presented, totals **\$11,812,881** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Human Resources	1,845,627	1,878,988	33,361	1.81%
Legal & Real Estate	680,624	694,190	13,566	1.99%
Clerk's Department	1,635,648	1,722,008	86,360	5.28%
IT Services	3,322,340	3,468,328	145,988	4.39%
Finance	3,958,860	4,049,367	90,507	2.29%
TOTAL CORPORATE SERVICES	\$11,443,099	\$11,812,881	\$369,782	3.23%*

*The staff recommended budget reduction option included in the opening motion to increase Tax Certificate Fees, in addition to the Committee's approval to further increase this fee, is not reflected in the number above, and has reduced the base budget by \$51,000. This has reduced the overall Corporate Services budget increase to **2.79%**.

- 16.C** A presentation will be made to the Committee by the General Manager of Corporate Services/City Treasurer with respect to these 2020 Budgets, followed by an opportunity for questions on those Budgets.
- 16.D** **Unmet Needs-Corporate Services**

Corporate Services has submitted a total of four Unmet Needs, with a 2020 Budget impact totaling **\$265,824**.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
16D. 1	73	Third Party Disability Management Specialist	Human Resources	Staff Recommended	50,000	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
16D. 2	71	Human Resources Representative*	Human Resources	Staff Recommended	95,371	30,201	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
16D. 3	70	Staffing Specialist (from 8 month contract to FT)	Human Resources	Staff Recommended	20,453	34,146	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
16D. 4	87	Value for Money Audit	Finance	Response to Direction from Council	Net \$0 (\$100,000 gross amended to be funded from Council Priorities Reserve)	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
			TOTAL		\$265,824	\$64,347	

*This unmet need has been amended from the preliminary documents to reflect a full FTE in accordance with direction given at the November 20th Estimates Committee meeting

If the Committee wishes to refer any of these unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for each referral motion is now required.

16.E Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any Corporate Services Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
No motion made at this step			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

STEP 17 – CORPORATE SERVICES 2020 (Year 1) CAPITAL BUDGET

- 17.A** The Committee has been provided with the proposed 2020 Corporate Services Capital Budgets on Pg 634 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Corporate Services Capital Budget totals **\$1,479,650** and can be summarized as follows:

2020 Capital Budget	Finance	IT Services	Human Resources	Total	Future Years Operating Impacts
No. of Projects	3	3	1	7	
Total Capital Budget	\$979,650	\$450,000	\$50,000	\$1,479,650	
Tax Supported Reserves	979,650	450,000	50,000	\$1,479,650	
Total Capital Funding	\$979,650	\$450,000	\$50,000	\$1,479,650	

17.B 2020 Capital Projects

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
17B.1	89	Finance	Community Benefit Charge Study & Financing Strategy for Northern Boundary Lands	-	150,000	200,000
17B.2	90	Human Resources	Asbestos Sampling – City Facilities	-	50,000	50,000
17B.3	244	Finance	Property Tax Software Replacement	25,000	800,000	800,000
17B.4	246	Finance	Finance Minor Capital	-	29,650	82,650
17B.5	250	IT Services	Server and Storage Upgrade	-	230,000	230,000
17B.6	251	IT Services	Security Platform	-	120,000	120,000
17B.7	252	IT Services	PC Replacement Program	-	100,000	650,000
			TOTAL	\$25,000	\$1,479,650	\$2,132,650

17.C Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add any projects to the 2020 Corporate Services Capital Budget.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 18 –CORPORATE SERVICES **2021-2029 CAPITAL FORECAST**

- 18.A** The Committee has been provided with the proposed 10-Year Corporate Services Capital Forecast on Pg 635 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Corporate Services Capital Forecast totals **\$9,743,000** and can be summarized as follows:

2021-2029 Capital Forecast		Finance	Clerk's	IT Services	Human Resources	Total
Total Capital Budget		\$1,343,000	\$2,080,000	\$5,900,000	\$420,000	\$9,743,000
	DC's / Developer Contributions	95,708	-	-	-	\$95,708
	Tax Supported Reserves	747,292	2,080,000	5,900,000	420,000	\$9,147,292
	Rate Reserves	500,000	-	-	-	\$500,000
Total Capital Funding		\$1,343,000	\$2,080,000	\$5,900,000	\$420,000	\$9,743,000

18.B Adjustments to the 2021-2029 Capital Forecast

To ensure consistency, **please indicate the project reference number located in the first column when separating projects for discussion.**

Motions from Members of the Committee would be required at this time to amend the 2021-2029 Corporate Services capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 19 – CORPORATE FINANCING

2020 OPERATING BUDGET

- 19.A** Information on the Corporate Financing Operating budget submission can be found beginning on Pg 219 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).
- 19.B** The Corporate Financing 2020 Operating Budget, as presented, totals **\$19,556,726** and can be summarized as follows:

DEPARTMENT/SERVICE	2019 NET BUDGET	2020 NET BUDGET	2019/2020 Variance	Percentage Variance
Debt Financing (Tax Supported)	3,608,417	3,726,191	117,774	3.26%
Capital Financing (Tax Supported)	15,581,144	15,624,802	43,658	0.28%
Boundary Agreement	2,035,338	1,814,745	(220,593)	(10.84)%
Supplementary Taxes/PILs/ Adjustments on Taxes	(2,001,794)	(2,162,785)	(160,991)	(8.04)%
Investment Income	(3,513,000)	(4,100,000)	(587,000)	(16.71)%
Current & Retiree Benefits	2,303,110	3,280,110	977,000	42.42%
Utility Financing Revenues	(1,390,008)	(1,303,240)	86,768	6.24%
Corporate Insurance	2,964,949	2,817,003	(147,946)	(4.99)%
Operating Budget Contingency	375,000	1,900,000	1,524,500	405.99%
TOTAL CORPORATE FINANCING	\$17,923,656	\$19,556,726	\$1,633,070	9.11%*

*The staff recommended budget reduction option included in the opening motion to transfer funds from the Accident Prevention Reserve to mitigate 2020 WSIB increases is not included in the numbers above, and has reduced the base budget by \$1,500,000. This has reduced the overall Corporate Financing budget increase to **0.74%**

- 19.C** A presentation will be made to the Committee by the Director of Finance with respect to the 2020 Corporate Financing budget, followed by an opportunity for questions on those Budgets.

19.D Other Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any other Corporate Financing Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT
No motion made at this step			Yes <input type="checkbox"/> No <input type="checkbox"/>
			Yes <input type="checkbox"/> No <input type="checkbox"/>

STEP 20 – EMERGENCY SERVICES

2020 OPERATING BUDGETS

- 20.A** Information on the Emergency Services Operating budget submission can be found beginning on Pg 38 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Brant/Brantford Paramedic	4,679,987	4,763,071	83,084	1.78%
Police Services	33,225,482	35,975,122	2,749,640	8.28%
Fire Services	18,819,198	19,193,130	373,932	1.99%
911	46,100	69,783	23,683	51.37%
Police Board Honorariums	34,987	40,463	5,476	15.65%
TOTAL EMERGENCY SERVICES	\$56,805,754	\$60,041,569	\$3,235,815	5.70%

20.B Brant/Brantford Paramedic Services

Information on the City's share of the Brant/Brantford Paramedic Services operating budget can be found beginning on Pg 52 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

In accordance with the Agreement between the Corporation of the City of Brantford, and the Corporation of the County of Brant dated September 25, 2018, the respective municipal Councils have had an opportunity to provide input into the 2020 Paramedic Services Budget. It is expected that the County of Brant Estimates Committee will give final approval to this budget at its November 27th meeting.

20.C Brantford Police Service

Information on the Brantford Police Service operating budget totaling \$35,975,122, representing an increase of 8.28%, can be found beginning on Pg 46 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

A presentation will now be made to the Committee by the Brantford Police Service with respect to their 2020 budget, followed by an opportunity for questions.

20.D Budget Adjustments identified by the Committee – Brantford Police Service

Motions from Members of the Committee would be required at this time to request the Police Services Board to consider any operating budget adjustments for the Brantford Police Service.

- 20.E** The Committee has been provided with the proposed 2020 Brantford Police Services Capital Budgets on Pg 638 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Capital Budget totals **\$6,151,900** and can be summarized as follows:

2020 Capital Budget		Police	Future Years Operating Impacts
No. of Projects		11	
Total Capital Budget		\$6,151,900	
	DC's / Developer Contributions	64,827	
	Debenture Financing	5,000,000	
	Third Party Funding	8,000	
	Tax Supported Reserves (Police)	1,079,073	
Total Capital Funding		\$6,151,900	

20.F 2020 Capital Projects – Brantford Police Service

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members have any questions on any of these projects. Motions from Members of the Committee would be required at this time to request the Police Services Board to consider any 2020 capital budget adjustments for the Brantford Police Service.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
20F.1	37	Police	Digital Evidence Management System	-	250,000	250,000
20F.2	38	Police	Voice to Text Hardware/Software	-	100,000	100,000
20F.3	39	Police	Headquarters Relocation	1,808,429	5,000,000	49,595,704
20F.4	93	Police	Forensic Panoramic Imaging System	50,850	25,000	100,850
20F.5	274	Police	PBX and Call Pilot Upgrade	-	240,000	240,000
20F.6	275	Police	Minor Capital	-	173,900	1,502,180
20F.7	276	Police	Replacement of Video Surveillance / Storage System	-	85,000	175,000
20F.8	277	Police	Information Technology Replacement Program	-	60,000	600,000
20F.9	278	Police	Police Prisoner Transport Vehicle	-	58,000	123,000
20F.10	279	Police	Marked Vehicle Changeover	-	50,000	210,000
20F.11	280	Police	Police Vehicle Fleet Replacement	-	110,000	990,000
			TOTAL	\$1,859,279	\$6,151,900	\$53,886,734

20.G 2021-2029 Capital Forecast – Brantford Police Service

The Committee has been provided with the proposed 10-Year Brantford Police Services Capital Forecast on Pgs 639-640 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Brantford Police Services Capital Forecast totals **\$52,393,134** and can be summarized as follows:

2021-2029 Capital Forecast		Police	Police NG 911
Total Capital Budget		\$52,093,134	\$300,000
	DC's / Developer Contributions	862,828	55,566
	Debenture Financing	40,306,692	-
	3 rd Party/Other Funding	4,072,000	-
	City Tax Supported Reserves	1,301,048	244,434
	Police Reserves	5,550,566	-
Total Capital Funding		\$52,093,134	\$300,000

20.H Adjustments to the 2021-2029 Capital Forecast

Motions from Members of the Committee would be required at this time to request the Police Services Board to consider any 2021-2029 capital forecast adjustments for the Brantford Police Service.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

20.I Brantford Fire

Information on the Brantford Fire operating budget totaling \$19,193,130, representing an increase of 1.99%, can be found beginning on Pg 38 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).

A presentation will now be made to the Committee by Brantford Fire with respect to their 2020 budget, followed by an opportunity for questions.

20.J **Report Request Re: Implementation of Fire Master Plan**

At its June 25, 2019 meeting, City Council adopted the following:

1. Master Fire Plan Report [Financial Impact – None], 2019-351

A. THAT Report 2019-351 titled Master Fire Plan Report BE RECEIVED; and

B. THAT Council ADOPT the proposed Master Fire Plan attached to Report 2019-351 and marked as Appendix “A” as the strategic planning framework for the delivery of fire protection services within the City of Brantford for the next ten-year community planning horizon; and

C. THAT Council DIRECT the Fire Chief to develop an implementation plan for the proposed Master Fire Plan to be presented to Council for consideration as part of the City’s annual Estimates Committee process.

The requested report, 2019-737, is attached as Appendix D.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Antoski
Seconded By: Councillor Sless

A. THAT report 2019-737 titled Master Fire Plan Implementation Plan BE RECEIVED.

CARRIED UNANOMOUSLY ON A RECORDED VOTE

20.K Unmet Needs – Brantford Fire

Brantford Fire has submitted one Unmet Need, with a net 2020 Budget impact totaling **\$61,966**.

The Chair will identify the unmet need below to allow for any questions on that item.

	Pg	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
20K.1	44	Fire Safety Educator	Fire	Staff Recommended	61,966	19,433	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

If the Committee wishes to refer this unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for the referral motion is now required.

20.L Budget Adjustments identified by the Committee – Brantford Fire

Motions from Members of the Committee would be required at this time to consider any budget adjustments for Brantford Fire.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT
No motion made at this step			

20.M The Committee has been provided with the proposed 2020 Brantford Fire Capital Budget on Pg 638 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Brantford Fire Capital Budget totals **\$1,467,500** and can be summarized as follows:

2020 Capital Budget		Fire	Future Years Operating Impacts
No. of Projects		3	
Total Capital Budget		\$1,467,500	
Tax Supported Reserves		\$1,467,500	
Total Capital Funding		\$1,467,500	

20.N 2020 Capital Projects – Brantford Fire

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members if they have any questions on any of these projects. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/ Pg No.	Dept	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
20N.1	258	Fire	Replace Pumper/Aerial	-	1,300,000	1,300,000
20N.2	259	Fire	Fire Minor Capital	-	105,000	1,095,605
20N.3	260	Fire	Fire Bunker Gear Replacement	-	62,500	625,000
			TOTAL	-	\$1,467,500	\$3,020,605

20.O Opportunity for additions to the 2020 Capital Program

Motions from Members of the Committee would be required at this time to amend the 2020 Brantford Fire Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

20.P 2021-2029 Capital Forecast – Brantford Fire

The Committee has been provided with the proposed 10-Year Brantford Fire Capital Forecast on Pgs 639 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Brantford Fire Capital Forecast totals **\$11,365,105** and can be summarized as follows:

2021-2029 Capital Forecast			
		Fire	Fire NG 911
Total Capital Budget		\$11,165,105	\$200,000
	DC's / Developer Contributions	682,653	37,044
	Tax Supported Reserves	10,482,452	162,956
Total Capital Funding		\$11,165,105	\$200,000

20.Q Adjustments to the 2021-2029 Capital Forecast

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 21 – PUBLIC WORKS **2020 OPERATING BUDGET**

- 21.A** Information on the Public Works Operating Budget can be found on Pg 155 of the Preliminary 2020 Operating Budget documents which were distributed electronically on November 8th. This document is also available [online](#).
- 21.B** The net 2020 Operating Budget for Public Works, as presented, totals **\$27,614,110** and can be summarized as follows:

DEPARTMENT	2019 BUDGET	2020 BUDGET	2019/2020 Variance	Percentage Variance
Public Works Admin	-	-	-	-
Downtown Revitalization	-	-	-	-
Fleet & Transit Services	6,314,812	6,438,338	123,526	1.96%
Facilities & Asset Management	2,228,174	2,389,370	161,196	7.23%
Environmental Services	3,281,489	3,661,803	380,314	11.59%
Engineering Services	3,122,559	3,171,172	48,613	1.56%
Operational Services	11,283,552	11,953,427	669,875	5.94%
TOTAL PUBLIC WORKS	\$26,230,586	\$27,614,110	\$1,383,524	5.27%*

* The staff recommended budget reduction option included in the opening motion to increase user fees for monthly and daily parking is not reflected in the numbers above, and has reduced the base budget by \$78,740. This has reduced the overall Public Works budget increase to **4.97%**.

- 21.C** A presentation will now be made to the Committee by the Acting General Manager of Public Works with respect to their 2020 Operating and Capital Budgets, followed by an opportunity for questions on those budgets. **As part of this presentation the Commission identified additional transit fare revenue totalling \$75,000**
- 21.D Report Request re: Provincial Gas Tax Funding**

At its May 28, 2019 meeting, City Council adopted the following:

6. Impact of Provincial Gas Tax Changes on Transit Operating Budget [Financial Impact - \$9,500,000 over 10 years], 2019-318

A. *THAT Report No. 2019-318 titled "Provincial Gas Tax Changes on Transit Operating Budget" BE RECEIVED; and*

- B. i. THAT the planned transit improvement (Brantford Transit Service Improvement – Extend Monday to Saturday Hourly Service to 1 AM) for September 2019 NOT BE IMPLEMENTED AT THIS TIME and REFERRED to the Estimates Committee for consideration during the 2020 budget process; and*
- ii. THAT staff BE DIRECTED to report back during the 2020 Estimates process on options to mitigate the impact of the provincial gas tax funding reduction on the Transit Division's Operating Budget.*
- C. THAT the Minister of Transportation BE REQUESTED to reinstate the planned increases to Provincial Gas Tax funding to enable the expansion of transit service in the City of Brantford and across Ontario; and*
- D. THAT a copy of Report 2019-318 BE PROVIDED to Will Bouma, Member of Provincial Parliament, Brantford-Brant, the Association of Municipalities of Ontario and Ontario Public Transit Association.*

The requested report, 2019-586, is attached as Appendix E.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Wall
 Seconded By: Councillor Utley

- A. THAT report 2019-586 regarding the Exit Strategy for Reducing Provincial Gas Tax used in Transit Operating Budget BE RECEIVED; and
- B. THAT the Estimates Committee APPROVES to phase-in the Exit Strategy over 5 years, at an annual cost of \$75,000 to mitigate the reduction in Provincial Gas Tax funding.

CARRIED ON A RECORDED VOTE

21.E Unmet Needs – Public Works

Public Works has submitted a total of eighteen Unmet Needs, with a 2020 net Budget impact totaling **\$933,607**.

The Chair will identify the unmet needs below one-by-one to allow for any questions on that item.

	Pg No	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
21E. 1	174	Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer	Fleet & Transit Services	Risk to Public Safety/Corp Security	\$91,464	\$27,155	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 2	188	Maintenance Analyst	Environmental Services	Risk to Public Safety/Corp Security	Net \$0 (\$48,200 gross) funded from water)	Net \$0 (\$23,955 gross) funded from water)	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 3	165	Continuous Improvement Project Manager (3 Year Contract Position)	Public Works Administration	Staff Recommended	Net \$0 (\$96,964 gross) funded from capital	Net \$0 (\$23,455 gross) funded from capital	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
21E. 4	176	Fleet Inventory Clerk	Fleet & Transit Services	Staff Recommended	\$64,773	\$18,257	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 5	178	Brantford Transit Service Improvement - Extend Monday to Saturday Hourly Service to 1 AM	Fleet & Transit Services	Staff Recommended	\$124,350	\$248,823	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
21E. 6	190	Water Distribution and Waste Water Collection Operator (Storm System)	Environmental Services	Staff Recommended	\$71,001	\$21,820	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 7	192	Building Maintenance Technician	Environmental Services	Staff Recommended	Net \$0 (\$55,507 gross) funded from water & waste-water	Net \$0 (\$21,802 gross) funded from water & waste-water	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 8	203	Design Technologist	Engineering Services	Staff Recommended	Net \$0 (\$83,485 gross) funded from capital	Net \$0 (\$20,186 gross) funded from capital	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

	Pg No	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	REFER TO STEP 24 OF WORKSHEET
21E. 9	201	Temporary Construction Inspector/ Operator	Engineering Services	Staff Recommended	Net \$0 (\$114,686 gross) funded from capital	Net \$0 (\$4,210 gross reduction from capital)	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 10	216	Operational Services Investigator	Operational Services	Staff Recommended	\$75,731	\$20,777	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 11	211	Parking Maintenance Technician	Operational Services	Staff Recommended	\$76,630	\$20,327	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 12	217	Right of Way Investigator	Operational Services	Staff Recommended	\$76,156	\$20,777	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 13	213	Traffic Sign Maintenance Backlog	Operational Services	Staff Recommended	\$142,063	\$36,854	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 14	204	Retrofit Pedestrian signal at Colborne Street West and FS#4	Engineering Services	Response to Direction from Council	21,000	(21,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
21E. 15	197	Supervisor Right of Way Control	Engineering Services	Response to Direction from Council	85,078	22,970	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 16	199	Transportation Planning Project Coordinator	Engineering Services	Response to Direction from Council	Net \$20,459 (\$79,316 gross) remainder funded from capital	Net \$1,560 (\$21,179 gross) remainder funded from capital	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
21E. 17	215	Operational Services Technologist	Operational Services	Response to Direction from Council	70,902	18,384	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
21E. 18	218	Interim Measure to Improve Traffic Flow to/ from Hwy 403 and West Brant	Operational Services	Response to Direction from Council	14,000	(14,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
			TOTAL		\$933,607	\$422,704	

If the Committee wishes to refer any of these unmet need to Step 24 of the Worksheet where all referred needs will receive final consideration, a mover and seconder for each referral motion is now required.

21.F Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any Public Works Operating budget increases or decreases.

DESCRIPTION OF ADJUSTMENT	DEPARTMENT	AMOUNT	APPROVED 2020 BUDGET ADJUSTMENT	
No motion made at this step			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>
			Yes <input type="checkbox"/>	No <input type="checkbox"/>

STEP 22 – PUBLIC WORKS 2020 (Year 1) CAPITAL BUDGET

- 22.A** The Committee has been provided with the proposed 2020 Public Works Capital Budget on Pgs 641-644 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2020 Public Works Capital Budget totals **\$55,702,500** and can be summarized as follows:

2020 Capital Budget		Engineering Services	Environmental Services	Facilities and Asset Mgmt.	Fleet and Transit Services	Operational Services	Public Works Admin	Total
No. of Projects		31	50	11	11	16	1	120
Total Capital Budget		\$21,292,500	\$20,229,000	\$1,555,000	\$9,441,000	\$3,085,000	\$100,000	\$55,702,500
	Gas Tax	6,146,087	-	-	\$1,268,763	1,000,000	-	\$8,414,850
	DC's/ Developer Contributions	775,913	36,000	-	-	-	-	\$811,913
	3 rd Party Contributions	1,462,500	-	-	4,921,202	-	-	\$6,383,702
	Rate Reserves	5,765,000	17,124,000	350,000	850,000	75,000	100,000	\$24,264,000
	Tax Supported Reserves	7,143,000	3,069,000	1,205,000	2,401,035	2,010,000	-	\$15,828,035
Total Capital Funding		\$21,292,500	\$20,229,000	\$1,555,000	\$9,441,000	\$3,085,000	\$100,000	\$55,702,500

22.B 2020 Capital Projects

The 2020 preliminary Capital Budget includes the projects identified in the table below.

The Chair will ask the Committee members have any questions on projects 22B.1 to 22B.14. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.1	46	Fleet	Fleet Expansion for Environmental Services	-	40,000	40,000
22B.2	53	Miscellaneous Capital	On-Road Active Transportation Initiatives	-	355,000	3,550,000
22B.3	64	Wastewater	Empey Sanitary Pump Station Rehabilitation and Replacement	950,000	800,000	6,800,000
22B.4	69	Water	North West Brantford Watermain 1	-	578,000	3,170,000
22B.5	98	Barrier Free Design	Accessibility Improvement Initiatives	-	100,000	1,000,000
22B.6	99	Buildings and Facilities	Operations Works Yard Vinyl Roofing (Dome) Structure	-	225,000	225,000
22B.7	100	Buildings and Facilities	Energy Conservation Initiatives Implementation	-	100,000	1,000,000
22B.8	101	Buildings and Facilities	Operations Works Yard Temporary Facility	100,000	100,000	100,000
22B.9	105	Stormwater	Watershed Monitoring and Update for the Urban Boundary Expansion Lands	255,000	425,000	510,000
22B.10	106	Stormwater	Flood Relief Studies and Neighborhood Storm System Improvements	-	410,000	820,000
22B.11	107	Stormwater	Stormwater Financial Sustainability Plan	150,000	150,000	150,000
22B.12	108	Stormwater	Storm Pond Safety Assessment	-	75,000	75,000
22B.13	112	Street Lighting, Traffic and Parking	Streetlight Pole Condition Assessment	-	75,000	430,000
22B.14	113	Street Lighting, Traffic and Parking	Bell Lane & Mt. Pleasant Pedestrian Crossover Works	-	15,000	115,000

The Chair will ask the Committee members have any questions on projects 22B.15 to 22B.29. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.15	114	Technical Studies	Public Works Activity Tracking and Asset Management Tool	2,250,000	500,000	500,000
22B.16	115	Technical Studies	Wastewater Collection System Flow Monitoring and Sampling	-	150,000	600,000
22B.17	116	Technical Studies	Wastewater Siphon Inspection	200,000	100,000	500,000
22B.18	117	Technical Studies	City-Wide Private Property Easement Investigation	300,000	100,000	100,000
22B.19	118	Technical Studies	Detailed Roadway Surface Condition Assessment	-	100,000	400,000
22B.20	119	Technical Studies	Stormwater Retention Pond Condition Assessment	-	75,000	75,000
22B.21	120	Technical Studies	Aerial Photography Dataset Acquisition	-	55,000	165,000
22B.22	121	Technical Studies	Wastewater Forcemain Assessment Program	-	50,000	250,000
22B.23	122	Technical Studies	Sidewalk Condition Assessment	-	30,000	300,000
22B.24	123	Technical Studies	Manhole Condition Assessment Program	-	50,000	500,000
22B.25	145	Waste Management	Landfill Site Stage 3 A/B New Gas Collection System Extension	250,000	250,000	900,000
22B.26	146	Waste Management	Closed Landfill Sites Inspection and Monitoring	-	100,000	100,000
22B.27	147	Waste Management	Landfill Pumping Stations Condition and Performance Assessment	-	90,000	610,000
22B.28	150	Wastewater	WWTP Upgrade Assessment	-	300,000	300,000
22B.29	151	Wastewater	Private Sewer Lateral Replacement Grant Program	-	100,000	1,000,000

The Chair will ask the Committee members have any questions on projects 22B.30 to 22B.41. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.30	360	Airport	Commercial Hangar Door Replacement	-	300,000	300,000
22B.31	370	Bridges	Bridge Immediate Repair Needs (Various Bridges)	-	175,000	1,350,000
22B.32	382	Bridges	Ava Bridge (CNR) Bridge Rehabilitation Program and Intersection Improvements	720,000	500,000	3,750,000
22B.33	384	Buildings and Facilities	Market Centre Parkade - Renovation of Elevator Vestibules and Stairwells	90,000	420,000	840,000
22B.34	385	Buildings and Facilities	Earl Ave Works Yard Pavement Renovations and Site Improvements	75,000	325,000	325,000
22B.35	386	Buildings and Facilities	Earl Avenue Operation Yard Traffic Services Building Renovations & Roof Repairs	-	250,000	250,000
22B.36	387	Buildings and Facilities	Repair Fire Alarm System at the Market Center Parkade	-	190,000	190,000
22B.37	388	Buildings and Facilities	Decommissioning of old WTP Processing, Offices and Warehouse	-	100,000	4,100,000
22B.38	389	Buildings and Facilities	Operations Services Building Office Space Upgrade	-	100,000	100,000
22B.39	390	Buildings and Facilities	70 Dalhousie - Clock and Clock Tower Refurbishment and Building Exterior Preservation	-	50,000	620,000
22B.40	391	Buildings and Facilities	WTP & Reservoir - Site Fencing Installation	-	50,000	50,000
22B.41	392	Buildings and Facilities	Operations Works Yard Automatic Entrance Gate	-	40,000	40,000

The Chair will ask the Committee members have any questions on projects 22B.42 to 22B.58. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.42	393	Buildings and Facilities	Operations Works Yard "A" Dome Roof Replacement	70,000	30,000	30,000
22B.43	394	Buildings and Facilities	Accommodation Strategy Phase 4 - 100 Wellington Square Renovations	3,162,000	50,000	10,750,000
22B.44	396	Buildings and Facilities	102 Wellington Sq - Building Renovations	-	100,000	3,714,000
22B.45	412	Fleet	Fleet Replacement (Operational Services)	-	1,050,000	12,600,000
22B.46	413	Fleet	Replacement of Vehicle Hoists & Upgrades to Bus Wash and Fuel Island	-	1,035,000	1,035,000
22B.47	414	Fleet	Fleet Replacement (Wastewater Services)	-	650,000	2,545,000
22B.48	415	Fleet	Fleet Replacement (Parks and Rec)	-	500,000	4,925,000
22B.49	416	Fleet	Fleet Replacement (Water Services)	-	200,000	1,800,000
22B.50	417	Fleet	Fleet Replacement (Golf)	-	130,000	1,720,000
22B.51	423	Full Corridor Reconstruction	Albion St (Henrietta St to Bedford St)	416,000	2,604,000	2,604,000
22B.52	424	Full Corridor Reconstruction	Jarvis St (Grand River Ave to Lorne Cres)	1,269,000	380,000	380,000
22B.53	425	Full Corridor Reconstruction	Francis St (Powerline Rd to 110m South of Strong Crt)	-	280,000	280,000
22B.54	426	Full Corridor Reconstruction	Chatham St (Stanley St to Fourth Ave)	-	226,000	1,487,000
22B.55	427	Full Corridor Reconstruction	Aylmer St (Darling St to Chatham St)	-	161,000	1,032,000
22B.56	428	Full Corridor Reconstruction	Coral Court Lateral and Sewer Replacement	-	79,000	507,000
22B.57	429	Full Corridor Reconstruction	St Paul Ave (Brant Ave to St George St)	645,000	455,000	6,445,000
22B.58	476	Full Corridor Reconstruction	Rawdon St (Dalhousie St to Wellington St)	1,653,000	523,000	523,000

The Chair will ask the Committee members have any questions on projects 22B.59 to 22B.73. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.59	477	Full Corridor Reconstruction	Downtown Infrastructure Revitalization and Renewal Program	1,750,000	630,000	31,816,566
22B.60	479	Miscellaneous Capital	Easement Accessibility Design and Construction	-	250,000	500,000
22B.61	480	Miscellaneous Capital	Peartree Court Easement Access	-	100,000	450,000
22B.62	482	Road Restoration & Resurfacing	North West Industrial Area Roadway Improvements	50,000	925,000	2,425,000
22B.63	483	Road Restoration & Resurfacing	Greenwich St (Mohawk St to 560m east on Greenwich St)	132,000	1,233,000	1,233,000
22B.64	484	Road Restoration & Resurfacing	Railway Grade Crossings Countermeasures	-	150,000	150,000
22B.65	487	Road Restoration & Resurfacing	Roadway Preservation and Preventative Maintenance	-	650,000	5,600,000
22B.66	488	Road Restoration & Resurfacing	Road Resurfacing Program	-	1,500,000	12,000,000
22B.67	490	Sidewalks	Sidewalk Repairs and Replacement	-	550,000	5,200,000
22B.68	491	Stormwater	Tutela Heights Slope - Stormwater Drainage Improvements	50,000	100,000	400,000
22B.69	492	Stormwater	Stormwater Manhole Rehabilitation Program	-	100,000	1,000,000
22B.70	493	Stormwater	Kraemer Way Storm Pond Outlet Repairs and Inlet Assessment	-	50,000	275,000
22B.71	497	Stormwater	Mohawk Lake Remediation	1,500,000	3,487,500	3,487,500
22B.72	498	Stormwater	Kedem Estates SWM Pond Sediment Removal and Clean Out	-	250,000	1,250,000
22B.73	499	Stormwater	Reconstruction of Existing Braneida Industrial Park VII Stormwater Management Pond	300,000	1,950,000	1,950,000

The Chair will ask the Committee members have any questions on projects 22B.74 to 22B.86. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.74	500	Street Lighting, Traffic and Parking	Streetlight Upgrade and LED Conversion	660,000	330,000	1,320,000
22B.75	501	Street Lighting, Traffic and Parking	Traffic Signalization Replacements and Improvements	-	250,000	2,500,000
22B.76	502	Street Lighting, Traffic and Parking	Governors Road and Park Road North Intersection Improvements and Traffic Control Signal	-	200,000	200,000
22B.77	503	Street Lighting, Traffic and Parking	Traffic Signal Equipment Rehabilitation and Maintenance	-	90,000	970,000
22B.78	504	Street Lighting, Traffic and Parking	Audible Pedestrian Signal Program	-	80,000	480,000
22B.79	505	Street Lighting, Traffic and Parking	Streetlight and Pole Repair and Replace	-	50,000	500,000
22B.80	506	Street Lighting, Traffic and Parking	Paris Rd and Powerline Rd Intersection Improvements and Traffic Control Signal	-	75,000	1,575,000
22B.81	515	Transit	Transit Fleet Replacement	-	2,640,000	16,635,000
22B.82	516	Transit	Brantford Transit Replacement of On-Board Equipment on Conventional and Specialized Buses	50,000	2,035,000	2,035,000
22B.83	517	Transit	Bus Pad and Shelter Replacement Program	-	825,000	825,000
22B.84	518	Transit	Brantford Lift Para-Transit Vehicle Replacement	-	176,000	3,968,000
22B.85	519	Transit	Conventional Transit Fleet Capital Upgrades	-	200,000	1,000,000
22B.86	526	Wastewater	Fifth Ave Pump Station - Station Rehabilitation and Replacement	1,535,000	4,200,000	4,200,000

The Chair will ask the Committee members have any questions on projects 22B.87 to 22B.99. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.87	527	Wastewater	Wastewater Treatment Plant Clarifier Refurbishment	750,000	2,600,000	2,600,000
22B.88	528	Wastewater	Wastewater Treatment Plant Digester Cleanout, Inspection and Repairs	550,000	2,000,000	4,200,000
22B.89	529	Wastewater	Wastewater Treatment Plant Biosolids Storage Tank Upgrades	185,000	920,000	920,000
22B.90	530	Wastewater	Sewer Rehabilitation and Lining Program	-	500,000	5,000,000
22B.91	531	Wastewater	WWTP - Assessment and Replacement of Influent Flow Metering	50,000	450,000	450,000
22B.92	532	Wastewater	St.Andrews Pump Station - Rehabilitation and Improvements	-	400,000	1,700,000
22B.93	533	Wastewater	Johnson Rd Pump Station - Rehabilitation and Improvements	90,000	360,000	2,020,000
22B.94	534	Wastewater	Wastewater Collection System Mainline Sewer Rehabilitation and Repairs	-	300,000	3,000,000
22B.95	535	Wastewater	Automation of Preliminary Treatment Building Hydraulics and Bypass	50,000	250,000	250,000
22B.96	536	Wastewater	Wastewater Treatment Plant and Pumpstation Critical PLC Replacement	-	230,000	700,000
22B.97	537	Wastewater	CCTV Sewer Inspection Program	-	200,000	2,225,000
22B.98	538	Wastewater	Wastewater Siphon Cleaning and Repairs	-	200,000	600,000
22B.99	539	Wastewater	Replacement of the Blower Building Basement Drainage System	-	200,000	200,000

The Chair will ask the Committee members have any questions on projects 22B.100 to 22B.114. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.100	540	Wastewater	Wastewater Manhole Rehabilitation Program	-	150,000	1,500,000
22B.101	541	Wastewater	Wastewater Treatment Plant & Sanitary Pumping Station Site Work Improvements	-	100,000	300,000
22B.102	560	Water	Water Meter Replacement Program	-	560,000	5,600,000
22B.103	561	Water	Pilot Project for Smart Meter Reading Technology Implementation	-	400,000	400,000
22B.104	562	Water	WTP - Recommissioning of P5/P6 Station	-	250,000	2,750,000
22B.105	563	Water	WTP Analyzer Replacement Program	-	250,000	500,000
22B.106	564	Water	WTP Polymer System Replacement	700,000	250,000	250,000
22B.107	565	Water	WTP - UV - Flow Meter and Piping Installation	-	250,000	250,000
22B.108	566	Water	WTP - High Lift Drive & Filter Replacement	-	250,000	250,000
22B.109	567	Water	Bulk Water Fill Station Replacement	50,000	150,000	150,000
22B.110	568	Water	WTP Actiflo and Low Lift Roof Replacement	-	150,000	150,000
22B.111	569	Water	WTP Low Lift Station Upgrade	150,000	100,000	1,200,000
22B.112	570	Water	Water Service Replacement at 10 Earl Ave	75,000	75,000	75,000
22B.113	571	Water	Installation of Drinking Water Sampling Stations	-	75,000	75,000
22B.114	572	Water	WTP & Reservoir - Activated Carbon and Activated Silicate Process Decommissioning	-	75,000	75,000

The Chair will ask the Committee members have any questions on projects 22B.115 to 22B.120. Separate motions would be required to consider amendments to the individual projects identified.

	Ref/Pg No.	Program Area	Project	Previous Allocation	2020 Budget	Full 10-Year Forecast
22B.115	573	Water	WTP & Reservoir - Air Handling Unit Replacement	-	75,000	75,000
22B.116	574	Water	Brant's Crossing Transmission Main Accessibility Relocation	-	50,000	500,000
22B.117	585	Watermain Replacement	St Paul Ave & Elmwood Ave & Alpha Cres (Charing Cross St to Wood St)	227,000	2,685,000	2,685,000
22B.118	587	Watermain Replacement	Cumberland St (Full Street Including Easement)	160,000	1,330,000	1,330,000
22B.119	588	Watermain Replacement	Avondale St (Hamilton Ave to Dead-End)	1,053,000	268,000	268,000
22B.120	589	Watermain Replacement	Avondale Cres (Hamilton Ave to Lyndhurst St)	812,000	72,000	72,000
			TOTAL	\$23,484,000	\$55,702,500	\$234,842,066

22.C Opportunity for Additions to the Proposed 2020 Capital Program

Motions from Members of the Committee would be required at this time to add to the 2020 Public Works Capital Budget as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 23 –PUBLIC WORKS **2021-2029 CAPITAL FORECAST**

23.A The Committee has been provided with the proposed 10-Year Public Works Capital Forecast on Pages 645-652 of the Capital Plan document distributed to Members of Council on November 8th. This document can also be opened [online](#).

The proposed 2021-2029 Public Works Capital Forecast totals **\$586,102,860** and can be summarized as follows:

2021-2029 Capital Forecast		Engineering Services	Environ- mental Services	Facilities and Asset Mgmt.	Fleet and Transit Services	Operational Services	Total
Total Capital Budget		\$330,448,860	\$112,809,000	\$76,383,000	\$41,177,000	\$25,285,000	\$586,102,860
	Gas Tax	32,489,100	-	-	11,397,772	7,385,000	\$51,271,872
	DC's/Developer Contributions	91,606,424	4,234,733	500,000	200,000	-	\$96,541,157
	3 rd Party Contributions	16,237,162	9,690,400	-	5,259,228	-	\$31,186,790
	Debenture Financing	47,183,142	9,675,000	13,600,000	-	-	\$70,458,142
	Rate Reserves	77,874,888	81,569,267	650,000	3,610,000	-	\$163,704,155
	Tax Supported Reserves	65,058,144	7,639,600	61,633,000	20,710,000	17,900,000	\$172,940,744
Total Capital Funding		\$330,448,860	\$112,809,000	\$76,383,000	\$41,177,000	\$25,285,000	\$586,102,860

23.B Report Request – Kraemer’s Way Extension

As part of the Nine-Year Capital Plan Review (2019-374) undertaken by the Estimates Committee in June 2019, the following direction to staff was approved by City Council:

THAT Project 001306 – Kraemer’s Way Extension (Dead End to Planned Westerly Extent) BE REFERRED to staff for a report outlining the status of the project.

The requested report, 2019-771 titled Kraemer’s Way Extension (Dead End to Planned Westerly Extent) [Financial Impact – None], is attached agenda as Appendix F.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Utley
Seconded By: Councillor McCreary

- A. THAT report 2019-771, titled “Kraemer’s Way Extension (Dead End to Planned Westerly Extent)”, BE RECEIVED. CARRIED ON A RECORDED VOTE

23.C Adjustments to the 2021-2029 Capital Forecast

To ensure consistency, **please indicate the project reference number located in the first column when separating projects for discussion.**

Motions from Members of the Committee would be required at this time to amend the 2021-2029 capital forecast as presented.

PROJECT	DEPARTMENT	AMOUNT	ADJUSTMENT/FUNDING SOURCE
No motion made at this step			

STEP 24 – COMPLETION OF BUDGET **WORKSHEET**

24.A Base Budget Adjustments

Since the distribution of the 2020 Budget documents, various information has been received by City staff, resulting in the need for the following increases or decreases to the Base 2020 Operating Budget:

- Final Insurance Premium Renewal for 2020 - \$68,400
- MPAC Services for 2020 - \$21,646
- County of Brant – 911 Service cost reduction – (\$5,585)
- Clerk's Office – Professional Services reduction - (\$10,000)
- Non-Profit Housing Providers – Mortgage Renewal savings – (\$30,420)
- Residential Tax Rebate (\$50,000)_____
- Brantford Police Service (\$102,000)_____
- _____

Additionally, Recreation staff has advised that there is no longer a need to undertake the Woodman Condition Assessment Capital Project-\$50,000 (Ref no. 211) in 2020. The 2020 Capital Budget will be reduced accordingly.

The chart below reflects the impact of the above base budget adjustments:

2020 Operating Budget*	\$161,255,855
Budget Impact after Assessment Growth*	2.18%
Average Residential Tax Impact*	1.69%
Average Residential Tax Increase*	53.78

*all figures are prior to the capital levy

City-wide 2020 Capital Budget = \$ _84,891,480 _____

24.B Report Request re: By-law Enforcement

At its September 24, 2019 meeting, City Council adopted the following:

A. THAT staff BE DIRECTED to report back to the Estimates Committee with proposals to increase the staff complement of the By-law Enforcement Division to allow for more efficiency in the areas of by-law enforcement; and

B. THAT staff BE FURTHER DIRECTED to ensure these proposals offer solutions, including but not limited to the creation of a stand-alone by-law department, wherein the by-law enforcement function can be self-sustaining from a cost recovery perspective.

The requested report, 2019-757, is attached agenda as Appendix **G**.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Wall
Seconded By: Councillor Antoski

- A. THAT Report 2019-757, Increase the Staff Complement of the By-law Enforcement Division of the Building Department, BE RECEIVED; and
- B. THAT Staff BE DIRECTED to pursue option C as outlined in Report 2019-757; and
- C. THAT Staff BE DIRECTED to review the By-law Enforcement Division and prepare a Report for the 2021 Budget process.

CARRIED ON A RECORDED VOTE

24.C Report Request – Concrete Crushing Tri-Annual Contract

As part of the Nine-Year Capital Plan Review (2019-374) undertaken by the Estimates Committee in June 2019, the following direction to staff was approved by City Council:

THAT Project 000154 – Concrete Crushing Tri Annual Contract BE REFERRED to staff for a report outlining the costs and revenue from the sale of concrete including the tipping fee revenue generated from the original receipt of concrete.

The requested report, 2019-770 titled Tri-Annual Concrete Crushing Contract (Project #000154), Mohawk Street Landfill Site [Financial Impact – None], is attached as Appendix H.

The Chair will ask for a mover and seconder to put this item on the floor.

Moved By: Councillor Carpenter
Seconded By: Councillor Utley

- A. THAT report 2019-770, titled “Tri-Annual Concrete Crushing Contract (Project #000154), Mohawk Street Landfill Site”, BE RECEIVED; and
- B. THAT Council APPROVE staff to continue to issue concrete crushing contracts on a tri-annual cycle through the capital program with financing obtained from the Landfill Reserve (i.e. non-tax supported) which will be partially funded by revenues from the sale of crushed materials.

CARRIED ON A RECORDED VOTE

The Director of Finance updated the Committee prior to Step 24.D that a change in tax classification for the Casino would result in the Casino paying a Payment-In-Lieu of Tax beginning in 2020, instead of a Commercial Property Tax. Payments-In-Lieu of Tax are a budgeted revenue and the 2020 Operating budget will be reduced by \$1,946,748. The impact of this budget reduction will be offset by the resulting reduction to the overall taxable assessment base.

24.D Consideration of Unmet Needs Referred to Step 24

The Chair will identify the unmet needs below one-by-one and ask if there is a mover and seconder to put the item on the floor. **Note: Items 24D.1 to 24D.9 are recommended by the Chief Administrative Officer in his memo to the Committee.**

	Pg.	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	UNMET NEED APPROVED?
24D.1	71	Human Resources Representative	Human Resources	Staff Recommended	95,371	30,201	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.2	36	Asset Management Specialist	Engineering Services	Mandatory	\$98,110 (originally \$48,049 for Sept hire – now April)	\$22,028 (originally \$72,099 for Sept hire – now April)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.3	148	Intermediate Planner – Development Planning	Planning	Response to Direction from Council	\$0 (originally \$63,109 – CAO to fund from efficiencies)	\$0 (originally \$56,840 – CAO to fund from efficiencies)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.4	44	Fire Safety Educator	Fire	Staff Recommended	61,966	19,433	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.5	97	Housing Support Workers (1 of 2 only)	Social Assistance & Homelessness	Risk to Public Safety	61,331	21,875	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.6	199	Transportation Planning Coordinator	Engineering Services	Response to Direction from Council	Net \$20,459 (\$79,316 gross) remainder funded from capital	Net \$1,560 (\$21,179 gross) remainder funded from capital	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.7	73	Third Party Disability Specialist	Human Resources	Staff Recommended	50,000	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.8	30	eScribe Live Streaming of Council & Committee Meetings	Communications & Community Engagement	Response to Direction from Council	25,900	(4,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.9	238	Increased Hours for Security Guard	Library	Risk to Public Safety	18,700	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

	Pg.	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	UNMET NEED APPROVED?
24D.10	87	Value for Money Audit	Finance	Response to Direction from Council	Net \$0 (\$100,000 gross funded from Council Priorities Reserve)	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.11	218	Interim Measure to Improve Traffic Flow to/from Hwy 403 and West Brant	Operational Services	Response to Direction from Council	Net \$0 (\$14,000 Amended to be funded from Council Priorities)	(14,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.12	204	Retrofit Pedestrian Signal at Colborne Street West and Fire Station #4	Engineering Services	Response to Direction from Council	Net \$0 (\$21,000 Amended to be funded from Council Priorities)	(21,000)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24D.13	130	Landscape Architect	Parks	Staff Recommended	82,264	23,420	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
24D.14	97	Housing Support Workers (2 of 2 FTE only)	Social Assistance & Homelessness	Risk to Public Safety	61,331	21,875	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
24D.15	165	Continuous Improvement Project Manager (3 Year Contract)	Public Works Administration	Staff Recommended	Net \$0 (\$96,964 gross funded from capital)	Net \$0 (\$23,455 gross funded from capital)	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
24D.16	203	Design Technologist	Engineering Services	Staff Recommended	Net \$0 (\$83,485 gross funded from capital)	Net \$0 (\$20,186 gross funded from capital)	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
24D.17	98	Addiction Support	Social Assistance & Homelessness	Staff Recommended	165,105	2,292	no motion made Yes <input type="checkbox"/> No <input type="checkbox"/>
24D.18	120	New Sponsor Development Contract Position	Sanderson	Staff Recommended	28,178	22,969	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

24.E Other Unmet Needs Recommended by the CAO

The CAO has recommended five other Unmet Needs in his memo for consideration by the Committee that were not previously referred this step of the Worksheet.

The Chair will identify the unmet needs below one-by-one and ask if there is a mover and seconder to put the item on the floor.

	Pg.	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	UNMET NEED APPROVED?
24E.1	197	Supervisor Right of Way Control	Engineering Services	Response to Direction from Council	85,078	22,970	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24E.2	215	Operational Services Technologist	Operational Services	Response to Direction from Council	70,902	18,384	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
24E.3	188	Maintenance Analyst- Water	Environmental Services	Risk to Public Safety/Corp Security	Net \$0 (\$48,200 gross) funded from water)	Net \$0 (\$23,955 gross) funded from water)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

A Motion to Reconsider would be required at this time to allow a Member of the Committee to move item 24E.4 – Supervisor of Sports Fields and Turf.

Motion to Reconsider Supervisor of Sports Fields and Turf

Moved By Councillor Wall

Seconded By: Councillor VanTilborg

	Pg.	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	UNMET NEED APPROVED?
24E.4	133	Supervisor Sports Fields & Turf	Parks	Staff Recommended	98,138	28,713	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

A Motion to Reconsider would be required at this time to allow a Member of the Committee to move item 24E.5 – Staffing Specialist (8 month contract to full-time)

Motion to Reconsider Staffing Specialist

Moved By Councillor McCreary

Seconded By: Councillor Sless

	Pg.	DESCRIPTION OF UNMET NEED	DEPT.	CATEGORY	2020 NET BUDGET IMPACT	INCREMENTAL NET 2021 BUDGET IMPACT	UNMET NEED APPROVED?
24E.5	70	Staffing Specialist (from 8 month contract to FT)	Human Resources	Staff Recommended	54,599	-	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Total of the unmet approved in Step 24.D&E = **\$ 642,416**

2020 Additional Budget Savings from CAO Organizational Changes **\$ (635,508)**

The 2020 Operating Budget at end of Step 24.E = **\$ 159,316,015**

2020 Operating Budget*	\$159,316,015
Budget Impact after Assessment Growth*	2.21%
Average Residential Tax Impact*	1.66%
Average Residential Tax Increase*	\$52.83

*all figures are prior to the capital levy

The addition of the 0.75% Capital Levy will result in an average residential tax increase of **\$ 76.62**.

City-wide 2020 Capital Budget = **\$ 84,891,480**

City-wide 2021-2029 Capital Forecast = **\$ 787,070,795**

24.F Other Budget Adjustments identified by the Committee

Motions from Members of the Committee would be required at this time to consider any other Operating or Capital budget adjustments not previously considered.

DESCRIPTION OF ADJUSTMENT	OPERATING OR CAPITAL	DEPARTMENT	AMOUNT	APPROVED ADJUSTMENT TO THE 2020 BUDGET
No motion made at this step				

STEP 25 – TAXPAYER BILL OF RIGHTS

25.A The Council approved Taxpayer Bill of Rights provides for the following with respect to adoption of the annual budget:

- i. Require that a Special City Council meeting be called for the purpose of adopting the annual budget as recommended by the Estimates Committee when either of the following applies:
 - a. where proposed annual Operating Budget increases exceed 1.5% or the existing rate of inflation (whichever is higher); OR
 - b. where cumulative Operating Budget increases within the current term of Council exceed 4% or the cumulative rate of inflation during that period
- ii. Notice of the required Special City Council meeting identified in (i) above shall include reference that delegations regarding the recommended budget will be received by Council at said Special meeting.

Prior to consideration of the 2020 Budget, the threshold for item i(a) above has been exceeded.

The budget will be presented to Council for adoption at a Special City Council meeting scheduled for **December 18, 2019**, and the City Clerk will ensure notice is provided to the public of this meeting, and that delegations will be received.

Step 26– Finalization of the 2020 Operating & Capital Budgets

26.A Based on decisions made throughout this Budget Worksheet, the 2020 Operating Budget is as follows:

	Base Budget		With Capital Levy	
2020 Levy Requirement	\$159,316,015		\$160,485,064	
Percentage Budget Increase	2.21%		2.96%	
Average Residential Tax Change*	1.66%	\$52.83	2.4%	\$76.62
Average Multi-Res Tax Change*	0.37%		1.1%	
Average Commercial Tax Change*	3.78%		4.54%	
Average Industrial Tax Change*	2.97%		3.73%	

*These changes reflect the impacts of the current Council approved tax policy with respect to tax ratio reductions.

26.B 2020 Capital Budget:

\$ 84,891,480

2021-2029 Capital Forecast:

\$ 787,070,795

26.C A vote is now required on the opening motion, as amended.

THE OPENING MOTION, AS AMENDED, CARRIED ON A RECORDED VOTE



2020 BUDGET GUIDELINES

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WHAT'S NEW FOR 2020

Below is a summary of the key changes for the 2020 Budget process.

1. Capital Project Excel templates will no longer be distributed to departments, your Financial Analyst will assist you in updating the information in Questica
2. Detailed Overhead Charges will be entered into Questica by Finance. Direct any questions to Anita Porteous (ext. 5120)
3. A new category “Provincial Budget Impacts” has been added to factors leading to Unavoidable Increases to the 2019 budget. Please identify any Provincial Budget Impacts in this new category.

CONTINUING FOR 2020

1. Full-time salary and benefits budgets will be entered into Questica– calculations will be completed by payroll and Finance staff will enter these budgets into Questica. Your Financial Analyst will work with you to ensure salaries and benefits are budgeted in the proper areas.
2. Documentation for all part-time salary and benefit calculations must be attached in Questica.
3. Mandatory descriptions will be required when budgeting for the following object codes in Questica:
 - a. Education – 60605
 - b. Employee Memberships – 60610
 - c. Registration Fees – 62510
 - d. Mileage – Training – 62515
 - e. Per Diem – 62520
 - f. Accommodations, Meals – 62525
 - g. Corporate Memberships & Subscriptions – 62580

2020 BUDGET TIMETABLE

2019

May 14	Distribution of current user fee schedules to departments to consider amendments for 2020
June 17	Questica Operating and Capital Budget Software available for City Departments
June 28	Proposed amendments to 2020 User Fees due to Finance
June 28	2020 Budget Templates distributed to local boards and agencies
July 10, 18 & 22	Questica Budget Training for City Departments
July 12	2020 Salary and Benefits budgets for full-time positions will be entered into Questica by Finance
July-September	Staff preparing Operating and Capital Budget submissions
August 14	Finance Committee meeting to consider early approval of 2020 user fees and charges
September 6	Operating and Capital Budgets due to Finance (commission review completed in Questica).
September 6	Submission of Operating and Capital Budget templates by all local boards and agencies
October 7-10	Operating and Capital Budget review by the Executive Leadership Team (agenda attached)
November 7	Electronic Distribution of the 2020 Budget Material to Staff and Members of Council
November 13	Reserved for Public Engagement Opportunity
November 18	Estimates Committee meeting – CAO & Treasurer budget overview, presentation and consideration of Community Development and Human Services Operating & Capital budgets
November 20	Estimates Committee meeting – presentation and consideration of Local Boards budgets and Community Programs and Parks and Recreation Operating and Capital budgets
November 25	Estimates Committee meeting – presentation and consideration of Corporate Services/CAO, Corporate Financing, Police and Fire Operating and Capital budgets
November 27	Estimates Committee meeting – presentation and consideration of Public Works Operating and Capital budgets
December 2, 4, 9 & 11	Estimates Committee meeting – additional nights for deliberation
December 16	Special City Council meeting – approval of 2020 Operating Budget and 10-Year Capital Plan including delegations regarding the recommended budget

Contact Information

NEED ASSISTANCE? CALL OR EMAIL ONE OF THE FINANCE CONTACTS LISTED BELOW:

Function	Financial Analyst	Ext.	Email	Sr. Financial Analyst	Ext.
Community Development/ Community Programs, Parks & Recreation	Amy Lin	5470	alin@brantford.ca ahietala@brantford.ca	Anna Hietala	5122
Corporate Services, CAO, Mayor & Members of Council, BIA	Sheila Buccilli	5658	sbuccilli@brantford.ca ahietala@brantford.ca	Anna Hietala	5122
Public Works	Mirela Tolos	5390	mtolos@brantford.ca judymoore@brantford.ca	Judy Moore	5409
Health & Human Services, Emergency Services and other Local Boards & agencies	Anita Porteous	5120	aporteous@brantford.ca judymoore@brantford.ca	Judy Moore	5409
Payroll Budget Inquiries – All Departments	Tammy Taylor	5682	payroll@brantford.ca	Lorraine Ferretti	5433

General Budget Inquiries for all Departments – email budget@brantford.ca

2020 Budget Highlights

Operating Budget Process Overview

The annual budget process began in June by presenting the preliminary 2020 operating budget forecast and 2020 Budget Guidelines report to the Finance Committee. Direction was given to prepare the 2020 operating budget reflecting current service levels and any service level increases must be presented individually for consideration to the Estimates Committee. Direction was also given to present the proposed 2020 user fee increases to the August 14, 2019 Finance Committee for consideration and inclusion in the 2020 base Operating Budget.

Commissions/departments are to prepare their 2020 base budget in order to provide the same level of service in 2020 that was provided in 2019. Base Budget Increases/Decreases are to be identified and categorized similar to last year, to ensure the reasons for changes to the 2020 budget are categorized consistently across the organization. A **new** category has been added to Unavoidable Increases called **“Provincial Budget Impacts”** to identify impacts from the provincial budget on the municipality.

Budget Software - Questica

Operating Budget

The operating budget portion of the software is a series of pages which are intended to develop the City's Base Operating Budget in a focused, transparent and understandable manner. The series of pages are as follows:

- The **annual summary page** is pre-populated with the previous two years of actuals and budgets to assist in the budget preparation.
- A **details page** is provided for departments to enter their requested budget by business unit, allowing the ability to detail information on multiple lines, provide additional descriptions outlining what the request is for, and provide space for attachments for any additional documentation to support the budget request.
- A **base budget increases/decreases page** highlights any changes from the previous year's budget to the current requested budget, and requires these changes be identified into one of the categories that are listed in the Base Budget Increases/Decreases table included in this document.

Questica Training

Your 2020 Base Budget is to be entered into **Questica Budget**. Please refer to training documentation available on CityNet. If you or any of your staff require Questica Budget training, July 10, 18 and 22 have been scheduled. Please enroll through the LMS Training link

<http://learning.brantford.ca/sites/rem/Pages/OfflineCourseDetails.aspx?CourseId=111>

2020 Operating Budget Process

Starting Point = 2019 Approved Budget



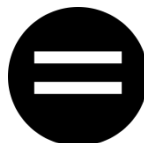
Unavoidable Increases:

Increases to Employee Compensation
Previously Approved Council Initiatives
Inflationary Increases
Annualized Cost of Staff or Services Approved in 2019 Budget
Volume Related Revenue Decreases
Decreased Grant or Other Revenues
Contractual Obligations
Operating Impacts of Capital
***NEW* Provincial Budget Impacts**



Allowable Decreases:

Removal of 'one-time' amounts approved in 2019
Impact of User Fee Increases that received early approval
Volume related revenue increases
Increased grant or other revenues
Service Delivery Efficiencies



Final 2020 Budget Entered in Questica

1.0 Building Your Base 2020 Operating Budget

The Base Budget starts with your 2019 approved budget and is adjusted for the following items:

BASE BUDGET INCREASES/DECREASES CATEGORIES IN QUESTICA	
Employee Compensation	<p>Includes salary, wage, and benefit costs for your current staff complement only.</p> <p><u>FULL-TIME Salary/Wages/Benefits:</u></p> <ul style="list-style-type: none"> Estimated 2020 salary and benefit costs for your Full-Time employees will be entered for you into Questica by July 12, 2019 These estimates are made using “<u>Job Rate</u>” for all positions with the exception of Police, Fire, Local Boards and Health & Human Services commission. It is important that YOU: <ol style="list-style-type: none"> Read the assumptions carefully (these will be presented in the file provided by Payroll) Ensure all of your positions, including vacancies, are listed Do not budget for savings expected from vacancies (gapping) as this is done at a corporate level Email payroll@brantford.ca with all necessary changes, as Payroll calculations will be updated for you in Questica. If you use Labour Distribution percentages to allocate your full-time employee earnings to multiple business units, please ensure these percentages are still accurate. If changes are needed for 2020, please advise Human Resources and your Financial Analyst. <p><u>PART-TIME Wages and Benefits:</u></p> <p>Departments are responsible for calculating Part-Time employee compensation as follows:</p> <ul style="list-style-type: none"> Minimum wage from January to September, 2020 is \$14/hr and \$14.25/hr for remainder of the year Wages and appropriate vacation pay (i.e. 4%, 6%, etc.) are budgeted in part time earnings object code .60210 Benefits are calculated at 12% of earnings calculated above, and are budgeted in employee benefits object code .60410 Payroll will calculate OMERS for those part time employees that qualify for this benefit, and include these individuals on a payroll budget worksheet that will be provided to you via email by July 12, 2019 All supporting documentation for calculations must be attached in Questica
City Council Initiatives	<ul style="list-style-type: none"> Provide the cost of initiatives Council has approved since approval of the 2019 budget Specify the initiative in the “Comments” column including the Report number
One-Time Removal of One-Time	<ul style="list-style-type: none"> Any amounts approved through the 2019 budget on a “one-time” basis must be removed from your 2020 budget (example: the cost of office furniture for a new position)
Inflationary	<ul style="list-style-type: none"> Departments <u>must</u> review their accounts as inflation is only to be applied based on actual spending, not the previous year’s approved budget <u>Do not</u> apply inflation where budget direction has already been provided (i.e. utilities, employee compensation) Where applicable, general inflation at 2.0% should be used Higher inflation guidelines apply to the following: <ol style="list-style-type: none"> Electricity (acct 62110) 3.0% Water (acct 62120) 2.36% Sewer (acct 62130) 2.58% For consistency, Fuel is to be calculated using <u>Estimated Consumption multiplied by the price per litre below</u>: <ol style="list-style-type: none"> Gasoline \$1.35 Clear Diesel \$1.30 Coloured Diesel \$1.17

BASE BUDGET INCREASES/DECREASES CATEGORIES IN QUESTICA	
Annualization Annualization of new staff and services approved in the 2019 Budget	<ul style="list-style-type: none"> Used where only a partial year of funding was provided for an approved unmet need in the 2019 budget Report the difference between the approved budget amount, and what it would have cost for the position or service in place for all of 2019
Changes to Revenue	<ul style="list-style-type: none"> Include fee increases that were approved by Council through the Early Approval of Fees and Charges in August Also includes volume related revenue adjustments and changes to grant or other revenues
Contractual	<ul style="list-style-type: none"> Includes increases required to satisfy existing agreements Used <u>only</u> where a formal contract exists
Efficiencies Service Delivery Efficiencies/Reductions	<ul style="list-style-type: none"> Reductions to expenses that do not reduce the level of service provided by the department Includes changes in business processes, or reductions made to better reflect actual spending These reductions are recommended by the department
Capital Impact on Operating	<ul style="list-style-type: none"> Identify the impact on your 2020 Operating Budget of capital projects that are expected to be completed in 2019 or during 2020 Specify in the comments the Capital Project
Realignments	<ul style="list-style-type: none"> Include budget amounts that have been realigned between two or more business units Include budget amounts that have been realigned between two or more object codes within the same business unit All transfers between business units/object codes must balance to zero Specify in the comments the other business unit or object code
Provincial Budget Impacts	<ul style="list-style-type: none"> Identify the impact on your 2020 Operating Budget as a result of Provincial budget cuts
Other	<ul style="list-style-type: none"> Any adjustments to Overhead Charges should be addressed here Interdepartmental revenues object codes 46xxx Interdepartmental expenses object codes 67xxx Items that cannot be placed in any other category Specify in the comments why it is included in this category

Please note – descriptions are mandatory in Questica for the following object codes:

- a. Education – 60605
- b. Employee Memberships – 60610
- c. Registration Fees – 62510
- d. Mileage – Training – 62515
- e. Per Diem – 62520
- f. Accommodations, Meals – 62525
- g. Corporate Memberships & Subscriptions - 62580

Descriptions should include the name/position of employee as well as information regarding the course, conference or membership as applicable. A separate line on the detail page should be used to enter budgets for each employee for these object codes.

City/County Cost Share for 2020

Below is the population split to be used for the 2020 budget for City County cost shared programs that is based on population

	Percentage
City	72.7%
County	27.3%

2.0 FURTHER OPPORTUNITIES FOR DECREASING THE BUDGET

Once the Base Budget has been established, the next step of the operating budget is to identify further opportunities for decreasing the budget that you wish to recommend to the Estimates Committee for consideration. Opportunities for decreasing the budget require a **change request form** to be filled out in Questica. Change request screens are used to identify opportunities for decreasing the budget which are separated into two categories as follows:

- **Proposed Fee Increases/New Fees** – this includes identifying incremental revenue from any proposed fee increase that is not proposed for early fee approval, or any new fee for a product or service that the City has not charged for in the past.
- **Recommended Service Level Reductions** – this includes identifying savings that can be achieved through a recommended reduction in any service provided.

3.0 UNMET NEEDS

Unmet Needs Change Requests

Requests for increased service levels, additional staffing, or new programs that do not form part of the base operating budget and must be documented on Unmet needs change request forms. These items or services can include:

- New programs
- New services
- Increases in staff complement
- Increases in service levels
- Increases to reserve fund allocations
- Any other mandatory or discretionary budget increase

If new staff positions are requested, please contact payroll by email payroll@brantford.ca to provide you with the wage and benefit amounts to include.

One-time costs for new staff positions should also be identified on the unmet need. The following standard items and basic annual costs should be considered when preparing your request:

- Computer hardware - \$1,500 (for basic desktop computer)
- New telephone handset - \$250 (for basic desktop phone)
- Cell phone purchase and plan - \$450 (for basic phone and plan)
- Furniture – costs vary

Other costs to consider include education, memberships, training, etc. Please note the basic annual costs are meant to be guidelines for your reference. Any upgrades or additional information should be obtained from IT.

Unmet Needs must be identified in one of the following four categories:

1. **Mandatory*** – due to new or changes to existing legislation
2. **Risk to Public Safety/Corporate Security** – items which highlight the risk of not providing these services
3. **Response to Direction from Council** – increases to staff or funding required due to previously approved service increases from Council
4. **Staff Recommended** – all other discretionary items or services

*Mandatory Unmet Need requests must include an attachment which identifies the piece of legislation which justifies this need.

2020-2029 Capital Budget Process

Capital Budget

The capital budget module in Questica is utilized by departments to submit capital project requests to be considered in the Capital Budget. Capital items are considered to be infrastructure, and items having a useful life exceeding one year. They can include buildings and building improvements, land and land improvements, bridges, culverts and storm ponds, vehicles, machinery and equipment, road, water and sewer construction and improvements, parks, and results in the acquisition of, or extends the life of a fixed asset. Capital budget requests are also submitted for projects requiring one-time funding, for example technical studies and building condition assessments.

The City's capital program is funded from various sources such as reserves and reserve funds, gas tax funding, infrastructure grants from other levels of government, debt, and grants/donations provided from private organizations/charities.

Departments work with their Financial Analyst to develop their ten-year capital forecast based on growth related projects, state of good repair projects and other/new/studies projects:

- Growth Related Projects – significant capital projects that are new, such as a new recreation facility and major renovations/reconstruction projects that have been identified in growth related study.
- State of Good Repair Projects – capital work that relates to repairs/maintenance of existing facilities, annual road resurfacing/reconstruction work.
- Other/New/Studies – all technical studies, inspection programs, any new items that do not fit in the growth or state of good repair category.

Departments should submit all capital requirements for the next 10 years, making use of their own reserves for highest priority projects. Allocation of corporate capital dollars will be determined through a corporate review.

For All Departments outside of Public Works:

Available in Questica is the following information to assist in the development of your 10-Year Capital Plan:

- A summary that identifies the 2020-2029 forecast based on the previously approved 10 year capital plan
- All Supporting capital project detail sheets included in the current 10-Year Plan
- Applicable reserve/reserve fund forecast sheets

Financial Analysts will work with departments to add and update projects in Questica. Finance will be scheduling meetings with departments between July and August to assist in updating your 10-Year Capital Plan. Please ensure that your Outlook Calendar is kept up-to-date. Please carefully review all of the information available to you and come to your scheduled workshop prepared to discuss the following:

- Additions to the 10 year capital program with information to complete detail sheets for each project (including the 2029 additions)
- Any deletions to the program for projects that are no longer required
- Any changes such as the scope of the project, updated cost estimates, project timing, etc.
- Any additional detailed information to support the need for the capital projects, i.e. study results, condition assessments results, etc.
- Impacts of the project on the operating budget

Please identify ALL justifiable capital needs, even those without a dedicated funding source. All unfunded projects will be reviewed by the Executive Leadership Team for potential inclusion in the Corporate 10-Year Capital Plan.

Finance Staff will assist in updating the 10-Year Capital Plan in Questica with finalized capital plans due to the Finance Department September 6th. The Executive Leadership Team is currently scheduled to review the draft 2020-2029 capital forecast October 7-10. Estimates Committee will consider each commission's Capital plan on their scheduled night in November (refer to 2020 Budget Timetable on Page 4)

Public Works Commission

Please refer to your existing departmental procedures to prepare/update your 10-Year Capital Plan. The Executive Leadership Team is currently scheduled to review the draft 2020-2029 capital forecast October 7-10. Estimates Committee will consider the Capital Plan for Public Works on November 27th (refer to 2020 Budget Timetable on Pg. 4).

Additional 2020 Capital Budget Guidelines for all Departments

In an effort to streamline and have better control over our capital budget and delivery process, please ensure the following items are considered as part of your 10-year Capital Budget submission:

Requirements for Projects to be Phased over 2 or more years

- All projects in the ten year forecast that are not “drop off at the door” ready need to be phased over a minimum of two years to allow for design or determination of functional specifications before any construction or installation of goods. An example of a “drop off at the door” project would be the purchase of a vehicle or other good or service that does not require any structural modifications to any existing assets.
- All projects that require a consultant for design or technical specifications in order to develop a fully scoped project and budget schedule will be required to be phased over a minimum of two years. The consultant work will be considered phase one work, and the department must work with Purchasing to choose the appropriate consultant. Departments are encouraged to work with Purchasing when engaging a consultant, regardless of value, to ensure a more complete scope of services & pricing structure, and that a contract is properly prepared and executed. The consultant should be kept through the life of the project through a phased award process, and the estimation of these costs are typically in the range of 8% - 11% of the construction or installation costs.
- Any projects requesting hard cost funding for 2020, which have previously approved design work that has not yet been completed, should be moved out in the forecast to 2021.

Supporting Documentation

- All projects requesting 2020 funding will require proper supporting costing documentation. This documentation could be in the form of a consultant’s proof of estimate report, a detailed vendor estimate or costing from a recently completed similar project.
- It is the responsibility of the department to ensure for proper and complete estimates to know your core costs.
- All supporting information and documentation should be attached in Questica or provided to your Financial Analyst/Capital Planning Department to be included in Questica budget software.

Previously Approved Projects

- When reviewing your 2020 project requests, please consider all previously approved projects that are not yet completed. If the 2020 projects are not achievable based on limited departmental resources, they should be pushed out further in the forecast.
- Please take into consideration any previously approved projects that have not been started. Review their requirements to determine why the project has not been started, and consider departmental resources and funding levels to see if additional funding is required in order to achieve the initial scope of this project, or whether the project should be closed and put back into the forecast for a future year.

Appendix A ELT Capital and Operating Budget Review Agenda

October 7, 8, 9 & 10, 2019

Monday, October 7, 2019

9:00 am to 4:00 pm	Capital Budget Review
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Tuesday, October 8, 2019

9:00 am to 9:30 am	ELT meeting (in Finance Boardroom)
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9:30 am to 4:00 pm **Operating Budget Review**

9:30 am to 10:00 am	Chief Administrative Officer C.A.O. Communications & Community Engagement
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10:00 am to 10:30 am	Fire
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10:30 am to 11:00 am **ELT Agenda Review (in Finance Boardroom)**

11:00 am to 11:30 am	Police
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11:30 am to 11:50 am	Library
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11:50 am to 12:30 pm	Lunch
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12:30 pm to 12:50 pm	John Noble Home
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12:50 pm to 1:10 pm	Brant County Health Unit
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1:10 pm to 1:30 pm	BIA
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1:30 am to 3:00 pm	Health and Human Services Social Services & Homelessness Children Services & Early Years Program Housing Strategic Planning & Community Partnerships
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3:00 pm to 4:00 pm	Community Development Planning Economic Development & Tourism Building
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Wednesday, October 9, 2019

8:30 am to 9:30 am	SMT meeting (in Finance Boardroom)
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9:30 am to 4:00 pm **Operating Budget Review - continued**

9:30 am to 12:00 pm	Public Works Operational Services Engineering Services Environmental Services Facilities & Asset Management Fleet & Transit
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	Downtown Revitalization
12:00 pm to 12:30 pm	Lunch
12:30 pm to 2:00 pm	Community Programs, Parks and Recreation Golf Sanderson Parks Recreation
2:00 pm to 3:30 pm	Corporate Services/Corporate Finance Corporate Finance Human Resources Legal & Real Estate City Clerk Information Technology Finance
3:30 pm to 4:00 pm	Executive and Legislative Mayor's Office Members of Council

Thursday, October 10, 2019

9:00 am to 4:00 pm	Operating and Capital Budget Review Strategic Planning All other items as needed
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2020 NET OPERATING BUDGET SUMMARY

	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
EXECUTIVE AND LEGISLATIVE				
MAYOR'S OFFICE	344,219	250,512	(93,707)	(27.22 %)
MEMBERS OF COUNCIL	418,390	440,380	21,990	5.26 %
TOTAL EXECUTIVE AND LEGISLATIVE	762,609	690,892	(71,717)	(9.4 %)
CHIEF ADMINISTRATIVE OFFICER				
CHIEF ADMINISTRATIVE OFFICE	292,997	305,357	12,360	4.22 %
COMMUNICATIONS & COMMUNITY ENGAGEMENT	683,959	732,359	48,400	7.08 %
CORPORATE INITIATIVES & COMMUNITY STRATEGIES	1,825,887	1,668,006	(157,881)	(8.65 %)
TOTAL CHIEF ADMINISTRATIVE OFFICER	2,802,843	2,705,722	(97,121)	(3.47 %)
EMERGENCY SERVICES				
FIRE	18,819,198	19,255,096	435,898	2.32 %
POLICE SERVICES	33,225,482	35,873,122	2,647,640	7.97 %
AMBULANCE	4,679,987	4,763,071	83,084	1.78 %
911	46,100	64,198	18,098	39.26 %
POLICE BOARD HONORARIUMS	34,987	40,463	5,476	15.65 %
TOTAL EMERGENCY SERVICES	56,805,754	59,995,950	3,190,196	5.62 %
CORPORATE SERVICES				
HUMAN RESOURCES	1,845,627	2,078,958	233,331	12.64 %
LEGAL & REAL ESTATE	680,624	694,190	13,566	1.99 %
CLERK'S DEPARTMENT	1,635,648	1,712,008	76,360	4.67 %
IT SERVICES	3,322,340	3,468,328	145,988	4.39 %
FINANCE DEPARTMENT	3,958,860	3,998,367	39,507	1. %
TOTAL CORPORATE SERVICES	11,443,099	11,951,851	508,752	4.45 %

2020 NET OPERATING BUDGET SUMMARY

	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HEALTH & HUMAN SERVICES				
SOCIAL ASSISTANCE & HOMELESSNESS	3,216,977	3,154,988	(61,989)	(1.93 %)
HOUSING	8,618,014	8,721,459	103,445	1.2 %
CHILDREN SERVICES & EARLY YEARS PRGS	840,901	839,423	(1,478)	(.18 %)
TOTAL HEALTH & HUMAN SERVICES	12,675,892	12,715,870	39,978	.32 %
COMMUNITY PROGRAMS PARKS & RECREATION				
SANDERSON CENTRE	732,792	728,565	(4,227)	(.58 %)
GOLF	-	-	-	-
PARKS	7,928,514	7,899,303	(29,211)	(.37 %)
RECREATION	5,662,942	5,721,759	58,817	1.04 %
TOTAL COMMUNITY PROGRAMS PARKS & RECREATION	14,324,248	14,349,627	25,379	.18 %
COMMUNITY DEVELOPMENT				
PLANNING ADMINISTRATION	1,807,918	1,840,377	32,459	1.8 %
BUILDING	934,625	1,046,582	111,957	11.98 %
ECONOMIC DEVELOPMENT & TOURISM	1,520,897	1,506,383	(14,514)	(.95 %)
TOTAL COMMUNITY DEVELOPMENT	4,263,440	4,393,342	129,902	3.05 %
PUBLIC WORKS				
PUBLIC WORKS ADMINISTRATION	-	(224,808)	(224,808)	(100. %)
DOWNTOWN REVITALIZATION	-	-	-	-
FLEET & TRANSIT SERVICES	6,314,812	6,363,338	48,526	.77 %
FACILITIES & ASSET MANAGEMENT	2,228,174	2,389,370	161,196	7.23 %
ENVIRONMENTAL SERVICES	3,281,489	3,661,803	380,314	11.59 %
ENGINEERING SERVICES	3,122,559	3,374,819	252,260	8.08 %
OPERATIONAL SERVICES	11,283,552	11,875,674	592,122	5.25 %
TOTAL PUBLIC WORKS	26,230,586	27,440,196	1,209,610	4.61 %

2020 NET OPERATING BUDGET SUMMARY

	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE FINANCING				
ST. JOSEPH'S LIFECARE CENTRE	-	-	-	-
CORPORATE FINANCE	-	-	-	-
DEBT FINANCING	3,608,417	3,726,191	117,774	3.26 %
CAPITAL FINANCING	15,581,144	16,793,751	1,212,607	7.78 %
BOUNDARY AGREEMENT	2,035,338	1,764,745	(270,593)	(13.29 %)
SUPPS/P-I-L/ADJ ON TAXES	(2,001,794)	(4,087,887)	(2,086,093)	(104.21 %)
INVESTMENT INCOME	(3,513,000)	(4,100,000)	(587,000)	(16.71 %)
CURRENT & RETIREE BENEFITS	2,303,110	1,780,110	(523,000)	(22.71 %)
CASINO FINANCING	-	-	-	-
CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-
UTILITY FINANCING REVENUES	(1,390,008)	(1,303,240)	86,768	6.24 %
UTILITY GROUP RECOVERIES	-	-	-	-
INSURANCE	2,964,949	2,885,403	(79,546)	(2.68 %)
EMPLOYEE GAPPING	(2,040,000)	(2,040,000)	-	-
POST SECONDARY	-	-	-	-
OPERATING BUDGET CONTINGENCY	375,500	1,766,568	1,391,068	370.46 %
SCHOOL BOARDS	-	-	-	-
TOTAL CORPORATE FINANCING	17,923,656	17,185,641	(738,015)	(4.12 %)
LOCAL BOARDS				
JOHN NOBLE HOME	1,717,624	1,757,682	40,058	2.33 %
BRANTFORD PUBLIC LIBRARY	4,629,839	4,777,600	147,761	3.19 %
BRANT COUNTY HEALTH UNIT	2,481,463	2,520,691	39,228	1.58 %
BIA	-	-	-	-
TOTAL LOCAL BOARDS	8,828,926	9,055,973	227,047	2.57 %
GRAND TOTAL NET EXPENDITURE	156,061,053	160,485,064	4,424,011	2.83 %



2020 Business Unit Revenues and Expenditure Summary

Department: MAYOR'S OFFICE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
MAYOR'S OFFICE					
Gross Revenues					
101000 - MAYOR'S OFFICE	82,644	84,129	89,692	5,563	6.61 %
101002 - MAYOR'S GALA	-	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	1,000	1,000	-	-
Gross Revenues	82,644	85,129	90,692	5,563	6.53 %
Gross Expenditures					
101000 - MAYOR'S OFFICE	290,934	267,375	179,520	(87,855)	(32.86 %)
101002 - MAYOR'S GALA	-	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	2,000	2,000	-	-
101001 - MAYOR HONORARIA & EXPENSES	-	159,973	159,684	(289)	(.18 %)
Gross Expenditures	290,934	429,348	341,204	(88,144)	(20.53 %)
Net (Revenues)/Expenses					
101000 - MAYOR'S OFFICE	208,290	183,246	89,828	(93,418)	(50.98 %)
101002 - MAYOR'S GALA	-	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	1,000	1,000	-	-
101001 - MAYOR HONORARIA & EXPENSES	-	159,973	159,684	(289)	(.18 %)
Net (Revenues)/Expenses	208,290	344,219	250,512	(93,707)	(27.22 %)



2020 Business Unit Revenues and Expenditure Summary

Department: MEMBERS OF COUNCIL

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
MEMBERS OF COUNCIL					
Gross Revenues					
102101 - CORPORATE COUNCIL	120,435	116,128	131,201	15,073	12.98 %
102220 - 2014 - 2018 - UTLEY	-	-	-	-	-
102226 - 2014 - 2018 - NEUMANN	-	-	-	-	-
Gross Revenues	120,435	116,128	131,201	15,073	12.98 %
Gross Expenditures					
102101 - CORPORATE COUNCIL	1,326	57,748	77,531	19,783	34.26 %
102217 - UNALLOCATED (ELECTION YEAR)	-	-	-	-	-
102218 - 2014 - 2018 - KINGS	-	-	-	-	-
102219 - 2014 - 2018 - WEAVER	-	-	-	-	-
102220 - 2014 - 2018 - UTLEY	-	-	-	-	-
102221 - 2014 - 2018 - SLESS	-	-	-	-	-
102222 - 2014 - 2018 - MCCREARY	-	-	-	-	-
102223 - 2014 - 2018 - MARTIN	-	-	-	-	-
102224 - 2014 - 2018 - CARPENTER	-	-	-	-	-
102225 - 2014 - 2018 - ANTOSKI	-	-	-	-	-
102226 - 2014 - 2018 - NEUMANN	-	-	-	-	-
102227 - 2014 - 2018 - VAN TILBORG	-	-	-	-	-
102228 - 2018 - 2022 - WEAVER	-	47,677	49,405	1,728	3.62 %
102229 - 2018-2022 - VANDERSTELT	-	47,677	49,405	1,728	3.62 %
102230 - 2018-2022 - UTLEY	-	47,677	49,405	1,728	3.62 %
102231 - 2018-2022 - SLESS	-	47,677	49,405	1,728	3.62 %
102232 - 2018-2022 - MCCREARY	-	47,677	49,405	1,728	3.62 %
102233 - 2018-2022 - MARTIN	-	47,677	49,405	1,728	3.62 %
102234 - 2018-2022 - CARPENTER	-	47,677	49,405	1,728	3.62 %
102235 - 2018-2022 - ANTOSKI	-	47,677	49,405	1,728	3.62 %



2020 Business Unit Revenues and Expenditure Summary

Department: MEMBERS OF COUNCIL

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
MEMBERS OF COUNCIL					
102236 - 2018-2022 - VANTILBORG	-	47,677	49,405	1,728	3.62 %
102237 - 2018-2022 - WALL	-	47,677	49,405	1,728	3.62 %
Gross Expenditures	1,326	534,518	571,581	37,063	6.93 %
Net (Revenues)/Expenses					
102101 - CORPORATE COUNCIL	(119,109)	(58,380)	(53,670)	4,710	8.07 %
102217 - UNALLOCATED (ELECTION YEAR)	-	-	-	-	-
102218 - 2014 - 2018 - KINGS	-	-	-	-	-
102219 - 2014 - 2018 - WEAVER	-	-	-	-	-
102220 - 2014 - 2018 - UTLEY	-	-	-	-	-
102221 - 2014 - 2018 - SLESS	-	-	-	-	-
102222 - 2014 - 2018 - MCCREARY	-	-	-	-	-
102223 - 2014 - 2018 - MARTIN	-	-	-	-	-
102224 - 2014 - 2018 - CARPENTER	-	-	-	-	-
102225 - 2014 - 2018 - ANTOSKI	-	-	-	-	-
102226 - 2014 - 2018 - NEUMANN	-	-	-	-	-
102227 - 2014 - 2018 - VAN TILBORG	-	-	-	-	-
102228 - 2018 - 2022 - WEAVER	-	47,677	49,405	1,728	3.62 %
102229 - 2018-2022 - VANDERSTELT	-	47,677	49,405	1,728	3.62 %
102230 - 2018-2022 - UTLEY	-	47,677	49,405	1,728	3.62 %
102231 - 2018-2022 - SLESS	-	47,677	49,405	1,728	3.62 %
102232 - 2018-2022 - MCCREARY	-	47,677	49,405	1,728	3.62 %
102233 - 2018-2022 - MARTIN	-	47,677	49,405	1,728	3.62 %
102234 - 2018-2022 - CARPENTER	-	47,677	49,405	1,728	3.62 %
102235 - 2018-2022 - ANTOSKI	-	47,677	49,405	1,728	3.62 %
102236 - 2018-2022 - VANTILBORG	-	47,677	49,405	1,728	3.62 %
102237 - 2018-2022 - WALL	-	47,677	49,405	1,728	3.62 %



2020 Business Unit Revenues and Expenditure Summary

Department: MEMBERS OF COUNCIL

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
MEMBERS OF COUNCIL					
Net (Revenues)/Expenses	(119,109)	418,390	440,380	21,990	5.26 %



2020 Business Unit Revenues and Expenditure Summary

Department: CHIEF ADMINISTRATIVE OFFICE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHIEF ADMINISTRATIVE OFFICE					
Gross Revenues					
111001 - C.A.O. ADMINISTRATION	118,792	114,336	111,948	(2,388)	(2.09 %)
Gross Revenues	118,792	114,336	111,948	(2,388)	(2.09 %)
Gross Expenditures					
111001 - C.A.O. ADMINISTRATION	544,267	407,333	417,305	9,972	2.45 %
Gross Expenditures	544,267	407,333	417,305	9,972	2.45 %
Net (Revenues)/Expenses					
111001 - C.A.O. ADMINISTRATION	425,475	292,997	305,357	12,360	4.22 %
Net (Revenues)/Expenses	425,475	292,997	305,357	12,360	4.22 %



2020 Business Unit Revenues and Expenditure Summary

Department: COMMUNICATIONS & COMMUNITY ENGAGEMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
COMMUNICATIONS & COMMUNITY ENGAGEMENT					
Gross Revenues					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	-	130,653	128,046	(2,607)	(2 %)
111053 - STREET WIDE BANNER PROGRAM	-	15,820	4,525	(11,295)	(71.4 %)
Gross Revenues	-	146,473	132,571	(13,902)	(9.49 %)
Gross Expenditures					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	-	815,732	860,405	44,673	5.48 %
111053 - STREET WIDE BANNER PROGRAM	-	14,700	4,525	(10,175)	(69.22 %)
Gross Expenditures	-	830,432	864,930	34,498	4.15 %
Net (Revenues)/Expenses					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	-	685,079	732,359	47,280	6.9 %
111053 - STREET WIDE BANNER PROGRAM	-	(1,120)	-	1,120	100 %
Net (Revenues)/Expenses	-	683,959	732,359	48,400	7.08 %



2020 Business Unit Revenues and Expenditure Summary

Department: HUMAN RESOURCES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HUMAN RESOURCES					
Gross Revenues					
121100 - HUMAN RESOURCES ADMIN	219,619	233,936	246,440	12,504	5.35 %
121200 - HUMAN RESOURCES SERVICES	5,688	1,500	5,500	4,000	266.67 %
121300 - HEALTH & SAFETY	-	14,538	14,538	-	-
121301 - ACCESSIBILITY AWARDS PROGRAM	-	-	-	-	-
Gross Revenues	225,307	249,974	266,478	16,504	6.6 %
Gross Expenditures					
121100 - HUMAN RESOURCES ADMIN	557,660	628,859	643,577	14,718	2.34 %
121101 - POOLED EMPLOYEES - HOME	1,923	1,680	1,680	-	-
121200 - HUMAN RESOURCES SERVICES	609,839	711,532	878,080	166,548	23.41 %
121201 - LEADERSHIP CONTINUUM	-	118,050	118,050	-	-
121300 - HEALTH & SAFETY	494,175	635,480	704,049	68,569	10.79 %
121301 - ACCESSIBILITY AWARDS PROGRAM	-	-	-	-	-
Gross Expenditures	1,663,598	2,095,601	2,345,436	249,835	11.92 %
Net (Revenues)/Expenses					
121100 - HUMAN RESOURCES ADMIN	338,041	394,923	397,137	2,214	.56 %
121101 - POOLED EMPLOYEES - HOME	1,923	1,680	1,680	-	-
121200 - HUMAN RESOURCES SERVICES	604,151	710,032	872,580	162,548	22.89 %
121201 - LEADERSHIP CONTINUUM	-	118,050	118,050	-	-
121300 - HEALTH & SAFETY	494,175	620,942	689,511	68,569	11.04 %
121301 - ACCESSIBILITY AWARDS PROGRAM	-	-	-	-	-
Net (Revenues)/Expenses	1,438,290	1,845,627	2,078,958	233,331	12.64 %



2020 Business Unit Revenues and Expenditure Summary

Department: LEGAL & REAL ESTATE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
LEGAL & REAL ESTATE					
Gross Revenues					
122100 - LEGAL & REAL ESTATE ADMIN	298,033	238,835	280,913	42,078	17.62 %
122200 - PROVINCIAL OFFENCES	649	1,620,250	1,622,100	1,850	.11 %
122300 - LAND TRANSACTIONS-FP2	35,449,155	-	-	-	-
Gross Revenues	35,747,838	1,859,085	1,903,013	43,928	2.36 %
Gross Expenditures					
122100 - LEGAL & REAL ESTATE ADMIN	944,548	1,141,257	1,169,978	28,721	2.52 %
122200 - PROVINCIAL OFFENCES	613,540	1,398,452	1,427,225	28,773	2.06 %
122300 - LAND TRANSACTIONS-FP2	-	-	-	-	-
Gross Expenditures	1,558,088	2,539,709	2,597,203	57,494	2.26 %
Net (Revenues)/Expenses					
122100 - LEGAL & REAL ESTATE ADMIN	646,514	902,422	889,065	(13,357)	(1.48 %)
122200 - PROVINCIAL OFFENCES	612,891	(221,798)	(194,875)	26,923	12.14 %
122300 - LAND TRANSACTIONS-FP2	(35,449,155)	-	-	-	-
Net (Revenues)/Expenses	(34,189,750)	680,624	694,190	13,566	1.99 %



2020 Business Unit Revenues and Expenditure Summary

Department: CLERK'S DEPARTMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CLERK'S DEPARTMENT					
Gross Revenues					
123100 - CLERK'S ADMINISTRATION	255,173	249,365	266,015	16,650	6.68 %
123101 - RECORDS & MAIL ROOM	108,581	143,324	103,608	(39,716)	(27.71 %)
123102 - ANIMAL CONTROL	143,729	165,000	145,000	(20,000)	(12.12 %)
123103 - DRINKING/DRIVING CNTR MEAS	1,362	1,752	1,797	45	2.57 %
123104 - DRNK & DRV CTE FNDRSNG-FP2	-	-	-	-	-
123105 - ELECTIONS-FP2	407,000	1,200	-	(1,200)	(100 %)
123106 - LOTTERY LICENSING	25,001	34,500	24,500	(10,000)	(28.99 %)
123107 - BUSINESS LICENSING	330,695	330,000	342,490	12,490	3.78 %
123200 - INSURANCE & RISK MANAGEMNT-FP2	55,793	57,999	64,476	6,477	11.17 %
Gross Revenues	1,327,333	983,140	947,886	(35,254)	(3.59 %)
Gross Expenditures					
123100 - CLERK'S ADMINISTRATION	634,887	771,182	798,040	26,858	3.48 %
123101 - RECORDS & MAIL ROOM	342,000	502,272	511,368	9,096	1.81 %
123102 - ANIMAL CONTROL	43,454	704,264	705,538	1,274	.18 %
123103 - DRINKING/DRIVING CNTR MEAS	3,234	6,486	6,584	98	1.51 %
123105 - ELECTIONS-FP2	187,246	178,655	172,087	(6,568)	(3.68 %)
123106 - LOTTERY LICENSING	76,417	78,826	80,733	1,907	2.42 %
123107 - BUSINESS LICENSING	120,265	117,404	119,447	2,043	1.74 %
123108 - VOLUNTEERS APPRECIATION NIGHT	-	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	202,332	259,699	266,097	6,398	2.46 %
Gross Expenditures	1,609,837	2,618,788	2,659,894	41,106	1.57 %
Net (Revenues)/Expenses					
123100 - CLERK'S ADMINISTRATION	379,715	521,817	532,025	10,208	1.96 %
123101 - RECORDS & MAIL ROOM	233,419	358,948	407,760	48,812	13.6 %
123102 - ANIMAL CONTROL	(100,276)	539,264	560,538	21,274	3.95 %



2020 Business Unit Revenues and Expenditure Summary

Department: CLERK'S DEPARTMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CLERK'S DEPARTMENT					
123103 - DRINKING/DRIVING CNTR MEAS	1,872	4,734	4,787	53	1.12 %
123104 - DRNK & DRV CTE FNDRSNG-FP2	-	-	-	-	-
123105 - ELECTIONS-FP2	(219,754)	177,455	172,087	(5,368)	(3.02 %)
123106 - LOTTERY LICENSING	51,416	44,326	56,233	11,907	26.86 %
123107 - BUSINESS LICENSING	(210,429)	(212,596)	(223,043)	(10,447)	(4.91 %)
123108 - VOLUNTEERS APPRECIATION NIGHT	-	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	146,539	201,700	201,621	(79)	(.04 %)
Net (Revenues)/Expenses	282,503	1,635,648	1,712,008	76,360	4.67 %



2020 Business Unit Revenues and Expenditure Summary

Department: IT SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
IT SERVICES					
Gross Revenues					
124100 - INFORMATION SYSTEMS ADMIN	579,218	665,083	686,326	21,243	3.19 %
124101 - UNIFIED COMMUNICATIONS	-	177,816	199,594	21,778	12.25 %
124102 - WATER & WASTEWATER IT SUPPORT	-	197,785	202,886	5,101	2.58 %
Gross Revenues	579,218	1,040,684	1,088,806	48,122	4.62 %
Gross Expenditures					
124100 - INFORMATION SYSTEMS ADMIN	2,160,880	3,825,499	3,951,088	125,589	3.28 %
124101 - UNIFIED COMMUNICATIONS	-	339,740	403,160	63,420	18.67 %
124102 - WATER & WASTEWATER IT SUPPORT	-	197,785	202,886	5,101	2.58 %
Gross Expenditures	2,160,880	4,363,024	4,557,134	194,110	4.45 %
Net (Revenues)/Expenses					
124100 - INFORMATION SYSTEMS ADMIN	1,581,662	3,160,416	3,264,762	104,346	3.3 %
124101 - UNIFIED COMMUNICATIONS	-	161,924	203,566	41,642	25.72 %
124102 - WATER & WASTEWATER IT SUPPORT	-	-	-	-	-
Net (Revenues)/Expenses	1,581,662	3,322,340	3,468,328	145,988	4.39 %



2020 Business Unit Revenues and Expenditure Summary

Department: FINANCE DEPARTMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FINANCE DEPARTMENT					
Gross Revenues					
125100 - FINANCE DEPARTMENT ADMIN	787,857	796,993	814,941	17,948	2.25 %
125200 - ACCOUNTING ADMINISTRATION	35,338	43,000	26,500	(16,500)	(38.37 %)
125203 - OPERATING INCENTIVE PROGRAM	-	52,000	75,000	23,000	44.23 %
125300 - PURCHASING ADMINISTRATION	37,287	40,100	40,100	-	-
125401 - TAX OFFICE ADMINISTRATION	355,579	355,375	412,375	57,000	16.04 %
125431 - CUSTOMER SERVICES	1,522,419	1,554,388	1,590,392	36,004	2.32 %
125441 - CORPORATE CONTACT CENTRE	-	181,271	158,602	(22,669)	(12.51 %)
Gross Revenues	2,738,479	3,023,127	3,117,910	94,783	3.14 %
Gross Expenditures					
125100 - FINANCE DEPARTMENT ADMIN	502,045	575,314	486,089	(89,225)	(15.51 %)
125200 - ACCOUNTING ADMINISTRATION	1,149,863	1,349,043	1,454,049	105,006	7.78 %
125299 - PURCHASING CARD CLEARING	-	-	-	-	-
125300 - PURCHASING ADMINISTRATION	791,456	956,868	983,023	26,155	2.73 %
125401 - TAX OFFICE ADMINISTRATION	489,248	777,996	781,269	3,273	.42 %
125431 - CUSTOMER SERVICES	786,174	1,548,041	1,583,942	35,901	2.32 %
125441 - CORPORATE CONTACT CENTRE	-	805,671	830,206	24,535	3.05 %
125601 - FINANCIAL ANALYSIS ADMIN	868,471	969,054	997,699	28,645	2.96 %
Gross Expenditures	4,587,257	6,981,987	7,116,277	134,290	1.92 %
Net (Revenues)/Expenses					
125100 - FINANCE DEPARTMENT ADMIN	(285,812)	(221,679)	(328,852)	(107,173)	(48.35 %)
125200 - ACCOUNTING ADMINISTRATION	1,114,525	1,306,043	1,427,549	121,506	9.3 %
125203 - OPERATING INCENTIVE PROGRAM	-	(52,000)	(75,000)	(23,000)	(44.23 %)
125299 - PURCHASING CARD CLEARING	-	-	-	-	-
125300 - PURCHASING ADMINISTRATION	754,170	916,768	942,923	26,155	2.85 %
125401 - TAX OFFICE ADMINISTRATION	133,669	422,621	368,894	(53,727)	(12.71 %)



2020 Business Unit Revenues and Expenditure Summary

Department: FINANCE DEPARTMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FINANCE DEPARTMENT					
125431 - CUSTOMER SERVICES	(736,245)	(6,347)	(6,450)	(103)	(1.62 %)
125441 - CORPORATE CONTACT CENTRE	-	624,400	671,604	47,204	7.56 %
125601 - FINANCIAL ANALYSIS ADMIN	868,471	969,054	997,699	28,645	2.96 %
Net (Revenues)/Expenses	1,848,777	3,958,860	3,998,367	39,507	1 %



2020 Business Unit Revenues and Expenditure Summary

Department: FIRE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FIRE					
Gross Revenues					
131000 - FIRE DEPARTMENT ADMIN	58,715	62,105	98,905	36,800	59.25 %
131001 - COMMUNICATIONS	-	103,523	104,999	1,476	1.43 %
131003 - EMERGENCY MANAGEMENT	-	48,307	49,756	1,449	3 %
131004 - FIRE SUPPRESSION	55,271	-	-	-	-
131006 - FIRE PREVENTION	17,352	12,250	13,350	1,100	8.98 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	-	7,000	7,500	500	7.14 %
Gross Revenues	131,338	233,185	274,510	41,325	17.72 %
Gross Expenditures					
131000 - FIRE DEPARTMENT ADMIN	798,375	1,251,280	1,242,165	(9,115)	(.73 %)
131001 - COMMUNICATIONS	768,946	1,056,953	1,076,554	19,601	1.85 %
131002 - PROFESSIONAL STANDARDS & QUALIFICATIONS	401,003	495,652	505,124	9,472	1.91 %
131003 - EMERGENCY MANAGEMENT	46,214	102,339	110,797	8,458	8.26 %
131004 - FIRE SUPPRESSION	14,283,979	14,542,459	14,872,844	330,385	2.27 %
131006 - FIRE PREVENTION	989,232	1,005,352	1,088,086	82,734	8.23 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	256,837	598,348	634,036	35,688	5.96 %
Gross Expenditures	17,544,585	19,052,383	19,529,606	477,223	2.5 %
Net (Revenues)/Expenses					
131000 - FIRE DEPARTMENT ADMIN	739,660	1,189,175	1,143,260	(45,915)	(3.86 %)
131001 - COMMUNICATIONS	768,946	953,430	971,555	18,125	1.9 %
131002 - PROFESSIONAL STANDARDS & QUALIFICATIONS	401,003	495,652	505,124	9,472	1.91 %
131003 - EMERGENCY MANAGEMENT	46,214	54,032	61,041	7,009	12.97 %
131004 - FIRE SUPPRESSION	14,228,708	14,542,459	14,872,844	330,385	2.27 %



2020 Business Unit Revenues and Expenditure Summary

Department: FIRE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FIRE					
131006 - FIRE PREVENTION	971,880	993,102	1,074,736	81,634	8.22 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	256,837	591,348	626,536	35,188	5.95 %
Net (Revenues)/Expenses	17,413,247	18,819,198	19,255,096	435,898	2.32 %



2020 Business Unit Revenues and Expenditure Summary

Department: POLICE SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
POLICE SERVICES					
Gross Revenues					
132000 - POLICE DEPARTMENT ADMIN	263,486	313,294	277,484	(35,810)	(11.43 %)
132001 - PROTECTION & INVESTIGATION	993,680	1,184,475	989,828	(194,647)	(16.43 %)
132004 - CAREER DEVELOPMENT	150	1,000	500	(500)	(50 %)
132005 - COMMUNITY SAFETY & CRIME PREVENTION (CSCP)	-	-	-	-	-
132008 - SUMMER PARKS PATROL	-	-	-	-	-
132010 - COURT SECURITY	1,457,394	1,472,650	1,467,650	(5,000)	(.34 %)
132011 - PRISONER TRANSPORTATION	122,334	163,747	163,747	-	-
132012 - PROVINCIAL STRATEGY	156,500	156,500	156,500	-	-
132014 - SCHOOL SAFETY PROGRAM	-	10,000	10,000	-	-
132015 - SCHOOL SAFETY PATROLLERS	6,629	-	-	-	-
132016 - POLICE BOARD SPECIAL PROJECTS	33,454	15,000	30,000	15,000	100 %
132021 - SEXUAL VIOLENCE & HARASSMT GRANT	-	-	-	-	-
132030 - CSP - PROVINCIAL PRIORITIES GRANT	-	-	102,000	102,000	100 %
Gross Revenues	3,033,628	3,316,666	3,197,709	(118,957)	(3.59 %)
Gross Expenditures					
132000 - POLICE DEPARTMENT ADMIN	5,921,213	6,955,690	7,424,469	468,779	6.74 %
132001 - PROTECTION & INVESTIGATION	21,434,540	23,418,492	24,528,950	1,110,458	4.74 %
132002 - CANINE UNIT	2,242	-	-	-	-
132003 - EMRGENCY RESPONSE TEAM	9,029	54,209	48,704	(5,505)	(10.16 %)
132004 - CAREER DEVELOPMENT	195,970	182,030	206,550	24,520	13.47 %
132005 - COMMUNITY SAFETY & CRIME PREVENTION (CSCP)	11,970	17,100	16,320	(780)	(4.56 %)
132006 - AUXILIARY POLICE SERVICE	9,360	21,150	15,750	(5,400)	(25.53 %)
132007 - INFORMATION TECHNOLOGY SYSTEMS	23,353	986,481	977,955	(8,526)	(.86 %)
132008 - SUMMER PARKS PATROL	90,196	103,809	108,472	4,663	4.49 %



2020 Business Unit Revenues and Expenditure Summary

Department: POLICE SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
POLICE SERVICES					
132009 - ADULT SCHOOL CROSSING GUARDS	515,464	548,097	575,033	26,936	4.91 %
132010 - COURT SECURITY	1,681,360	1,994,546	2,878,559	884,013	44.32 %
132011 - PRISONER TRANSPORTATION	146,496	233,411	265,168	31,757	13.61 %
132012 - PROVINCIAL STRATEGY	-	495,601	521,694	26,093	5.26 %
132013 - POLICE SERVICES BOARD	794	14,020	13,136	(884)	(6.31 %)
132014 - SCHOOL SAFETY PROGRAM	5,653	18,177	17,450	(727)	(4 %)
132015 - SCHOOL SAFETY PATROLLERS	-	-	-	-	-
132016 - POLICE BOARD SPECIAL PROJECTS	-	15,000	30,000	15,000	100 %
132017 - POLICE INVESTIGATIONS	18,453	30,000	26,000	(4,000)	(13.33 %)
132021 - SEXUAL VIOLENCE & HARASSMT GRANT	-	-	-	-	-
132023 - POLICE FACILITY MAINTENANCE	-	709,149	705,655	(3,494)	(.49 %)
132024 - POLICE FLEET SERVICES	-	745,186	710,966	(34,220)	(4.59 %)
Gross Expenditures	30,066,093	36,542,148	39,070,831	2,528,683	6.92 %
Net (Revenues)/Expenses					
132000 - POLICE DEPARTMENT ADMIN	5,657,728	6,642,396	7,146,985	504,589	7.6 %
132001 - PROTECTION & INVESTIGATION	20,440,860	22,234,017	23,539,122	1,305,105	5.87 %
132002 - CANINE UNIT	2,242	-	-	-	-
132003 - EMRGENCY RESPONSE TEAM	9,029	54,209	48,704	(5,505)	(10.16 %)
132004 - CAREER DEVELOPMENT	195,820	181,030	206,050	25,020	13.82 %
132005 - COMMUNITY SAFETY & CRIME PREVENTION (CSCP)	11,970	17,100	16,320	(780)	(4.56 %)
132006 - AUXILIARY POLICE SERVICE	9,360	21,150	15,750	(5,400)	(25.53 %)
132007 - INFORMATION TECHNOLOGY SYSTEMS	23,353	986,481	977,955	(8,526)	(.86 %)
132008 - SUMMER PARKS PATROL	90,196	103,809	108,472	4,663	4.49 %
132009 - ADULT SCHOOL CROSSING GUARDS	515,464	548,097	575,033	26,936	4.91 %
132010 - COURT SECURITY	223,966	521,896	1,410,909	889,013	170.34 %
132011 - PRISONER TRANSPORTATION	24,162	69,664	101,421	31,757	45.59 %



2020 Business Unit Revenues and Expenditure Summary

Department: POLICE SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
POLICE SERVICES					
132012 - PROVINCIAL STRATEGY	(156,500)	339,101	365,194	26,093	7.69 %
132013 - POLICE SERVICES BOARD	794	14,020	13,136	(884)	(6.31 %)
132014 - SCHOOL SAFETY PROGRAM	5,653	8,177	7,450	(727)	(8.89 %)
132015 - SCHOOL SAFETY PATROLLERS	(6,629)	-	-	-	-
132016 - POLICE BOARD SPECIAL PROJECTS	(33,454)	-	-	-	-
132017 - POLICE INVESTIGATIONS	18,453	30,000	26,000	(4,000)	(13.33 %)
132021 - SEXUAL VIOLENCE & HARASSMT GRANT	-	-	-	-	-
132023 - POLICE FACILITY MAINTENANCE	-	709,149	705,655	(3,494)	(.49 %)
132024 - POLICE FLEET SERVICES	-	745,186	710,966	(34,220)	(4.59 %)
132030 - CSP - PROVINCIAL PRIORITIES GRANT	-	-	(102,000)	(102,000)	(100 %)
Net (Revenues)/Expenses	27,032,465	33,225,482	35,873,122	2,647,640	7.97 %



2020 Business Unit Revenues and Expenditure Summary

Department: SOCIAL ASSISTANCE & HOMELESSNESS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SOCIAL ASSISTANCE & HOMELESSNESS					
Gross Revenues					
133100 - ONTARIO WORKS ADMIN & EMPLOYMENT	211,184	4,802,308	4,707,426	(94,882)	(1.98 %)
133101 - ADDICTION SERVICES	-	514,761	-	(514,761)	(100 %)
133220 - 100% PROVINCIAL ASSISTANCE	169,486	236,961	50,207	(186,754)	(78.81 %)
133221 - ONTARIO WORKS ASSISTANCE	18,875,787	19,245,907	19,358,736	112,829	.59 %
133222 - DISCRETIONARY ASSISTANCE	893,585	980,214	949,778	(30,436)	(3.11 %)
133250 - ASSISTANCE-100% MUNICIPAL	109,377	81,000	99,082	18,082	22.32 %
133400 - CLIENT DONATION FUND	-	-	-	-	-
133401 - OW ADMIN CHARGES	330,000	330,000	328,055	(1,945)	(.59 %)
133402 - OW PRIOR PERIOD ADJUSTMENTS	2,377	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	182,790	49,852	-	(49,852)	(100 %)
134520 - HOUSING RESOURCE CTR	-	-	-	-	-
134521 - COMM HOMELESSNESS PREVENTION	2,911,656	3,449,573	3,678,354	228,781	6.63 %
134522 - CHPI ADMINISTRATION	-	107,531	139,176	31,645	29.43 %
134524 - CHPI RECOVERIES - FP2	-	5,000	1,000	(4,000)	(80 %)
133450 - REACHING HOME	-	-	299,787	299,787	100 %
Gross Revenues	23,686,245	29,803,107	29,611,601	(191,506)	(.64 %)
Gross Expenditures					
133100 - ONTARIO WORKS ADMIN & EMPLOYMENT	5,917,977	7,561,179	7,542,484	(18,695)	(.25 %)
133101 - ADDICTION SERVICES	320,849	514,761	-	(514,761)	(100 %)
133220 - 100% PROVINCIAL ASSISTANCE	-	236,961	50,207	(186,754)	(78.81 %)
133221 - ONTARIO WORKS ASSISTANCE	-	19,245,907	19,358,736	112,829	.59 %
133222 - DISCRETIONARY ASSISTANCE	-	980,214	949,778	(30,436)	(3.11 %)
133250 - ASSISTANCE-100% MUNICIPAL	-	270,000	297,000	27,000	10 %
133402 - OW PRIOR PERIOD ADJUSTMENTS	-	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	31,407	49,852	-	(49,852)	(100 %)



2020 Business Unit Revenues and Expenditure Summary

Department: SOCIAL ASSISTANCE & HOMELESSNESS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SOCIAL ASSISTANCE & HOMELESSNESS					
134500 - EMERGENCY HOSTELS	-	1,428,419	1,556,760	128,341	8.98 %
134501 - DOMICILIARY HOSTELS	-	547,900	550,300	2,400	.44 %
134520 - HOUSING RESOURCE CTR	778,966	922,458	1,084,595	162,137	17.58 %
134522 - CHPI ADMINISTRATION	249,625	341,639	425,942	84,303	24.68 %
134523 - BBHPA BRANT HOMELESSNESS PREV.	-	915,794	650,000	(265,794)	(29.02 %)
134524 - CHPI RECOVERIES - FP2	-	5,000	1,000	(4,000)	(80 %)
134525 - BBHPA INTENSIVE	-	-	-	-	-
133450 - REACHING HOME	-	-	299,787	299,787	100 %
Gross Expenditures	7,298,824	33,020,084	32,766,589	(253,495)	(.77 %)
Net (Revenues)/Expenses					
133100 - ONTARIO WORKS ADMIN & EMPLOYMENT	5,706,792	2,758,871	2,835,058	76,187	2.76 %
133101 - ADDICTION SERVICES	320,849	-	-	-	-
133220 - 100% PROVINCIAL ASSISTANCE	(169,486)	-	-	-	-
133221 - ONTARIO WORKS ASSISTANCE	(18,875,787)	-	-	-	-
133222 - DISCRETIONARY ASSISTANCE	(893,585)	-	-	-	-
133250 - ASSISTANCE-100% MUNICIPAL	(109,377)	189,000	197,918	8,918	4.72 %
133400 - CLIENT DONATION FUND	-	-	-	-	-
133401 - OW ADMIN CHARGES	(330,000)	(330,000)	(328,055)	1,945	.59 %
133402 - OW PRIOR PERIOD ADJUSTMENTS	(2,377)	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	(151,383)	-	-	-	-
134500 - EMERGENCY HOSTELS	-	1,428,419	1,556,760	128,341	8.98 %
134501 - DOMICILIARY HOSTELS	-	547,900	550,300	2,400	.44 %
134520 - HOUSING RESOURCE CTR	778,966	922,458	1,084,595	162,137	17.58 %
134521 - COMM HOMELESSNESS PREVENTION	(2,911,656)	(3,449,573)	(3,678,354)	(228,781)	(6.63 %)
134522 - CHPI ADMINISTRATION	249,625	234,108	286,766	52,658	22.49 %
134523 - BBHPA BRANT HOMELESSNESS PREV.	-	915,794	650,000	(265,794)	(29.02 %)



2020 Business Unit Revenues and Expenditure Summary

Department: SOCIAL ASSISTANCE & HOMELESSNESS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SOCIAL ASSISTANCE & HOMELESSNESS					
134524 - CHPI RECOVERIES - FP2	-	-	-	-	-
134525 - BBHPA INTENSIVE	-	-	-	-	-
133450 - REACHING HOME	-	-	-	-	-
Net (Revenues)/Expenses	(16,387,420)	3,216,977	3,154,988	(61,989)	(1.93 %)



2020 Business Unit Revenues and Expenditure Summary

Department: CORPORATE INITIATIVES & COMMUNITY STRATEGIES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE INITIATIVES & COMMUNITY STRATEGIES					
Gross Revenues					
133200 - SOCIAL ASSISTANCE REINVESTMENT-FP2	47,808	-	-	-	-
133350 - SOCIAL PLANNING	-	-	-	-	-
133351 - EXTERNAL AGENCY FUNDING	3,647	-	-	-	-
133352 - MAYORS TASK FORCE - DIVA	20,000	-	-	-	-
133353 - SAFE BRANTFORD	-	-	-	-	-
133354 - HEALTHY KIDS COMMUNITY CHALLENGE	-	-	-	-	-
133355 - HEALTHY BRANTFORD	-	-	-	-	-
133357 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
133362 - LOCAL POVERTY REDUCTION FUND	-	-	-	-	-
134581 - NEIGHBOURHOOD HUB - FP2	-	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	-	110,000	110,000	-	-
137100 - STRATEGIC PLANNING ADMIN	-	204,625	128,001	(76,624)	(37.45 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	-	46,871	220,174	173,303	369.74 %
137115 - EXTERNAL AGENCY FUNDING	-	3,300	60,000	56,700	1,718.18 %
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	-	20,000	20,000	-	-
137121 - COMMUNITY SAFETY	-	39,397	36,500	(2,897)	(7.35 %)
137122 - HEALTH & INCLUSION	-	39,397	36,500	(2,897)	(7.35 %)
137123 - HEALTHY AGING	-	100,000	100,000	-	-
137124 - IMMIGRATION PROGRAM (MCI)	-	13,963	-	(13,963)	(100 %)
137126 - HEALTHY KIDS CHALLENGE	-	22,361	42,361	20,000	89.44 %
111003 - CLIMATE CHANGE STAFF GRANT PRG	-	-	83,645	83,645	100 %
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	-	280,684	-	(280,684)	(100 %)
137128 - NEWCOMER MINORITY WOMEN	-	-	28,449	28,449	100 %
Gross Revenues	71,455	880,598	865,630	(14,968)	(1.7 %)



2020 Business Unit Revenues and Expenditure Summary

Department: CORPORATE INITIATIVES & COMMUNITY STRATEGIES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE INITIATIVES & COMMUNITY STRATEGIES					
Gross Expenditures					
133200 - SOCIAL ASSISTANCE REINVESTMENT-FP2	-	-	-	-	-
133350 - SOCIAL PLANNING	-	-	-	-	-
133351 - EXTERNAL AGENCY FUNDING	45,000	-	-	-	-
133352 - MAYORS TASK FORCE - DIVA	20,000	-	-	-	-
133353 - SAFE BRANTFORD	-	-	-	-	-
133354 - HEALTHY KIDS COMMUNITY CHALLENGE	-	-	-	-	-
133355 - HEALTHY BRANTFORD	-	-	-	-	-
133362 - LOCAL POVERTY REDUCTION FUND	-	-	-	-	-
134581 - NEIGHBOURHOOD HUB - FP2	-	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	-	110,000	110,000	-	-
137100 - STRATEGIC PLANNING ADMIN	-	1,121,238	1,096,736	(24,502)	(2.19 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	-	852,195	872,195	20,000	2.35 %
137115 - EXTERNAL AGENCY FUNDING	-	60,000	60,000	-	-
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	-	20,000	20,000	-	-
137121 - COMMUNITY SAFETY	-	39,397	36,500	(2,897)	(7.35 %)
137122 - HEALTH & INCLUSION	-	86,647	83,750	(2,897)	(3.34 %)
137123 - HEALTHY AGING	-	100,000	100,000	-	-
137124 - IMMIGRATION PROGRAM (MCI)	-	13,963	-	(13,963)	(100 %)
137126 - HEALTHY KIDS CHALLENGE	-	22,361	42,361	20,000	89.44 %
111003 - CLIMATE CHANGE STAFF GRANT PRG	-	-	83,645	83,645	100 %
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	-	280,684	-	(280,684)	(100 %)
137128 - NEWCOMER MINORITY WOMEN	-	-	28,449	28,449	100 %
Gross Expenditures	65,000	2,706,485	2,533,636	(172,849)	(6.39 %)
Net (Revenues)/Expenses					
133200 - SOCIAL ASSISTANCE REINVESTMENT-FP2	(47,808)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: CORPORATE INITIATIVES & COMMUNITY STRATEGIES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE INITIATIVES & COMMUNITY STRATEGIES					
133350 - SOCIAL PLANNING	-	-	-	-	-
133351 - EXTERNAL AGENCY FUNDING	41,354	-	-	-	-
133352 - MAYORS TASK FORCE - DIVA	-	-	-	-	-
133353 - SAFE BRANTFORD	-	-	-	-	-
133354 - HEALTHY KIDS COMMUNITY CHALLENGE	-	-	-	-	-
133355 - HEALTHY BRANTFORD	-	-	-	-	-
133357 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
133362 - LOCAL POVERTY REDUCTION FUND	-	-	-	-	-
134581 - NEIGHBOURHOOD HUB - FP2	-	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	-	-	-	-	-
137100 - STRATEGIC PLANNING ADMIN	-	916,613	968,735	52,122	5.69 %
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	-	805,324	652,021	(153,303)	(19.04 %)
137115 - EXTERNAL AGENCY FUNDING	-	56,700	-	(56,700)	(100 %)
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	-	-	-	-	-
137121 - COMMUNITY SAFETY	-	-	-	-	-
137122 - HEALTH & INCLUSION	-	47,250	47,250	-	-
137123 - HEALTHY AGING	-	-	-	-	-
137124 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
137126 - HEALTHY KIDS CHALLENGE	-	-	-	-	-
111003 - CLIMATE CHANGE STAFF GRANT PRG	-	-	-	-	-
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	-	-	-	-	-
137128 - NEWCOMER MINORITY WOMEN	-	-	-	-	-
Net (Revenues)/Expenses	(6,455)	1,825,887	1,668,006	(157,881)	(8.65 %)



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
Gross Revenues					
134100 - SOCIAL HOUSING ADMINISTRATION	270,639	342,618	355,191	12,573	3.67 %
134101 - NATIONAL HOUSING FORUM	1,500	-	-	-	-
134115 - BHOMES PROGRAM	109,308	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	110,873	167,514	93,304	(74,210)	(44.3 %)
134122 - IAH RENT SUPPLEMENT YR 2 12/13	32,720	45,640	27,720	(17,920)	(39.26 %)
134125 - IAH RENT SUPPLEMENT YR 3 13/14	135,067	144,152	110,967	(33,185)	(23.02 %)
134128 - IAH RENT SUPPLEMENT YR 4 14/15	18,600	29,048	17,952	(11,096)	(38.2 %)
134130 - IAH RENT SUPP EXT 14/15	-	64,000	62,000	(2,000)	(3.13 %)
134133 - IAH RENT SUPPLMT EXT YR2 15/16	-	16,800	16,800	-	-
134134 - IAH ONT RENOVATE EXT YR2 15/16	-	-	-	-	-
134135 - IAH BHOMES	-	45,806	-	(45,806)	(100 %)
134136 - IAH RENT SUPPLEMENT	-	104,110	94,596	(9,514)	(9.14 %)
134137 - IAH ONT RENOVATE	-	203,032	-	(203,032)	(100 %)
134141 - IAH HOUSING ALLOW-DIRECT	-	138,492	132,508	(5,984)	(4.32 %)
134200 - TRANSITIONAL RENT SUPP/EMPLOY	7,623	64,510	-	(64,510)	(100 %)
134203 - HOMES FOR GOOD	-	1,256,420	1,256,420	-	-
134271 - AFFORDABLE HOUSING CITY/COUNTY	342,533	342,493	326,593	(15,900)	(4.64 %)
134300 - STRONG COMMUNITIES REGULAR RS	380,141	395,901	398,067	2,166	.55 %
134301 - STRONG COMMUNITIES MOHLTC RS	49,140	52,997	53,329	332	.63 %
134302 - STRONG COMMUNITIES MCSS RS	202,020	212,882	213,979	1,097	.52 %
134320 - COMMERCIAL RENT SUPPLEMENT	203,134	321,211	308,140	(13,071)	(4.07 %)
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	-	200,079	115,593	(84,486)	(42.23 %)
134350 - NON-PROFIT HOUSING: FP2	2,497,016	2,382,840	2,373,072	(9,768)	(.41 %)
134600 - LOCAL HOUSING ADMINISTRATION	(69,693)	41,523	63,167	21,644	52.13 %



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134601 - LHC RIVERSIDE GARDENS	266,923	-	-	-	-
134602 - LHC WINSTON CRT	354,653	-	-	-	-
134603 - LHC LORNE TOWERS	936,125	-	-	-	-
134604 - LHC BRANT TOWERS	1,258,878	-	-	-	-
134605 - LHC EASTDALE GARDENS	337,360	-	-	-	-
134606 - LHC DALEVIEW GARDENS	201,205	-	-	-	-
134607 - LHC NORTHLAND GARDENS	493,298	-	-	-	-
134608 - LHC WOODLAWN MEADOWS	189,557	-	-	-	-
134609 - LHC WILLOW STREET	38,753	-	-	-	-
134610 - LHC ALBION TOWERS	432,909	-	-	-	-
134611 - LHC WALKER'S GREEN	147,101	-	-	-	-
134612 - LHC TRILLIUM WAY	306,901	-	-	-	-
134613 - LHC SUNRISE VILLA	64,465	-	-	-	-
134700 - MUN HOUSING-ROBERTSON:FP2	137,559	141,158	144,177	3,019	2.14 %
134710 - MUN HOUSING-VMP RES:FP2	357,796	363,961	371,079	7,118	1.96 %
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	-	45,527	24,710	(20,817)	(45.72 %)
134720 - OTHER MUNICIPAL HOUSING FP2	81,746	76,092	78,247	2,155	2.83 %
134730 - HERITAGE HOUSE FP2 - CITY ONLY	270,790	267,900	267,900	-	-
134740 - 124 SHERWOOD DRIVE: FP2	-	32,104	32,088	(16)	(.05 %)
134741 - JOHN NOBLE APARTMENTS	-	416,284	425,700	9,416	2.26 %
134742 - JOHN NOBLE SENIOR APARTMENTS	-	181,541	181,287	(254)	(.14 %)
SURPLUS ALLOCATION					
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	-	141,300	141,300	100 %
134322 - LOCAL PORTABLE HOUSING BENEFIT	-	140,400	140,400	-	-
134614 - LOCAL HOUSING PROPERTIES	-	4,942,144	5,051,142	108,998	2.21 %
134150 - COCHI ADMIN FUNDING	-	-	17,398	17,398	100 %
134155 - OPHI ADMIN FUNDING	-	-	92,665	92,665	100 %
134156 - OPHI BHOMES	-	-	60,000	60,000	100 %



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134157 - OPHI ONT RENOVATES	-	-	218,735	218,735	100 %
Gross Revenues	10,166,638	13,179,179	13,266,226	87,047	.66 %
Gross Expenditures					
134100 - SOCIAL HOUSING ADMINISTRATION	780,377	1,574,400	1,644,356	69,956	4.44 %
134101 - NATIONAL HOUSING FORUM	-	4,700	4,700	-	-
134115 - BHOMES PROGRAM	108,564	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	5,166	167,514	93,304	(74,210)	(44.3 %)
134122 - IAH RENT SUPPLEMENT YR 2 12/13	-	45,640	27,720	(17,920)	(39.26 %)
134125 - IAH RENT SUPPLEMENT YR 3 13/14	-	144,152	110,967	(33,185)	(23.02 %)
134128 - IAH RENT SUPPLEMENT YR 4 14/15	-	29,048	17,952	(11,096)	(38.2 %)
134130 - IAH RENT SUPP EXT 14/15	-	64,000	62,000	(2,000)	(3.13 %)
134133 - IAH RENT SUPPLMT EXT YR2 15/16	-	16,800	16,800	-	-
134134 - IAH ONT RENOVATE EXT YR2 15/16	-	-	-	-	-
134135 - IAH BHOMES	-	45,806	-	(45,806)	(100 %)
134136 - IAH RENT SUPPLEMENT	-	104,110	94,596	(9,514)	(9.14 %)
134137 - IAH ONT RENOVATE	-	203,032	-	(203,032)	(100 %)
134141 - IAH HOUSING ALLOW-DIRECT	-	138,492	132,508	(5,984)	(4.32 %)
134200 - TRANSITIONAL RENT SUPP/EMPLOY	-	64,510	-	(64,510)	(100 %)
134203 - HOMES FOR GOOD	-	1,256,420	1,256,420	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	-	82,069	87,014	4,945	6.03 %
134271 - AFFORDABLE HOUSING CITY/COUNTY	-	344,157	328,257	(15,900)	(4.62 %)
134300 - STRONG COMMUNITIES REGULAR RS	-	474,084	486,992	12,908	2.72 %
134301 - STRONG COMMUNITIES MOHLTC RS	-	72,129	74,109	1,980	2.75 %
134302 - STRONG COMMUNITIES MCSS RS	-	266,767	273,301	6,534	2.45 %



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134320 - COMMERCIAL RENT SUPPLEMENT	-	918,106	944,638	26,532	2.89 %
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	-	200,079	115,593	(84,486)	(42.23 %)
134350 - NON-PROFIT HOUSING: FP2	-	6,883,938	6,840,754	(43,184)	(.63 %)
134600 - LOCAL HOUSING ADMINISTRATION	1,000,917	1,802,439	1,842,030	39,591	2.2 %
134601 - LHC RIVERSIDE GARDENS	3,382	-	-	-	-
134602 - LHC WINSTON CRT	59,368	-	-	-	-
134603 - LHC LORNE TOWERS	14,827	-	-	-	-
134604 - LHC BRANT TOWERS	9,104	-	-	-	-
134605 - LHC EASTDALE GARDENS	3,857	-	-	-	-
134606 - LHC DALEVIEW GARDENS	1,824	-	-	-	-
134607 - LHC NORTHLAND GARDENS	3,332	-	-	-	-
134608 - LHC WOODLAWN MEADOWS	1,586	-	-	-	-
134609 - LHC WILLOW STREET	-	-	-	-	-
134610 - LHC ALBION TOWERS	6,408	-	-	-	-
134611 - LHC WALKER'S GREEN	4,854	-	-	-	-
134612 - LHC TRILLIUM WAY	6,619	-	-	-	-
134613 - LHC SUNRISE VILLA	5,004	-	-	-	-
134700 - MUN HOUSING-ROBERTSON:FP2	-	127,427	130,446	3,019	2.37 %
134710 - MUN HOUSING-VMP RES:FP2	972	343,567	350,685	7,118	2.07 %
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	-	45,527	24,710	(20,817)	(45.72 %)
134720 - OTHER MUNICIPAL HOUSING FP2	1,269	55,938	58,093	2,155	3.85 %
134730 - HERITAGE HOUSE FP2 - CITY ONLY	58,750	267,900	267,900	-	-
134740 - 124 SHERWOOD DRIVE: FP2	-	32,104	32,088	(16)	(.05 %)
134741 - JOHN NOBLE APARTMENTS	-	416,284	425,700	9,416	2.26 %
134742 - JOHN NOBLE SENIOR APARTMENTS	-	181,541	181,287	(254)	(.14 %)
SURPLUS ALLOCATION					
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	-	141,300	141,300	100 %



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134322 - LOCAL PORTABLE HOUSING BENEFIT	-	140,400	140,400	-	-
134614 - LOCAL HOUSING PROPERTIES	-	5,284,113	5,392,267	108,154	2.05 %
134150 - COCHI ADMIN FUNDING	-	-	17,398	17,398	100 %
134155 - OPHI ADMIN FUNDING	-	-	92,665	92,665	100 %
134156 - OPHI BHOMES	-	-	60,000	60,000	100 %
134157 - OPHI ONT RENOVATES	-	-	218,735	218,735	100 %
Gross Expenditures	2,076,180	21,797,193	21,987,685	190,492	.87 %
Net (Revenues)/Expenses					
134100 - SOCIAL HOUSING ADMINISTRATION	509,738	1,231,782	1,289,165	57,383	4.66 %
134101 - NATIONAL HOUSING FORUM	(1,500)	4,700	4,700	-	-
134115 - BHOMES PROGRAM	(744)	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	(105,707)	-	-	-	-
134122 - IAH RENT SUPPLEMENT YR 2 12/13	(32,720)	-	-	-	-
134125 - IAH RENT SUPPLEMENT YR 3 13/14	(135,067)	-	-	-	-
134128 - IAH RENT SUPPLEMENT YR 4 14/15	(18,600)	-	-	-	-
134130 - IAH RENT SUPP EXT 14/15	-	-	-	-	-
134133 - IAH RENT SUPPLMT EXT YR2 15/16	-	-	-	-	-
134134 - IAH ONT RENOVATE EXT YR2 15/16	-	-	-	-	-
134135 - IAH BHOMES	-	-	-	-	-
134136 - IAH RENT SUPPLEMENT	-	-	-	-	-
134137 - IAH ONT RENOVATE	-	-	-	-	-
134141 - IAH HOUSING ALLOW-DIRECT	-	-	-	-	-
134200 - TRANSITIONAL RENT SUPP/EMPLOY	(7,623)	-	-	-	-
134203 - HOMES FOR GOOD	-	-	-	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	-	82,069	87,014	4,945	6.03 %



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134271 - AFFORDABLE HOUSING CITY/COUNTY	(342,533)	1,664	1,664	-	-
134300 - STRONG COMMUNITIES REGULAR RS	(380,141)	78,183	88,925	10,742	13.74 %
134301 - STRONG COMMUNITIES MOHLTC RS	(49,140)	19,132	20,780	1,648	8.61 %
134302 - STRONG COMMUNITIES MCSS RS	(202,020)	53,885	59,322	5,437	10.09 %
134320 - COMMERCIAL RENT SUPPLEMENT	(203,134)	596,895	636,498	39,603	6.63 %
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	-	-	-	-	-
134350 - NON-PROFIT HOUSING: FP2	(2,497,016)	4,501,098	4,467,682	(33,416)	(.74 %)
134600 - LOCAL HOUSING ADMINISTRATION	1,070,609	1,760,916	1,778,863	17,947	1.02 %
134601 - LHC RIVERSIDE GARDENS	(263,541)	-	-	-	-
134602 - LHC WINSTON CRT	(295,285)	-	-	-	-
134603 - LHC LORNE TOWERS	(921,298)	-	-	-	-
134604 - LHC BRANT TOWERS	(1,249,774)	-	-	-	-
134605 - LHC EASTDALE GARDENS	(333,503)	-	-	-	-
134606 - LHC DALEVIEW GARDENS	(199,381)	-	-	-	-
134607 - LHC NORTHLAND GARDENS	(489,966)	-	-	-	-
134608 - LHC WOODLAWN MEADOWS	(187,971)	-	-	-	-
134609 - LHC WILLOW STREET	(38,753)	-	-	-	-
134610 - LHC ALBION TOWERS	(426,501)	-	-	-	-
134611 - LHC WALKER'S GREEN	(142,247)	-	-	-	-
134612 - LHC TRILLIUM WAY	(300,282)	-	-	-	-
134613 - LHC SUNRISE VILLA	(59,460)	-	-	-	-
134700 - MUN HOUSING-ROBERTSON:FP2	(137,559)	(13,731)	(13,731)	-	-
134710 - MUN HOUSING-VMP RES:FP2	(356,824)	(20,394)	(20,394)	-	-
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	-	-	-	-	-
134720 - OTHER MUNICIPAL HOUSING FP2	(80,477)	(20,154)	(20,154)	-	-
134730 - HERITAGE HOUSE FP2 - CITY ONLY	(212,039)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: HOUSING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
HOUSING					
134740 - 124 SHERWOOD DRIVE: FP2	-	-	-	-	-
134741 - JOHN NOBLE APARTMENTS	-	-	-	-	-
134742 - JOHN NOBLE SENIOR APARTMENTS	-	-	-	-	-
SURPLUS ALLOCATION					
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	-	-	-	-
134322 - LOCAL PORTABLE HOUSING BENEFIT	-	-	-	-	-
134614 - LOCAL HOUSING PROPERTIES	-	341,969	341,125	(844)	(.25 %)
134150 - COCHI ADMIN FUNDING	-	-	-	-	-
134155 - OPHI ADMIN FUNDING	-	-	-	-	-
134156 - OPHI BHOMES	-	-	-	-	-
134157 - OPHI ONT RENOVATES	-	-	-	-	-
Net (Revenues)/Expenses	(8,090,458)	8,618,014	8,721,459	103,445	1.2 %



2020 Business Unit Revenues and Expenditure Summary

Department: CHILDREN SERVICES & EARLY YEARS PRGS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHILDREN SERVICES & EARLY YEARS PRGS					
Gross Revenues					
135000 - CHILDREN SERVICES REVENUE	-	-	-	-	-
135100 - CHILD CARE ADMINISTRATION	897,126	1,414,594	1,022,900	(391,694)	(27.69 %)
135120 - DIRECT OPERATING-BERYL ANGUS	-	-	-	-	-
135140 - FEE SUBSIDY REGULAR-PROFIT	109,714	115,000	165,000	50,000	43.48 %
135141 - FEE SUBSIDY REGULAR-NON PROFIT	399,319	400,000	428,886	28,886	7.22 %
135180 - FEE SUB RECREATION-NON PROFIT	-	20,000	27,690	7,690	38.45 %
135202 - PROV FUNDING-FEE SUBSIDY	3,098,020	2,958,452	3,197,039	238,587	8.06 %
135220 - ONTARIO WORKS CHILDCARE	176,285	235,000	235,000	-	-
135250 - EXPANSION PLAN FUNDING	-	1,772,457	1,687,401	(85,056)	(4.8 %)
135260 - FEDERAL ELCC	-	814,224	814,224	-	-
135302 - WAGE SUB- PROV FUNDING	-	-	-	-	-
135320 - CC GENERAL OPERATING	1,677,372	3,112,968	3,062,194	(50,774)	(1.63 %)
135321 - CC GENERAL OPERATING NON PRFIT	-	-	-	-	-
135322 - CC GENERAL OPERATING - DIRECT	-	-	-	-	-
135323 - WAGE ENHANCEMENTS DIRECT	-	-	-	-	-
135324 - WAGE ENHANCEMENTS NON PROFIT	-	1,211,336	1,240,000	28,664	2.37 %
135325 - WAGE ENHANCEMENTS PROFIT	-	450,000	453,976	3,976	.88 %
135326 - WAGE ENHANCEMENT GRANT - ADMIN	-	75,430	75,430	-	-
135330 - FEE STABILIZATION	-	429,169	-	(429,169)	(100 %)
135340 - CHILDCARE PAY EQUITY	-	47,493	47,493	-	-
135400 - SPECIAL NEEDS RESOURCING	1,100,000	1,100,000	1,100,000	-	-
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	70,000	160,238	75,000	(85,238)	(53.19 %)
135403 - SMALL WATER WORKS	3,889	5,161	3,890	(1,271)	(24.63 %)
135404 - REPAIRS & MAINTENANCE	-	25,379	26,116	737	2.9 %
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	61,340	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: CHILDREN SERVICES & EARLY YEARS PRGS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHILDREN SERVICES & EARLY YEARS PRGS					
135480 - DATA ANALYSIS COORDINATOR /DAC	-	73,153	73,153	-	-
135500 - PLANNING FUNDING	26,657	26,700	26,700	-	-
135501 - ABORIGINAL PLANNING	-	10,100	10,100	-	-
135502 - EARLY ON CENTRES	1,953,543	1,945,794	1,909,002	(36,792)	(1.89 %)
135505 - OEYCFC PLANNING	-	-	-	-	-
135510 - INDIGENOUS CAPACITY FUNDING	-	-	-	-	-
135515 - JOURNEY TOGETHER EARLY ONS	-	364,898	366,750	1,852	.51 %
135520 - JOURNEY TOGETHER CHILD CARE	-	368,602	366,750	(1,852)	(.5 %)
135550 - CHILD CARE ADMIN CHARGES	83,628	83,628	83,628	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	-	-	-	-	-
135315 - BASE FUNDING - LICENSED HCC	-	186,300	276,000	89,700	48.15 %
135525 - JOURNEY TOGETHER ADMINISTRATION	-	81,500	81,500	-	-
Gross Revenues	9,656,893	17,487,576	16,855,822	(631,754)	(3.61 %)
Gross Expenditures					
135100 - CHILD CARE ADMINISTRATION	1,205,409	1,557,135	1,166,463	(390,672)	(25.09 %)
135120 - DIRECT OPERATING-BERYL ANGUS	-	-	-	-	-
135140 - FEE SUBSIDY REGULAR-PROFIT	-	1,027,265	1,100,000	72,735	7.08 %
135141 - FEE SUBSIDY REGULAR-NON PROFIT	-	2,661,000	2,859,243	198,243	7.45 %
135180 - FEE SUB RECREATION-NON PROFIT	-	245,000	300,000	55,000	22.45 %
135220 - ONTARIO WORKS CHILDCARE	-	235,000	235,000	-	-
135250 - EXPANSION PLAN FUNDING	-	1,772,457	1,687,401	(85,056)	(4.8 %)
135260 - FEDERAL ELCC	-	814,224	814,224	-	-
135320 - CC GENERAL OPERATING	-	3,350,000	3,300,000	(50,000)	(1.49 %)
135321 - CC GENERAL OPERATING NON PRFIT	-	-	-	-	-
135322 - CC GENERAL OPERATING - DIRECT	-	-	-	-	-
135323 - WAGE ENHANCEMENTS DIRECT	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: CHILDREN SERVICES & EARLY YEARS PRGS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHILDREN SERVICES & EARLY YEARS PRGS					
135324 - WAGE ENHANCEMENTS NON PROFIT	-	1,211,336	1,240,000	28,664	2.37 %
135325 - WAGE ENHANCEMENTS PROFIT	-	450,000	453,976	3,976	.88 %
135326 - WAGE ENHANCEMENT GRANT - ADMIN	-	75,430	75,430	-	-
135330 - FEE STABILIZATION	-	429,169	-	(429,169)	(100 %)
135340 - CHILDCARE PAY EQUITY	-	47,493	47,493	-	-
135400 - SPECIAL NEEDS RESOURCING	-	1,100,000	1,100,000	-	-
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	-	160,238	75,000	(85,238)	(53.19 %)
135403 - SMALL WATER WORKS	-	5,161	3,890	(1,271)	(24.63 %)
135404 - REPAIRS & MAINTENANCE	-	25,379	26,116	737	2.9 %
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	-	73,153	73,153	-	-
135500 - PLANNING FUNDING	-	26,700	26,700	-	-
135501 - ABORIGINAL PLANNING	-	10,100	10,100	-	-
135502 - EARLY ON CENTRES	-	2,050,937	2,010,056	(40,881)	(1.99 %)
135503 - UNCONDITIONAL GRANTS	-	-	-	-	-
135505 - OEYCFC PLANNING	-	-	-	-	-
135510 - INDIGENOUS CAPACITY FUNDING	-	-	-	-	-
135515 - JOURNEY TOGETHER EARLY ONS	-	364,898	366,750	1,852	.51 %
135520 - JOURNEY TOGETHER CHILD CARE	-	368,602	366,750	(1,852)	(.5 %)
135315 - BASE FUNDING - LICENSED HCC	-	186,300	276,000	89,700	48.15 %
135525 - JOURNEY TOGETHER ADMINISTRATION	-	81,500	81,500	-	-
Gross Expenditures	1,205,409	18,328,477	17,695,245	(633,232)	(3.45 %)
Net (Revenues)/Expenses					
135000 - CHILDREN SERVICES REVENUE	-	-	-	-	-
135100 - CHILD CARE ADMINISTRATION	308,283	142,541	143,563	1,022	.72 %



2020 Business Unit Revenues and Expenditure Summary

Department: CHILDREN SERVICES & EARLY YEARS PRGS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHILDREN SERVICES & EARLY YEARS PRGS					
135120 - DIRECT OPERATING-BERYL ANGUS	-	-	-	-	-
135140 - FEE SUBSIDY REGULAR-PROFIT	(109,714)	912,265	935,000	22,735	2.49 %
135141 - FEE SUBSIDY REGULAR-NON PROFIT	(399,319)	2,261,000	2,430,357	169,357	7.49 %
135180 - FEE SUB RECREATION-NON PROFIT	-	225,000	272,310	47,310	21.03 %
135202 - PROV FUNDING-FEE SUBISDY	(3,098,020)	(2,958,452)	(3,197,039)	(238,587)	(8.06 %)
135220 - ONTARIO WORKS CHILDCARE	(176,285)	-	-	-	-
135250 - EXPANSION PLAN FUNDING	-	-	-	-	-
135260 - FEDERAL ELCC	-	-	-	-	-
135302 - WAGE SUB- PROV FUNDING	-	-	-	-	-
135320 - CC GENERAL OPERATING	(1,677,372)	237,032	237,806	774	.33 %
135321 - CC GENERAL OPERATING NON PRFIT	-	-	-	-	-
135322 - CC GENERAL OPERATING - DIRECT	-	-	-	-	-
135323 - WAGE ENHANCEMENTS DIRECT	-	-	-	-	-
135324 - WAGE ENHANCEMENTS NON PROFIT	-	-	-	-	-
135325 - WAGE ENHANCEMENTS PROFIT	-	-	-	-	-
135326 - WAGE ENHANCEMENT GRANT - ADMIN	-	-	-	-	-
135330 - FEE STABILIZATION	-	-	-	-	-
135340 - CHILDCARE PAY EQUITY	-	-	-	-	-
135400 - SPECIAL NEEDS RESOURCING	(1,100,000)	-	-	-	-
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	(70,000)	-	-	-	-
135403 - SMALL WATER WORKS	(3,889)	-	-	-	-
135404 - REPAIRS & MAINTENANCE	-	-	-	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	(61,340)	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	-	-	-	-	-
135500 - PLANNING FUNDING	(26,657)	-	-	-	-
135501 - ABORIGINAL PLANNING	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: CHILDREN SERVICES & EARLY YEARS PRGS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CHILDREN SERVICES & EARLY YEARS PRGS					
135502 - EARLY ON CENTRES	(1,953,543)	105,143	101,054	(4,089)	(3.89 %)
135503 - UNCONDITIONAL GRANTS	-	-	-	-	-
135505 - OEYCFC PLANNING	-	-	-	-	-
135510 - INDIGENOUS CAPACITY FUNDING	-	-	-	-	-
135515 - JOURNEY TOGETHER EARLY ONS	-	-	-	-	-
135520 - JOURNEY TOGETHER CHILD CARE	-	-	-	-	-
135550 - CHILD CARE ADMIN CHARGES	(83,628)	(83,628)	(83,628)	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	-	-	-	-	-
135315 - BASE FUNDING - LICENSED HCC	-	-	-	-	-
135525 - JOURNEY TOGETHER ADMINISTRATION	-	-	-	-	-
Net (Revenues)/Expenses	(8,451,484)	840,901	839,423	(1,478)	(.18 %)



2020 Business Unit Revenues and Expenditure Summary

Department: JOHN NOBLE HOME

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
JOHN NOBLE HOME					
Gross Revenues					
136100 - JOHN NOBLE HOME LTC: FP2	(4,501)	1,000	1,000	-	-
136101 - BELL LANE TERRACE JNH	-	87,346	87,346	-	-
Gross Revenues	(4,501)	88,346	88,346	-	-
Gross Expenditures					
136100 - JOHN NOBLE HOME LTC: FP2	-	1,718,624	1,758,682	40,058	2.33 %
136101 - BELL LANE TERRACE JNH	87,346	87,346	87,346	-	-
Gross Expenditures	87,346	1,805,970	1,846,028	40,058	2.22 %
Net (Revenues)/Expenses					
136100 - JOHN NOBLE HOME LTC: FP2	4,501	1,717,624	1,757,682	40,058	2.33 %
136101 - BELL LANE TERRACE JNH	87,346	-	-	-	-
Net (Revenues)/Expenses	91,847	1,717,624	1,757,682	40,058	2.33 %



2020 Business Unit Revenues and Expenditure Summary

Department: BRANTFORD PUBLIC LIBRARY

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
BRANTFORD PUBLIC LIBRARY					
Gross Expenditures					
136150 - LIBRARY	-	4,629,839	4,777,600	147,761	3.19 %
Gross Expenditures	-	4,629,839	4,777,600	147,761	3.19 %
Net (Revenues)/Expenses					
136150 - LIBRARY	-	4,629,839	4,777,600	147,761	3.19 %
Net (Revenues)/Expenses	-	4,629,839	4,777,600	147,761	3.19 %



2020 Business Unit Revenues and Expenditure Summary

Department: BRANT COUNTY HEALTH UNIT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
BRANT COUNTY HEALTH UNIT					
Gross Expenditures					
136151 - BRANT COUNTY HEALTH UNIT	-	2,481,463	2,520,691	39,228	1.58 %
Gross Expenditures	-	2,481,463	2,520,691	39,228	1.58 %
Net (Revenues)/Expenses					
136151 - BRANT COUNTY HEALTH UNIT	-	2,481,463	2,520,691	39,228	1.58 %
Net (Revenues)/Expenses	-	2,481,463	2,520,691	39,228	1.58 %



2020 Business Unit Revenues and Expenditure Summary

Department: AMBULANCE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
AMBULANCE					
Gross Revenues					
136200 - BRANT / BRANTFORD PARAMEDIC SERVICES	-	-	-	-	-
Gross Revenues	-	-	-	-	-
Gross Expenditures					
136200 - BRANT / BRANTFORD PARAMEDIC SERVICES	-	4,679,987	4,763,071	83,084	1.78 %
Gross Expenditures	-	4,679,987	4,763,071	83,084	1.78 %
Net (Revenues)/Expenses					
136200 - BRANT / BRANTFORD PARAMEDIC SERVICES	-	4,679,987	4,763,071	83,084	1.78 %
Net (Revenues)/Expenses	-	4,679,987	4,763,071	83,084	1.78 %



2020 Business Unit Revenues and Expenditure Summary

Department: 911

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
911					
Gross Expenditures					
136201 - 911 TELEPHONE SYSTEM	-	46,100	64,198	18,098	39.26 %
Gross Expenditures	-	46,100	64,198	18,098	39.26 %
Net (Revenues)/Expenses					
136201 - 911 TELEPHONE SYSTEM	-	46,100	64,198	18,098	39.26 %
Net (Revenues)/Expenses	-	46,100	64,198	18,098	39.26 %



2020 Business Unit Revenues and Expenditure Summary

Department: ST. JOSEPH'S LIFECARE CENTRE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ST. JOSEPH'S LIFECARE CENTRE					
Gross Expenditures					
136300 - ST. JOSEPH'S LIFECARE	-	-	-	-	-
Gross Expenditures	-	-	-	-	-
Net (Revenues)/Expenses					
136300 - ST. JOSEPH'S LIFECARE	-	-	-	-	-
Net (Revenues)/Expenses	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: *POLICE BOARD HONORARIUMS*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
POLICE BOARD HONORARIUMS					
Gross Expenditures					
136302 - POLICE BOARD HONORARIUMS	35,400	34,987	40,463	5,476	15.65 %
Gross Expenditures	35,400	34,987	40,463	5,476	15.65 %
Net (Revenues)/Expenses					
136302 - POLICE BOARD HONORARIUMS	35,400	34,987	40,463	5,476	15.65 %
Net (Revenues)/Expenses	35,400	34,987	40,463	5,476	15.65 %



2020 Business Unit Revenues and Expenditure Summary

Department: PLANNING ADMINISTRATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PLANNING ADMINISTRATION					
Gross Revenues					
141101 - PLANNING ADMINISTRATION	563,029	554,000	721,050	167,050	30.15 %
141201 - HERITAGE COMMITTEE	-	25,000	25,000	-	-
141203 - BROWNFIELDS COMMITTEE	-	5,000	5,000	-	-
Gross Revenues	563,029	584,000	751,050	167,050	28.6 %
Gross Expenditures					
141101 - PLANNING ADMINISTRATION	1,935,957	2,350,353	2,548,077	197,724	8.41 %
141201 - HERITAGE COMMITTEE	-	31,675	33,400	1,725	5.45 %
141202 - COMMITTEE OF ADJUSTMENT	-	4,890	4,950	60	1.23 %
141203 - BROWNFIELDS COMMITTEE	-	5,000	5,000	-	-
Gross Expenditures	1,935,957	2,391,918	2,591,427	199,509	8.34 %
Net (Revenues)/Expenses					
141101 - PLANNING ADMINISTRATION	1,372,929	1,796,353	1,827,027	30,674	1.71 %
141201 - HERITAGE COMMITTEE	-	6,675	8,400	1,725	25.84 %
141202 - COMMITTEE OF ADJUSTMENT	-	4,890	4,950	60	1.23 %
141203 - BROWNFIELDS COMMITTEE	-	-	-	-	-
Net (Revenues)/Expenses	1,372,929	1,807,918	1,840,377	32,459	1.8 %



2020 Business Unit Revenues and Expenditure Summary

Department: SANDERSON CENTRE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SANDERSON CENTRE					
Gross Revenues					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	217,162	201,000	216,000	15,000	7.46 %
142102 - SANDERSON BUILDING COSTS: FP2	26,380	280,000	297,845	17,845	6.37 %
142103 - SANDERSON FRONT OF HOUSE: FP2	101,990	186,230	219,710	33,480	17.98 %
142201 - SANDERSON CENTRE SHOWS: FP2	1,120,123	1,216,300	1,351,300	135,000	11.1 %
142301 - SANDERSON CENTRE PRESENTS: FP2	631,206	594,500	594,500	-	-
142302 - SANDERSON SEASON MARKETING:FP2	41,237	66,600	58,400	(8,200)	(12.31 %)
Gross Revenues	2,138,098	2,544,630	2,737,755	193,125	7.59 %
Gross Expenditures					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	381,847	433,514	446,499	12,985	3 %
142102 - SANDERSON BUILDING COSTS: FP2	588,354	806,322	821,140	14,818	1.84 %
142103 - SANDERSON FRONT OF HOUSE: FP2	226,534	210,221	229,518	19,297	9.18 %
142201 - SANDERSON CENTRE SHOWS: FP2	60	1,030,730	1,165,730	135,000	13.1 %
142301 - SANDERSON CENTRE PRESENTS: FP2	62,893	575,658	578,555	2,897	.5 %
142302 - SANDERSON SEASON MARKETING:FP2	113,563	220,977	224,878	3,901	1.77 %
Gross Expenditures	1,373,251	3,277,422	3,466,320	188,898	5.76 %
Net (Revenues)/Expenses					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	164,685	232,514	230,499	(2,015)	(.87 %)
142102 - SANDERSON BUILDING COSTS: FP2	561,974	526,322	523,295	(3,027)	(.58 %)
142103 - SANDERSON FRONT OF HOUSE: FP2	124,544	23,991	9,808	(14,183)	(59.12 %)
142201 - SANDERSON CENTRE SHOWS: FP2	(1,120,063)	(185,570)	(185,570)	-	-
142301 - SANDERSON CENTRE PRESENTS: FP2	(568,313)	(18,842)	(15,945)	2,897	15.38 %
142302 - SANDERSON SEASON MARKETING:FP2	72,326	154,377	166,478	12,101	7.84 %
Net (Revenues)/Expenses	(764,847)	732,792	728,565	(4,227)	(.58 %)



2020 Business Unit Revenues and Expenditure Summary

Department: BUILDING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
BUILDING					
Gross Revenues					
143101 - BUILDING SERVICE: FP2	1,673,815	1,905,767	1,928,817	23,050	1.21 %
143201 - PROPERTY STNDRD SER&COST REC	-	42,000	42,000	-	-
143301 - BYLAW ENFORCEMENT	116,337	98,500	118,500	20,000	20.3 %
Gross Revenues	1,790,152	2,046,267	2,089,317	43,050	2.1 %
Gross Expenditures					
143101 - BUILDING SERVICE: FP2	1,418,312	1,905,767	1,928,817	23,050	1.21 %
143201 - PROPERTY STNDRD SER&COST REC	-	42,000	42,000	-	-
143301 - BYLAW ENFORCEMENT	663,392	931,755	1,069,859	138,104	14.82 %
143302 - ANIMAL CONTROL BY-LAW ENFORCMT	-	101,370	95,223	(6,147)	(6.06 %)
Gross Expenditures	2,081,704	2,980,892	3,135,899	155,007	5.2 %
Net (Revenues)/Expenses					
143101 - BUILDING SERVICE: FP2	(255,503)	-	-	-	-
143201 - PROPERTY STNDRD SER&COST REC	-	-	-	-	-
143301 - BYLAW ENFORCEMENT	547,055	833,255	951,359	118,104	14.17 %
143302 - ANIMAL CONTROL BY-LAW ENFORCMT	-	101,370	95,223	(6,147)	(6.06 %)
Net (Revenues)/Expenses	291,552	934,625	1,046,582	111,957	11.98 %



2020 Business Unit Revenues and Expenditure Summary

Department: ECONOMIC DEVELOPMENT & TOURISM

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ECONOMIC DEVELOPMENT & TOURISM					
Gross Revenues					
144101 - ECONOMIC DEVELOPMENT ADMIN	2,072	2,045	3,000	955	46.7 %
144201 - BUSINESS RESOURCE CENTRE: FP2	353,992	286,394	319,056	32,662	11.4 %
144301 - TOURISM ADMINISTRATION	15,634	48,800	45,590	(3,210)	(6.58 %)
144302 - VISITOR GUIDE:FP2	38,797	40,000	27,500	(12,500)	(31.25 %)
144303 - ARTS GRANTS	-	149,480	152,470	2,990	2 %
144305 - SPECIAL PROJECTS	-	15,000	439,000	424,000	2,826.67 %
Gross Revenues	410,494	541,719	986,616	444,897	82.13 %
Gross Expenditures					
144101 - ECONOMIC DEVELOPMENT ADMIN	421,858	549,697	483,100	(66,597)	(12.12 %)
144201 - BUSINESS RESOURCE CENTRE: FP2	299,686	427,341	464,540	37,199	8.7 %
144301 - TOURISM ADMINISTRATION	609,127	881,098	926,389	45,291	5.14 %
144302 - VISITOR GUIDE:FP2	-	40,000	27,500	(12,500)	(31.25 %)
144303 - ARTS GRANTS	342,855	149,480	152,470	2,990	2 %
144305 - SPECIAL PROJECTS	-	15,000	439,000	424,000	2,826.67 %
Gross Expenditures	1,673,526	2,062,616	2,492,999	430,383	20.87 %
Net (Revenues)/Expenses					
144101 - ECONOMIC DEVELOPMENT ADMIN	419,787	547,652	480,100	(67,552)	(12.33 %)
144201 - BUSINESS RESOURCE CENTRE: FP2	(54,306)	140,947	145,484	4,537	3.22 %
144301 - TOURISM ADMINISTRATION	593,493	832,298	880,799	48,501	5.83 %
144302 - VISITOR GUIDE:FP2	(38,797)	-	-	-	-
144303 - ARTS GRANTS	342,855	-	-	-	-
144305 - SPECIAL PROJECTS	-	-	-	-	-
Net (Revenues)/Expenses	1,263,031	1,520,897	1,506,383	(14,514)	(.95 %)



2020 Business Unit Revenues and Expenditure Summary

Department: GOLF

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
GOLF					
Gross Revenues					
145101 - NORTHRIDGE ADMIN&CL MAINT: FP2	690,643	779,850	822,120	42,270	5.42 %
145102 - NORTHRIDGE PRO-SHOP-FP2	412,846	447,000	449,000	2,000	.45 %
145103 - NORTHRIDGE COURSE MAINT: FP2	-	-	-	-	-
145104 - NORTHRIDGE FOOD & BEVERAGE: FP	378,233	389,000	399,000	10,000	2.57 %
145201 - ARROWDALE ADMIN&CL MAINT: FP2	220,523	373,168	400,762	27,594	7.39 %
145202 - ARROWDALE PRO-SHOP-FP2	110,990	112,900	117,350	4,450	3.94 %
145203 - ARROWDALE COURSE MNTNCE: FP2	-	-	-	-	-
145204 - ARROWDALE FOOD & BEVERAGE: FP2	101,046	115,500	104,500	(11,000)	(9.52 %)
Gross Revenues	1,914,280	2,217,418	2,292,732	75,314	3.4 %
Gross Expenditures					
145101 - NORTHRIDGE ADMIN&CL MAINT: FP2	120,171	499,733	536,830	37,097	7.42 %
145102 - NORTHRIDGE PRO-SHOP-FP2	194,949	302,784	303,547	763	.25 %
145103 - NORTHRIDGE COURSE MAINT: FP2	217,476	456,407	465,825	9,418	2.06 %
145104 - NORTHRIDGE FOOD & BEVERAGE: FP	236,880	339,555	363,918	24,363	7.17 %
145201 - ARROWDALE ADMIN&CL MAINT: FP2	53,353	181,421	174,663	(6,758)	(3.73 %)
145202 - ARROWDALE PRO-SHOP-FP2	65,178	102,590	112,712	10,122	9.87 %
145203 - ARROWDALE COURSE MNTNCE: FP2	142,240	237,650	240,479	2,829	1.19 %
145204 - ARROWDALE FOOD & BEVERAGE: FP2	78,261	97,278	94,758	(2,520)	(2.59 %)
Gross Expenditures	1,108,509	2,217,418	2,292,732	75,314	3.4 %
Net (Revenues)/Expenses					
145101 - NORTHRIDGE ADMIN&CL MAINT: FP2	(570,472)	(280,117)	(285,290)	(5,173)	(1.85 %)
145102 - NORTHRIDGE PRO-SHOP-FP2	(217,896)	(144,216)	(145,453)	(1,237)	(.86 %)
145103 - NORTHRIDGE COURSE MAINT: FP2	217,476	456,407	465,825	9,418	2.06 %
145104 - NORTHRIDGE FOOD & BEVERAGE: FP	(141,352)	(49,445)	(35,082)	14,363	29.05 %
145201 - ARROWDALE ADMIN&CL MAINT: FP2	(167,170)	(191,747)	(226,099)	(34,352)	(17.92 %)



2020 Business Unit Revenues and Expenditure Summary

Department: GOLF

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
GOLF					
145202 - ARROWDALE PRO-SHOP-FP2	(45,812)	(10,310)	(4,638)	5,672	55.01 %
145203 - ARROWDALE COURSE MNTNCE: FP2	142,240	237,650	240,479	2,829	1.19 %
145204 - ARROWDALE FOOD & BEVERAGE: FP2	(22,785)	(18,222)	(9,742)	8,480	46.54 %
Net (Revenues)/Expenses	(805,771)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: PARKS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PARKS					
Gross Revenues					
146101 - PARKS & RECREATION ADMIN	33,843	48,900	50,100	1,200	2.45 %
146104 - EXPENDITURES TO BE RECOVERED	-	1,000	1,000	-	-
146151 - BELL HOMESTEAD	131,652	136,360	140,065	3,705	2.72 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	3,697	-	-	-	-
146153 - HOMESTEAD CAFE	25,703	30,700	30,700	-	-
146171 - CEMETERIES ADMIN: FP2	512,822	497,126	504,635	7,509	1.51 %
146201 - HORTICULTURE MAINTENANCE	109,102	104,900	110,000	5,100	4.86 %
146202 - TURF & ROADSIDE MAINTENANCE	99,176	109,000	107,000	(2,000)	(1.83 %)
146203 - TRAILS MAINTENANCE	-	3,300	3,300	-	-
146301 - PARKS MAINTENANCE & OPERATIONS	192,014	130,000	160,750	30,750	23.65 %
146302 - COCKSHUTT PARK	38,920	40,000	42,250	2,250	5.63 %
146303 - GLENHYRST	66	2,000	2,000	-	-
146304 - MOHAWK PARK	21,006	25,000	23,100	(1,900)	(7.6 %)
146305 - JAYCEES SPORTS PARK	29,938	33,500	36,350	2,850	8.51 %
146306 - HARMONY SQUARE MAINTENANCE	101	12,000	8,000	(4,000)	(33.33 %)
146308 - WATERWORKS PARK	-	-	5,800	5,800	100 %
146309 - DUFFERIN PARK	-	12,500	12,550	50	.4 %
146401 - STEVE BROWN SPORTS COMPLEX	51,910	54,500	57,150	2,650	4.86 %
146402 - WAYNE GRETZKY FIELDS	30,428	68,000	85,700	17,700	26.03 %
146403 - KIWANIS FIELD	-	70,000	77,900	7,900	11.29 %
146501 - DESIGN & DEVELOPMENT	27	175,000	175,000	-	-
146531 - TREE PLANTING: FP2	6,450	29,000	34,000	5,000	17.24 %
146532 - TREE MAINTENANCE	91,288	82,300	82,300	-	-
146533 - TREE MAINTENANCE SPECIAL PROJ	-	-	-	-	-
146561 - CANADA DAY CELEBRATIONS	105,675	141,000	154,500	13,500	9.57 %
146105 - CLEAN AIR BY-LAW SIGNS	-	70,000	35,494	(34,506)	(49.29 %)



2020 Business Unit Revenues and Expenditure Summary

Department: PARKS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PARKS					
Gross Revenues	1,483,817	1,876,086	1,939,644	63,558	3.39 %
Gross Expenditures					
146101 - PARKS & RECREATION ADMIN	936,590	1,514,962	1,299,136	(215,826)	(14.25 %)
146104 - EXPENDITURES TO BE RECOVERED	-	1,000	450	(550)	(55 %)
146151 - BELL HOMESTEAD	227,220	290,240	298,918	8,678	2.99 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	1,303	-	-	-	-
146153 - HOMESTEAD CAFE	43,311	37,528	40,147	2,619	6.98 %
146171 - CEMETERIES ADMIN: FP2	186,869	274,914	290,721	15,807	5.75 %
146172 - CEMETERIES INTERMENTS: FP2	171,729	285,647	286,066	419	.15 %
146173 - MAINTENANCE PLOTS&GROUNDS: FP2	221,723	297,283	302,412	5,129	1.73 %
146201 - HORTICULTURE MAINTENANCE	635,111	891,270	903,710	12,440	1.4 %
146202 - TURF & ROADSIDE MAINTENANCE	698,814	1,347,461	1,481,609	134,148	9.96 %
146203 - TRAILS MAINTENANCE	9,228	55,611	53,897	(1,714)	(3.08 %)
146301 - PARKS MAINTENANCE & OPERATIONS	1,006,925	1,634,678	1,667,701	33,023	2.02 %
146302 - COCKSHUTT PARK	34,364	68,366	81,772	13,406	19.61 %
146303 - GLENHYRST	40,932	81,215	80,773	(442)	(.54 %)
146304 - MOHAWK PARK	121,570	163,612	165,179	1,567	.96 %
146305 - JAYCEES SPORTS PARK	3,472	29,800	30,600	800	2.68 %
146306 - HARMONY SQUARE MAINTENANCE	241,032	293,773	287,790	(5,983)	(2.04 %)
146307 - PARKS VANDALISM	17,563	30,000	30,000	-	-
146308 - WATERWORKS PARK	-	66,400	66,709	309	.47 %
146309 - DUFFERIN PARK	-	70,730	52,353	(18,377)	(25.98 %)
146401 - STEVE BROWN SPORTS COMPLEX	-	29,700	35,800	6,100	20.54 %
146402 - WAYNE GRETZKY FIELDS	51,207	80,010	82,551	2,541	3.18 %
146403 - KIWANIS FIELD	-	90,113	102,098	11,985	13.3 %
146501 - DESIGN & DEVELOPMENT	443,982	729,315	744,864	15,549	2.13 %



2020 Business Unit Revenues and Expenditure Summary

Department: PARKS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PARKS					
146531 - TREE PLANTING: FP2	-	142,000	147,000	5,000	3.52 %
146532 - TREE MAINTENANCE	259,160	989,022	1,013,833	24,811	2.51 %
146533 - TREE MAINTENANCE SPECIAL PROJ	-	-	-	-	-
146561 - CANADA DAY CELEBRATIONS	11,685	200,450	217,864	17,414	8.69 %
146562 - ROTARY CLUB CHARITY AIR SHOW	-	21,500	21,500	-	-
146105 - CLEAN AIR BY-LAW SIGNS	-	70,000	35,494	(34,506)	(49.29 %)
146310 - COMMUNITY GARDEN	-	18,000	18,000	-	-
Gross Expenditures	5,363,790	9,804,600	9,838,947	34,347	.35 %
Net (Revenues)/Expenses					
146101 - PARKS & RECREATION ADMIN	902,747	1,466,062	1,249,036	(217,026)	(14.8 %)
146104 - EXPENDITURES TO BE RECOVERED	-	-	(550)	(550)	(100 %)
146151 - BELL HOMESTEAD	95,568	153,880	158,853	4,973	3.23 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	(2,394)	-	-	-	-
146153 - HOMESTEAD CAFE	17,607	6,828	9,447	2,619	38.36 %
146171 - CEMETERIES ADMIN: FP2	(325,952)	(222,212)	(213,914)	8,298	3.73 %
146172 - CEMETERIES INTERMENTS: FP2	171,729	285,647	286,066	419	.15 %
146173 - MAINTENANCE PLOTS&GROUNDS: FP2	221,723	297,283	302,412	5,129	1.73 %
146201 - HORTICULTURE MAINTENANCE	526,009	786,370	793,710	7,340	.93 %
146202 - TURF & ROADSIDE MAINTENANCE	599,638	1,238,461	1,374,609	136,148	10.99 %
146203 - TRAILS MAINTENANCE	9,228	52,311	50,597	(1,714)	(3.28 %)
146301 - PARKS MAINTENANCE & OPERATIONS	814,911	1,504,678	1,506,951	2,273	.15 %
146302 - COCKSHUTT PARK	(4,556)	28,366	39,522	11,156	39.33 %
146303 - GLENHYRST	40,865	79,215	78,773	(442)	(.56 %)
146304 - MOHAWK PARK	100,564	138,612	142,079	3,467	2.5 %
146305 - JAYCEES SPORTS PARK	(26,466)	(3,700)	(5,750)	(2,050)	(55.41 %)
146306 - HARMONY SQUARE MAINTENANCE	240,931	281,773	279,790	(1,983)	(.7 %)



2020 Business Unit Revenues and Expenditure Summary

Department: PARKS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PARKS					
146307 - PARKS VANDALISM	17,563	30,000	30,000	-	-
146308 - WATERWORKS PARK	-	66,400	60,909	(5,491)	(8.27 %)
146309 - DUFFERIN PARK	-	58,230	39,803	(18,427)	(31.65 %)
146401 - STEVE BROWN SPORTS COMPLEX	(51,910)	(24,800)	(21,350)	3,450	13.91 %
146402 - WAYNE GRETZKY FIELDS	20,779	12,010	(3,149)	(15,159)	(126.22 %)
146403 - KIWANIS FIELD	-	20,113	24,198	4,085	20.31 %
146501 - DESIGN & DEVELOPMENT	443,956	554,315	569,864	15,549	2.81 %
146531 - TREE PLANTING: FP2	(6,450)	113,000	113,000	-	-
146532 - TREE MAINTENANCE	167,872	906,722	931,533	24,811	2.74 %
146533 - TREE MAINTENANCE SPECIAL PROJ	-	-	-	-	-
146561 - CANADA DAY CELEBRATIONS	(93,989)	59,450	63,364	3,914	6.58 %
146562 - ROTARY CLUB CHARITY AIR SHOW	-	21,500	21,500	-	-
146105 - CLEAN AIR BY-LAW SIGNS	-	-	-	-	-
146310 - COMMUNITY GARDEN	-	18,000	18,000	-	-
Net (Revenues)/Expenses	3,879,973	7,928,514	7,899,303	(29,211)	(.37 %)



2020 Business Unit Revenues and Expenditure Summary

Department: RECREATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
RECREATION					
Gross Revenues					
147101 - GRETZKY CENTRE ADMIN	149,125	153,650	156,200	2,550	1.66 %
147102 - GRETZKY CENTRE AQUATICS	1,373,558	1,467,825	1,507,950	40,125	2.73 %
147103 - GRETZKY CENTRE FITNESS & GYM	436,973	547,000	547,300	300	.05 %
147151 - GRETZKY CENTRE FACILITIES	963	-	-	-	-
147152 - GRETZKY CENTRE ARENA	1,326,718	1,373,150	1,399,150	26,000	1.89 %
147181 - SPORTS HALL OF RECOGNITION	157	300	300	-	-
147182 - GRETZKY CENTRE SPONSORSHIP	43,793	-	-	-	-
147201 - LION'S PARK ARENA	176,215	232,500	221,700	(10,800)	(4.65 %)
147251 - CIVIC CENTRE	395,735	450,937	452,616	1,679	.37 %
147401 - EARL HAIG FAMILY FUN PARK	348,540	361,000	380,000	19,000	5.26 %
147451 - WOODMAN PARK POOL	30,435	34,900	36,400	1,500	4.3 %
147601 - COMMUNITY RECREATION ADMIN	7,316	-	-	-	-
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	16,196	43,650	43,572	(78)	(.18 %)
147604 - CAN WE HELP PROGRAM	-	52,500	52,500	-	-
147605 - HARMONY SQUARE PROGRAMMING	63,492	38,350	46,400	8,050	20.99 %
147606 - MOHAWK PARK PAVILION	10,993	11,250	12,000	750	6.67 %
147607 - YOUTH PROGRAMS	-	81,540	72,710	(8,830)	(10.83 %)
147608 - NEIGHBOURHOOD HUB PROGRAM	-	21,050	21,200	150	.71 %
147609 - SEND A KID TO CAMP	-	-	-	-	-
147701 - WOODMAN COMMUNITY CENTRE	40,052	127,595	129,370	1,775	1.39 %
147702 - EAGLE PLACE COMMUNITY CENTRE	75,471	123,520	125,800	2,280	1.85 %
147705 - BRANLYN COMMUNITY CENTRE	83,252	148,770	147,585	(1,185)	(.8 %)
147706 - COSTAIN/JOHNSON CMNTY CNTR	163,224	153,932	159,607	5,675	3.69 %
147707 - BECKETT ADULT COMMUNITY CENTRE	166,175	185,150	177,575	(7,575)	(4.09 %)
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	-	41,332	40,490	(842)	(2.04 %)



2020 Business Unit Revenues and Expenditure Summary

Department: RECREATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
RECREATION					
Gross Revenues	4,908,381	5,649,901	5,730,425	80,524	1.43 %
Gross Expenditures					
147101 - GRETZKY CENTRE ADMIN	987,160	1,087,820	1,012,147	(75,673)	(6.96 %)
147102 - GRETZKY CENTRE AQUATICS	1,385,342	1,321,012	1,364,694	43,682	3.31 %
147103 - GRETZKY CENTRE FITNESS & GYM	448,327	580,818	596,498	15,680	2.7 %
147151 - GRETZKY CENTRE FACILITIES	692,948	2,788,618	2,846,023	57,405	2.06 %
147152 - GRETZKY CENTRE ARENA	755,962	869,057	885,394	16,337	1.88 %
147181 - SPORTS HALL OF RECOGNITION	9,740	23,480	23,011	(469)	(2 %)
147182 - GRETZKY CENTRE SPONSORSHIP	-	-	-	-	-
147201 - LION'S PARK ARENA	143,124	379,756	382,777	3,021	.8 %
147251 - CIVIC CENTRE	576,401	1,019,117	1,066,033	46,916	4.6 %
147401 - EARL HAIG FAMILY FUN PARK	248,419	408,205	416,479	8,274	2.03 %
147451 - WOODMAN PARK POOL	43,602	71,155	72,845	1,690	2.38 %
147601 - COMMUNITY RECREATION ADMIN	142,701	156,670	159,855	3,185	2.03 %
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	76,201	77,055	62,790	(14,265)	(18.51 %)
147604 - CAN WE HELP PROGRAM	-	62,500	62,500	-	-
147605 - HARMONY SQUARE PROGRAMMING	192,606	262,277	288,822	26,545	10.12 %
147606 - MOHAWK PARK PAVILION	10,168	32,708	28,815	(3,893)	(11.9 %)
147607 - YOUTH PROGRAMS	-	218,986	221,261	2,275	1.04 %
147608 - NEIGHBOURHOOD HUB PROGRAM	-	215,973	219,736	3,763	1.74 %
147609 - SEND A KID TO CAMP	-	-	-	-	-
147701 - WOODMAN COMMUNITY CENTRE	190,699	285,853	284,955	(898)	(.31 %)
147702 - EAGLE PLACE COMMUNITY CENTRE	205,146	277,216	277,215	(1)	-
147705 - BRANLYN COMMUNITY CENTRE	171,851	263,621	266,765	3,144	1.19 %
147706 - COSTAIN/JOHNSON CMNTY CNTR	206,274	260,735	257,340	(3,395)	(1.3 %)



2020 Business Unit Revenues and Expenditure Summary

Department: RECREATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
RECREATION					
147707 - BECKETT ADULT COMMUNITY CENTRE	414,672	589,136	597,889	8,753	1.49 %
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	-	50,200	46,740	(3,460)	(6.89 %)
147610 - VOLUNTEERS APPRECIATION NIGHT	-	10,875	11,600	725	6.67 %
Gross Expenditures	6,901,344	11,312,843	11,452,184	139,341	1.23 %
Net (Revenues)/Expenses					
147101 - GRETZKY CENTRE ADMIN	838,035	934,170	855,947	(78,223)	(8.37 %)
147102 - GRETZKY CENTRE AQUATICS	11,783	(146,813)	(143,256)	3,557	2.42 %
147103 - GRETZKY CENTRE FITNESS & GYM	11,354	33,818	49,198	15,380	45.48 %
147151 - GRETZKY CENTRE FACILITIES	691,986	2,788,618	2,846,023	57,405	2.06 %
147152 - GRETZKY CENTRE ARENA	(570,756)	(504,093)	(513,756)	(9,663)	(1.92 %)
147181 - SPORTS HALL OF RECOGNITION	9,583	23,180	22,711	(469)	(2.02 %)
147182 - GRETZKY CENTRE SPONSORSHIP	(43,793)	-	-	-	-
147201 - LION'S PARK ARENA	(33,090)	147,256	161,077	13,821	9.39 %
147251 - CIVIC CENTRE	180,666	568,180	613,417	45,237	7.96 %
147401 - EARL HAIG FAMILY FUN PARK	(100,121)	47,205	36,479	(10,726)	(22.72 %)
147451 - WOODMAN PARK POOL	13,167	36,255	36,445	190	.52 %
147601 - COMMUNITY RECREATION ADMIN	135,385	156,670	159,855	3,185	2.03 %
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	60,006	33,405	19,218	(14,187)	(42.47 %)
147604 - CAN WE HELP PROGRAM	-	10,000	10,000	-	-
147605 - HARMONY SQUARE PROGRAMMING	129,115	223,927	242,422	18,495	8.26 %
147606 - MOHAWK PARK PAVILION	(825)	21,458	16,815	(4,643)	(21.64 %)
147607 - YOUTH PROGRAMS	-	137,446	148,551	11,105	8.08 %
147608 - NEIGHBOURHOOD HUB PROGRAM	-	194,923	198,536	3,613	1.85 %
147609 - SEND A KID TO CAMP	-	-	-	-	-
147701 - WOODMAN COMMUNITY CENTRE	150,647	158,258	155,585	(2,673)	(1.69 %)



2020 Business Unit Revenues and Expenditure Summary

Department: RECREATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
RECREATION					
147702 - EAGLE PLACE COMMUNITY CENTRE	129,675	153,696	151,415	(2,281)	(1.48 %)
147705 - BRANLYN COMMUNITY CENTRE	88,599	114,851	119,180	4,329	3.77 %
147706 - COSTAIN/JOHNSON CMNTY CNTR	43,051	106,803	97,733	(9,070)	(8.49 %)
147707 - BECKETT ADULT COMMUNITY CENTRE	248,497	403,986	420,314	16,328	4.04 %
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	-	8,868	6,250	(2,618)	(29.52 %)
147610 - VOLUNTEERS APPRECIATION NIGHT	-	10,875	11,600	725	6.67 %
Net (Revenues)/Expenses	1,992,963	5,662,942	5,721,759	58,817	1.04 %



2020 Business Unit Revenues and Expenditure Summary

Department: *PUBLIC WORKS ADMINISTRATION*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
PUBLIC WORKS ADMINISTRATION					
Gross Revenues					
151011 - PUBLIC WORKS ADMINISTRATION	807,498	907,693	925,194	17,501	1.93 %
Gross Revenues	807,498	907,693	925,194	17,501	1.93 %
Gross Expenditures					
151011 - PUBLIC WORKS ADMINISTRATION	768,531	907,693	700,386	(207,307)	(22.84 %)
Gross Expenditures	768,531	907,693	700,386	(207,307)	(22.84 %)
Net (Revenues)/Expenses					
151011 - PUBLIC WORKS ADMINISTRATION	(38,966)	-	(224,808)	(224,808)	(100 %)
Net (Revenues)/Expenses	(38,966)	-	(224,808)	(224,808)	(100 %)



2020 Business Unit Revenues and Expenditure Summary

Department: DOWNTOWN REVITALIZATION

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
DOWNTOWN REVITALIZATION					
Gross Revenues					
158101 - DOWNTOWN REVITALIZATION	-	182,926	174,166	(8,760)	(4.79 %)
Gross Revenues	-	182,926	174,166	(8,760)	(4.79 %)
Gross Expenditures					
158101 - DOWNTOWN REVITALIZATION	-	182,926	174,166	(8,760)	(4.79 %)
Gross Expenditures	-	182,926	174,166	(8,760)	(4.79 %)
Net (Revenues)/Expenses					
158101 - DOWNTOWN REVITALIZATION	-	-	-	-	-
Net (Revenues)/Expenses	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: FLEET & TRANSIT SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FLEET & TRANSIT SERVICES					
Gross Revenues					
151101 - FLEET & TRANSIT ADMINISTRATION	90,039	93,638	95,896	2,258	2.41 %
151102 - FLEET EXPEND TO BE RECOVD	274,351	325,000	290,000	(35,000)	(10.77 %)
151103 - FLEET ADMIN & FACILITIES	410,368	428,197	437,993	9,796	2.29 %
151104 - BTFDTRANSIT FLEET ADMIN	1,119,263	1,168,826	1,224,394	55,568	4.75 %
151105 - BTFD LIFT FLEET ADMIN	90,485	153,952	154,752	800	.52 %
151106 - OPERN SERV FLEET ADMIN	946,254	1,038,142	1,181,926	143,784	13.85 %
151107 - PARKS FLEET ADMIN	675,842	713,943	808,970	95,027	13.31 %
151108 - WATER FLEET ADMIN	245,045	273,208	273,669	461	.17 %
151109 - GOLF FLEET ADMIN	140,509	151,803	163,314	11,511	7.58 %
151110 - WASTEWATER FLEET ADMIN	376,008	380,061	387,420	7,359	1.94 %
151111 - FLEET-VEHICLES & EQUIPMENT	5,394,241	5,961,065	5,968,527	7,462	.13 %
151112 - GO TRANSIT FLEET ADMIN	-	370,000	400,000	30,000	8.11 %
151502 - TRANSIT INSPECTION	-	94,252	94,252	-	-
151503 - CITY ROUTES	2,837,537	4,588,689	4,615,689	27,000	.59 %
151504 - TRANSIT TERMINAL	34,792	14,000	14,000	-	-
151505 - TRANSIT MARKETING	192,050	198,300	198,300	-	-
151506 - BRANTFORD LIFT TRANSIT	173,876	176,920	176,920	-	-
151508 - GO TRANSIT	-	10,000	10,000	-	-
Gross Revenues	13,000,658	16,139,996	16,496,022	356,026	2.21 %
Gross Expenditures					
151101 - FLEET & TRANSIT ADMINISTRATION	176,775	186,829	191,792	4,963	2.66 %
151102 - FLEET EXPEND TO BE RECOVD	29,522	305,675	275,100	(30,575)	(10 %)
151103 - FLEET ADMIN & FACILITIES	400,486	427,947	437,993	10,046	2.35 %
151104 - BTFDTRANSIT FLEET ADMIN	380,206	1,166,472	1,224,394	57,922	4.97 %
151105 - BTFD LIFT FLEET ADMIN	-	153,952	154,752	800	.52 %



2020 Business Unit Revenues and Expenditure Summary

Department: *FLEET & TRANSIT SERVICES*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FLEET & TRANSIT SERVICES					
151106 - OPERN SERV FLEET ADMIN	284,295	1,038,651	1,181,926	143,275	13.79 %
151107 - PARKS FLEET ADMIN	64,732	714,091	808,970	94,879	13.29 %
151108 - WATER FLEET ADMIN	-	273,208	273,669	461	.17 %
151109 - GOLF FLEET ADMIN	-	151,803	163,314	11,511	7.58 %
151110 - WASTEWATER FLEET ADMIN	-	380,061	387,420	7,359	1.94 %
151111 - FLEET-VEHICLES & EQUIPMENT	1,176,681	6,172,606	6,071,401	(101,205)	(1.64 %)
151112 - GO TRANSIT FLEET ADMIN	-	285,805	312,026	26,221	9.17 %
151501 - TRANSIT GENERAL ADMINISTRATION	264,895	326,224	361,508	35,284	10.82 %
151502 - TRANSIT INSPECTION	534,358	530,997	545,710	14,713	2.77 %
151503 - CITY ROUTES	3,995,166	8,229,745	8,288,735	58,990	.72 %
151504 - TRANSIT TERMINAL	62,749	163,892	177,762	13,870	8.46 %
151505 - TRANSIT MARKETING	-	12,650	11,100	(1,550)	(12.25 %)
151506 - BRANTFORD LIFT TRANSIT	1,260,409	1,899,450	1,957,038	57,588	3.03 %
151507 - TRANSIT SHELTERS	-	26,750	26,750	-	-
151508 - GO TRANSIT	-	8,000	8,000	-	-
Gross Expenditures	8,630,272	22,454,808	22,859,360	404,552	1.8 %
Net (Revenues)/Expenses					
151101 - FLEET & TRANSIT ADMINISTRATION	86,736	93,191	95,896	2,705	2.9 %
151102 - FLEET EXPEND TO BE RECOVD	(244,829)	(19,325)	(14,900)	4,425	22.9 %
151103 - FLEET ADMIN & FACILITIES	(9,882)	(250)	-	250	100 %
151104 - BTFDTRANSIT FLEET ADMIN	(739,057)	(2,354)	-	2,354	100 %
151105 - BTFD LIFT FLEET ADMIN	(90,485)	-	-	-	-
151106 - OPERN SERV FLEET ADMIN	(661,958)	509	-	(509)	(100 %)
151107 - PARKS FLEET ADMIN	(611,110)	148	-	(148)	(100 %)
151108 - WATER FLEET ADMIN	(245,045)	-	-	-	-
151109 - GOLF FLEET ADMIN	(140,509)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: FLEET & TRANSIT SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FLEET & TRANSIT SERVICES					
151110 - WASTEWATER FLEET ADMIN	(376,008)	-	-	-	-
151111 - FLEET-VEHICLES & EQUIPMENT	(4,217,560)	211,541	102,874	(108,667)	(51.37 %)
151112 - GO TRANSIT FLEET ADMIN	-	(84,195)	(87,974)	(3,779)	(4.49 %)
151501 - TRANSIT GENERAL ADMINISTRATION	264,895	326,224	361,508	35,284	10.82 %
151502 - TRANSIT INSPECTION	534,358	436,745	451,458	14,713	3.37 %
151503 - CITY ROUTES	1,157,629	3,641,056	3,673,046	31,990	.88 %
151504 - TRANSIT TERMINAL	27,957	149,892	163,762	13,870	9.25 %
151505 - TRANSIT MARKETING	(192,050)	(185,650)	(187,200)	(1,550)	(.83 %)
151506 - BRANTFORD LIFT TRANSIT	1,086,533	1,722,530	1,780,118	57,588	3.34 %
151507 - TRANSIT SHELTERS	-	26,750	26,750	-	-
151508 - GO TRANSIT	-	(2,000)	(2,000)	-	-
Net (Revenues)/Expenses	(4,370,386)	6,314,812	6,363,338	48,526	.77 %



2020 Business Unit Revenues and Expenditure Summary

Department: FACILITIES & ASSET MANAGEMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FACILITIES & ASSET MANAGEMENT					
Gross Revenues					
152102 - CAPITAL PLANNING	222,909	336,726	358,420	21,694	6.44 %
152103 - GIS SERVICES	110,556	116,378	140,136	23,758	20.41 %
152501 - FACILITIES MANAGEMENT ADMIN	203,099	547,436	415,508	(131,928)	(24.1 %)
152512 - 84 MARKET STREET	71,031	74,218	37,164	(37,054)	(49.93 %)
152514 - COURT HOUSE - FP2	126,000	111,655	111,655	-	-
152518 - 1 MARKET STREET	837,094	894,625	811,411	(83,214)	(9.3 %)
152520 - 180 GREENWICH STREET	45,639	-	-	-	-
152521 - TRANQUILITY AMBULANCE STATION	56,030	56,030	56,030	-	-
152522 - TOURISM BUILDING	-	-	-	-	-
152601 - VACANT LAND MAINTENANCE	8,400	8,400	8,400	-	-
152602 - FARMERS' MARKET: FP2	133,473	137,337	140,900	3,563	2.59 %
152603 - AIRPORT: FP2	897,139	778,999	708,642	(70,357)	(9.03 %)
152705 - POWERLINE RD -SPIERENBURG FARM	21,250	21,000	21,000	-	-
152706 - PATTISON OUTDOOR - ALL SIGNS	34,500	18,500	18,500	-	-
152707 - MORRISON ROAD FARM LEASE	19,200	19,000	19,000	-	-
152901 - VMP PROPERTIES	-	-	-	-	-
152902 - 2 DRUMMOND ST	-	-	-	-	-
152911 - 43 ERIE AVE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	7,200	-	-	-	-
Gross Revenues	2,793,519	3,120,304	2,846,766	(273,538)	(8.77 %)
Gross Expenditures					
152101 - FACILITIES ASSET MNGMT & ADMIN	174,996	241,041	235,102	(5,939)	(2.46 %)
152102 - CAPITAL PLANNING	254,798	661,321	675,727	14,406	2.18 %
152103 - GIS SERVICES	267,726	301,652	308,166	6,514	2.16 %
152501 - FACILITIES MANAGEMENT ADMIN	746,419	997,511	1,016,677	19,166	1.92 %



2020 Business Unit Revenues and Expenditure Summary

Department: FACILITIES & ASSET MANAGEMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FACILITIES & ASSET MANAGEMENT					
152510 - 100 WELLINGTON STREET	7,258	428,820	384,645	(44,175)	(10.3 %)
152512 - 84 MARKET STREET	2,552	175,953	170,673	(5,280)	(3 %)
152514 - COURT HOUSE - FP2	914	111,655	111,655	-	-
152518 - 1 MARKET STREET	10,509	1,189,327	1,198,284	8,957	.75 %
152520 - 180 GREENWICH STREET	4,282	50,550	-	(50,550)	(100 %)
152521 - TRANQUILITY AMBULANCE STATION	-	58,199	58,199	-	-
152522 - TOURISM BUILDING	577	115,363	105,178	(10,185)	(8.83 %)
152524 - 50-70 DALHOUSIE ST	-	-	45,900	45,900	100 %
152601 - VACANT LAND MAINTENANCE	-	117,500	92,500	(25,000)	(21.28 %)
152602 - FARMERS' MARKET: FP2	36,339	137,337	140,900	3,563	2.59 %
152603 - AIRPORT: FP2	59,234	743,999	673,642	(70,357)	(9.46 %)
152705 - POWERLINE RD -SPIERENBURG FARM	-	10,750	11,388	638	5.93 %
152710 - 440 MOHAWK (KANATA VILLAGE)	-	-	-	-	-
152711 - ABBOT CRT. PARKING LOT (MTO)	-	7,500	7,500	-	-
152901 - VMP PROPERTIES	-	-	-	-	-
152902 - 2 DRUMMOND ST	-	-	-	-	-
152907 - 347-373 SHELLARDS LANE	-	-	-	-	-
152911 - 43 ERIE AVE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	-	-	-	-	-
Gross Expenditures	1,565,603	5,348,478	5,236,136	(112,342)	(2.1 %)
Net (Revenues)/Expenses					
152101 - FACILITIES ASSET MNGMT & ADMIN	174,996	241,041	235,102	(5,939)	(2.46 %)
152102 - CAPITAL PLANNING	31,889	324,595	317,307	(7,288)	(2.25 %)
152103 - GIS SERVICES	157,170	185,274	168,030	(17,244)	(9.31 %)
152501 - FACILITIES MANAGEMENT ADMIN	543,319	450,075	601,169	151,094	33.57 %
152510 - 100 WELLINGTON STREET	7,258	428,820	384,645	(44,175)	(10.3 %)



2020 Business Unit Revenues and Expenditure Summary

Department: FACILITIES & ASSET MANAGEMENT

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
FACILITIES & ASSET MANAGEMENT					
152512 - 84 MARKET STREET	(68,479)	101,735	133,509	31,774	31.23 %
152514 - COURT HOUSE - FP2	(125,086)	-	-	-	-
152518 - 1 MARKET STREET	(826,584)	294,702	386,873	92,171	31.28 %
152520 - 180 GREENWICH STREET	(41,357)	50,550	-	(50,550)	(100 %)
152521 - TRANQUILITY AMBULANCE STATION	(56,030)	2,169	2,169	-	-
152522 - TOURISM BUILDING	577	115,363	105,178	(10,185)	(8.83 %)
152524 - 50-70 DALHOUSIE ST	-	-	45,900	45,900	100 %
152601 - VACANT LAND MAINTENANCE	(8,400)	109,100	84,100	(25,000)	(22.91 %)
152602 - FARMERS' MARKET: FP2	(97,134)	-	-	-	-
152603 - AIRPORT: FP2	(837,905)	(35,000)	(35,000)	-	-
152705 - POWERLINE RD -SPIERENBURG FARM	(21,250)	(10,250)	(9,612)	638	6.22 %
152706 - PATTISON OUTDOOR - ALL SIGNS	(34,500)	(18,500)	(18,500)	-	-
152707 - MORRISON ROAD FARM LEASE	(19,200)	(19,000)	(19,000)	-	-
152710 - 440 MOHAWK (KANATA VILLAGE)	-	-	-	-	-
152711 - ABBOT CRT. PARKING LOT (MTO)	-	7,500	7,500	-	-
152901 - VMP PROPERTIES	-	-	-	-	-
152902 - 2 DRUMMOND ST	-	-	-	-	-
152907 - 347-373 SHELLARDS LANE	-	-	-	-	-
152911 - 43 ERIE AVE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	(7,200)	-	-	-	-
Net (Revenues)/Expenses	(1,227,916)	2,228,174	2,389,370	161,196	7.23 %



2020 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ENVIRONMENTAL SERVICES					
Gross Revenues					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	-	1,167,118	1,167,118	-	-
154201 - WASTE ADMINISTRATION:FP2	-	-	-	-	-
154203 - WASTE DIVERSION PROGRAM:FP2	759,271	1,510,520	760,000	(750,520)	(49.69 %)
154204 - YARDWASTE PROGRAM: FP2	34,779	17,800	22,800	5,000	28.09 %
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	107,289	125,000	120,000	(5,000)	(4 %)
154301 - LANDFILL SITE OPERATIONS:FP2	4,681,930	4,560,300	5,108,500	548,200	12.02 %
154303 - LANDFILL GAS UTILIZATION	-	1,350,000	1,350,000	-	-
154401 - WASTEWATER ADMINISTRATION:FP2	18,302,426	18,149,601	18,529,568	379,967	2.09 %
154403 - WASTEWATER TREATMENT OPERATION	-	29,400	25,000	(4,400)	(14.97 %)
154410 - WASTEWATER COLL SYS MNT: FP2	59,433	116,500	122,825	6,325	5.43 %
154430 - STORM PIPE & POND MNTCE	-	-	-	-	-
155101 - WATER ADMINISTRATION:FP2	24,389,396	22,990,729	23,242,825	252,096	1.1 %
155110 - WATER TREATMENT OPER ADMIN-FP2	-	114,434	86,705	(27,729)	(24.23 %)
155112 - TREATMENT OPERATIONS:FP2	-	-	-	-	-
155115 - WATER TREATMENT MAINTENANCE	-	16,500	16,500	-	-
155501 - WATER DIST GENERAL	-	1,389,660	1,542,051	152,391	10.97 %
155510 - WATER DISTRIBUTION MAINTENANCE	-	-	-	-	-
Gross Revenues	48,334,523	51,537,562	52,093,892	556,330	1.08 %
Gross Expenditures					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	641,037	1,889,663	1,882,607	(7,056)	(.37 %)
154201 - WASTE ADMINISTRATION:FP2	332,978	405,589	418,421	12,832	3.16 %
154202 - WASTE COLLECTION - FP2	-	1,874,497	1,897,769	23,272	1.24 %
154203 - WASTE DIVERSION PROGRAM:FP2	94,996	2,760,115	2,849,765	89,650	3.25 %
154204 - YARDWASTE PROGRAM: FP2	4,687	891,500	910,500	19,000	2.13 %
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	-	256,300	262,700	6,400	2.5 %



2020 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ENVIRONMENTAL SERVICES					
154301 - LANDFILL SITE OPERATIONS:FP2	209,120	3,033,781	3,063,171	29,390	.97 %
154302 - LANDFILL GAS COLLECTION	-	273,472	271,061	(2,411)	(.88 %)
154303 - LANDFILL GAS UTILIZATION	-	955,097	945,127	(9,970)	(1.04 %)
154401 - WASTEWATER ADMINISTRATION:FP2	7	11,770,444	10,794,446	(975,998)	(8.29 %)
154403 - WASTEWATER TREATMENT OPERATION	-	4,686,931	4,536,637	(150,294)	(3.21 %)
154404 - WASTEWATER TREATMENT MAINTNCE	-	850,893	1,015,305	164,412	19.32 %
154410 - WASTEWATER COLL SYS MNT: FP2	916,555	987,233	2,331,005	1,343,772	136.11 %
154430 - STORM PIPE & POND MNTCE	153,044	394,758	404,589	9,831	2.49 %
155101 - WATER ADMINISTRATION:FP2	2,447,862	13,244,189	13,453,044	208,855	1.58 %
155110 - WATER TREATMENT OPER ADMIN-FP2	2,530,477	2,879,181	2,939,444	60,263	2.09 %
155112 - TREATMENT OPERATIONS:FP2	385	2,874,600	2,889,529	14,929	.52 %
155115 - WATER TREATMENT MAINTENANCE	101,797	1,071,483	1,105,731	34,248	3.2 %
155501 - WATER DIST GENERAL	2,398,200	3,007,825	3,073,344	65,519	2.18 %
155510 - WATER DISTRIBUTION MAINTENANCE	-	711,500	711,500	-	-
Gross Expenditures	9,831,146	54,819,051	55,755,695	936,644	1.71 %
Net (Revenues)/Expenses					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	641,037	722,545	715,489	(7,056)	(.98 %)
154201 - WASTE ADMINISTRATION:FP2	332,978	405,589	418,421	12,832	3.16 %
154202 - WASTE COLLECTION - FP2	-	1,874,497	1,897,769	23,272	1.24 %
154203 - WASTE DIVERSION PROGRAM:FP2	(664,275)	1,249,595	2,089,765	840,170	67.24 %
154204 - YARDWASTE PROGRAM: FP2	(30,092)	873,700	887,700	14,000	1.6 %
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	(107,289)	131,300	142,700	11,400	8.68 %
154301 - LANDFILL SITE OPERATIONS:FP2	(4,472,810)	(1,526,519)	(2,045,329)	(518,810)	(33.99 %)
154302 - LANDFILL GAS COLLECTION	-	273,472	271,061	(2,411)	(.88 %)
154303 - LANDFILL GAS UTILIZATION	-	(394,903)	(404,873)	(9,970)	(2.52 %)
154401 - WASTEWATER ADMINISTRATION:FP2	(18,302,419)	(6,379,157)	(7,735,122)	(1,355,965)	(21.26 %)



2020 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ENVIRONMENTAL SERVICES					
154403 - WASTEWATER TREATMENT OPERATION	-	4,657,531	4,511,637	(145,894)	(3.13 %)
154404 - WASTEWATER TREATMENT MAINTNCE	-	850,893	1,015,305	164,412	19.32 %
154410 - WASTEWATER COLL SYS MNT: FP2	857,123	870,733	2,208,180	1,337,447	153.6 %
154430 - STORM PIPE & POND MNTCE	153,044	394,758	404,589	9,831	2.49 %
155101 - WATER ADMINISTRATION:FP2	(21,941,534)	(9,746,540)	(9,789,781)	(43,241)	(.44 %)
155110 - WATER TREATMENT OPER ADMIN-FP2	2,530,477	2,764,747	2,852,739	87,992	3.18 %
155112 - TREATMENT OPERATIONS:FP2	385	2,874,600	2,889,529	14,929	.52 %
155115 - WATER TREATMENT MAINTENANCE	101,797	1,054,983	1,089,231	34,248	3.25 %
155501 - WATER DIST GENERAL	2,398,200	1,618,165	1,531,293	(86,872)	(5.37 %)
155510 - WATER DISTRIBUTION MAINTENANCE	-	711,500	711,500	-	-
Net (Revenues)/Expenses	(38,503,377)	3,281,489	3,661,803	380,314	11.59 %



2020 Business Unit Revenues and Expenditure Summary

Department: ENGINEERING SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ENGINEERING SERVICES					
Gross Revenues					
156101 - ENGINEERING SERVICES ADMIN	255	1,300	1,300	-	-
156102 - DESIGN & CONSTRUCTION	328,687	1,031,524	1,079,036	47,512	4.61 %
156103 - SURVEYS	92,578	247,769	251,587	3,818	1.54 %
156104 - DEVELOPMENT ENGINEERING	436,049	863,673	1,058,474	194,801	22.55 %
156105 - CONSTRUCTION INSPECTION SERVICES	177,022	563,099	597,440	34,341	6.1 %
156201 - TRANSPORTATION SERVICE ADMIN	-	327,063	404,574	77,511	23.7 %
156202 - STREET LIGHTING	108,043	20,000	20,000	-	-
156203 - MTCS OPERATION & MAINTENANCE	3,240	3,000	3,000	-	-
Gross Revenues	1,145,875	3,057,428	3,415,411	357,983	11.71 %
Gross Expenditures					
156101 - ENGINEERING SERVICES ADMIN	180,511	223,926	310,080	86,154	38.47 %
156102 - DESIGN & CONSTRUCTION	1,058,045	1,345,118	1,427,053	81,935	6.09 %
156103 - SURVEYS	351,653	476,124	497,971	21,847	4.59 %
156104 - DEVELOPMENT ENGINEERING	631,563	901,170	1,058,474	157,304	17.46 %
156105 - CONSTRUCTION INSPECTION SERVICES	502,758	641,201	746,435	105,234	16.41 %
156201 - TRANSPORTATION SERVICE ADMIN	609,477	807,192	1,047,590	240,398	29.78 %
156202 - STREET LIGHTING	92,409	1,702,943	1,621,582	(81,361)	(4.78 %)
156203 - MTCS OPERATION & MAINTENANCE	100,990	82,313	81,045	(1,268)	(1.54 %)
Gross Expenditures	3,527,407	6,179,987	6,790,230	610,243	9.87 %
Net (Revenues)/Expenses					
156101 - ENGINEERING SERVICES ADMIN	180,256	222,626	308,780	86,154	38.7 %
156102 - DESIGN & CONSTRUCTION	729,357	313,594	348,017	34,423	10.98 %
156103 - SURVEYS	259,075	228,355	246,384	18,029	7.9 %
156104 - DEVELOPMENT ENGINEERING	195,515	37,497	-	(37,497)	(100 %)
156105 - CONSTRUCTION INSPECTION SERVICES	325,736	78,102	148,995	70,893	90.77 %



2020 Business Unit Revenues and Expenditure Summary

Department: ENGINEERING SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
ENGINEERING SERVICES					
156201 - TRANSPORTATION SERVICE ADMIN	609,477	480,129	643,016	162,887	33.93 %
156202 - STREET LIGHTING	(15,635)	1,682,943	1,601,582	(81,361)	(4.83 %)
156203 - MTCS OPERATION & MAINTENANCE	97,750	79,313	78,045	(1,268)	(1.6 %)
Net (Revenues)/Expenses	2,381,532	3,122,559	3,374,819	252,260	8.08 %



2020 Business Unit Revenues and Expenditure Summary

Department: OPERATIONAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
OPERATIONAL SERVICES					
Gross Revenues					
156204 - PARKING ADMINISTRATION	20,604	90,300	55,000	(35,300)	(39.09 %)
156205 - PARKING ENFORCEMENT	422,474	388,713	408,858	20,145	5.18 %
156206 - MARKET CENTRE PARKADE	405,691	431,425	511,250	79,825	18.5 %
156207 - DARLING ST LOT #3	97,991	-	-	-	-
156208 - DALHOUSIE ST LOT #4	6,825	-	-	-	-
156210 - HARMONY SQUARE LOT	7,795	-	-	-	-
157102 - EXPENDITURE TO BE RECOVERED	50,150	100,000	110,000	10,000	10 %
157103 - OPERATIONAL SERVICES ADMIN	350	-	-	-	-
157104 - WINTER CONTROL	-	-	-	-	-
157105 - WINTER MAINTENANCE SIDEWALKS	222	8,000	8,000	-	-
157108 - ROAD MAINTENANCE	783	-	-	-	-
157110 - STREET CUT RESTORATIONS/RECOV	408,298	1,188,317	1,188,317	-	-
157112 - STORM OVERLAND SYS MNTNCE	-	-	-	-	-
157301 - TRAFFIC ADMINISTRATION	-	-	-	-	-
157302 - TRAFFIC SIGNS & PAVMNT MARKING	60,181	29,500	43,500	14,000	47.46 %
157303 - STREET-WIDE BANNERS PROGRAM	7,547	-	-	-	-
157304 - SIGNAL LIGHTS	21,367	27,000	27,000	-	-
156211 - MUNICIPAL PARKING LOTS	-	217,520	277,701	60,181	27.67 %
Gross Revenues	1,510,276	2,480,775	2,629,626	148,851	6 %
Gross Expenditures					
156204 - PARKING ADMINISTRATION	83,950	235,765	257,494	21,729	9.22 %
156205 - PARKING ENFORCEMENT	78,189	259,401	267,295	7,894	3.04 %
156206 - MARKET CENTRE PARKADE	3,595	840,229	828,192	(12,037)	(1.43 %)
156207 - DARLING ST LOT #3	-	-	-	-	-
156208 - DALHOUSIE ST LOT #4	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: OPERATIONAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
OPERATIONAL SERVICES					
156210 - HARMONY SQUARE LOT	-	-	-	-	-
157101 - OPERATIONAL SERVICES MNGMT	759,714	1,385,639	1,452,273	66,634	4.81 %
157102 - EXPENDITURE TO BE RECOVERED	25,428	78,818	111,056	32,238	40.9 %
157103 - OPERATIONAL SERVICES ADMIN	992,059	1,321,000	1,275,233	(45,767)	(3.46 %)
157104 - WINTER CONTROL	1,015,959	3,485,977	3,687,275	201,298	5.77 %
157105 - WINTER MAINTENANCE SIDEWALKS	104,719	365,007	397,973	32,966	9.03 %
157106 - BRIDGE MAINTENANCE	662	166,833	169,609	2,776	1.66 %
157107 - SIDEWALK PATHWAYS & CURB MAINT	329,013	540,229	557,039	16,810	3.11 %
157108 - ROAD MAINTENANCE	637,435	1,640,163	1,784,909	144,746	8.83 %
157109 - ROADSIDE MAINTENANCE	156,433	405,073	424,198	19,125	4.72 %
157110 - STREET CUT RESTORATIONS/RECOV	410,671	1,010,135	995,167	(14,968)	(1.48 %)
157111 - FLOOD CONTROL	23,856	23,070	132,546	109,476	474.54 %
157112 - STORM OVERLAND SYS MNTNCE	114,883	325,467	346,519	21,052	6.47 %
157301 - TRAFFIC ADMINISTRATION	130,342	182,353	182,468	115	.06 %
157302 - TRAFFIC SIGNS & PAVMNT MARKING	320,776	675,304	796,452	121,148	17.94 %
157303 - STREET-WIDE BANNERS PROGRAM	-	-	-	-	-
157304 - SIGNAL LIGHTS	450,649	721,297	744,740	23,443	3.25 %
156211 - MUNICIPAL PARKING LOTS	-	102,567	94,862	(7,705)	(7.51 %)
Gross Expenditures	5,638,332	13,764,327	14,505,300	740,973	5.38 %
Net (Revenues)/Expenses					
156204 - PARKING ADMINISTRATION	63,346	145,465	202,494	57,029	39.2 %
156205 - PARKING ENFORCEMENT	(344,284)	(129,312)	(141,563)	(12,251)	(9.47 %)
156206 - MARKET CENTRE PARKADE	(402,096)	408,804	316,942	(91,862)	(22.47 %)
156207 - DARLING ST LOT #3	(97,991)	-	-	-	-
156208 - DALHOUSIE ST LOT #4	(6,825)	-	-	-	-
156210 - HARMONY SQUARE LOT	(7,795)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: OPERATIONAL SERVICES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
OPERATIONAL SERVICES					
157101 - OPERATIONAL SERVICES MNGMT	759,714	1,385,639	1,452,273	66,634	4.81 %
157102 - EXPENDITURE TO BE RECOVERED	(24,722)	(21,182)	1,056	22,238	104.99 %
157103 - OPERATIONAL SERVICES ADMIN	991,709	1,321,000	1,275,233	(45,767)	(3.46 %)
157104 - WINTER CONTROL	1,015,959	3,485,977	3,687,275	201,298	5.77 %
157105 - WINTER MAINTENANCE SIDEWALKS	104,496	357,007	389,973	32,966	9.23 %
157106 - BRIDGE MAINTENANCE	662	166,833	169,609	2,776	1.66 %
157107 - SIDEWALK PATHWAYS & CURB MAINT	329,013	540,229	557,039	16,810	3.11 %
157108 - ROAD MAINTENANCE	636,653	1,640,163	1,784,909	144,746	8.83 %
157109 - ROADSIDE MAINTENANCE	156,433	405,073	424,198	19,125	4.72 %
157110 - STREET CUT RESTORATIONS/RECOV	2,373	(178,182)	(193,150)	(14,968)	(8.4 %)
157111 - FLOOD CONTROL	23,856	23,070	132,546	109,476	474.54 %
157112 - STORM OVERLAND SYS MNTNCE	114,883	325,467	346,519	21,052	6.47 %
157301 - TRAFFIC ADMINISTRATION	130,342	182,353	182,468	115	.06 %
157302 - TRAFFIC SIGNS & PAVMNT MARKING	260,596	645,804	752,952	107,148	16.59 %
157303 - STREET-WIDE BANNERS PROGRAM	(7,547)	-	-	-	-
157304 - SIGNAL LIGHTS	429,282	694,297	717,740	23,443	3.38 %
156211 - MUNICIPAL PARKING LOTS	-	(114,953)	(182,839)	(67,886)	(59.06 %)
Net (Revenues)/Expenses	4,128,056	11,283,552	11,875,674	592,122	5.25 %



2020 Business Unit Revenues and Expenditure Summary

Department: CORPORATE FINANCE

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE FINANCE					
Gross Revenues					
161107 - PRIOR YEAR SURPLUS CARRY FORWA	1,979,948	-	-	-	-
Gross Revenues	1,979,948	-	-	-	-
Gross Expenditures					
161107 - PRIOR YEAR SURPLUS CARRY FORWA	-	-	-	-	-
Gross Expenditures	-	-	-	-	-
Net (Revenues)/Expenses					
161107 - PRIOR YEAR SURPLUS CARRY FORWA	(1,979,948)	-	-	-	-
Net (Revenues)/Expenses	(1,979,948)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: DEBT FINANCING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
DEBT FINANCING					
Gross Revenues					
162101 - LOCAL IMPROVEMENTS - SIDEWALKS	-	-	-	-	-
162104 - LOCAL IMPRVEMENTS- SANITARY SWR	-	-	-	-	-
Gross Revenues	-	-	-	-	-
Gross Expenditures					
162101 - LOCAL IMPROVEMENTS - SIDEWALKS	-	-	-	-	-
162105 - GRETZKY ARENA (ICE PARK) DEBT	186,550	185,031	184,894	(137)	(.07 %)
162106 - BECKETT BUILDING DEBT: FP2	58,001	43,530	-	(43,530)	(100 %)
162107 - BRANEIDA PHASE 9 DEBT	159,052	159,052	159,052	-	-
162108 - GARDEN AVE DRAINAGE DEBT	-	267,874	267,874	-	-
162109 - SYDENHAM/PEARL DEBT	-	161,437	322,878	161,441	100 %
162110 - GREENWICH/MOHAWK DEBT	-	1,560,152	1,560,152	-	-
162111 - BGI ASSET PURCHASE	-	260,222	260,222	-	-
162112 - JOHN NOBLE HOME B & C DEBT	-	563,773	563,773	-	-
162113 - 70 DALHOUSIE ACQUISTN & RENO	-	407,346	407,346	-	-
162114 - POLICE PARKING LOT DEBT	-	-	-	-	-
Gross Expenditures	403,603	3,608,417	3,726,191	117,774	3.26 %
Net (Revenues)/Expenses					
162101 - LOCAL IMPROVEMENTS - SIDEWALKS	-	-	-	-	-
162105 - GRETZKY ARENA (ICE PARK) DEBT	186,550	185,031	184,894	(137)	(.07 %)
162106 - BECKETT BUILDING DEBT: FP2	58,001	43,530	-	(43,530)	(100 %)
162107 - BRANEIDA PHASE 9 DEBT	159,052	159,052	159,052	-	-
162108 - GARDEN AVE DRAINAGE DEBT	-	267,874	267,874	-	-
162109 - SYDENHAM/PEARL DEBT	-	161,437	322,878	161,441	100 %
162110 - GREENWICH/MOHAWK DEBT	-	1,560,152	1,560,152	-	-
162111 - BGI ASSET PURCHASE	-	260,222	260,222	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: DEBT FINANCING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
DEBT FINANCING					
162112 - JOHN NOBLE HOME B & C DEBT	-	563,773	563,773	-	-
162113 - 70 DALHOUSIE ACQUISTN & RENO	-	407,346	407,346	-	-
162104 - LOCAL IMPRVEMNTS- SANITARY SWR	-	-	-	-	-
162114 - POLICE PARKING LOT DEBT	-	-	-	-	-
Net (Revenues)/Expenses	403,603	3,608,417	3,726,191	117,774	3.26 %



2020 Business Unit Revenues and Expenditure Summary

Department: CAPITAL FINANCING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CAPITAL FINANCING					
Gross Revenues					
161106 - CAPITAL FINANCING PLAN	-	1,000,000	1,000,000	-	-
Gross Revenues	-	1,000,000	1,000,000	-	-
Gross Expenditures					
161106 - CAPITAL FINANCING PLAN	-	16,581,144	17,793,751	1,212,607	7.31 %
Gross Expenditures	-	16,581,144	17,793,751	1,212,607	7.31 %
Net (Revenues)/Expenses					
161106 - CAPITAL FINANCING PLAN	-	15,581,144	16,793,751	1,212,607	7.78 %
Net (Revenues)/Expenses	-	15,581,144	16,793,751	1,212,607	7.78 %



2020 Business Unit Revenues and Expenditure Summary

Department: *BOUNDARY AGREEMENT*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
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BOUNDARY AGREEMENT					
Gross Revenues					
161111 - BOUNDARY ADJUSTMENT AGREEMENT	-	1,163,350	1,163,350	-	-
Gross Revenues	-	1,163,350	1,163,350	-	-
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Gross Expenditures					
161111 - BOUNDARY ADJUSTMENT AGREEMENT	-	3,198,688	2,928,095	(270,593)	(8.46 %)
Gross Expenditures	-	3,198,688	2,928,095	(270,593)	(8.46 %)
<hr/>					
Net (Revenues)/Expenses					
161111 - BOUNDARY ADJUSTMENT AGREEMENT	-	2,035,338	1,764,745	(270,593)	(13.29 %)
Net (Revenues)/Expenses	-	2,035,338	1,764,745	(270,593)	(13.29 %)



2020 Business Unit Revenues and Expenditure Summary

Department: SUPPS/P-I-L/ADJ ON TAXES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SUPPS/P-I-L/ADJ ON TAXES					
Gross Revenues					
163101 - TAXES LEVIED OWN PURPOSES-CITY	148,084,973	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	7,142,919	4,751,060	6,878,070	2,127,010	44.77 %
Gross Revenues	155,227,891	4,751,060	6,878,070	2,127,010	44.77 %
Gross Expenditures					
163101 - TAXES LEVIED OWN PURPOSES-CITY	-	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	-	2,749,266	2,790,183	40,917	1.49 %
Gross Expenditures	-	2,749,266	2,790,183	40,917	1.49 %
Net (Revenues)/Expenses					
163101 - TAXES LEVIED OWN PURPOSES-CITY	(148,084,973)	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	(7,142,919)	(2,001,794)	(4,087,887)	(2,086,093)	(104.21 %)
Net (Revenues)/Expenses	(155,227,891)	(2,001,794)	(4,087,887)	(2,086,093)	(104.21 %)



2020 Business Unit Revenues and Expenditure Summary

Department: BIA

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
BIA					
Gross Revenues					
163103 - BIA	267,758	202,000	202,000	-	-
Gross Revenues	267,758	202,000	202,000	-	-
Gross Expenditures					
163103 - BIA	-	202,000	202,000	-	-
Gross Expenditures	-	202,000	202,000	-	-
Net (Revenues)/Expenses					
163103 - BIA	(267,758)	-	-	-	-
Net (Revenues)/Expenses	(267,758)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: INVESTMENT INCOME

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
INVESTMENT INCOME					
Gross Revenues					
161102 - INVESTMENT INCOME	4,645,801	3,513,000	4,100,000	587,000	16.71 %
Gross Revenues	4,645,801	3,513,000	4,100,000	587,000	16.71 %
Gross Expenditures					
161102 - INVESTMENT INCOME	-	-	-	-	-
Gross Expenditures	-	-	-	-	-
Net (Revenues)/Expenses					
161102 - INVESTMENT INCOME	(4,645,801)	(3,513,000)	(4,100,000)	(587,000)	(16.71 %)
Net (Revenues)/Expenses	(4,645,801)	(3,513,000)	(4,100,000)	(587,000)	(16.71 %)



2020 Business Unit Revenues and Expenditure Summary

Department: CURRENT & RETIREE BENEFITS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CURRENT & RETIREE BENEFITS					
Gross Revenues					
161103 - CURRENT & RETIREE BENEFITS	589	1,375,000	1,875,000	500,000	36.36 %
Gross Revenues	589	1,375,000	1,875,000	500,000	36.36 %
Gross Expenditures					
161103 - CURRENT & RETIREE BENEFITS	3,237,734	3,678,110	3,655,110	(23,000)	(.63 %)
Gross Expenditures	3,237,734	3,678,110	3,655,110	(23,000)	(.63 %)
Net (Revenues)/Expenses					
161103 - CURRENT & RETIREE BENEFITS	3,237,145	2,303,110	1,780,110	(523,000)	(22.71 %)
Net (Revenues)/Expenses	3,237,145	2,303,110	1,780,110	(523,000)	(22.71 %)



2020 Business Unit Revenues and Expenditure Summary

Department: CASINO FINANCING

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CASINO FINANCING					
Gross Revenues					
161105 - CASINO	6,177,656	5,000,000	5,000,000	-	-
161109 - BRANT COMMUNITY FOUNDATION:FP2	-	700,000	700,000	-	-
Gross Revenues	6,177,656	5,700,000	5,700,000	-	-
Gross Expenditures					
161105 - CASINO	-	5,000,000	5,000,000	-	-
161109 - BRANT COMMUNITY FOUNDATION:FP2	-	700,000	700,000	-	-
Gross Expenditures	-	5,700,000	5,700,000	-	-
Net (Revenues)/Expenses					
161105 - CASINO	(6,177,656)	-	-	-	-
161109 - BRANT COMMUNITY FOUNDATION:FP2	-	-	-	-	-
Net (Revenues)/Expenses	(6,177,656)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: CORPORATE CONTRIBUTIONS/GRANTS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
CORPORATE CONTRIBUTIONS/GRANTS					
Gross Revenues					
161113 - CORPORATE CONTRIBUTIONS/GRANTS	-	105,000	571,000	466,000	443.81 %
Gross Revenues	-	105,000	571,000	466,000	443.81 %
Gross Expenditures					
161113 - CORPORATE CONTRIBUTIONS/GRANTS	-	105,000	571,000	466,000	443.81 %
Gross Expenditures	-	105,000	571,000	466,000	443.81 %
Net (Revenues)/Expenses					
161113 - CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-	-
Net (Revenues)/Expenses	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: UTILITY FINANCING REVENUES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
UTILITY FINANCING REVENUES					
Gross Revenues					
164101 - INVESTMENT IN HYDRO INC	481,978	482,527	468,908	(13,619)	(2.82 %)
164103 - INVESTMENT IN POWER INC.	2,048,849	2,057,481	1,984,332	(73,149)	(3.56 %)
Gross Revenues	2,530,827	2,540,008	2,453,240	(86,768)	(3.42 %)
Gross Expenditures					
164101 - INVESTMENT IN HYDRO INC	-	400,000	400,000	-	-
164103 - INVESTMENT IN POWER INC.	-	750,000	750,000	-	-
Gross Expenditures	-	1,150,000	1,150,000	-	-
Net (Revenues)/Expenses					
164101 - INVESTMENT IN HYDRO INC	(481,978)	(82,527)	(68,908)	13,619	16.5 %
164103 - INVESTMENT IN POWER INC.	(2,048,849)	(1,307,481)	(1,234,332)	73,149	5.59 %
Net (Revenues)/Expenses	(2,530,827)	(1,390,008)	(1,303,240)	86,768	6.24 %



2020 Business Unit Revenues and Expenditure Summary

Department: UTILITY GROUP RECOVERIES

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
UTILITY GROUP RECOVERIES					
Gross Revenues					
165900 - BRANTFORD POWER RECOVERY	1,676,973	1,869,154	1,368,223	(500,931)	(26.8 %)
165910 - BRANTFORD HYDRO RECOVERY	164,833	154,021	157,941	3,920	2.55 %
165920 - BRANTFORD ENERGY RECOVERY	7,431	8,275	8,339	64	.77 %
165930 - BRANTFORD GENERATION RECOVERY	47	-	-	-	-
Gross Revenues	1,849,285	2,031,450	1,534,503	(496,947)	(24.46 %)
Gross Expenditures					
165900 - BRANTFORD POWER RECOVERY	495,751	1,869,154	1,368,223	(500,931)	(26.8 %)
165910 - BRANTFORD HYDRO RECOVERY	-	154,021	157,941	3,920	2.55 %
165920 - BRANTFORD ENERGY RECOVERY	-	8,275	8,339	64	.77 %
Gross Expenditures	495,751	2,031,450	1,534,503	(496,947)	(24.46 %)
Net (Revenues)/Expenses					
165900 - BRANTFORD POWER RECOVERY	(1,181,222)	-	-	-	-
165910 - BRANTFORD HYDRO RECOVERY	(164,833)	-	-	-	-
165920 - BRANTFORD ENERGY RECOVERY	(7,431)	-	-	-	-
165930 - BRANTFORD GENERATION RECOVERY	(47)	-	-	-	-
Net (Revenues)/Expenses	(1,353,534)	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: *INSURANCE*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
INSURANCE					
Gross Revenues					
161101 - INSURANCE: FP2	437,403	455,932	470,192	14,260	3.13 %
Gross Revenues	437,403	455,932	470,192	14,260	3.13 %
Gross Expenditures					
161101 - INSURANCE: FP2	-	3,420,881	3,355,595	(65,286)	(1.91 %)
Gross Expenditures	-	3,420,881	3,355,595	(65,286)	(1.91 %)
Net (Revenues)/Expenses					
161101 - INSURANCE: FP2	(437,403)	2,964,949	2,885,403	(79,546)	(2.68 %)
Net (Revenues)/Expenses	(437,403)	2,964,949	2,885,403	(79,546)	(2.68 %)



2020 Business Unit Revenues and Expenditure Summary

Department: *EMPLOYEE GAPPING*

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
EMPLOYEE GAPPING					
Gross Expenditures					
161108 - EMPLOYEE GAPPING	-	(2,040,000)	(2,040,000)	-	-
Gross Expenditures	-	(2,040,000)	(2,040,000)	-	-
Net (Revenues)/Expenses					
161108 - EMPLOYEE GAPPING	-	(2,040,000)	(2,040,000)	-	-
Net (Revenues)/Expenses	-	(2,040,000)	(2,040,000)	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: POST SECONDARY

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
POST SECONDARY					
Gross Revenues					
161110 - POST SECONDARY INITIATIVES	-	521,000	521,000	-	-
Gross Revenues	-	521,000	521,000	-	-
Gross Expenditures					
161110 - POST SECONDARY INITIATIVES	-	521,000	521,000	-	-
Gross Expenditures	-	521,000	521,000	-	-
Net (Revenues)/Expenses					
161110 - POST SECONDARY INITIATIVES	-	-	-	-	-
Net (Revenues)/Expenses	-	-	-	-	-



2020 Business Unit Revenues and Expenditure Summary

Department: OPERATING BUDGET CONTINGENCY

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
OPERATING BUDGET CONTINGENCY					
Gross Revenues					
161104 - OPERATING BUDGET CONTINGENCY	-	-	-	-	-
Gross Revenues	-	-	-	-	-
Gross Expenditures					
161104 - OPERATING BUDGET CONTINGENCY	211,212	375,500	1,766,568	1,391,068	370.46 %
Gross Expenditures	211,212	375,500	1,766,568	1,391,068	370.46 %
Net (Revenues)/Expenses					
161104 - OPERATING BUDGET CONTINGENCY	211,212	375,500	1,766,568	1,391,068	370.46 %
Net (Revenues)/Expenses	211,212	375,500	1,766,568	1,391,068	370.46 %



2020 Business Unit Revenues and Expenditure Summary

Department: SCHOOL BOARDS

	2018 Actual	2019 Budget	2020 Budget	2019/2020 Variance	Percentage Variance
SCHOOL BOARDS					
Gross Revenues					
169100 - FRENCH PUBLIC SCHOOL BOARD	84,632	-	-	-	-
169200 - FRENCH SEPARATE SCHOOL BOARD	254,922	-	-	-	-
169300 - ENGLISH PUBLIC SCHOOL BOARD	30,510,313	-	-	-	-
169400 - ENGLISH SEPARATE SCHOOL BOARD	9,413,989	-	-	-	-
Gross Revenues	40,263,856	-	-	-	-
Gross Expenditures					
169100 - FRENCH PUBLIC SCHOOL BOARD	-	-	-	-	-
169200 - FRENCH SEPARATE SCHOOL BOARD	-	-	-	-	-
169300 - ENGLISH PUBLIC SCHOOL BOARD	-	-	-	-	-
169400 - ENGLISH SEPARATE SCHOOL BOARD	-	-	-	-	-
Gross Expenditures	-	-	-	-	-
Net (Revenues)/Expenses					
169100 - FRENCH PUBLIC SCHOOL BOARD	(84,632)	-	-	-	-
169200 - FRENCH SEPARATE SCHOOL BOARD	(254,922)	-	-	-	-
169300 - ENGLISH PUBLIC SCHOOL BOARD	(30,510,313)	-	-	-	-
169400 - ENGLISH SEPARATE SCHOOL BOARD	(9,413,989)	-	-	-	-
Net (Revenues)/Expenses	(40,263,856)	-	-	-	-

FIVE YEAR FINANCIAL REVIEW (UNAUDITED)

Municipal Statistics

Fiscal Year	2018	2017	2016	2015	2014
Demographics					
Population as at December 31st	102,257	99,531	97,496	97,862	97,499
Area in acres at December 31st	25,318	25,318	17,986	17,986	17,986
Employees - continuous full time	1,227	1,215	1,221	1,206	1,215
Employees - part time	684	534	654	603	612
Number of households ¹	41,642	40,839	40,587	40,315	40,007

1. MPAC

Municipal Procurement

Total construction contracts awarded	41	52	44	43	51
Total Value of Construction Contract Awarded	\$ 36,908,780	\$ 45,312,674	\$ 26,357,011	\$ 23,782,774	\$ 24,016,092

Building Permits Issued:

Residential properties	745	724	619	699	652
Multi-residential properties	35	32	19	21	12
All other properties	272	222	266	246	218
Total Building Permits Issued	\$ 1,052	\$ 978	\$ 904	\$ 966	\$ 882

Value of Building Permits Issued:

Residential properties	\$ 58,943,000	\$ 58,978,000	\$ 42,287,000	\$ 60,308,000	\$ 59,121,000
Multi-residential properties	46,232,000	48,393,000	19,365,000	62,646,000	15,008,000
All other properties	68,774,000	95,377,000	122,432,000	41,039,000	21,062,000
Total Value of Building Permits Issued	\$ 173,949,000	\$ 202,748,000	\$ 184,084,000	\$ 163,993,000	\$ 95,191,000

Long-Term Debt

Fiscal Year	2018	2017	2016	2015	2014
Long-Term Debt					
Debt supported by property taxes and user fees	\$ 66,246,559	\$ 56,387,741	\$ 58,690,835	\$ 41,330,249	\$ 35,122,297
Debt supported by consolidated municipal enterprises	1,069,445	1,374,570	1,667,946	1,955,667	2,236,640
Debt supported by the County of Brant	399,936	409,822	419,152	427,960	436,270
Total Long-Term Debt	\$ 67,715,940	\$ 58,172,133	\$ 60,777,933	\$ 43,713,876	\$ 37,795,207
Per capita	662.21	584.46	623.39	446.69	387.65
Per household	1,626.15	1,424.43	1,497.47	1,084.31	944.71
Interest on Long-Term Debt	\$ 2,228,653	\$ 2,147,352	\$ 1,763,102	\$ 1,535,145	\$ 1,651,685
Per capita	21.79	21.57	18.08	15.69	16.94
Per household	53.52	52.58	43.44	38.08	41.28
Annual Debt Repayment Limit	\$ 54,057,861	\$ 49,429,893	\$ 49,025,622	\$ 46,956,309	\$ 45,945,253

Property Taxation

Fiscal Year Current Value Assessment by Property Class (000's)

	2018	2017	2016	2015	2014
Residential	\$ 7,966,468	\$ 7,573,815	\$ 7,017,055	\$ 6,805,855	\$ 6,597,501
Multi residential	456,096	421,782	391,127	394,710	379,317
Commercial	1,397,160	1,278,592	1,186,755	1,161,189	1,128,554
Commercial - vacant	54,718	52,460	55,690	52,026	51,392
Industrial	412,475	359,432	316,064	315,201	341,421
Industrial - vacant	36,095	34,247	30,932	28,087	28,541
Farmland/managed forest	43,217	40,146	7,631	7,022	6,805
Pipeline	23905.00	23271.00	22608.00	22015.00	21561.00
Total	\$ 10,390,134	\$ 9,783,746	\$ 9,027,862	\$ 8,786,105	\$ 8,555,092

Tax Ratios

Residential	1.00	1.00	1.00	1.00	1.00
Multi-residential	1.89/1.10	1.95	2.05	2.05	2.05
Commercial	1.81	1.86	1.86	1.88	1.88
Industrial	2.29	2.38	2.46	2.47	2.47
Farmland/managed forest	0.25	0.25	0.25	0.25	0.25
Pipeline	1.74	1.74	1.74	1.74	1.74
Total Taxable Assessment Per Capita (in thousands of dollars)	\$ 101,608	\$ 98,298	\$ 92,597	\$ 89,781	\$ 87,745

Commercial & Industrial Assessment as a Percentage of Total Taxable Assessment	18.29%	17.63%	17.61%	17.72%	18.12%
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Commercial and Industrial Taxes as a Percentage of Total Taxes Levied	33.84%	35.27%	35.00%	35.61%	36.32%
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Taxes Levied:

Municipal portion	\$ 149,541,385	\$ 143,948,908	\$ 135,164,097	\$ 129,746,796	\$ 127,347,135
School board portion	40,017,053	37,942,044	36,323,338	36,113,495	37,143,467
Total	\$ 189,558,438	\$ 181,890,952	\$ 171,487,435	\$ 165,860,291	\$ 164,490,602

Taxes Receivable, End of Year	\$ 5,025,669	\$ 6,687,326	\$ 6,303,987	\$ 5,491,585	\$ 4,865,004
Percentage of current year tax levy	2.65%	3.68%	3.68%	3.31%	2.96%

Current Year's Tax Collections	\$ 142,449,596	\$ 137,565,986	\$ 127,959,903	\$ 123,419,283	\$ 120,855,956
Taxes Transferred to the School Board	38,733,203	37,400,786	35,753,842	35,874,455	36,670,525
Total Taxes Collected	\$ 181,182,799	\$ 174,966,772	\$ 163,713,745	\$ 159,293,738	\$ 157,526,481
Percentage of current year tax levy	95.58%	96.19%	95.47%	96.04%	95.77%

Total Tax Cash Collections	\$ 189,735,811	\$ 179,697,446	\$ 169,161,995	\$ 164,058,073	\$ 164,692,062
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Property Taxation Cont.

Rates of Taxation by Property Class (Expressed as a percentage of current value assessment)

Fiscal Year	2018	2017	2016	2015	2014
Residential					
For general municipal purposes	1.191545%	1.210174%	1.214127%	1.199749%	1.198526%
For school board purposes	0.170000%	0.188000%	0.188000%	0.195000%	0.203000%
Total	1.361545%	1.398174%	1.402127%	1.394749%	1.401526%
Multi-Residential					
For general municipal purposes	2.255476%	2.363228%	2.485561%	2.456126%	2.453622%
For school board purposes	0.170000%	0.188000%	0.188000%	0.195000%	0.203000%
Total	2.425476%	2.551228%	2.673561%	2.651126%	2.656622%
New Multi-Residential					
For general municipal purposes	1.310700%	1.815261%	1.821191%	1.799624%	1.797789%
For school board purposes	0.170000%	0.188000%	0.188000%	0.195000%	0.203000%
Total	1.480700%	2.003261%	2.009191%	1.994624%	2.000789%
Commercial					
For general municipal purposes	2.155267%	2.255885%	2.263254%	2.250129%	2.247836%
For school board purposes	1.340000%	1.390000%	1.400000%	1.430000%	1.460000%
Total	3.495267%	3.645885%	3.663254%	3.680129%	3.707836%
Commercial - Vacant					
For general municipal purposes	1.508687%	1.579120%	1.584278%	1.575090%	1.573485%
For school board purposes	0.938000%	0.973000%	0.980000%	1.001000%	1.022000%
Total	2.446687%	2.552120%	2.564278%	2.576090%	2.595485%
Commercial-New Construction					
For general municipal purposes	2.155267%	2.255885%	2.263254%	2.250129%	2.247836%
For school board purposes	1.090000%	1.140000%	1.180000%	1.190000%	1.220000%
Total	3.245267%	3.395885%	3.443254%	3.440129%	3.467836%
Commercial-New Construction-Vacant					
For general municipal purposes	1.508687%	1.579120%	1.584278%	1.575090%	1.573485%
For school board purposes	0.763000%	0.798000%	0.826000%	0.833000%	0.854000%
Total	2.271687%	2.377120%	2.410278%	2.408090%	2.427485%
Industrial					
For general municipal purposes	2.731021%	2.878399%	2.988695%	2.966797%	2.963955%
For school board purposes	1.310000%	1.390000%	1.500000%	1.530000%	1.560000%
Total	4.041021%	4.268399%	4.488695%	4.496797%	4.523955%
Industrial - Vacant					
For general municipal purposes	1.911715%	2.014879%	2.092087%	2.076885%	2.074768%
For school board purposes	0.938000%	0.973000%	1.050000%	1.071000%	1.092000%
Total	2.849715%	2.987879%	3.142087%	3.147885%	3.166768%

Property Taxation Cont.

Rates of Taxation by Property Class (Expressed as a percentage of current value assessment)

Fiscal Year	2018	2017	2016	2015	2014
Industrial-New Construction					
For general municipal purposes	2.731021%	2.878399%	2.988695%	2.966979%	2.963955%
For school board purposes	1.090000%	1.140000%	1.180000%	1.190000%	1.220000%
Total	3.821021%	4.018399%	4.168695%	4.156979%	4.183955%

Industrial-New Construction-Vacant					
For general municipal purposes	1.911715%	2.014879%	2.092087%	2.076885%	2.074768%
For school board purposes	0.763000%	0.798000%	0.826000%	0.833000%	0.854000%
Total	2.674715%	2.812879%	2.918087%	2.909885%	2.928768%

Farmland/Managed Forest					
For general municipal purposes	0.297886%	0.325440%	0.303532%	0.299937%	0.299632%
For school board purposes	0.042500%	0.044750%	0.047000%	0.048750%	0.050750%
Total	0.340386%	0.370190%	0.350532%	0.348687%	0.350382%

Pipeline					
For general municipal purposes	2.073765%	2.106187%	2.113067%	2.088043%	2.085915%
For school board purposes	1.289787%	1.317947%	1.347360%	1.369548%	1.392479%
Total	3.363552%	3.424134%	3.460427%	3.457591%	3.478394%

Top 10 Corporate Tax Payers

Per Individual Property

1. Ferrero Canada Ltd
2. IG Investment Management Ltd
3. Ontario Lottery & Gaming Corporation
4. 290-300 King George Road GP Inc.
5. Proctor & Gamble Inc.5
6. Brant Business Park Inc.
7. Maidstone Bakeries Co.
8. 9182071 Canada Inc.
9. The Great-West Life Assurance Co.
10. Union Gas Ltd.

Consolidated Statement of Operations

Fiscal Year		2018	2017	2016	2015	2014
Sources of Revenue:	Note					
Taxation		\$ 153,227,607	\$ 147,666,452	\$ 140,005,325	\$ 134,079,310	\$ 131,289,499
User charges		60,296,612	57,586,437	57,754,412	55,624,247	56,778,237
Government transfers	1	77,862,326	85,520,920	64,574,877	62,561,054	65,249,274
Rents and concessions		9,566,113	8,890,449	8,625,377	8,399,915	8,628,530
Investment income		4,645,801	3,141,548	1,447,077	1,218,765	1,169,406
Interest earned on reserves and reserve funds		1,732,062	1,070,610	2,454,873	2,630,012	2,298,999
Casino revenue		6,177,656	6,060,023	5,754,947	5,011,651	5,064,697
Deferred revenue earned	2	8,855,282	2,630,428	779,449	1,801,672	7,338,007
Provincial Offences Act and other fines		2,377,833	1,928,015	1,851,965	1,882,583	2,177,994
Licenses and permits		2,495,803	2,395,516	2,261,986	2,228,561	2,044,832
Penalties and interest on taxes		1,704,077	1,730,370	1,667,977	1,643,994	1,706,372
Contributed tangible capital assets	3	3,039,888	8,989,581	3,356,985	1,316,950	3,594,089
Income from Brantford Energy Corporation		2,220,685	2,220,685	2,256,575	2,651,362	2,651,362
Change in equity in Brantford Energy Corporation	4	1,521,435	2,490,711	9,951,512	2,040,492	2,276,006
Other	5	41,256,501	8,933,424	14,013,871	8,136,243	2,572,454
Total Sources of Revenue		\$ 376,979,681	\$ 341,255,169	\$ 316,757,208	\$ 291,226,811	\$ 294,839,758

1. Government transfers increased by \$20.9 million in 2017 due to additional funding received for brownfield remediation and affordable housing projects.

2. Deferred revenue earned increased by \$6.2 million in 2018 to pay for additional capital project expenses. These revenues were drawn from the Deferred Revenue - Obligatory Reserve Funds.

3. Contributed tangible capital assets increased by \$5.6 million in 2017 due to assets received from the land annexation agreement with the County of Brant.

4. Change in equity in Brantford Energy Corporation increased by \$7.9 million in 2016 due to a significant gain recognized for the sale of a Brantford Energy Corporation subsidiary company.

5. Other revenue increased by \$32.3 million in 2018 due to proceeds received for the sale of property.

Expenses by Function:

General government	6	\$ 17,637,763	\$ 32,751,103	\$ 12,283,142	\$ 12,176,557	\$ 13,746,164
Protection services		65,341,690	62,275,733	59,122,508	58,427,865	55,770,143
Transportation services		43,387,053	39,709,977	38,080,958	35,402,747	40,636,518
Environmental services		53,099,570	46,379,272	49,383,465	48,791,614	54,532,954
Health services		8,578,831	7,785,581	6,744,321	6,844,401	6,662,201
Social and family services		68,118,942	61,880,080	58,905,728	57,180,739	57,228,327
Social housing		22,101,349	21,726,707	19,955,919	21,590,239	19,900,852
Recreational and cultural services		39,055,659	37,106,879	34,515,921	32,574,272	32,149,677
Planning and development		7,237,167	12,209,486	11,210,894	5,606,851	9,695,718
Total Expenses by Function		\$ 324,558,024	\$ 321,824,818	\$ 290,202,856	\$ 278,595,285	\$ 290,322,554

6. General government expenses increase by \$20.4 million in 2017 due to the recognition of a long-term liability for the boundary annexation agreement

Annual Surplus/(Deficit)

Annual surplus		\$ 52,421,657	\$ 19,430,351	\$ 26,554,352	\$ 12,631,526	\$ 4,517,204
Restatement (see notes below)				(542,877)	(197,392)	(36,846,926)
Accumulated surplus, beginning of year		846,313,095	826,882,744	800,871,269	788,437,135	820,766,857
Accumulated Surplus, End of Year		\$ 898,734,752	\$ 846,313,095	\$ 826,882,744	\$ 800,871,269	\$ 788,437,135

Note: 2016 Consolidated Statement of Operations and Consolidated Statement of Financial Position was restated due to an incorrect accrual of deferred revenues - obligatory reserve fund, and certain contractual obligations and commitments met the eligibility criteria for government transfers which required that these amounts be recognized in the financial statements as long-term liabilities. See note 2 in the Notes to the Consolidated Financial Statements

Note: 2015 Consolidated Statement of Operations and Consolidated Statement of Financial Position was restated due to an incorrect accrual of deferred revenues - obligatory reserve fund, a reporting error in Brantford Library's tangible capital assets and an overstatement of supplementaries and deficiencies revenue for the Brantford Downtown Business Improvement Area. See note 2 in the Notes to the Consolidated Financial Statements.

Note: 2014 Consolidated Statement of Operations and Consolidated Statement of Financial Position have been restated to account for adjustments made for the contaminated sites liability, corrections to the post-employment/retirement and sick leave benefits liability as well as the change in the reporting of Brantford Energy Corporation due to the adoption of IFRS.

Consolidated Statement of Operations Cont.

Fiscal Year	2018	2017	2016	2015	2014
Expenses by Object:*					
Salaries, wages and employee benefits	\$ 142,265,497	\$ 134,371,819	\$ 128,545,907	\$ 125,273,186	\$ 121,757,412
Materials	61,583,627	56,577,859	53,785,449	47,408,305	57,567,038
Contracted services	6 35,673,017	24,257,291	26,402,899	25,035,515	28,914,171
External transfers	43,700,004	64,655,790	41,350,893	40,606,522	41,068,900
Amortization expense	34,053,021	34,319,845	33,736,309	34,150,431	33,525,949
Debt servicing	2,228,653	2,147,352	1,763,102	1,535,145	1,651,686
Other expenses	5,054,205	5,494,862	4,616,297	4,586,181	5,837,398
Total Expenses	\$ 324,558,024	\$ 321,824,818	\$ 290,202,856	\$ 278,595,285	\$ 290,322,554

Consolidated Statement of Financial Position

Fiscal Year	2018	2017	2016	2015	2014
Consolidated Statement of Financial Position					
	Note				
Cash and cash equivalents	7	\$ 69,302,818	\$ 42,109,122	\$ 38,104,955	\$ 30,401,872
Taxes receivable		5,025,669	6,687,326	6,303,987	5,491,585
Accounts receivable		19,385,992	18,703,824	16,757,378	18,321,628
Inventories held for resale		82,092	56,331	66,325	40,286
Land held for resale			2,256,250	2,256,250	1,114,983
Investments	8	247,004,598	228,394,016	202,656,363	177,616,667
Investment in Brantford Energy Corporation		46,692,382	45,170,949	42,680,236	32,728,724
Note Receivable - Brantford Power Inc.		24,189,168	24,189,168	24,189,168	24,189,168
Note Receivable - Brantford Hydro Inc.		1,303,335	1,303,335	1,303,335	1,303,335
Total financial assets		412,986,054	368,870,321	334,317,997	292,349,515
Non-financial assets		758,140,156	729,663,159	718,587,696	718,753,426
Total Assets		\$ 1,171,126,210	\$ 1,098,533,480	\$ 1,052,905,693	\$ 1,011,102,941
Accounts payable and accrued liabilities		\$ 56,538,847	\$ 50,322,787	\$ 46,646,581	\$ 42,090,963
Deferred revenues		69,382,004	64,093,897	56,768,869	52,963,908
Vested sick leave		3,067,228	3,044,575	2,937,557	3,270,342
Post employment/retirement benefits		19,491,226	19,032,836	18,687,287	18,389,167
Accrued interest on long-term debt		523,857	480,501	501,530	458,157
Landfill closure and post closure liability		31,519,094	30,687,554	29,084,760	28,511,294
Contaminated sites liability		4,824,868	5,066,561	8,756,114	20,833,965
Boundary adjustment liability	9	15,681,395	18,159,624		
Long-term commitments payable		3,647,000	3,159,917	1,862,318	
Net long term liabilities		67,715,939	58,172,133	60,777,933	43,713,876
Total Liabilities		\$ 272,391,458	\$ 252,220,385	\$ 226,022,949	\$ 210,231,672
Accumulated Surplus		\$ 898,734,752	\$ 846,313,095	\$ 826,882,744	\$ 800,871,269
Net Financial Assets		\$ 140,594,596	\$ 116,649,936	\$ 108,295,048	\$ 82,117,843
		\$ 68,381,607			

7. Cash and cash equivalents increased by \$27.2 million due to higher balance held in a high interest savings account at year-end in order to optimize our investment return.

8. Investments increased by \$18.6 million in 2018 due to the investment of additional funding received from the sale of property.

9. Boundary adjustment liability represents the liability due to the County of Brant from the boundary annexation agreement that occurred in 2017.

Tangible Capital Assets

Fiscal Year	2018	2017	2016	2015	2014
Tangible Capital Asset Cost					
Assets, beginning of year	\$ 1,376,897,947	\$ 1,339,977,532	\$ 1,311,757,518	\$ 1,281,023,816	\$ 1,255,870,272
Additions	78,304,658	55,937,019	44,631,065	45,307,645	36,835,669
Disposals and transfers	23,655,426	19,016,603	16,411,054	14,573,940	11,385,697
Tangible Capital Assets, End of Year	\$ 1,431,547,179	\$ 1,376,897,948	\$ 1,339,977,529	\$ 1,311,757,521	\$ 1,281,320,244

Tangible Capital Asset Amortization					
Accumulated amortization, beginning of year	\$ 653,102,061	\$ 634,380,821	\$ 606,442,338	\$ 576,891,363	\$ 548,582,068
Amortization expense	34,053,021	34,319,845	33,738,310	34,150,431	33,525,944
Accumulated amortization on disposal	6,666,826	15,598,607	5,799,827	4,599,456	5,117,612
Accumulated Amortization, End of Year	\$ 680,488,256	\$ 653,102,059	\$ 634,380,821	\$ 606,442,338	\$ 576,990,400

Net Book Value of Tangible Capital Assets	\$ 751,058,923	\$ 723,795,889	\$ 705,596,708	\$ 705,315,183	\$ 704,329,844
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Net Book Value of Tangible Capital Assets by Class

Land	\$ 38,832,274	\$ 36,814,745	\$ 34,473,447	\$ 34,490,733	\$ 34,438,789
Land improvements	31,806,394	31,792,344	32,814,096	26,014,065	26,873,445
Building	128,149,744	119,045,101	124,954,376	131,145,462	136,064,301
Machinery & equipment	29,847,918	30,269,411	31,244,672	31,111,356	30,820,079
Infrastructure	487,762,456	484,394,793	477,146,733	471,598,996	465,636,162
Assets under construction ¹⁰	34,660,137	21,479,495	4,963,384	10,954,571	10,497,068
Total	\$ 751,058,923	\$ 723,795,889	\$ 705,596,708	\$ 705,315,183	\$ 704,329,844

10. Assets under construction have increased significantly in 2017 and 2018 primarily due to new road projects still in progress at year end.



2020 Budget Priorities Public Engagement Summary

November 18, 2019



2020 Budget Process Public Engagement

- Public input opportunities included a month long social media campaign, an online public survey, a dedicated webpage and blog on the City's website and a Budget Priorities Open House on November 13, 2019
- 815 responses to the survey were received compared to 1,573 versus a year ago (VYA -48.5%)
- 6 members of the public attended the Budget Open House compared to 14 who attended in January 21, 2019

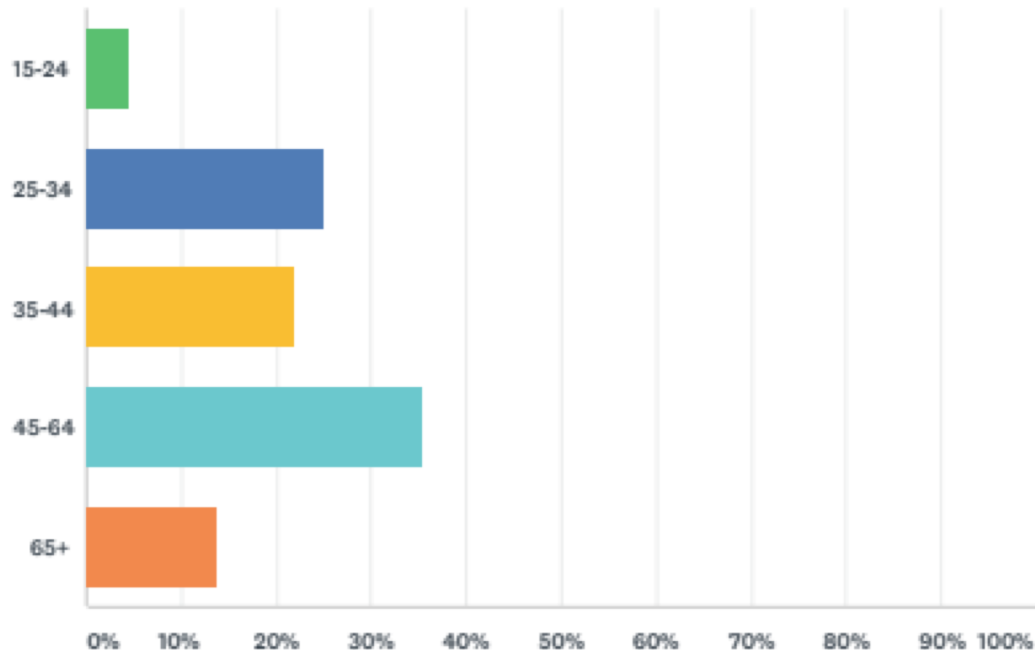
2020 Budget Priorities Survey

- In field from **October 14, 2019 – November 15, 2019**
- 16 questions total – estimated time to complete: 11 minutes
- Promoted in editorial newsprint, paid newsprint, on brantfordexpositor.ca, and on the City's website and social media platforms
- Useful to highlight trends versus a year ago for questions that were identical to the 2019 Budget Survey
- Provides insights that can be used by Council and staff to explore issues and feedback further

Sample size, statistical validity and confidence level

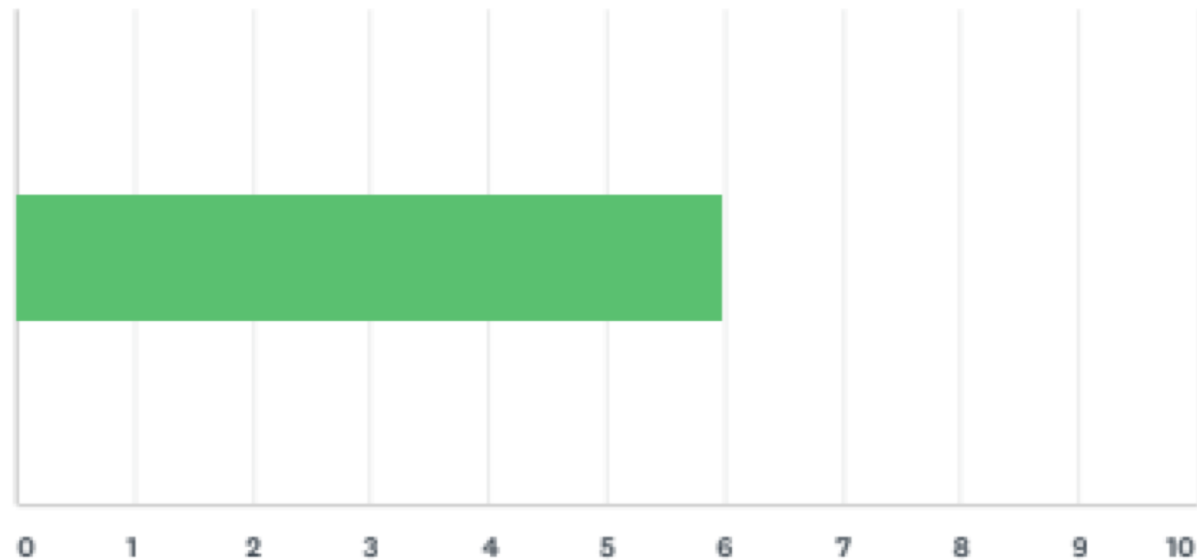
- Based on the City's population of 97,000, a random sample size of a minimum of 500 respondents is required to achieve statistical validity and a confidence level of 95%, plus or minus 5%.
- The 2020 Budget Priorities Survey was conducted to gauge public opinion about the City programs and services that are most important to citizens.
- Findings highlight trends that remained the same or changed versus results of last year's budget survey.
- The objective is to help inform the Estimates Committee during the 2020 Budget Process by providing insights about public priorities.

Demographic Profile



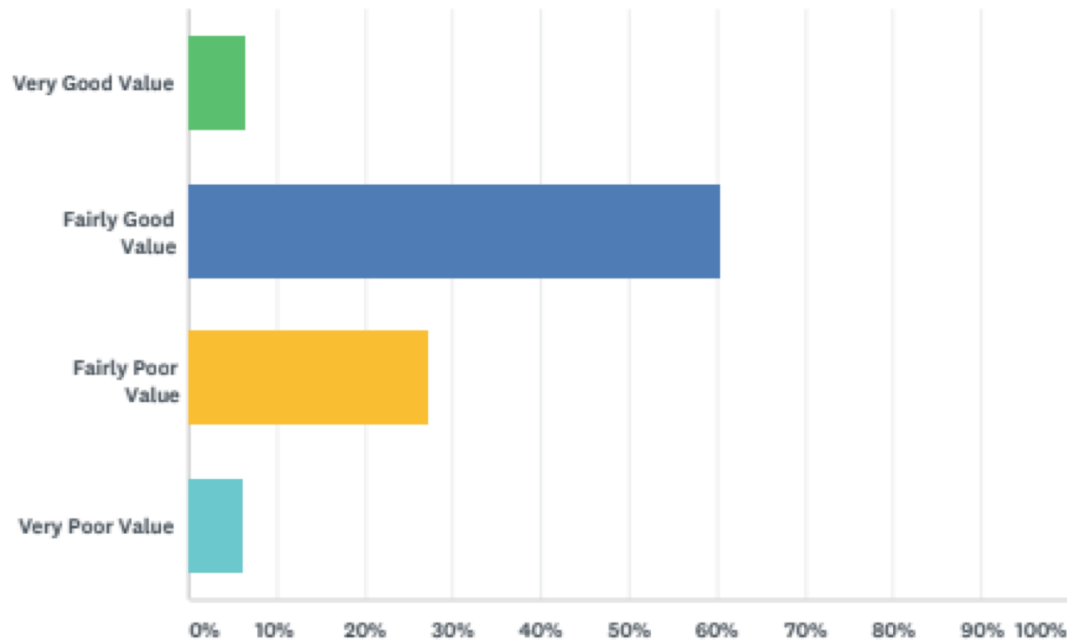
- 35.3% of respondents were aged 45-64 (VYA 40.4%)
- The group least likely to respond were those aged 15-24 at 4.3%
- 97.8% identified as Brantford residents – 72.6% of those for over 11 years

Satisfaction Level



- Average satisfaction level with City services – 6 out of 10
- Similar to previous years 2017, 2018

Value for Tax Dollar



- 66.8% felt they received fairly good or very good value
(down from 69.7% in 2019 vs. 74% last year)
- 33.3% felt they received fairly poor or very poor value
- 6% indicated value for their tax dollar was very poor (5% last year)

OPERATING BUDGET



Comparing Importance of City Services

Ranked highest priority of 26 service areas

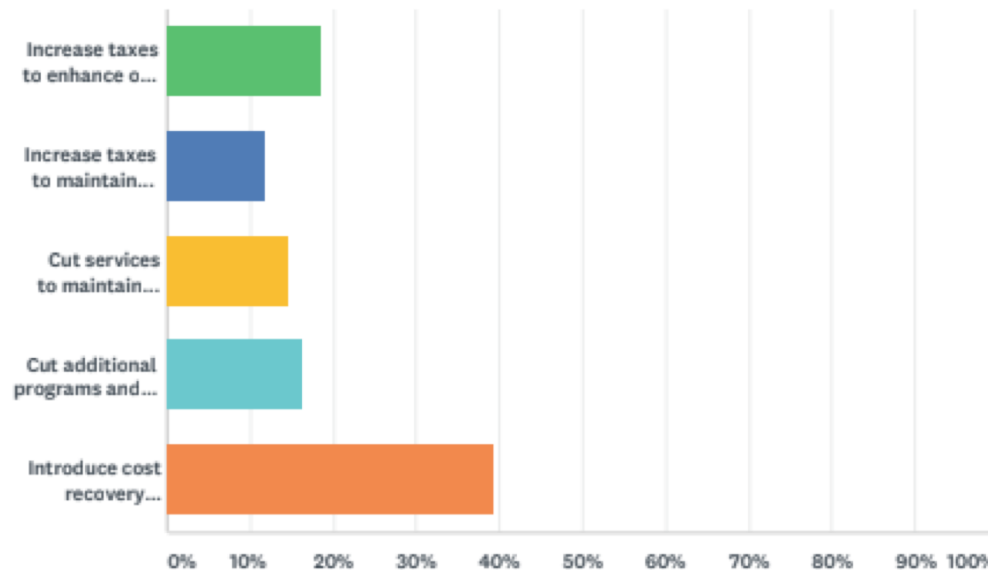
1. Police Services 8.77 (also #1 last year)
2. Brantford Fire – 8.66 (also #2 last year)
3. Roads, Bridges, Sidewalks, Cycling Lanes – 7.82 (also #3 last year)
4. Solid Waste- 7.6 (# 5 last year)
5. Water and Waste water -7.44 (#4 last year)

Other categories ranked with high importance: Housing (7.42), Economic Development (7.28), Storm water Management (7.26) and Social Assistance and Homelessness (7.13)

Areas that received most support for increase in taxes to **enhance** current service level

- Brantford Police 53.4% (Up from 37.3% VYA)
- Housing 49.8% (Up from 30.4% VYA)
- Social Assistance and Homelessness 46.3% (Up from 30.4% VYA)
- Child Care 35.3% (Up from 27.1% VYA)
- Roads, Bridges, Sidewalks, Cycling 33.9% (Down from 38.3% VYA)

Balancing Taxation and Service Delivery



- 39.3% (majority) favoured cost recovery and user fees to reduce taxes (VYA 34%)
- 16.1% favoured tax and service reductions (VYA 19.7%)
- 18.5% favoured tax increase in exchange for enhanced services levels (VYA 14.5%)
- 11.7% favoured tax increase to maintain current service levels (VYA 15.7%)

Most Popular Options for generating additional revenue

1. Increase fees for use of City roads (commercial vehicles), – 74.6% support
2. Increase or new development application fees – 78.5% support
3. Increase City parking lot fees – 57.3% support

Notable Trend: Same rankings as last year

Least Popular Options for generating additional revenue

1. Increase fees for Brantford Transit – 65.1% oppose
2. Increase or new fees for parks access and recreational programming – 45.2% oppose
3. Introduce fees for downtown and street parking– 40.4% oppose

Notable Trend: Same rankings as last year

Preferred discretionary spending areas

1. City Parks and Trails – 78.0% support
2. Community Health and Wellness Programs – 69.6% support
3. Brantford Library - 67.8% support
4. Snow Windrow Removal Program – 67.4% support
5. Economic Development – 65.9% support

Notable Trend: Same top 5 discretionary areas as year ago

CAPITAL BUDGET



Infrastructure Maintenance

- 51.8% of respondents support spending on infrastructure now to avoid higher redevelopment costs in the future
- 6.6% of respondents support deferring maintenance
- 37.8% were not sure
- 2.9% responded that it did not matter to them

Asset Management – Ranking of services that require the most capital investment*

1. Roads, Bridges, Sidewalks, Cycling Lanes – 61.76%
2. Housing – 56.35%
3. Water/Wastewater – 47.38%
4. Transit – 28.93%
5. Solid Waste – 24.53%
6. John Noble Home – 23.69%
7. Storm water – 21.66%
8. Community Recreation and Centres – 17.26%
9. Parks and Sports Fields – 13.54%
10. Sports Facilities – 9.64%
11. Brantford Airport – 4.06%

*Respondents were asked to choose their top 3

Open Ended Survey Feedback

- 31.4 % of respondents (254) completed the open ended question to provide feedback on any matter of importance to them (Up 4.4% VYA)
- 68.6% of respondents did not provide additional feedback
- Of those that provided open ended feedback, 60% of the comments were constructive

Open Ended Survey – Word Cloud

- Most referenced words in open ended feedback

better support increase parked many reducing crime Brantford stop
police issues city program crime community need will
people community centre areas funding drug keep housing see
reduce

Digital media reach and engagement

- **Social Media Reach**
33,328 followers reached, educated and made aware
- **Social Media Engagement**
3,486 click throughs, 110 shares, 96 comments, 387 likes
- **City Budget webpage**
Over 25,000 impressions
- **Budget Blog**
Over 5,000 impressions, 21 engagements

Observations

- Opened ended comments on the City's social media pages, the dedicated budget blog and the survey all indicated an increased importance of Policing, Housing, Social Assistance, Homelessness and the opioid crisis
- This finding is further evidenced by increase in survey participant acceptance to increase in taxes to enhance services in the above noted areas (Slide 10)
- Continued trend in high importance rankings of Emergency Services
- Continued support for discretionary funding towards City's aging infrastructure as well as parks and trails

Questions



Account – a classification of expenditure or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned.

Accounting Principles – A set of generally accepted principles for administering accounting activities and regulating financial reporting. These principles comply with Generally Accepted Accounting Principles (GAAP) for local governments.

Accumulated Depreciation – The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.

Accrual Accounting – An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred (sometimes referred to as “full accrual”, to distinguish it from modified accrual basis accounting).

Amortization - Amortization is similar to depreciation, which is used for tangible assets. Amortization roughly matches an asset’s expense with the revenue it generates.

Annual Budget – A budget for a single year which identifies the revenues and expenditures for meeting the objectives of the annual financial plan.

APAE – Association of Professional and Administrative Employees

Appropriation – The amount of money approved by Council and set out in the budget for labour, revenue and other current operating and capital expenses.

Approved Budget – The budget as formally adopted by the City of Brantford for the upcoming fiscal year.

Assessed Value – The value calculated for each parcel of real property using appraisal criteria established by MPAC. Each property reflects market prices of the land and its improvements and recognizes any change of use. These values are the basis of levying property taxes.

Balanced Budget – A balanced budget is where the revenues and other funding sources (reserves & surplus) equal the expenditures towards a structurally balanced and sustainable budget in the long-term.

Base Budget – The base budget is the previous year’s budget with zero percent increase, before any in year or future year budget changes.

BCA – Building Condition Assessments

CAO – Chief Administrative Officer

Capital Asset – An asset with a long-term nature. For budgetary purposes, a capital asset is defined as an item whose cost exceeds \$5,000 with an expected useful life of more than one year.

Capital Budget – The expenditures and financing sources to acquire, maintain or construct the City’s assets.

Capital Expenditure – An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire, maintain or construct assets which will have a useful life greater than one year.

Capital Forecast – The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.

Capital Project – Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefits lasting beyond one year and results in the acquisition of, or extends the life of a capital asset.

CPA – Chartered Professional Accountants

CPTED – Crime Prevention Through Environmental Design

Current Budget – The expenditures, revenues, staff complement and the quality and quantity of services to the public formally approved by Council for current City operations for the period January to December 31st of each year.

Debt Servicing Costs – Annual principal and interest payments on contracted debt.

Department – A major administrative division of the City that has overall management responsibility for an operation within a functional area.

Development Charges – A fee charged to new development to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.

ELT – Executive Leadership Team

Employee Benefits – For budgeting purposes, employee benefits include employer payments for Canada Pension Plan, OMERS pension plan, group health and life insurance, and workers' compensation and any similar form of employee compensation.

Expenditures – The cost of goods and services received for both the regular City operations and the capital programs.

FIR – Financial Information Return, which is a standard set of year-end reports which capture financial and statistical information for each Municipality.

FTE – Full-time equivalent

Fund – A sum of money set aside and earmarked for a specified purpose.

Fund Balance – Funds accumulated through the under-expenditure of appropriations and/or receiving revenues greater than anticipated and included in the budget.

Fund Accounting – An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

GIS – Geographical Information System

Goals – Broad statements of direction. They identify ongoing community needs and the approach taken by the City and departments to manage or satisfy those needs.

Grant – A financial contribution to or from other governments.

Infrastructure – The system of public works in the City, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, streetlighting).

Internal Recoveries – A method of fairly distributing overhead costs such as administrative costs to benefiting funds.

JDE – J.D. Edwards – which is the City’s financial reporting system.

Levy – The amount of property tax, in dollars, which is paid by the City’s taxpayers. To determine the tax levy for a particular property, the property’s assessment value is multiplied by the appropriate rate for the property’s tax class.

MPAC – Municipal Property Assessment Corporation

Municipal Act, 2001 – Legislation of the province for administering and regulating the activities of municipalities within Ontario.

Non-routine Capital Expenditures – Capital projects that do not occur every year/frequently or capital expenditures that are not normally purchased by municipalities.

OCIF – Ontario Community Infrastructure Fund.

OHSA – Occupational Health and Safety Act is Ontario’s cornerstone legislation for workplace health and safety.

Operating Budget – The City’s financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses – Expenditures of a recurring nature, covering services and supplies necessary to operating individual departmental activities.

POA – Provincial Offenses Act

PSAB – Public Sector Accounting Board

Questica – The City’s budgeting software used by all departments to prepare operating and capital budgets.

Reserve – An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund.

Reserve Fund – An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.

Revenue – Funds that the City government receives as income, including items such as tax payments, fees for specific service, receipts from other governments, fines, shared revenues and interest income.

Service Level – The amount of service provided during the fiscal year as indicated by one or more performance indicators.

SMT – Senior Management Team

SOGR – State Of Good Repair

Surplus – The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.

Tax Rates – A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the City. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.

User Fees & Service Charges – Fees paid by individuals or organizations to the City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

Variances – Differences between actual revenues, expenditures, and performance indicators from those items targeted in the annual budget.

WSIB – Workplace Safety Insurance Board