



2021 PRELIMINARY OPERATING BUDGET

City Services

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2021 NET OPERATING BUDGET SUMMARY

	2020 Approved Budget *	2021 Base Budget	2020/2021 Variance	Percentage Variance
CITY SERVICES:				
EXECUTIVE AND LEGISLATIVE	674,257	842,407	168,150	24.94 %
CHIEF ADMINISTRATIVE OFFICER	4,069,631	4,251,602	181,971	4.47 %
EMERGENCY SERVICES	24,122,828	24,673,182	550,354	2.28 %
CORPORATE SERVICES	11,863,370	12,415,913	552,543	4.66 %
COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	15,334,393	15,848,236	513,843	3.35 %
COMMUNITY DEVELOPMENT	2,823,850	2,614,681	(209,169)	(7.41 %)
PUBLIC WORKS	39,641,134	42,065,469	2,424,335	6.12 %
CORPORATE FINANCING	17,026,506	15,894,917	(1,131,589)	(6.65 %)
COVID-19		-	-	
TOTAL NET EXPENDITURE BEFORE LOCAL BOARDS	115,555,969	118,606,407	3,050,438	2.64 %
LOCAL BOARDS:				
DOWNTOWN BRANTFORD BUSINESS IMPROVEMENT AREA	-	-	-	N/A
BRANT COUNTY HEALTH UNIT	2,520,691	2,739,995	219,304	8.7 %
JOHN NOBLE HOME	1,757,682	1,960,239	202,557	11.52 %
BRANTFORD PUBLIC LIBRARY	4,777,600	4,868,750	91,150	1.91 %
BRANTFORD POLICE	35,873,122	39,687,174	3,814,052	10.63 %
TOTAL NET EXPENDITURE - LOCAL BOARDS	44,929,095	49,256,158	4,327,063	9.63 %
TOTAL MUNICIPAL NET EXPENDITURE	160,485,064	167,862,565	7,377,501	4.6 %
ASSESSMENT GROWTH	3,097,935			
BUDGET INCREASE AFTER ASSESSMENT GROWTH	163,582,999	167,862,565		2.62 %

*restated to realign impacts of corporate reorganization

		Local Boards	City	Total
City and Local Board budgets shown with proportionate assesment growth allocation	2021 Budget Increase After Assessment Growth	7.55%	0.70%	2.62%
	Reductions/(Adds) to get to 2.5%	2,314,861	(2,124,870)	189,991



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CITY SERVICES:				
EXECUTIVE AND LEGISLATIVE				
MAYOR'S OFFICE	233,877	273,587	39,710	16.98 %
MEMBERS OF COUNCIL	440,380	568,820	128,440	29.17 %
TOTAL EXECUTIVE AND LEGISLATIVE	674,257	842,407	168,150	24.94 %
CHIEF ADMINISTRATIVE OFFICER				
CHIEF ADMINISTRATIVE OFFICE	321,992	559,373	237,381	73.72 %
COMMUNICATIONS & COMMUNITY ENGAGEMENT	732,359	858,874	126,515	17.27 %
COMMUNITY EVENTS & VOLUNTEERS	338,886	528,403	189,517	55.92 %
ECONOMIC DEVELOPMENT & TOURISM	2,234,948	2,304,952	70,004	3.13 %
TOTAL CHIEF ADMINISTRATIVE OFFICER	3,628,185	4,251,602	623,417	17.18 %
Restructure	441,446			
RESTATED CHIEF ADMINISTRATIVE OFFICER	4,069,631	4,251,602	181,971	4.47 %
EMERGENCY SERVICES				
FIRE	19,255,096	19,704,531	449,435	2.33 %
PARADMEDIC SERVICES	4,763,071	4,855,407	92,336	1.94 %
911	64,198	72,027	7,829	12.2 %
POLICE BOARD HONORARIUMS	40,463	41,217	754	1.86 %
TOTAL EMERGENCY SERVICES	24,122,828	24,673,182	550,354	2.28 %
CORPORATE SERVICES				
HUMAN RESOURCES	2,108,044	2,220,921	112,877	5.35 %
LEGAL & REAL ESTATE	875,743	1,008,010	132,267	15.1 %
CLERK'S DEPARTMENT	1,530,455	1,607,668	77,213	5.05 %
IT SERVICES	3,468,328	3,722,389	254,061	7.33 %
FINANCE DEPARTMENT	3,998,367	3,856,925	(141,442)	(3.54 %)
TOTAL CORPORATE SERVICES	11,980,937	12,415,913	434,976	3.63 %
Restructure	(117,567)			
RESTATED CORPORATE SERVICES	11,863,370	12,415,913	552,543	4.66 %



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY SERVICES AND SOCIAL DEVELOPMENT				
FAMILY AND INCOME STABILITY	2,704,921	2,891,463	186,542	6.9 %
HOUSING AND HOMELESSNESS SERVICES	9,538,600	9,693,927	155,327	1.63 %
COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT	3,676,562	3,262,846	(413,716)	(11.25 %)
TOTAL COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	15,920,083	15,848,236	(71,847)	(.45 %)
Restructure	(585,690)			
RESTATED COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	15,334,393	15,848,236	513,843	3.35 %
COMMUNITY DEVELOPMENT				
PLANNING ADMINISTRATION	1,777,268	1,568,674	(208,594)	(11.74 %)
BUILDING	1,046,582	1,046,007	(575)	(.05 %)
TOTAL COMMUNITY DEVELOPMENT	2,823,850	2,614,681	(209,169)	(7.41 %)
PUBLIC WORKS				
PUBLIC WORKS ADMINISTRATION	448,480	639,084	190,604	42.5 %
ENVIRONMENTAL SERVICES	3,607,402	3,672,163	64,761	1.8 %
ENGINEERING SERVICES	2,204,435	2,138,278	(66,157)	(3. %)
FACILITIES MGMT & SECURITY	4,587,213	7,060,671	2,473,458	53.92 %
OPERATIONAL SERVICES	13,695,254	14,533,977	838,723	6.12 %
PARKS SERVICES	8,770,949	7,657,037	(1,113,912)	(12.7 %)
FLEET & TRANSIT SERVICES	6,324,461	6,364,259	39,798	.63 %
TOTAL PUBLIC WORKS	39,638,194	42,065,469	2,427,275	6.12 %
Restructure	2,940			
RESTATED PUBLIC WORKS	39,641,134	42,065,469	2,424,335	6.12 %



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING				
DEBT FINANCING	3,726,191	3,541,297	(184,894)	(4.96 %)
CAPITAL FINANCING	16,793,751	17,050,645	256,894	1.53 %
BOUNDARY AGREEMENT	1,764,745	1,494,152	(270,593)	(15.33 %)
COVID-19	-	-	-	-
SUPPS/P-I-L/ADJ ON TAXES	(4,087,887)	(3,921,248)	166,639	4.08 %
INVESTMENT INCOME	(4,100,000)	(4,100,000)	-	-
CURRENT & RETIREE BENEFITS	1,780,110	1,347,523	(432,587)	(24.3 %)
CASINO FINANCING	-	-	-	-
CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-
UTILITY FINANCING REVENUES	(1,303,240)	(1,018,574)	284,666	21.84 %
INSURANCE	2,885,403	3,145,221	259,818	9. %
EMPLOYEE GAPPING	(2,118,656)	(2,118,656)	-	-
POST SECONDARY	-	-	-	-
OPERATING BUDGET CONTINGENCY	1,427,218	474,557	(952,661)	(66.75 %)
TOTAL CORPORATE FINANCING	16,767,635	15,894,917	(872,718)	(5.2 %)
Restructure	258,871			
RESTATED CORPORATE FINANCING	17,026,506	15,894,917	(1,131,589)	(6.65 %)
TOTAL NET EXPENDITURES BEFORE LOCAL BOARDS	115,555,969	118,606,407	3,050,438	2.64 %
LOCAL BOARDS				
BIA	-	-	-	N/A
BRANT COUNTY HEALTH UNIT	2,520,691	2,739,995	219,304	8.7 %
JOHN NOBLE HOME	1,757,682	1,960,239	202,557	11.52 %
BRANTFORD PUBLIC LIBRARY	4,777,600	4,868,750	91,150	1.91 %
BRANTFORD POLICE	35,873,122	39,687,174	3,814,052	10.63 %
TOTAL NET EXPENDITURE - LOCAL BOARDS	44,929,095	49,256,158	4,327,063	9.63 %
TOTAL MUNICIPAL NET EXPENDITURE	160,485,064	167,862,565	7,377,501	4.6 %
ASSESSMENT GROWTH	3,097,935			
BUDGET INCREASE AFTER ASSESSMENT GROWTH	163,582,999	167,862,565	4,279,566	2.62 %



2021 Operating Budget

Summary of Fee Increases

Department	Description	2021 Net Budget Reduction	Ongoing Budget Reduction
PUBLIC WORKS			
ENGINEERING SERVICES	Block Plan Fee	(\$16,000)	(\$24,000)
	PUBLIC WORKS	(\$16,000)	(\$24,000)
	GRAND TOTAL	(\$16,000)	(\$24,000)



2021 Operating Budget Summary of Unmet Needs

Corporate Rank	Department	Type	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
1	IT SERVICES	Risk to Public Safety/Corporate Security	Systems Engineer	1.00	\$73,588	\$122,155
2	FLEET & TRANSIT SERVICES	Risk to Public Safety/Corporate Security	2021 Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer	1.00	\$73,224	\$122,045
3	ENVIRONMENTAL SERVICES	Risk to Public Safety/Corporate Security	2021 Water Distribution and Waste Water Collection Operator	1.00	\$0	\$0
4	ENVIRONMENTAL SERVICES	Risk to Public Safety/Corporate Security	2021 Water Distribution and Waste Water Collection Operator (STORM SYSTEM)	1.00	\$59,041	\$97,090
Total Risk to Public Safety/Corporate Security				4.00	\$205,853	\$341,290
5	FIRE	Staff Recommended	4 FTE Fire Fighters	4.00	\$225,130	\$321,960
6	HOUSING AND HOMELESSNESS SERVICES	Staff Recommended	Annualized Shelter Bed (10) Increase at Rosewood House	N/A	\$148,421	\$221,117
7	LEGAL & REAL ESTATE	Staff Recommended	Leasing Coordinator	1.00	\$73,078	\$121,795
8	CHIEF ADMINISTRATIVE OFFICE	Response to Direction from Council	Project Management Professional - 18 month contract	N/A	\$93,300	\$116,700
9	CLERK'S DEPARTMENT	Staff Recommended	Administrative Support to Clerk's Services	1.00	\$51,114	\$84,143
10	PARKS SERVICES	Response to Direction from Council	Tree Preservation Summer Program	1.50	\$0	\$53,060
11	IT SERVICES	Staff Recommended	Audio/Visual (A/V) Engineer	1.00	\$73,588	\$122,155
12	CHIEF ADMINISTRATIVE OFFICE	Response to Direction from Council	Intermediate Planner - 18 month contract	1.00	\$74,847	\$111,946
13	PARKS SERVICES	Staff Recommended	Forestry II Full Time Position	1.00	\$55,616	\$92,232
Total Response to Direction from Council & Staff Recommended				10.50	\$795,094	\$1,245,108
TOTAL UNMET NEEDS				14.50	\$1,000,947	\$1,586,398



EXECUTIVE & LEGISLATIVE COMMISSION

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Executive & Legislative Commission for 2021 by its two (2) departments.

DEPARTMENTS

Mayor's Office

Members of Council

Quick Links:

[Commission Budget](#)

[Mayor's Office Budget](#)

[Members of Council Budget](#)



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EXECUTIVE AND LEGISLATIVE				
MAYOR'S OFFICE	233,877	273,587	39,710	16.98 %
MEMBERS OF COUNCIL	440,380	568,820	128,440	29.17 %
TOTAL EXECUTIVE AND LEGISLATIVE	674,257	842,407	168,150	24.94 %



2021 Business Unit Financial Summary

Department: MAYOR'S OFFICE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
MAYOR'S OFFICE					
101000 - MAYOR'S OFFICE	141,908	73,193	107,190	33,997	46.45 %
101001 - MAYOR HONORARIA & EXPENSES	156,333	159,684	165,397	5,713	3.58 %
101002 - MAYOR'S GALA	-	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	1,000	1,000	-	-
Net (Revenues)/Expenses	298,242	233,877	273,587	39,710	16.98 %



Commission: EXECUTIVE AND LEGISLATIVE
Department: MAYOR'S OFFICE
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **233,877**

Changes to Revenue	(1,602)	GRCA Honorarium \$1.5K
City Council Initiatives	6,514	Indemifaciton Policy \$5K, GRCA honorarium redirection \$1.5K
Efficiencies	(138)	
Employee Compensation	8,998	Base Wage & Benefit Increases
Other	25,938	Decreased Overhead Recoveries \$18.4K, LUMCO increase \$7.5K
2021 Adjusted Base Budget	273,587	



2021 Business Unit Revenues and Expenditure Summary

Commission: EXECUTIVE AND LEGISLATIVE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EXECUTIVE AND LEGISLATIVE					
Gross Revenues					
101000 - MAYOR'S OFFICE	86,089	89,692	72,856	(16,836)	(18.77 %)
101002 - MAYOR'S GALA	94,730	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	1,000	1,000	-	-
Gross Revenues	180,819	90,692	73,856	(16,836)	(18.56 %)
Gross Expenditures					
101000 - MAYOR'S OFFICE	227,997	162,885	180,046	17,161	10.54 %
101002 - MAYOR'S GALA	94,730	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	2,000	2,000	-	-
101001 - MAYOR HONORARIA & EXPENSES	156,333	159,684	165,397	5,713	3.58 %
Gross Expenditures	479,061	324,569	347,443	22,874	7.05 %
Net (Revenues)/Expenses					
101000 - MAYOR'S OFFICE	141,908	73,193	107,190	33,997	46.45 %
101002 - MAYOR'S GALA	-	-	-	-	-
101004 - MAYOR'S SPECIAL PROJECTS	-	1,000	1,000	-	-
101001 - MAYOR HONORARIA & EXPENSES	156,333	159,684	165,397	5,713	3.58 %
Net (Revenues)/Expenses	298,242	233,877	273,587	39,710	16.98 %



2021 Business Unit Financial Summary

Department: MEMBERS OF COUNCIL

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
MEMBERS OF COUNCIL					
102101 - CORPORATE COUNCIL	(48,068)	(53,670)	70,330	124,000	231.04 %
1022XX - COUNCILLORS	473,143	494,050	498,490	4,440	0.90%
Net (Revenues)/Expenses	425,075	440,380	568,820	128,440	29.17 %



Commission: EXECUTIVE AND LEGISLATIVE
Department: MEMBERS OF COUNCIL
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **440,380**

Changes to Revenue	(1,602)	GRCA Honorarium \$1.5K
City Council Initiatives	51,514	Indemifcaiton Policy \$50K, GRCA Honorarium redirection \$1.5K
Employee Compensation	4,440	Base Wage & Benefit Increases
Inflationary	2,786	AMO & FCM Memberships
Other	71,302	Code of Conduct - Integrity Commissioner & Training \$62.5K Council Priorities Review \$15K Increased Overhead Recoveries (\$6.3K)
2021 Adjusted Base Budget	568,820	



2021 Business Unit Revenues and Expenditure Summary

Commission: EXECUTIVE AND LEGISLATIVE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EXECUTIVE AND LEGISLATIVE					
Gross Revenues					
102101 - CORPORATE COUNCIL	124,170	131,201	139,089	7,888	6.01 %
1022XX - COUNCILLORS	343	-	-	-	-
Gross Revenues	124,512	131,201	139,089	7,888	6.01 %
Gross Expenditures					
102101 - CORPORATE COUNCIL	76,102	77,531	209,419	131,888	170.11 %
1022XX - COUNCILLORS	473,485	494,050	498,490	4,440	0.90%
Gross Expenditures	549,587	571,581	707,909	136,328	23.85 %
Net (Revenues)/Expenses					
102101 - CORPORATE COUNCIL	(48,068)	(53,670)	70,330	124,000	231.04 %
1022XX - COUNCILLORS	473,143	494,050	498,490	4,440	0.90%
Net (Revenues)/Expenses	425,075	440,380	568,820	128,440	29.17 %



CHIEF ADMINISTRATIVE OFFICER

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Chief Administrative Officer Commission for 2021.

DEPARTMENTS & SERVICES

Chief Administrative Office

- Advises City Council on matters of community and strategic significance
- Corporate leadership to all City departments
- Implementation of Council's direction and policies

Communications & Community Engagement

- Responsible for strategic communications planning and implementation of community consultation campaigns, graphic design and production of promotional materials, internal and external communication tools, media relations, crisis and issues management, photography and video production, digital marketing (including content for City websites and social media platforms) communication policies and guidelines
- Lead staff and citizens in the delivery of clear, correct and timely information
- Promote the City's programs and services and priority initiatives as outlined in the Community Strategic Plan
- Strengthen engagement with community stakeholders through clear, consistent and constant communication through various by producing consistent and professional communication materials while preserving the City's brand voice and graphic standards

Quick Links:

[Organizational Chart](#)

[Commission Budget](#)

[Chief Administrative Office Budget](#)

[Communications & Community Engagement Budget](#)

[Community Events & Volunteers Budget](#)

[Economic Development & Tourism Budget](#)

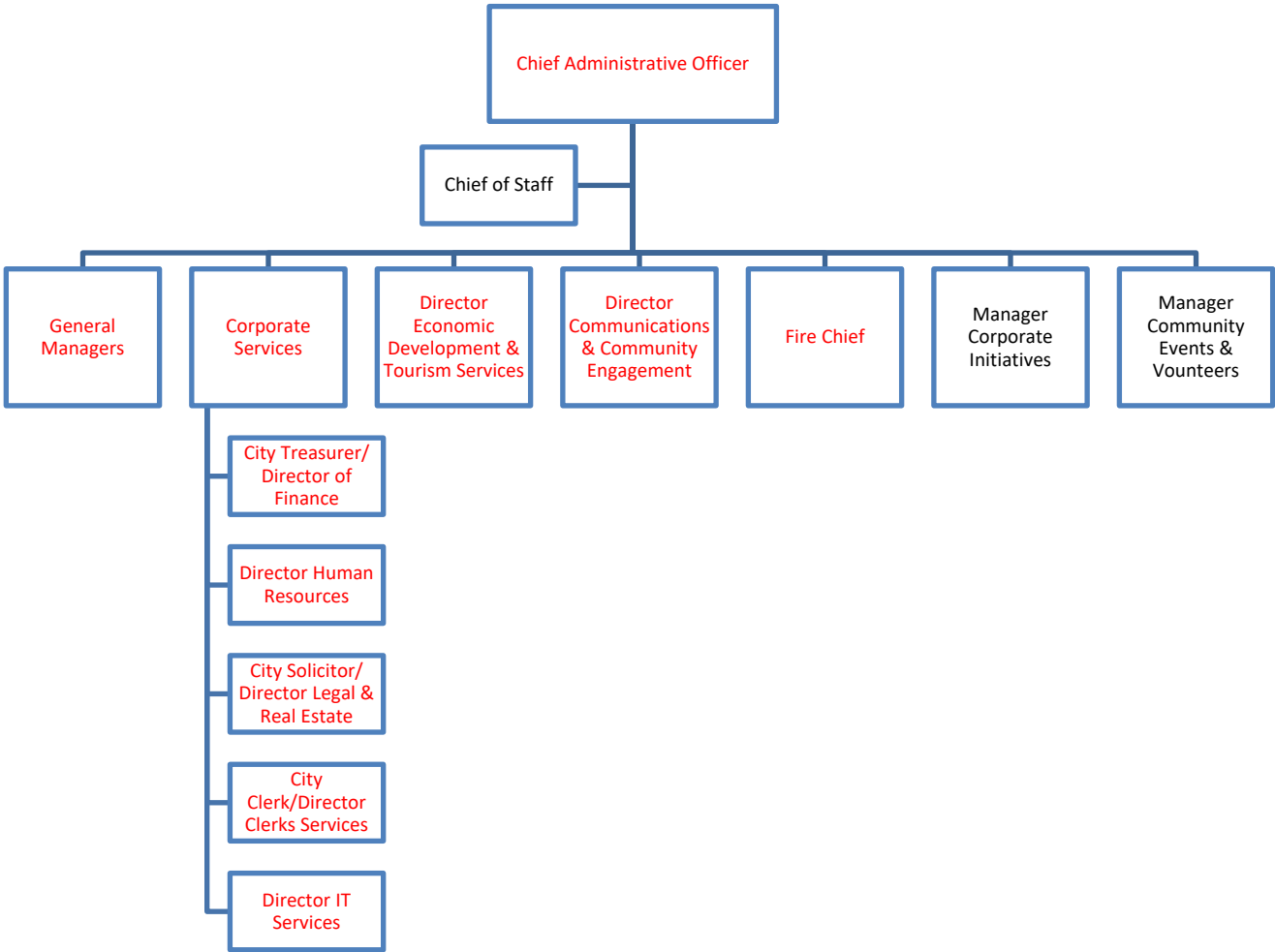
Community Events & Volunteer Development

- Volunteer Engagement
- Community Special Events
- Civic Events and Ceremonies
- Harmony Square & Park Programming
- Corporate Culture Initiatives

Economic Development & Tourism

- Business and Investment Attraction
- Business Retention and Expansion
- Business Resource Centre
- Tourism Marketing
- Arts Grant Funding
- Municipal Cultural Plan
- Municipal Sport Tourism Strategy
- Visitor Services
- Sanderson Centre Season Programming
- Sanderson Centre Season Marketing
- Sanderson Centre Theatre Rentals
- Sanderson Centre Front of House Operations

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CHIEF ADMINISTRATIVE OFFICER				
CHIEF ADMINISTRATIVE OFFICE	321,992	559,373	237,381	73.72 %
COMMUNICATIONS & COMMUNITY ENGAGEMENT	732,359	858,874	126,515	17.27 %
COMMUNITY EVENTS & VOLUNTEERS	338,886	528,403	189,517	55.92 %
ECONOMIC DEVELOPMENT & TOURISM	2,234,948	2,304,952	70,004	3.13 %
TOTAL CHIEF ADMINISTRATIVE OFFICER	3,628,185	4,251,602	623,417	17.18 %
Restructure	441,446			
RESTATED TOTAL CHIEF ADMINISTRATIVE OFFICER	4,069,631	4,251,602	181,971	4.47 %



2021 Unmet Need Requests

CHIEF ADMINISTRATIVE OFFICER

Corporate Rank	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Response to Direction from Council					
8	CHIEF ADMINISTRATIVE OFFICE	Project Management Professional - 18 month contract	N/A	\$93,300	\$116,700
12	CHIEF ADMINISTRATIVE OFFICE	Intermediate Planner - 18 month contract	1.00	\$74,847	\$111,946
Unmet Needs - Response to Direction from Council			1.00	\$168,147	\$228,646
GRAND TOTAL			1.00	\$168,147	\$228,646



2021 Business Unit Financial Summary

Department: CHIEF ADMINISTRATIVE OFFICE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CHIEF ADMINISTRATIVE OFFICE					
111001 - C.A.O. ADMINISTRATION	316,137	321,992	559,373	237,381	73.72 %
Net (Revenues)/Expenses	316,137	321,992	559,373	237,381	73.72 %
Restructure		194,525			
Restated Net (Revenues)/Expenses		516,517	559,373	42,856	8.30%



Commission: CHIEF ADMINISTRATIVE OFFICER
Department: CHIEF ADMINISTRATIVE OFFICE
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget		321,992
Efficiencies	(850)	
Employee Compensation	14,546	Base Wage & Benefit Increases
Other	29,160	Reduced Overhead Recoveries
Restructure	194,525	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget		559,373



2021 Business Unit Revenues and Expenditure Summary

Department: CHIEF ADMINISTRATIVE OFFICE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CHIEF ADMINISTRATIVE OFFICE					
Gross Revenues					
111001 - C.A.O. ADMINISTRATION	141,386	111,948	82,973	(28,975)	(25.88 %)
Gross Revenues	141,386	111,948	82,973	(28,975)	(25.88 %)
Gross Expenditures					
111001 - C.A.O. ADMINISTRATION	457,523	433,940	642,346	208,406	48.03 %
Gross Expenditures	457,523	433,940	642,346	208,406	48.03 %
Net (Revenues)/Expenses					
111001 - C.A.O. ADMINISTRATION	316,137	321,992	559,373	237,381	73.72 %
Net (Revenues)/Expenses	316,137	321,992	559,373	237,381	73.72 %
Restructure		194,525			
Restated Net (Revenues)/Expenses		516,517	559,373	42,856	8.30%



2021 Unmet Needs - Response to Direction from Council

AUTO - 746 - Project Management Professional - 18 month contract

Commission

110 - CHIEF ADMINISTRATIVE OFFICER

Department

120 - CHIEF ADMINISTRATIVE OFFICE

Effective Date

May 1, 2021

FTE Impact

0.00

Description

Per Report 2020- 364, The City engaged KPMG Canada to lead the City through an assessment of its Development Building process review. The consultants have since completed their review and provided a final report outlining 40 detailed recommendations and an implementation plan. A Project Management Professional, reporting to the CAO is required to develop and lead the implementation plan.

Annual costs of a project management professional are up to \$140,000. The total cost over an 18-month period is estimated to be \$210,000.

Justification

Project Management Professional is required to develop and lead the implementation plan outlined in the KPMG Development Building Process Review.

2021 One Time Costs	\$0
2021 Budget Reductions	\$0
2021 Budget Increases	\$93,300
2021 Net Municipal Increase/(Decrease)	\$93,300
2022 Net Municipal Increase/(Decrease)	\$116,700



2021 Unmet Needs - Response to Direction from Council

AUTO - 745 - Intermediate Planner - 18 month contract

Commission

110 - CHIEF ADMINISTRATIVE OFFICER

Department

120 - CHIEF ADMINISTRATIVE OFFICE

Effective Date

June 1, 2021

FTE Impact

1.00

Description

Per Report 2020- 364, The City engaged KPMG Canada to lead the City through an assessment of its Development Building process review. The consultants have since completed their review and provided a final report outlining 40 detailed recommendations and an implementation plan. An Intermediation Planner, 18 month contract, reporting to the CAO is required to assist in carrying out the implementation plan.

Justification

Intermediate Planner required to carry out the implementation plan outlined in the KPMG Development Building Process Review.

2021 One Time Costs	\$3,500
2021 Budget Reductions	\$0
2021 Budget Increases	\$74,847
2021 Net Municipal Increase/(Decrease)	\$74,847
2022 Net Municipal Increase/(Decrease)	\$111,946



2021 Business Unit Financial Summary

Department: COMMUNICATIONS & COMMUNITY ENGAGEMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNICATIONS & COMMUNITY ENGAGEMENT					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	696,127	732,359	858,874	126,515	17.27 %
111052 - CANNABIS EDUCATION & AWARENESS	-	-	-	-	-
111053 - STREET WIDE BANNER PROGRAM	1,190	-	-	-	-
Net (Revenues)/Expenses	697,317	732,359	858,874	126,515	17.27 %
Restructure		130,434			
Restated Net (Revenues)/Expenses		862,793	858,874	(3,919)	(.45 %)



Commission: CHIEF ADMINISTRATIVE OFFICER
Department: COMMUNICATIONS & COMMUNITY ENGAGEMENT
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **732,359**

Employee Compensation	23,126	Base Wage & Benefit Increases
One-Time	(4,000)	eScribe One-Time Set-up Fee
Other	(1,145)	
Realignments	(21,900)	eScribe Realignment to IT
Restructure	130,434	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	858,874	



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNICATIONS & COMMUNITY ENGAGEMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNICATIONS & COMMUNITY ENGAGEMENT					
Gross Revenues					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	141,347	128,046	164,391	36,345	28.38 %
111052 - CANNABIS EDUCATION & AWARENESS	1,128	-	-	-	-
111053 - STREET WIDE BANNER PROGRAM	5,106	4,525	4,525	-	-
Gross Revenues	147,581	132,571	168,916	36,345	27.42 %
Gross Expenditures					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	837,474	860,405	1,023,265	162,860	18.93 %
111052 - CANNABIS EDUCATION & AWARENESS	1,128	-	-	-	-
111053 - STREET WIDE BANNER PROGRAM	6,296	4,525	4,525	-	-
Gross Expenditures	844,898	864,930	1,027,790	162,860	18.83 %
Net (Revenues)/Expenses					
111050 - COMMUNICATIONS & COMMUNITY ENGAGEMENT	696,127	732,359	858,874	126,515	17.27 %
111052 - CANNABIS EDUCATION & AWARENESS	-	-	-	-	-
111053 - STREET WIDE BANNER PROGRAM	1,190	-	-	-	-
Net (Revenues)/Expenses	697,317	732,359	858,874	126,515	17.27 %
Restructure		130,434			
Restated Net (Revenues)/Expenses		862,793	858,874	(3,919)	(.45 %)



2021 Business Unit Financial Summary

Department: COMMUNITY EVENTS & VOLUNTEERS

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY EVENTS & VOLUNTEERS					
146561 - CANADA DAY CELEBRATIONS	120,989	63,364	127,008	63,644	100.44 %
146562 - ROTARY CLUB CHARITY AIR SHOW	19,294	21,500	21,500	-	-
147605 - COMMUNITY EVENTS	217,254	242,422	368,295	125,873	51.92 %
147610 - VOLUNTEERS APPRECIATION NIGHT	11,109	11,600	11,600	-	-
Net (Revenues)/Expenses	368,646	338,886	528,403	189,517	55.92 %
Restructure		116,487			
Restated Net (Revenues)/Expenses		455,373	528,403	73,030	16.04 %



**Commission: CHIEF ADMINISTRATIVE OFFICER
Department: COMMUNITY EVENTS & VOLUNTEERS
2021 BASE BUDGET INCREASES / DECREASES**

2020 Council Approved Budget 338,886

City Council Initiatives	63,500	Canada Day
Employee Compensation	9,530	Base Wage & Benefit Increases
Restructure	116,487	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	528,403	



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY EVENTS & VOLUNTEERS

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY EVENTS & VOLUNTEERS					
Gross Revenues					
146561 - CANADA DAY CELEBRATIONS	120,039	154,500	144,500	(10,000)	(6.47 %)
147605 - COMMUNITY EVENTS	56,613	46,400	46,400	-	-
147610 - VOLUNTEERS APPRECIATION NIGHT	1,825	-	-	-	-
Gross Revenues	178,477	200,900	190,900	(10,000)	(4.98 %)
Gross Expenditures					
146561 - CANADA DAY CELEBRATIONS	241,028	217,864	271,508	53,644	24.62 %
146562 - ROTARY CLUB CHARITY AIR SHOW	19,294	21,500	21,500	-	-
147605 - COMMUNITY EVENTS	273,867	288,822	414,695	125,873	43.58 %
147610 - VOLUNTEERS APPRECIATION NIGHT	12,934	11,600	11,600	-	-
Gross Expenditures	547,123	539,786	719,303	179,517	33.26 %
Net (Revenues)/Expenses					
146561 - CANADA DAY CELEBRATIONS	120,989	63,364	127,008	63,644	100.44 %
146562 - ROTARY CLUB CHARITY AIR SHOW	19,294	21,500	21,500	-	-
147605 - COMMUNITY EVENTS	217,254	242,422	368,295	125,873	51.92 %
147610 - VOLUNTEERS APPRECIATION NIGHT	11,109	11,600	11,600	-	-
Net (Revenues)/Expenses	368,646	338,886	528,403	189,517	55.92 %
Restructure		116,487			
Restated Net (Revenues)/Expenses		455,373	528,403	73,030	16.04 %

2021 Business Unit Financial Summary

Department: ECONOMIC DEVELOPMENT & TOURISM

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ECONOMIC DEVELOPMENT & TOURISM					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	232,514	230,499	234,723	4,224	1.83 %
142102 - SANDERSON BUILDING COSTS: FP2	526,322	523,295	482,694	(40,601)	(7.76 %)
142103 - SANDERSON FRONT OF HOUSE: FP2	23,991	9,808	16,471	6,663	67.93 %
142201 - SANDERSON CENTRE SHOWS: FP2	(185,570)	(185,570)	(185,570)	-	-
142301 - SANDERSON CENTRE PRESENTS: FP2	(18,842)	(15,945)	(190)	15,755	98.81 %
142302 - SANDERSON SEASON MARKETING:FP2	154,377	166,478	188,895	22,417	13.47 %
144101 - ECONOMIC DEVELOPMENT ADMIN	469,357	480,100	491,157	11,057	2.3 %
144201 - BUSINESS RESOURCE CENTRE: FP2	140,947	145,484	151,087	5,603	3.85 %
144202 - STARTER COMPANY PLUS	-	-	-	-	-
144203 - SUMMER COMPANY	-	-	-	-	-
144204 - DIGITAL MAIN STREET	-	-	-	-	-
144301 - TOURISM ADMINISTRATION	778,116	880,799	925,685	44,886	5.1 %
144302 - VISITOR GUIDE:FP2	-	-	-	-	-
144303 - ARTS GRANTS	500	-	-	-	-
144305 - SPECIAL PROJECTS	-	-	-	-	-
144306 - REGIONAL RELIEF RECOVERY FUND	-	-	-	-	-
Net (Revenues)/Expenses	2,121,712	2,234,948	2,304,952	70,004	3.13 %



2021 Business Unit Revenues and Expenditure Summary

Department: ECONOMIC DEVELOPMENT & TOURISM

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ECONOMIC DEVELOPMENT & TOURISM					
Gross Revenues					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	206,250	216,000	216,000	-	-
142102 - SANDERSON BUILDING COSTS: FP2	296,931	297,845	299,880	2,035	.68 %
142103 - SANDERSON FRONT OF HOUSE: FP2	210,312	219,710	220,470	760	.35 %
142201 - SANDERSON CENTRE SHOWS: FP2	1,270,038	1,351,300	1,351,300	-	-
142301 - SANDERSON CENTRE PRESENTS: FP2	816,020	594,500	594,500	-	-
142302 - SANDERSON SEASON MARKETING:FP2	62,816	58,400	38,400	(20,000)	(34.25 %)
144101 - ECONOMIC DEVELOPMENT ADMIN	2,004	3,000	3,000	-	-
144201 - BUSINESS RESOURCE CENTRE: FP2	283,237	319,056	176,780	(142,276)	(44.59 %)
144202 - STARTER COMPANY PLUS	-	-	77,000	77,000	100. %
144203 - SUMMER COMPANY	-	-	50,000	50,000	100. %
144204 - DIGITAL MAIN STREET	-	-	15,000	15,000	100. %
144301 - TOURISM ADMINISTRATION	75,796	45,590	15,040	(30,550)	(67.01 %)
144302 - VISITOR GUIDE:FP2	24,776	27,500	27,500	-	-
144303 - ARTS GRANTS	342,315	152,470	152,470	-	-
144305 - SPECIAL PROJECTS	1,968	439,000	123,834	(315,166)	(71.79 %)
144306 - REGIONAL RELIEF RECOVERY FUND	-	-	51,161	51,161	100. %
Gross Revenues	3,592,462	3,724,371	3,412,335	(312,036)	(8.38 %)
Gross Expenditures					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	438,764	446,499	450,723	4,224	.95 %
142102 - SANDERSON BUILDING COSTS: FP2	823,253	821,140	782,574	(38,566)	(4.7 %)
142103 - SANDERSON FRONT OF HOUSE: FP2	234,303	229,518	236,941	7,423	3.23 %
142201 - SANDERSON CENTRE SHOWS: FP2	1,084,468	1,165,730	1,165,730	-	-
142301 - SANDERSON CENTRE PRESENTS: FP2	797,178	578,555	594,310	15,755	2.72 %
142302 - SANDERSON SEASON MARKETING:FP2	217,193	224,878	227,295	2,417	1.07 %
144101 - ECONOMIC DEVELOPMENT ADMIN	471,361	483,100	494,157	11,057	2.29 %
144201 - BUSINESS RESOURCE CENTRE: FP2	424,184	464,540	327,867	(136,673)	(29.42 %)
144202 - STARTER COMPANY PLUS	-	-	77,000	77,000	100. %
144203 - SUMMER COMPANY	-	-	50,000	50,000	100. %
144204 - DIGITAL MAIN STREET	-	-	15,000	15,000	100. %
144301 - TOURISM ADMINISTRATION	853,912	926,389	940,725	14,336	1.55 %
144302 - VISITOR GUIDE:FP2	24,776	27,500	27,500	-	-
144303 - ARTS GRANTS	342,815	152,470	152,470	-	-
144305 - SPECIAL PROJECTS	1,968	439,000	123,834	(315,166)	(71.79 %)
144306 - REGIONAL RELIEF RECOVERY FUND	-	-	51,161	51,161	100. %
Gross Expenditures	5,714,174	5,959,319	5,717,287	(242,032)	(4.06 %)
Net (Revenues)/Expenses					
142101 - SANDERSON ADMIN-BOX OFFICE:FP2	232,514	230,499	234,723	4,224	1.83 %
142102 - SANDERSON BUILDING COSTS: FP2	526,322	523,295	482,694	(40,601)	(7.76 %)
142103 - SANDERSON FRONT OF HOUSE: FP2	23,991	9,808	16,471	6,663	67.93 %
142201 - SANDERSON CENTRE SHOWS: FP2	(185,570)	(185,570)	(185,570)	-	-
142301 - SANDERSON CENTRE PRESENTS: FP2	(18,842)	(15,945)	(190)	15,755	98.81 %
142302 - SANDERSON SEASON MARKETING:FP2	154,377	166,478	188,895	22,417	13.47 %
144101 - ECONOMIC DEVELOPMENT ADMIN	469,357	480,100	491,157	11,057	2.3 %
144201 - BUSINESS RESOURCE CENTRE: FP2	140,947	145,484	151,087	5,603	3.85 %
144202 - STARTER COMPANY PLUS	-	-	-	-	-
144203 - SUMMER COMPANY	-	-	-	-	-
144204 - DIGITAL MAIN STREET	-	-	-	-	-
144301 - TOURISM ADMINISTRATION	778,116	880,799	925,685	44,886	5.1 %
144302 - VISITOR GUIDE:FP2	-	-	-	-	-
144303 - ARTS GRANTS	500	-	-	-	-
144305 - SPECIAL PROJECTS	-	-	-	-	-
144306 - REGIONAL RELIEF RECOVERY FUND	-	-	-	-	-
Net (Revenues)/Expenses	2,121,712	2,234,948	2,304,952	70,004	3.13 %



FIRE DEPARTMENT

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Brantford Fire Department.

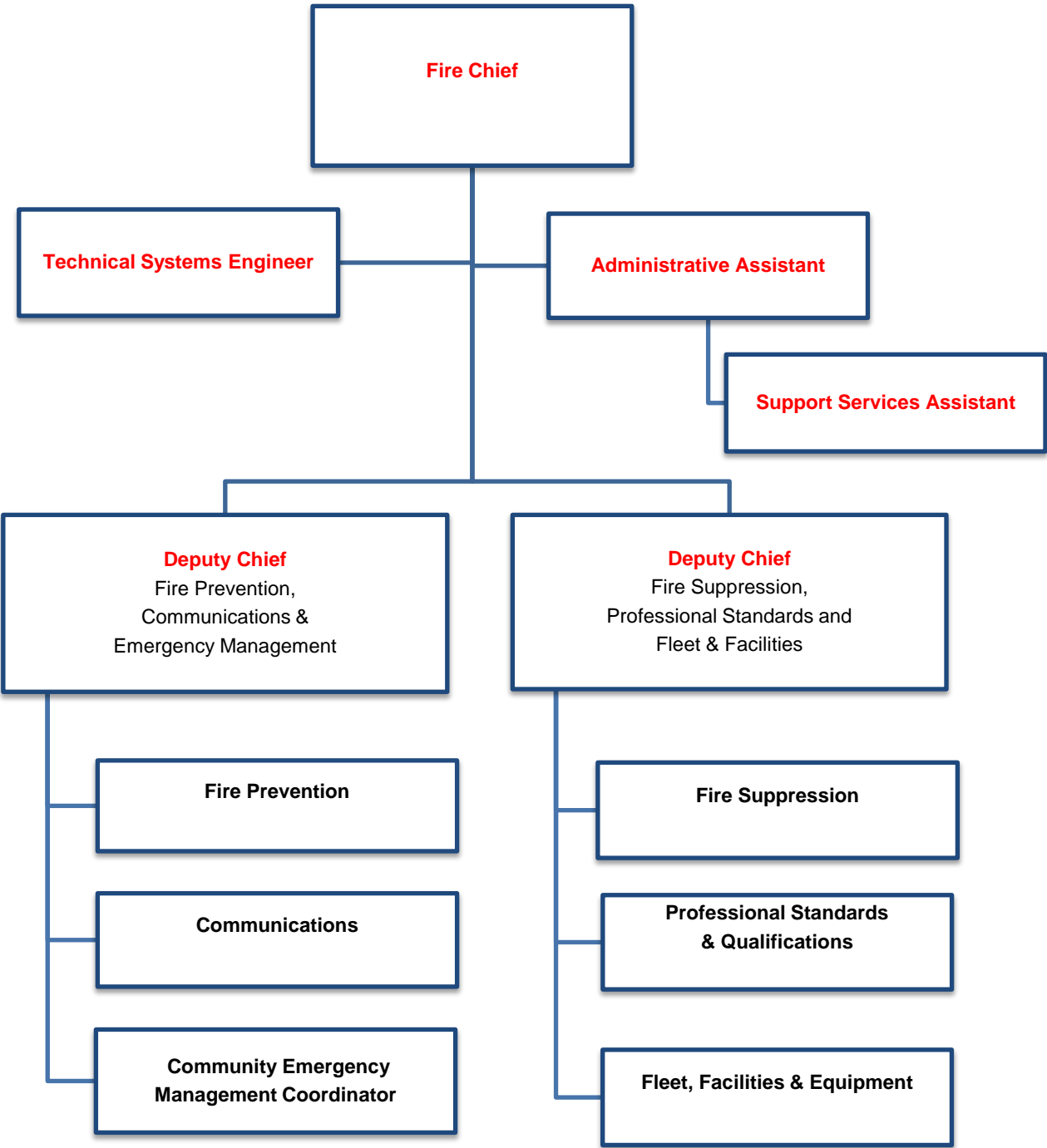
The mission of the Brantford Fire Department is to protect the lives and property of our community.

The Brantford Fire Department uses a comprehensive approach to delivering fire protection services, aligned with the needs and circumstances of our community. Our fire protection strategy focuses on the three lines of defense; Education, Safety Standards & Enforcement and Emergency Response. The Fire Department is comprised of 135 full time members and operates from four fire stations providing service 24 hours a day 365 days a year.

The Fire Department provides services through the following seven functional divisions:

- **Fire Administration**
Leadership, Planning, Human Resources, Budgets, Documentation and Legislative Compliance
- **Emergency Management**
Prevention, Mitigation, Preparedness, Response and Recovery for Emergencies
- **Fire Suppressions**
Emergency Response, Public Education, Pre-plan Inspections, Equipment and Facility Maintenance
- **Fire Prevention**
Fire Safety Inspections, Codes and Standards Enforcement, Investigations, and Public Education
- **Fire Communication (City of Brantford and Six Nations Of The Grand River)**
Call Taking, Dispatching, Resource Allocation, Tracking and Documentation
- **Professional Qualifications and Standards**
Training, Standards, Evaluation, Documentation, Research
- **Fleet and Facilities**
Maintenance, Inspection, Testing, Repairs of Fleet, Facilities and Equipment

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EMERGENCY SERVICES				
FIRE	19,255,096	19,704,531	449,435	2.33 %

2020 Council Approved Budget 19,255,096

Annualization	22,997	2020 approved unmet need: Fire Safety Educator
Changes to Revenue	(292,235)	Primarily related to increase in WSIB recoveries
Efficiencies	(40,875)	Reductions based on historical actuals including uniforms, utilities and general supplies
Employee Compensation	751,089	Estimated base wage and benefit increase
Inflationary	6,804	Administrative and vehicle repair & maintenance
Other	1,655	Inflationary increase to minor capital reserve, offset by reduction in interdepartmental copy charges
2021 Adjusted Base Budget	19,704,531	



2021 Business Unit Financial Summary

Department: FIRE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FIRE					
131000 - FIRE DEPARTMENT ADMIN	899,787	1,129,145	1,171,142	41,997	3.72 %
131001 - COMMUNICATIONS	845,067	971,555	974,889	3,334	.34 %
131002 - PROFESSIONAL STANDARDS & QUALIFICATIONS	480,952	506,439	514,703	8,264	1.63 %
131003 - EMERGENCY MANAGEMENT	53,264	61,041	85,856	24,815	40.65 %
131004 - FIRE SUPPRESSION	14,354,000	14,887,844	15,203,572	315,728	2.12 %
131006 - FIRE PREVENTION	985,763	1,072,536	1,127,740	55,204	5.15 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	626,242	626,536	626,629	93	.01 %
Net (Revenues)/Expenses	18,245,075	19,255,096	19,704,531	449,435	2.33%



2021 Business Unit Revenues and Expenditure Summary

Department: FIRE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FIRE					
Gross Revenues					
131000 - FIRE DEPARTMENT ADMIN	339,271	98,905	101,000	2,095	2.12 %
131001 - COMMUNICATIONS	151,069	104,999	121,993	16,994	16.18 %
131003 - EMERGENCY MANAGEMENT	48,799	49,756	21,354	(28,402)	(57.08 %)
131004 - FIRE SUPPRESSION	96,776	-	298,538	298,538	100. %
131006 - FIRE PREVENTION	14,381	13,350	16,360	3,010	22.55 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	7,343	7,500	7,500	-	-
Gross Revenues	657,638	274,510	566,745	292,235	106.46 %
Gross Expenditures					
131000 - FIRE DEPARTMENT ADMIN	1,239,058	1,228,050	1,272,142	44,092	3.59 %
131001 - COMMUNICATIONS	996,136	1,076,554	1,096,882	20,328	1.89 %
131002 - PROFESSIONAL STANDARDS & QUALIFICATIONS	480,952	506,439	514,703	8,264	1.63 %
131003 - EMERGENCY MANAGEMENT	102,063	110,797	107,210	(3,587)	(3.24 %)
131004 - FIRE SUPPRESSION	14,450,776	14,887,844	15,502,110	614,266	4.13 %
131006 - FIRE PREVENTION	1,000,144	1,085,886	1,144,100	58,214	5.36 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	633,585	634,036	634,129	93	.01 %
Gross Expenditures	18,902,713	19,529,606	20,271,276	741,670	3.8 %
Net (Revenues)/Expenses					
131000 - FIRE DEPARTMENT ADMIN	899,787	1,129,145	1,171,142	41,997	3.72 %
131001 - COMMUNICATIONS	845,067	971,555	974,889	3,334	.34 %
131002 - PROFESSIONAL STANDARDS & QUALIFICATIONS	480,952	506,439	514,703	8,264	1.63 %
131003 - EMERGENCY MANAGEMENT	53,264	61,041	85,856	24,815	40.65 %
131004 - FIRE SUPPRESSION	14,354,000	14,887,844	15,203,572	315,728	2.12 %
131006 - FIRE PREVENTION	985,763	1,072,536	1,127,740	55,204	5.15 %
131007 - VEHICLE/FACILITIES & EQUIPMENT MAINTENANCE	626,242	626,536	626,629	93	.01 %
Net (Revenues)/Expenses	18,245,075	19,255,096	19,704,531	449,435	2.33 %



2021 Unmet Need Requests

FIRE DEPARTMENT

Corporation Rank	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Staff Recommended					
5	FIRE	4 FTE Fire Fighters	4.00	\$225,130	\$321,960
Unmet Needs - Staff Recommended			4.00	\$225,130	\$321,960



2021 Unmet Needs - Staff Recommended

AUTO - 713 - 4 FTE Fire Fighters

Commission

115 - EMERGENCY SERVICES

Department

180 - FIRE

Effective Date

May 1, 2021

FTE Impact

4.00

Description

4 Firefighters (1 per Platoon). To support the Master Fire Plan Council recommendation of increasing the minimum number of Firefighters on duty from the existing 19 to 21.

Justification

In June 2019, through the Master Fire Plan Report #2019-351 Council adopted the Master Fire Plan (MFP) as the strategic planning framework for the Fire Department for the delivery of fire protection services within the City of Brantford for the next ten year community planning horizon. Council also directed the Fire Chief to develop a implementation strategy to be presented at the 2020 Estimates Committee. The implementation plan identified the MFP Council Recommendation #6: That consideration be given to increasing the minimum number of firefighters on duty from existing 19 to 21 in order to increase the staffing of the Aerial assigned to Station 1 would require unmet needs for 2021 and 2022 budget.

The historical average call volume analyzed within the MFP for Station 1 for a four year period (2014-2018) is 2004 calls per year. This number has significantly increased in the last two years. As the most centrally located station, there is a high degree of probability of simultaneous emergency calls in STN 1 area.

In the event that the pumper assigned to Station 1 is committed at an emergency call, the next closest emergency response apparatus in the Station 1 response district would be the aerial that is also assigned to Station 1. With the current minimum staffing level of 19 firefighters on duty, two firefighters that are assigned to the aerial cannot function as an initial response apparatus on its own. However, if minimum staffing was increased to four firefighters assigned to the aerial, it could respond to a second emergency call as an initial response apparatus and complete the same operational tasks as that of the pumper. This would provide an increase in the capability to respond to corresponding / overlapping calls in Station 1's response area and would also incrementally improve the overall depth of response capabilities of the B.F.D.

Increasing the minimum number of firefighters on duty from the existing complement of 19 to the proposed minimum complement of 21 firefighters by increasing staffing on the aerial to 4, improves the depth of response capabilities of the B.F.D for assembling both eight firefighters (typically two trucks) and 12 firefighters (typically three trucks) on scene within eight minutes of travel time, and aligns with the strategy of continuous improvement.



2021 Unmet Needs - Staff Recommended

AUTO - 713 - 4 FTE Fire Fighters

2021 One Time Costs	\$14,700
2021 Budget Reductions	\$0
2021 Budget Increases	\$225,130
2021 Net Municipal Increase/(Decrease)	\$225,130
2022 Net Municipal Increase/(Decrease)	\$321,960



BRANT / BRANTFORD PARAMEDIC SERVICES

2021 OPERATING BUDGET

The County of Brant is the delivery agent for ambulance services for the County of Brant and the City of Brantford, pursuant to a ministerial order, dated January 5, 2000. The cost of paramedic services is apportioned between the County and the City on the basis of population.

Following the agreement between the City of Brantford and the County of Brant dated September 25th, 2018, the 2021 draft Operating Budget has been prepared and approved by the Paramedic Services Committee on October 19th, 2020, amended by City / County Liaison on January 18th, 2021, and approved by County Council on January 26th, 2021.

The Paramedic Services Committee is composed of 6 members; three members of City Council, three members of County Council.

SERVICES PROVIDED

- Pre-hospital emergency and non-emergency care to the sick, injured and frail
- Medically necessary transfers between hospitals, and other institutions



Brant / Brantford Paramedic Services

City Share - Financial Summary

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
Total Net City Budget	4,763,071	4,855,407	92,336	1.94%

2021 Proposed Budget - Operating Paramedic Services

	2020 Budget	Adjustments & Inflation	DECISION PACKAGE	2021 Approved Budget	\$ Change	% Change
REVENUES						
Federal/Provincial Grants	6,250,000	310,000		6,560,000	310,000	5.0%
TOTAL REVENUES	6,250,000	310,000		6,560,000	310,000	5.0%
EXPENDITURES						
Salaries, Wages & Benefits	10,899,205	226,499		11,125,704	226,499	2.1%
Materials & Supplies	1,105,028	95,712		1,200,740	95,712	8.7%
Contracted Services	49,260	23,532		72,792	23,532	47.8%
Rent & Financial Expenses	160,097			160,097		
Interfunctional Charges	323,088	9,692		332,780	9,692	3.0%
External Transfers	22,000			22,000		
Transfer to Reserves	243,000		100,000	343,000	100,000	41.2%
TOTAL EXPENDITURES	12,801,678	355,435	100,000	13,257,113	455,435	3.6%
NET LEVY	\$6,551,678	\$45,435	\$100,000	\$6,697,113	\$145,435	2.2%
Cost Sharing - City of Brantford	\$4,763,070	\$19,837	\$72,500	\$4,855,407	\$92,337	1.9%
Cost Sharing - County of Brant	\$1,788,608	\$25,598	\$27,500	\$1,841,706	\$53,098	3.0%



911

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 911 service in Brantford and the County of Brant is provided by Northern Communication Services Inc., operating as Northern 911. The administration of the service is performed by the County of Brant and is cost shared based on population.

Northern 911 operates a Primary Service Answering Point, a communication centre, which is the first point of reception of 911 calls. Northern 911 routes the caller to the appropriate ambulance, police or fire dispatch for the location of the call.

This service is provided 24 hours a day, 7 days a week, 365 days a year.

The 911 budget also includes NG911 supportive costs provided by PRIDE for Brantford Police Services.



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EMERGENCY SERVICES				
911 TELEPHONE	64,198	72,027	7,829	12.2 %

2020 Council Approved Budget **64,198**

Contractual	7,955	Estimated increase in City share of annual costs
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Other	(126)	Change in cost share, City share decreased from 72.7% to 72.5%
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2021 Adjusted Base Budget **72,027**



2021 Business Unit Financial Summary

Department: 911

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
911					
136201 - 911 TELEPHONE SYSTEM	55,426	64,198	72,027	7,829	12.2 %
Net (Revenues)/Expenses	55,426	64,198	72,027	7,829	12.2 %



POLICE BOARD HONORARIUMS

2021 PROPOSED OPERATING BUDGET

OVERVIEW

Each municipality maintaining a police service is required through legislation to establish a structure, commonly known as a Police Services Board.

The Police Services Board is the legal entity and authority for the Police Service and is ultimately accountable for the proper conduct of the organization's business. The Board is further responsible for the provision of police services and for law enforcement and crime prevention, generally determined after consultation with the Chief of Police.

The Brantford Police Services Board consists of two (2) Council Members appointed by resolution of the Municipal Council, (1) Community Member appointed by Municipal Council and two (2) persons appointed by the Lieutenant Governor in Council.



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
EMERGENCY SERVICES				
POLICE BOARD HONORARIUMS	40,463	41,217	754	1.86 %

2020 Council Approved Budget **40,463**

Employee Compensation	754	\$670 Annual Honorarium increase as per by-law 81-2014 and \$84 benefit increase.		
2021 Adjusted Base Budget	41,217			



2021 Business Unit Financial Summary

Department: POLICE BOARD HONORARIUMS

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
POLICE BOARD HONORARIUMS					
136302 - POLICE BOARD HONORARIUMS	40,089	40,463	41,217	754	1.86 %
Net (Revenues)/Expenses	40,089	40,463	41,217	754	1.86 %



CORPORATE SERVICES COMMISSION

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Corporate Services Commission for 2021 by its five (5) departments.

The submission also includes Unmet Need requests to address service gaps.

DEPARTMENTS & SERVICES

Human Resources

- Human Resources Administration
- Benefit Administration
- Employee Recruitment
- Corporate Training
- Employee & Labour Relations
- Collective Bargaining
- Compensation/Pay Equity
- Health, Wellness & Safety
- Accessibility

Quick Links:

[Organizational Chart](#)

[Commission Budget](#)

[Human Resources Budget](#)

[Legal & Real Estate Budget](#)

[Clerk's Services Budget](#)

[IT Services Budget](#)

[Finance Budget](#)

Legal & Real Estate

- Corporate Legal Advisory Services
- Administration of the Provincial Offences Court
- Corporate Real Estate Services
- Insurance & Risk Management

Clerk's Services Department

- City Clerk's Office Administration
- Legislative Services (Meeting & Council Support Services)
- Municipal Elections
- Animal Control Services and Dog Licensing

- Lottery and Business Licensing
- Civil Marriage Ceremonies
- Corporate Records, Mail & Copying Services
- Freedom of Information Program including Records Access & Privacy
- Vital Statistics including Marriage Licensing

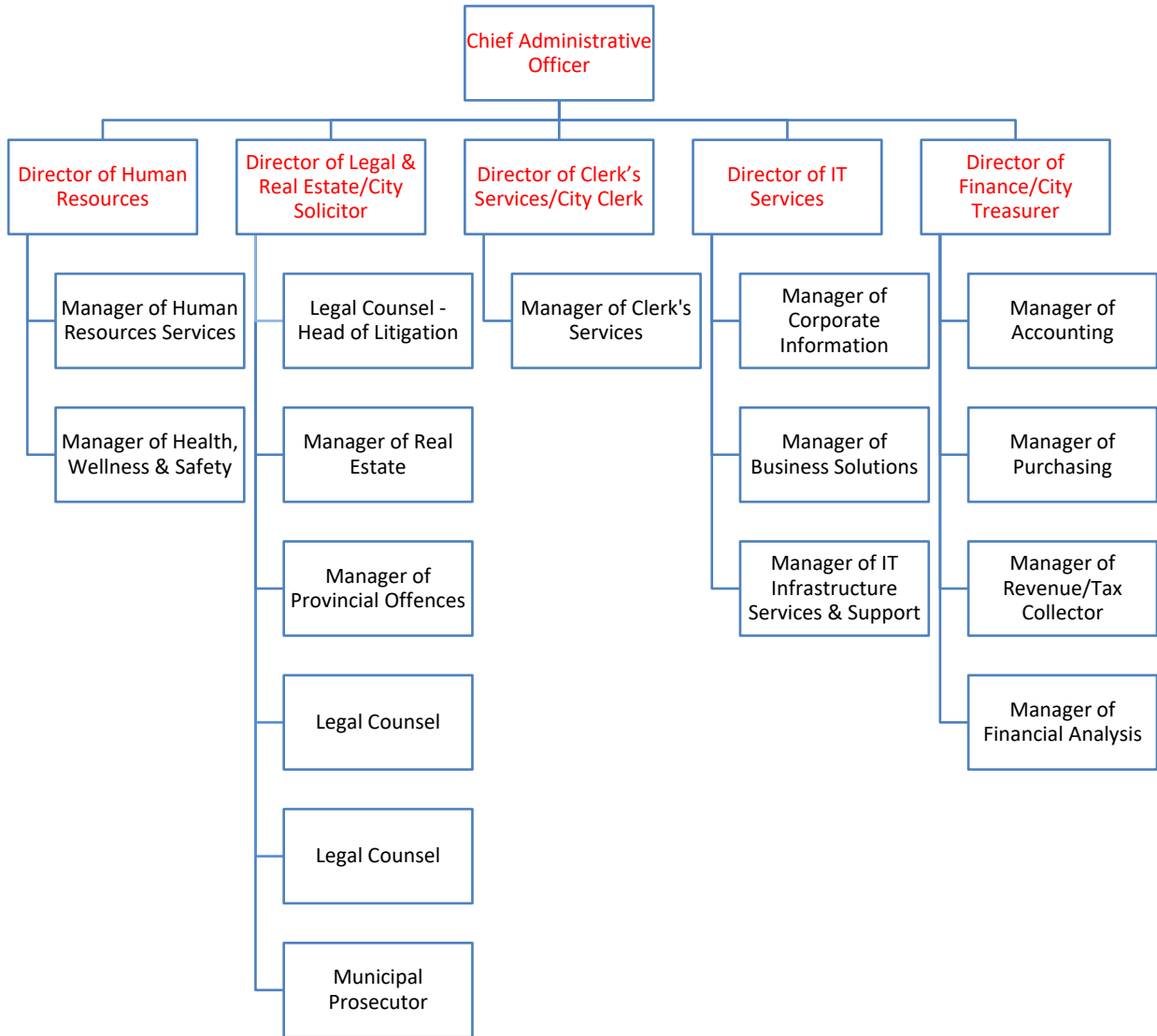
IT Services

- IT Service Desk
- Desktop & Mobile Device Support
- Network and Server Infrastructure & Security
- Unified Communications
- Corporate Application Implementation and Support
- Database Management, Development and Integration Services
- Business Solutions and Project Management

Finance Department

- Finance Administration
- Accounting
- Payroll
- Accounts Receivable/Payable
- Purchasing
- Property Taxes
- Customer Service (Water & Wastewater)
- Yearend & Financial Statements
- Budget
- Financial Analysis
- Corporate Contact Centre

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE SERVICES				
HUMAN RESOURCES	2,108,044	2,220,921	112,877	5.35 %
LEGAL & REAL ESTATE	875,743	1,008,010	132,267	15.1 %
CLERK'S DEPARTMENT	1,530,455	1,607,668	77,213	5.05 %
IT SERVICES	3,468,328	3,722,389	254,061	7.33 %
FINANCE DEPARTMENT	3,998,367	3,856,925	(141,442)	(3.54 %)
TOTAL CORPORATE SERVICES	11,980,937	12,415,913	434,976	3.63 %
Restructure	(117,567)			
RESTATED TOTAL CORPORATE SERVICES	11,863,370	12,415,913	552,543	4.66 %



2021 Unmet Need Requests

CORPORATE SERVICES

Corporate Rank	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Risk to Public Safety/Corporate Security					
1	IT SERVICES	Systems Engineer	1.00	\$73,588	\$122,155
Unmet Needs - Risk to Public Safety/Corporate Security			1.00	\$73,588	\$122,155
Unmet Needs - Staff Recommended					
7	LEGAL & REAL ESTATE	Leasing Coordinator	1.00	\$73,078	\$121,795
9	CLERK'S DEPARTMENT	Administrative Support to Clerk's Services	1.00	\$51,114	\$84,143
11	IT SERVICES	Audio/Visual (A/V) Engineer	1.00	\$73,588	\$122,155
Unmet Needs - Staff Recommended			3.00	\$197,780	\$328,093
GRAND TOTAL			4.00	\$271,368	\$450,248



2021 Business Unit Financial Summary

Department: HUMAN RESOURCES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
HUMAN RESOURCES					
121100 - HUMAN RESOURCES ADMIN	368,995	537,442	573,056	35,614	6.63 %
121101 - POOLED EMPLOYEES - HOME	1,840	1,680	1,875	195	11.61 %
121200 - HUMAN RESOURCES SERVICES	699,512	761,361	812,932	51,571	6.77 %
121201 - LEADERSHIP CONTINUUM	85,574	118,050	117,890	(160)	(.14 %)
121300 - HEALTH & SAFETY	546,422	689,511	715,168	25,657	3.72 %
Net (Revenues)/Expenses	1,702,344	2,108,044	2,220,921	112,877	5.35 %



Commission: CORPORATE SERVICES
Department: HUMAN RESOURCES
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **2,108,044**

Annualization	31,166	City/Library HR Representative
Changes to Revenue	30,238	Manulife Surplus Phase-out \$10K Reduced revenues from Brantford Power \$4.2K Removal of Health & Safety Accident Prevention Reserve Funding \$14.5K
City Council Initiatives	4,000	Gross \$36.5K: 2020 Employee Recognition + Naloxone Spray Kits
Contractual	20,777	Benefit Consultant Annualization (offset Corporately by Employee Benefits reduction)
Efficiencies	(11,463)	Various efficiencies across the department
Employee Compensation	55,321	Base Wage & Benefit Increases
One-Time	(1,000)	City/Library HR Representative One Time Expenses
Other	(16,162)	Corporate Overhead Recoveries (\$16.5K)
2021 Adjusted Base Budget	2,220,921	



2021 Business Unit Revenues and Expenditure Summary

Department: HUMAN RESOURCES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
HUMAN RESOURCES					
Gross Revenues					
121100 - HUMAN RESOURCES ADMIN	224,966	246,440	248,762	2,322	.94 %
121200 - HUMAN RESOURCES SERVICES	4,343	5,500	36,500	31,000	563.64 %
121300 - HEALTH & SAFETY	-	14,538	-	(14,538)	(100. %)
Gross Revenues	229,309	266,478	285,262	18,784	7.05 %
Gross Expenditures					
121100 - HUMAN RESOURCES ADMIN	593,961	783,882	821,818	37,936	4.84 %
121101 - POOLED EMPLOYEES - HOME	1,840	1,680	1,875	195	11.61 %
121200 - HUMAN RESOURCES SERVICES	703,854	766,861	849,432	82,571	10.77 %
121201 - LEADERSHIP CONTINUUM	85,574	118,050	117,890	(160)	(.14 %)
121300 - HEALTH & SAFETY	546,422	704,049	715,168	11,119	1.58 %
Gross Expenditures	1,931,652	2,374,522	2,506,183	131,661	5.54 %
Net (Revenues)/Expenses					
121100 - HUMAN RESOURCES ADMIN	368,995	537,442	573,056	35,614	6.63 %
121101 - POOLED EMPLOYEES - HOME	1,840	1,680	1,875	195	11.61 %
121200 - HUMAN RESOURCES SERVICES	699,512	761,361	812,932	51,571	6.77 %
121201 - LEADERSHIP CONTINUUM	85,574	118,050	117,890	(160)	(.14 %)
121300 - HEALTH & SAFETY	546,422	689,511	715,168	25,657	3.72 %
Net (Revenues)/Expenses	1,702,344	2,108,044	2,220,921	112,877	5.35 %



2021 Business Unit Financial Summary

Department: LEGAL & REAL ESTATE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
LEGAL & REAL ESTATE					
122100 - LEGAL & REAL ESTATE ADMIN	878,786	902,970	986,276	83,306	9.23 %
122200 - PROVINCIAL OFFENCES	(336,988)	(194,875)	(162,844)	32,031	16.44 %
122300 - LAND TRANSACTIONS-FP2	-	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	201,700	167,648	184,578	16,930	10.1 %
Net (Revenues)/Expenses	743,499	875,743	1,008,010	132,267	15.1 %



Commission: CORPORATE SERVICES
Department: LEGAL & REAL ESTATE
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **875,743**

Changes to Revenue	1,913	
City Council Initiatives	50,000	Indemnification Policy
Contractual	1,000	
Employee Compensation	66,238	Base Wage & Benefit Increases
Inflationary	559	
Other	12,207	Reduced Overhead Recoveries-Insurance & Risk Management, Increased Overhead Charges-POA
Realignments	350	
2021 Adjusted Base Budget	1,008,010	



2021 Business Unit Revenues and Expenditure Summary

Department: LEGAL & REAL ESTATE

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
LEGAL & REAL ESTATE					
Gross Revenues					
122100 - LEGAL & REAL ESTATE ADMIN	295,863	280,913	290,163	9,250	3.29 %
122200 - PROVINCIAL OFFENCES	1,728,125	1,622,100	1,622,100	-	-
122300 - LAND TRANSACTIONS-FP2	20,000	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	64,309	64,476	54,047	(10,429)	(16.18 %)
Gross Revenues	2,108,297	1,967,489	1,966,310	(1,179)	(.06 %)
Gross Expenditures					
122100 - LEGAL & REAL ESTATE ADMIN	1,174,649	1,183,883	1,276,439	92,556	7.82 %
122200 - PROVINCIAL OFFENCES	1,391,137	1,427,225	1,459,256	32,031	2.24 %
122300 - LAND TRANSACTIONS-FP2	20,000	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	266,009	232,124	238,625	6,501	2.8 %
Gross Expenditures	2,851,795	2,843,232	2,974,320	131,088	4.61 %
Net (Revenues)/Expenses					
122100 - LEGAL & REAL ESTATE ADMIN	878,786	902,970	986,276	83,306	9.23 %
122200 - PROVINCIAL OFFENCES	(336,988)	(194,875)	(162,844)	32,031	16.44 %
122300 - LAND TRANSACTIONS-FP2	-	-	-	-	-
123200 - INSURANCE & RISK MANAGEMNT-FP2	201,700	167,648	184,578	16,930	10.1 %
Net (Revenues)/Expenses	743,499	875,743	1,008,010	132,267	15.1 %



2021 Unmet Needs - Staff Recommended

AUTO - 716 - Leasing Coordinator

Commission

120 - CORPORATE SERVICES

Department

140 - LEGAL & REAL ESTATE

Effective Date

June 1, 2021

FTE Impact

1.00

Description

Reporting to the Manager of Real Estate, the Leasing Coordinator is responsible for providing professional, technical, financial, and administrative support to the Real Estate group within the Legal & Real Estate Services Department. In this role you will be responsible for: negotiating and administering leases, licenses, and encroachment agreements with third parties; tracking and reporting on all renewals, expirations and other critical dates; drafting correspondence for owners/lawyers/outside consultants; preparing, reviewing and analyzing legal agreements; processing execution of documents according to execution by-laws; initiating, circulating and processing reports to Council; compliance with all internal policies and legislative procedures; preparing public notices and newspaper advertising; liaising with the Facilities and Asset Management Department and Finance Department regarding rent payments and other charges/recoveries; assist in developing management processes and upgrades to lease management database; assist with annual budget preparations; other duties as assigned.

Justification

Transfer of corporate leasing responsibilities from various departments (particularly the former Parks & Recreation leasing/licensing portfolio) as well as encroachment agreement negotiation and enforcement from Public Works. These responsibilities have fallen to the Manager of Real Estate who has overall responsibility for the City's real estate portfolio, including capital planning and initiatives and the execution of Council priorities. The workload on the Manager of Real Estate is unsustainable and the City's lease portfolio/encroachment agreements/control of vacant lands requires a full-time coordinator.

2021 One Time Costs	\$2,030
2021 Budget Reductions	\$0
2021 Budget Increases	\$73,078
2021 Net Municipal Increase/(Decrease)	\$73,078
2022 Net Municipal Increase/(Decrease)	\$121,795



2021 Business Unit Financial Summary

Department: CLERK'S DEPARTMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CLERK'S DEPARTMENT					
123100 - CLERK'S ADMINISTRATION	489,490	835,735	858,711	22,976	2.75 %
123101 - RECORDS & MAIL ROOM	340,156	372,599	396,241	23,642	6.35 %
123102 - ANIMAL CONTROL	556,291	510,888	533,738	22,850	4.47 %
123103 - DRINKING/DRIVING CNTR MEAS	(2,128)	5,353	3,698	(1,655)	(30.92 %)
123104 - DRNK & DRV CTE FNDRSNG-FP2	-	-	-	-	-
123105 - ELECTIONS-FP2	177,455	160,225	169,510	9,285	5.79 %
123106 - LOTTERY LICENSING	37,047	(22,780)	(22,880)	(100)	(.44 %)
123107 - BUSINESS LICENSING	(243,049)	(331,565)	(331,350)	215	.06 %
Net (Revenues)/Expenses	1,355,262	1,530,455	1,607,668	77,213	5.05 %



Commission: CORPORATE SERVICES
Department: CLERK'S DEPARTMENT
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **1,530,455**

Changes to Revenue	12,741	Reduced Revenues- Dog License Revenue (\$10K)
Contractual	14,330	Animal Control Contract
Efficiencies	(11,777)	Various efficiencies across the department
Employee Compensation	39,308	Base Wage & Benefit Increases
Inflationary	685	
Other	22,276	Ward Governance Publicizing, Records & Mailroom relocation
Realignments	(350)	
2021 Adjusted Base Budget	1,607,668	



2021 Business Unit Revenues and Expenditure Summary

Department: CLERK'S DEPARTMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CLERK'S DEPARTMENT					
Gross Revenues					
123100 - CLERK'S ADMINISTRATION	245,434	266,015	266,007	(8)	(. %)
123101 - RECORDS & MAIL ROOM	145,704	103,608	115,854	12,246	11.82 %
123102 - ANIMAL CONTROL	136,144	145,000	135,000	(10,000)	(6.9 %)
123103 - DRINKING/DRIVING CNTR MEAS	5,905	1,797	1,403	(394)	(21.93 %)
123104 - DRNK & DRV CTE FNDRSNG-FP2	-	-	-	-	-
123105 - ELECTIONS-FP2	4,278	-	-	-	-
123106 - LOTTERY LICENSING	21,402	24,500	24,500	-	-
123107 - BUSINESS LICENSING	342,320	342,490	342,490	-	-
Gross Revenues	901,186	883,410	885,254	1,844	.21 %
Gross Expenditures					
123100 - CLERK'S ADMINISTRATION	734,924	1,101,750	1,124,718	22,968	2.08 %
123101 - RECORDS & MAIL ROOM	485,860	476,207	512,095	35,888	7.54 %
123102 - ANIMAL CONTROL	692,435	655,888	668,738	12,850	1.96 %
123103 - DRINKING/DRIVING CNTR MEAS	3,777	7,150	5,101	(2,049)	(28.66 %)
123105 - ELECTIONS-FP2	181,733	160,225	169,510	9,285	5.79 %
123106 - LOTTERY LICENSING	58,450	1,720	1,620	(100)	(5.81 %)
123107 - BUSINESS LICENSING	99,271	10,925	11,140	215	1.97 %
Gross Expenditures	2,256,448	2,413,865	2,492,922	79,057	3.28 %
Net (Revenues)/Expenses					
123100 - CLERK'S ADMINISTRATION	489,490	835,735	858,711	22,976	2.75 %
123101 - RECORDS & MAIL ROOM	340,156	372,599	396,241	23,642	6.35 %
123102 - ANIMAL CONTROL	556,291	510,888	533,738	22,850	4.47 %
123103 - DRINKING/DRIVING CNTR MEAS	(2,128)	5,353	3,698	(1,655)	(30.92 %)
123104 - DRNK & DRV CTE FNDRSNG-FP2	-	-	-	-	-
123105 - ELECTIONS-FP2	177,455	160,225	169,510	9,285	5.79 %
123106 - LOTTERY LICENSING	37,047	(22,780)	(22,880)	(100)	(.44 %)
123107 - BUSINESS LICENSING	(243,049)	(331,565)	(331,350)	215	.06 %
Net (Revenues)/Expenses	1,355,262	1,530,455	1,607,668	77,213	5.05 %



2021 Unmet Needs - Staff Recommended

AUTO - 709 - Administrative Support to Clerk's Services

Commission

120 - CORPORATE SERVICES

Department

150 - CLERK'S DEPARTMENT

Effective Date

June 1, 2021

FTE Impact

1.00

Description

Administrative Support staff member for Clerk's Services department.

Justification

An Administrative Support staff member is being requested to aid in the daily operations required of the City's very active Clerk's Services Department and provide much needed direct supports to the role of the City Clerk. The Legislative Branch of Clerk's Services along with the City Clerk committed an additional 1200 hours in 2020 in order to support 180 executed Council and Committee meeting operation needs. These additional hours, while heightened with virtual operations in 2020, are experienced year over year based on the volume of operations. In 2019, meeting volume was 292 and 2021 has a projected operation level over 200. Many of the programs within the Clerk's Services have very strict timelines to meet and thus staff are continually working extra hours in order to ensure the functions are met within the required timelines. A time analysis for 2020 of the 4 staff within the Legislative Branch plus the City Clerk resulted in the team of 5 dedicating over 6700 hours to the meeting operations of the City (note: this is with one staff member joining late in the year). This leaves each team member with only 8-9 weeks of the year to dedicate to peripheral work required of their roles. With Legislative operations preparations for a new hybrid of in-person/virtual operations within the new City Hall along with committee meeting level to rise/return to 2019 levels, administrative support is needed to ensure the department is able to provide service levels associated with its operations. This new staff member would relieve the abundance of administrative work that is assigned to senior level staff members there by creating greater opportunity for their roles to focus on procedural matters, meeting management, organizational training and development and research/other assignments. This role would also assist in finding greater efficiencies by for processes executed by the Clerks team members to better the department which in turn betters the corporation as the support provided to other departments. Further, this role would assist with organizing and completing department and organization communication that flows from the City Clerk, provide direct administrative support to the Director/City Clerk, and assist in the execution of administrative programs within the department. This role is connected to the desire to achieve the KPMG Service Review deliverables of Leverage Existing Technology – (CityNet, eForms, eScribe, City Website) by increasing efficiencies, increasing online customer service, and providing expanded resources both internally and externally.

2021 One Time Costs	\$2,030
2021 Budget Reductions	\$0
2021 Budget Increases	\$51,114
2021 Net Municipal Increase/(Decrease)	\$51,114
2022 Net Municipal Increase/(Decrease)	\$84,143



2021 Business Unit Financial Summary

Department: IT SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
IT SERVICES					
124100 - INFORMATION SYSTEMS ADMIN	3,022,815	3,264,762	3,447,521	182,759	5.6 %
124101 - UNIFIED COMMUNICATIONS	155,596	203,566	239,514	35,948	17.66 %
124102 - WATER & WASTEWATER IT SUPPORT	-	-	-	-	-
124103 - COMMUNITY SERV & SOCIAL DEV IT SUPPORT	-	-	35,354	35,354	100. %
Net (Revenues)/Expenses	3,178,412	3,468,328	3,722,389	254,061	7.33 %
Restructure		117,426			
Restated Net (Revenues)/Expenses		3,585,754	3,722,389	136,635	3.81 %

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2021 Business Unit Revenues and Expenditure Summary

Department: IT SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
IT SERVICES					
Gross Revenues					
124100 - INFORMATION SYSTEMS ADMIN	652,361	686,326	723,496	37,170	5.42 %
124101 - UNIFIED COMMUNICATIONS	191,318	199,594	212,701	13,107	6.57 %
124102 - WATER & WASTEWATER IT SUPPORT	183,690	202,886	208,340	5,454	2.69 %
124103 - COMMUNITY SERV & SOCIAL DEV IT SUPPORT	-	-	70,712	70,712	100. %
Gross Revenues	1,027,370	1,088,806	1,215,249	126,443	11.61 %
Gross Expenditures					
124100 - INFORMATION SYSTEMS ADMIN	3,675,177	3,951,088	4,171,017	219,929	5.57 %
124101 - UNIFIED COMMUNICATIONS	346,914	403,160	452,215	49,055	12.17 %
124102 - WATER & WASTEWATER IT SUPPORT	183,690	202,886	208,340	5,454	2.69 %
124103 - COMMUNITY SERV & SOCIAL DEV IT SUPPORT	-	-	106,066	106,066	100. %
Gross Expenditures	4,205,781	4,557,134	4,937,638	380,504	8.35 %
Net (Revenues)/Expenses					
124100 - INFORMATION SYSTEMS ADMIN	3,022,815	3,264,762	3,447,521	182,759	5.6 %
124101 - UNIFIED COMMUNICATIONS	155,596	203,566	239,514	35,948	17.66 %
124102 - WATER & WASTEWATER IT SUPPORT	-	-	-	-	-
124103 - COMMUNITY SERV & SOCIAL DEV IT SUPPORT	-	-	35,354	35,354	100. %
Net (Revenues)/Expenses	3,178,412	3,468,328	3,722,389	254,061	7.33 %
Restructure		117,426			
Restated Net (Revenues)/Expenses		3,585,754	3,722,389	136,635	3.81 %



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 736 - Systems Engineer

Commission
120 - CORPORATE SERVICES

Department
160 - IT SERVICES

Effective Date
June 1, 2021

FTE Impact
1.00

Description

The purpose of the System Engineer position is to ensure the security, stability and integrity of complex IT systems. This is achieved by designing, monitoring and optimizing all systems hosted both internally and in the cloud. This includes complex systems such as Hyper converged virtual server and storage systems, backup and disaster recovery solutions, remote access solutions, email systems, file servers and cyber security solutions. The Systems engineer ensures that all IT systems are running at maximum efficiency to provide fast and reliable IT services to the City staff.

Critical functions of the Systems Engineer include ensuring that Cyber Security tools are in place to effectively track and mitigate threats to our environment. Disaster recovery is also an important function of this role as it ensures that, in the event of a system impacting disaster, all services can be recovered in a timely manner with minimal service impact or data loss. The System Engineer also investigates, troubleshoots and resolves issues impacting IT systems, provides backup for other L3 (Network and Unified Communications) engineers and provides after hours on-call IT support on a rotational basis.

Justification

IT Services currently has four Level 3 (L3) engineers who design, implement and support the IT infrastructure which includes Network Services, Data Centre management, Server, storage and backup solutions, Unified Communications and support for IT solutions at water and waste water. System Engineers play an integral role in our Cyber Security program and provide ongoing monitoring and support for current and future technologies. Three (3) fte's are funded by the IT department and the fourth is fully funded by the Water / Wastewater program. Historically IT Services has been fortunate to be able to make use of the L3 engineer funded by water/wastewater during times of lower activity within that program. Over the past year, increased demand for IT solutions within the water/wastewater program has resulted in their L3 engineer being fully engaged which has reduced the L3 count for IT projects and support to three. Based on planning discussions with the water/wastewater program, their L3 resource will remain fully engaged going forward. In addition, the complexity of IT systems and increased demand for technologies within other City programs continues to increase. L3 engineers are responsible for upgrades and patching of windows servers as well as ongoing system updates to client server based systems such as Amanda, CIS, Geoware and many others. Major capital projects and initiatives or opportunities identified as part of recent Service Reviews also require the provisioning of servers and storage, growth planning, backup configuration and testing and often the configuration and installation of the new applications. These many demands have resulted in a significant shortage of IT resources at the L3 level which has resulted in delays to projects and deliverables. Documented overtime for the L3 team was over 420 hours in 2020 and wait times for support and issue escalation is increasing for this team. This is causing frustration for City staff and for the L3 team who take great pride in a high quality service delivery. In addition, there is not enough capacity within the team to create redundancy which means that staff are frequently contacted after hours and during vacations. Members of the team have shared their concerns with workload and overtime. In addition to the concerns of overtaxing and burning out these resources, these are highly skilled resources who are in demand in the IT industry and are critical to our IT operations.

To address these unmet needs, IT Services is requesting that a full time Level 3 Systems Engineer position be created. The benefits of adding an L3 Systems engineer to the IT Services team include a reduction in overtime, improved work/life balance for existing L3 staff and improved service delivery to City Staff both from a project and support perspective.

2021 One Time Costs	\$2,330
2021 Budget Reductions	\$0
2021 Budget Increases	\$73,588
2021 Net Municipal Increase/(Decrease)	\$73,588
2022 Net Municipal Increase/(Decrease)	\$122,155



2021 Unmet Needs - Staff Recommended

AUTO - 732 - Audio/Visual (A/V) Engineer

Commission

120 - CORPORATE SERVICES

Department

160 - IT SERVICES

Effective Date

June 1, 2021

FTE Impact

1.00

Description

The full-time Audio/Visual (A/V) Engineer will be responsible for the implementation, management, maintenance and support of the technologies and solutions required to meet the collaboration, conferencing, presentation, live streaming, and meeting management needs of our organization. While the focus is Corporate and across facilities, the bulk of the technology implemented is at City Hall. With nearly 40 displays, 20+ video conferencing and wireless presentation systems, video cameras, 40+ room scheduling screens, and all the backend hardware required to pull all this together, it represents a significant investment and giant step forward in comparison to what's in place today. This individual will be responsible for ensuring the functionality and availability of all this technology. In addition, he/she will provide technical support, including the production of livestream feeds at various meetings including Council, Committee, Task Force, PICs, etc. whether virtual, hybrid, onsite in the Chambers or in the future at remote locations. An additional and significant role of the A/V Engineer will include administration and implementation support for the eScribe Meeting Management software. Moving forward, we will be directing the livestreams thru eScribe to provide automated closed captioning and agenda integration services. There is also a desire to expand the use of eScribe throughout the organization and leverage the software for meetings that aren't managed by Clerks staff. To achieve this direction it is necessary to transition this role from Clerks staff to IT staff. This change will allow Clerks staff to focus on their roles and responsibilities rather than spending significant time providing technical and troubleshooting support for eScribe as is the practice today.

Justification

During the pandemic, City staff successfully streamed council, committee and task force meetings unlike any previous year. This continues to require considerable time and effort by staff throughout the organization but significantly higher levels from both Clerks and IT. Recognizing this level of effort can't be sustained, there is a need to have a dedicated resource within IT Services who can manage all the corporate Audio/Visual needs, provide Meeting technical support, be responsible for livestream production, and administer and support eScribe. There is no available resource within IT Services who has the capacity, both from a skills and time perspective, to take on this role. This past year has demonstrated how much the organization has relied on collaborative technologies and virtual meetings. Moving forward we recognize the demand for livestreaming will increase and the complexity and technical requirements to support hybrid and off-site meetings will require someone with the skills, knowledge and time to ensure they run smoothly. We can't expect City staff from other departments to be responsible for the technology and get it setup, tested and ready for the meeting, let alone continue to monitor at the same time as conducting the meeting. The addition of an Audio/Visual Engineer provides the Organization with a resource with a focus on leveraging technology and ensure the staff and members of Council have the tools they need to be more efficient and provide improved service delivery, which is all part of the move to becoming a digital city.

2021 One Time Costs	\$2,330
2021 Budget Reductions	\$0
2021 Budget Increases	\$73,588
2021 Net Municipal Increase/(Decrease)	\$73,588
2022 Net Municipal Increase/(Decrease)	\$122,155



2021 Business Unit Financial Summary

Department: FINANCE DEPARTMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FINANCE DEPARTMENT					
125100 - FINANCE DEPARTMENT ADMIN	(209,912)	(328,852)	(549,928)	(221,076)	(67.23 %)
125200 - ACCOUNTING ADMINISTRATION	1,195,521	1,427,549	1,423,587	(3,962)	(.28 %)
125203 - OPERATING INCENTIVE PROGRAM	(118,723)	(75,000)	(90,000)	(15,000)	(20. %)
125300 - PURCHASING ADMINISTRATION	835,675	942,923	955,181	12,258	1.3 %
125401 - TAX OFFICE ADMINISTRATION	442,765	368,894	399,175	30,281	8.21 %
125431 - CUSTOMER SERVICES	(6,199)	(6,450)	(6,528)	(78)	(1.21 %)
125441 - CORPORATE CONTACT CENTRE	686,725	671,604	709,323	37,719	5.62 %
125601 - FINANCIAL ANALYSIS ADMIN	906,817	997,699	1,016,115	18,416	1.85 %
Net (Revenues)/Expenses	3,732,667	3,998,367	3,856,925	(141,442)	(3.54 %)
Restructure		(234,993)			
Restated Net (Revenues)/Expenses		3,763,374	3,856,925	93,551	2.49 %



Commission: CORPORATE SERVICES
Department: FINANCE DEPARTMENT
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget		3,998,367
Changes to Revenue	(51,493)	Operating Incentive Program Rebates, Tax & Customer Service Admin Fees
Contractual	2,250	
Efficiencies	(3,975)	Various efficiencies across the department
Employee Compensation	164,735	Base Wage & Benefit Increases
Inflationary	13,797	
Other	(31,763)	Overhead/Interdepartmental Charges & Recoveries (\$54.6K) Assessment Based Management Consultant \$25K
Restructure	(234,993)	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget		3,856,925



2021 Business Unit Revenues and Expenditure Summary

Department: FINANCE DEPARTMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FINANCE DEPARTMENT					
Gross Revenues					
125100 - FINANCE DEPARTMENT ADMIN	790,172	814,941	866,585	51,644	6.34 %
125200 - ACCOUNTING ADMINISTRATION	42,494	26,500	25,500	(1,000)	(3.77 %)
125203 - OPERATING INCENTIVE PROGRAM	118,723	75,000	90,000	15,000	20. %
125300 - PURCHASING ADMINISTRATION	32,638	40,100	40,100	-	-
125401 - TAX OFFICE ADMINISTRATION	362,975	412,375	440,375	28,000	6.79 %
125431 - CUSTOMER SERVICES	1,537,450	1,590,392	1,605,749	15,357	.97 %
125441 - CORPORATE CONTACT CENTRE	181,945	158,602	112,435	(46,167)	(29.11 %)
Gross Revenues	3,066,398	3,117,910	3,180,744	62,834	2.02 %
Gross Expenditures					
125100 - FINANCE DEPARTMENT ADMIN	580,259	486,089	316,657	(169,432)	(34.86 %)
125200 - ACCOUNTING ADMINISTRATION	1,238,015	1,454,049	1,449,087	(4,962)	(.34 %)
125300 - PURCHASING ADMINISTRATION	868,313	983,023	995,281	12,258	1.25 %
125401 - TAX OFFICE ADMINISTRATION	805,740	781,269	839,550	58,281	7.46 %
125431 - CUSTOMER SERVICES	1,531,251	1,583,942	1,599,221	15,279	.96 %
125441 - CORPORATE CONTACT CENTRE	868,670	830,206	821,758	(8,448)	(1.02 %)
125601 - FINANCIAL ANALYSIS ADMIN	906,817	997,699	1,016,115	18,416	1.85 %
Gross Expenditures	6,799,065	7,116,277	7,037,669	(78,608)	(1.1 %)
Net (Revenues)/Expenses					
125100 - FINANCE DEPARTMENT ADMIN	(209,912)	(328,852)	(549,928)	(221,076)	(67.23 %)
125200 - ACCOUNTING ADMINISTRATION	1,195,521	1,427,549	1,423,587	(3,962)	(.28 %)
125203 - OPERATING INCENTIVE PROGRAM	(118,723)	(75,000)	(90,000)	(15,000)	(20. %)
125300 - PURCHASING ADMINISTRATION	835,675	942,923	955,181	12,258	1.3 %
125401 - TAX OFFICE ADMINISTRATION	442,765	368,894	399,175	30,281	8.21 %
125431 - CUSTOMER SERVICES	(6,199)	(6,450)	(6,528)	(78)	(1.21 %)
125441 - CORPORATE CONTACT CENTRE	686,725	671,604	709,323	37,719	5.62 %
125601 - FINANCIAL ANALYSIS ADMIN	906,817	997,699	1,016,115	18,416	1.85 %
Net (Revenues)/Expenses	3,732,667	3,998,367	3,856,925	(141,442)	(3.54 %)
Restructure		(234,993)			
Restated Net (Revenues)/Expenses		3,763,374	3,856,925	93,551	2.49 %



COMMUNITY SERVICES & SOCIAL DEVELOPMENT

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Community Services and Social Development Commission for 2021 by its three (3) departments*.

The department lost provincial revenue to provide employment supports for individuals receiving Ontario Works. The provincial revenue reduction (\$1 001 804) was addressed through a Commission-wide reorganization that included: 1) staffing reduction to account for reduced provincial revenues 2) the inclusion of homelessness programs with the Housing Department and 3) the merger of the Community Recreation, Corporate Initiatives and Children's Services Departments to form the Community Programs and Social Development Department.

Quick Links:

[Organizational Chart](#)
[Commission Budget](#)

[Family & Income Stability](#)
[Housing & Homelessness](#)
[Community Programs & Social Development](#)

Rosewood House emergency shelter bed capacity was increased to 30 base budget beds in 2020/21, and up to 40 beds until April 2021. The 2021 costs to maintain a total of 40 budgeted beds has been presented as an unmet need.

The City of Brantford is the service manager for programs included in the Community Services and Social Development commission and as such many of the costs are shared with the County of Brant per the "Cost-Sharing Agreement" agreement from the year 2002.

DEPARTMENTS & SERVICES

Family and Income Stability

- Financial Assistance
- Discretionary Benefits
- Youth Intensive Program
- Funerals and Burials
- System Planning, Oversight & Management

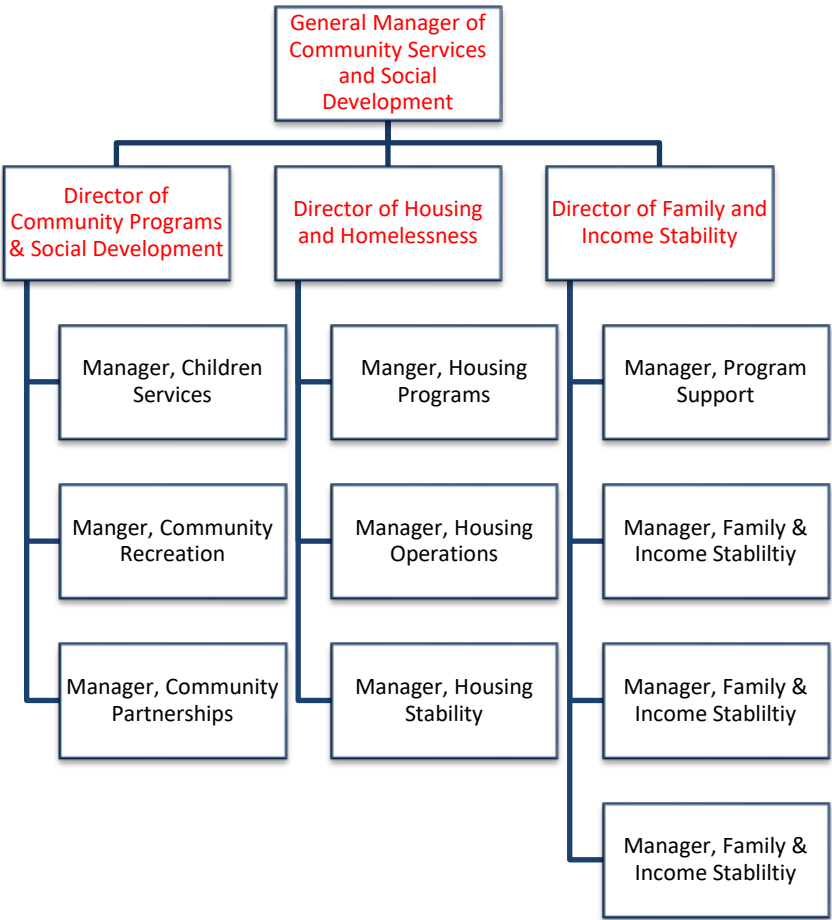
Housing & Homelessness

- Emergency Shelter, Homelessness Prevention and Housing Stability Supports
- Social and Affordable Housing System Planning
- Housing Wait List Management Services
- Housing Provider Program Administration
- Local Portable Housing Benefit Program
- Property Management Services
- Tenant Outreach, Engagement and Eviction Prevention
- Capital Asset Management
- Administration of Federal/Provincial Housing Programs (COCHI/OPHI)
 - New Housing Development
 - Social Housing Apartment Improvement Program
 - Survivors of Domestic Violence Portable Housing Benefits Program
 - B Homes - Homeownership Assistance
 - Ontario Renovates Home Renovation Program
 - Housing Allowance and Rent Supplement Programs

Community Programs & Social Development

- Community Recreation programs
 - Neighbourhood Associations
 - Community Hubs
 - Community Recreation Programs
 - Beckett Adult Leisure Centre
 - Youth Leaderships Programs
- Children Services and Early Years Programming
 - Child Care Fee Subsidies
 - Special Purpose Funding to Licensed Childcare Centres
 - Wage Subsidies and Wage Enhancements
 - OneList
 - Special Needs Resourcing
 - EarlyON Program Delivery
- Community Partnerships
 - Healthy Aging Plan
 - Brantford Immigration Partnerships
 - Healthy Kids Program
 - Community Youth Strategy
 - Community Well-being Plan

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY SERVICES AND SOCIAL DEVELOPMENT				
FAMILY AND INCOME STABILITY	2,704,921	2,891,463	186,542	6.9 %
HOUSING AND HOMELESSNESS SERVICES	9,538,600	9,693,927	155,327	1.63 %
COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT	3,676,562	3,262,846	(413,716)	(11.25 %)
TOTAL COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	15,920,083	15,848,236	(71,847)	(.45 %)
Restructure	(585,690)			
RESTATED COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	15,334,393	15,848,236	513,843	3.35 %



2021 Unmet Need Requests

COMMUNITY SERVICES AND SOCIAL DEVELOPMENT

Corporate Rank	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Staff Recommended					
6	HOUSING AND HOMELESSNESS SERVICES	Annualized Shelter Bed (10) Increase at Rosewood House	N/A	\$148,421	\$221,117
Unmet Needs - Staff Recommended			N/A	\$148,421	\$221,117



2021 Business Unit Financial Summary

Department: FAMILY AND INCOME STABILITY

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FAMILY AND INCOME STABILITY					
133100 - ONTARIO WORKS ADMIN	2,631,475	2,835,058	3,036,846	201,788	7.12 %
133101 - ADDICTION SERVICES	-	-	-	-	-
133220 - 100% PROVINCIAL ASSISTANCE	-	-	-	-	-
133221 - ONTARIO WORKS ASSISTANCE	-	-	-	-	-
133222 - DISCRETIONARY ASSISTANCE	-	-	-	-	-
133250 - ASSISTANCE-100% MUNICIPAL	95,302	197,918	182,672	(15,246)	(7.7 %)
133401 - OW ADMIN CHARGES	(343,888)	(328,055)	(328,055)	-	-
133402 - OW PRIOR PERIOD ADJUSTMENTS	(1)	-	-	-	-
Net (Revenues)/Expenses	2,382,888	2,704,921	2,891,463	186,542	6.9 %
Restructure		325,420			
Restated Net (Revenues)/Expenses		3,030,341	2,891,463	(138,878)	(4.58 %)

Commission: COMMUNITY SERVICES AND SOCIAL DEVELOPMENT
Department: FAMILY AND INCOME STABILITY
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget 2,704,921

Changes to Revenue	422,734	Net decrease in provincial funding offset slightly by increase in 100% Municipal funeral recoveries and county revenue
Efficiencies	(80,542)	Office/training supplies, data communications, printing, mileage-training, accommodation, mileage - other, building and equipment repairs and maintenance, professional fees, lease equipment and employment related expenditures
Employee Compensation	207,018	Contractual increases for salaries and benefits
Inflationary	33,224	Computer software, mobile devices, postage and courier, bank charges and printing costs
Other	(721,312)	Net decrease in provincial benefit expenditures and reallocation of overhead charges
Restructure	325,420	Reorganization
2021 Adjusted Base Budget	2,891,463	



2021 Business Unit Revenues and Expenditure Summary

Department: FAMILY AND INCOME STABILITY

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FAMILY AND INCOME STABILITY					
Gross Revenues					
133100 - ONTARIO WORKS ADMIN	4,722,833	4,707,426	3,794,373	(913,053)	(19.4 %)
133101 - ADDICTION SERVICES	296,807	-	-	-	-
133220 - 100% PROVINCIAL ASSISTANCE	149,036	50,207	149,500	99,293	197.77 %
133221 - ONTARIO WORKS ASSISTANCE	19,307,528	19,358,736	19,016,000	(342,736)	(1.77 %)
133222 - DISCRETIONARY ASSISTANCE	944,183	949,778	688,000	(261,778)	(27.56 %)
133250 - ASSISTANCE-100% MUNICIPAL	139,189	99,082	114,328	15,246	15.39 %
133401 - OW ADMIN CHARGES	343,888	328,055	328,055	-	-
133402 - OW PRIOR PERIOD ADJUSTMENTS	1	-	-	-	-
Gross Revenues	25,903,464	25,493,284	24,090,256	(1,403,028)	(5.5 %)
Gross Expenditures					
133100 - ONTARIO WORKS ADMIN	7,354,308	7,542,484	6,831,219	(711,265)	(9.43 %)
133101 - ADDICTION SERVICES	296,807	-	-	-	-
133220 - 100% PROVINCIAL ASSISTANCE	149,036	50,207	149,500	99,293	197.77 %
133221 - ONTARIO WORKS ASSISTANCE	19,307,528	19,358,736	19,016,000	(342,736)	(1.77 %)
133222 - DISCRETIONARY ASSISTANCE	944,183	949,778	688,000	(261,778)	(27.56 %)
133250 - ASSISTANCE-100% MUNICIPAL	234,491	297,000	297,000	-	-
Gross Expenditures	28,286,352	28,198,205	26,981,719	(1,216,486)	(4.31 %)
Net (Revenues)/Expenses					
133100 - ONTARIO WORKS ADMIN	2,631,475	2,835,058	3,036,846	201,788	7.12 %
133101 - ADDICTION SERVICES	-	-	-	-	-
133220 - 100% PROVINCIAL ASSISTANCE	-	-	-	-	-
133221 - ONTARIO WORKS ASSISTANCE	-	-	-	-	-
133222 - DISCRETIONARY ASSISTANCE	-	-	-	-	-
133250 - ASSISTANCE-100% MUNICIPAL	95,302	197,918	182,672	(15,246)	(7.7 %)
133401 - OW ADMIN CHARGES	(343,888)	(328,055)	(328,055)	-	-
133402 - OW PRIOR PERIOD ADJUSTMENTS	(1)	-	-	-	-
Net (Revenues)/Expenses	2,382,888	2,704,921	2,891,463	186,542	6.9 %
Restructure		325,420			
Restated (Revenues)/Expenses	2,382,888	3,030,341	2,891,463	(138,878)	(4.58 %)



2021 Business Unit Financial Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
HOUSING AND HOMELESSNESS SERVICES					
133450 - REACHING HOME	-	-	-	-	-
133451 - REACHING HOME COVID-19	-	-	-	-	-
133452 - CMA - COVID-19 GRANT	-	-	-	-	-
134100 - SOCIAL HOUSING ADMINISTRATION	1,241,915	1,289,165	1,462,504	173,339	13.45 %
134101 - NATIONAL HOUSING FORUM	4,331	4,700	4,700	-	-
134115 - BHOMES PROGRAM	-	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	-	-	-	-	-
134122 - IAH RENT SUPPLEMENT YR 2 12/13	-	-	-	-	-
134125 - IAH RENT SUPPLEMENT YR 3 13/14	-	-	-	-	-
134128 - IAH RENT SUPPLEMENT YR 4 14/15	-	-	-	-	-
134130 - IAH RENT SUPP EXT 14/15	-	-	-	-	-
134133 - IAH RENT SUPPLMT EXT YR2 15/16	-	-	-	-	-
134135 - IAH BHOMES	-	-	-	-	-
134136 - IAH RENT SUPPLEMENT	-	-	-	-	-
134137 - IAH ONT RENOVATE	-	-	-	-	-
134141 - IAH HOUSING ALLOW-DIRECT	-	-	-	-	-
134150 - COCHI ADMIN FUNDING	-	-	-	-	-
134155 - OPHI ADMIN FUNDING	-	-	-	-	-
134156 - OPHI BHOMES	-	-	-	-	-
134157 - OPHI ONT RENOVATES	-	-	-	-	-
134158 - OPHI RENT SUPPLEMENT	-	-	-	-	-
134200 - TRANSITIONAL RENT SUPP/EMPLOY	-	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	-	-	-	-	-
134203 - HOMES FOR GOOD	-	-	-	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	82,069	87,014	92,419	5,405	6.21 %
134271 - AFFORDABLE HOUSING CITY/COUNTY	1,406	1,664	1,663	(1)	(.06 %)
134300 - STRONG COMMUNITIES REGULAR RS	69,422	35,902	35,785	(117)	(.33 %)
134301 - STRONG COMMUNITIES MOHLTC RS	14,639	11,793	11,179	(614)	(5.21 %)
134302 - STRONG COMMUNITIES MCSS RS	26,987	31,463	29,824	(1,639)	(5.21 %)
134320 - COMMERCIAL RENT SUPPLEMENT	587,767	609,537	642,879	33,342	5.47 %
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134322 - LOCAL PORTABLE HOUSING BENEFIT	(6,281)	116,830	116,767	(63)	(.05 %)
134323 - CANADA ONTARIO HOUSING BENEFIT	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	-	-	-	-	-
134350 - NON-PROFIT HOUSING: FP2	4,501,098	4,467,682	4,448,037	(19,645)	(.44 %)
134351 - HOUSING PROVIDERS MORTGAGE SAVINGS	-	-	23,486	23,486	100. %
134500 - EMERGENCY HOSTELS	1,797,315	1,900,260	1,638,017	(262,243)	(13.8 %)
134501 - DOMICILIARY HOSTELS	544,367	550,300	550,300	-	-



2021 Business Unit Financial Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
134502 - GREENWICH EMERGENCY SHELTER	-	-	-	-	-
134520 - HOUSING RESOURCE CTR	858,394	1,084,595	1,060,000	(24,595)	(2.27 %)
134521 - COMM HOMELESSNESS PREVENTION	(3,373,662)	(3,654,780)	(3,099,141)	555,639	15.2 %
134522 - HOMELESSNESS ADMINISTRATION	132,947	286,766	587,274	300,508	104.79 %
134523 - BBHPA BRANT HOMELESSNESS PREV.	691,887	650,000	-	(650,000)	(100. %)
134524 - CHPI RECOVERIES - FP2	-	-	-	-	-
134525 - BBHPA INTENSIVE	1,251	-	-	-	-
134535 - SOCIAL SERVICES RELIEF FUND	-	-	-	-	-
134536 - COVID-19 TEMPORARY PANDEMIC PAY	-	-	-	-	-
134600 - LOCAL HOUSING ADMINISTRATION	1,752,604	1,778,863	1,849,513	70,650	3.97 %
134614 - LOCAL HOUSING PROPERTIES	281,391	341,125	379,560	38,435	11.27 %
134700 - MUN HOUSING-ROBERTSON:FP2	(13,731)	(13,731)	(13,731)	-	-
134710 - MUN HOUSING-VMP RES:FP2	(20,394)	(20,394)	(106,954)	(86,560)	(424.44 %)
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	-	-	-	-	-
134720 - OTHER MUNICIPAL HOUSING FP2	(20,154)	(20,154)	(20,154)	-	-
134730 - HERITAGE HOUSE FP2 - CITY ONLY	-	-	-	-	-
134740 - 124 SHERWOOD DRIVE: FP2	-	-	-	-	-
134741 - JOHN NOBLE APARTMENTS	-	-	-	-	-
134742 - JOHN NOBLE SENIOR APARTMENTS SURPLUS ALLOCATION	-	-	-	-	-
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	-	-	-	-
Net (Revenues)/Expenses	9,155,569	9,538,600	9,693,927	155,327	1.63 %
Restructure		(397,898)			
Restated Net (Revenues)/Expenses		9,140,702	9,693,927	553,225	6.05 %

Commission: COMMUNITY SERVICES AND SOCIAL DEVELOPMENT
Department: HOUSING AND HOMELESSNESS SERVICES
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget 9,538,600

Capital Impact on Operating	12,064	IHS Software System (SS1709) - amount is for only 1/4 in 2021. (full year in 2022)
Changes to Revenue	(2,014,955)	CHPI & COVID related programs (SSRF, RH COVID)
City Council Initiatives	437,351	2019-617 Emergency Shelter Increase of 10 beds at Rosewood \$221,723 2020-56 Short-term Overflow Emergency Shelter to increase 10 block beds until April 30th \$145,392 2020-56 Winter motel increase \$46,750 2021-42 Mayor's Task Force for Affordable Housing Action Plan: transfer mortgage savings to reserve \$23,486
Contractual	257,354	Contractual increases related to Insurance , Property Taxes, Janitorial and Waste removal.
Efficiencies	(152,047)	Housing Provider subsidy decreased due to mortgage renewal/mortgage ending. Reduced transfer to reserve for VMP properties
Employee Compensation	51,134	Contractual increases for salaries and benefits
Inflationary	122,383	Utilities increased, Building R&M LHC
Other	1,839,941	Expenditures related to CHPI & COVID related programs (SSRF, RH COVID)
Restructure	(397,898)	Outsource of HRC/Intensive Case Management
2021 Adjusted Base Budget	9,693,927	



2021 Business Unit Revenues and Expenditure Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
HOUSING AND HOMELESSNESS SERVICES					
Gross Revenues					
134100 - SOCIAL HOUSING ADMINISTRATION	346,709	355,191	389,612	34,421	9.69 %
134101 - NATIONAL HOUSING FORUM	1,560	-	-	-	-
134115 - BHOMES PROGRAM	176,010	-	-	-	-
134119 - IAH RENOVATE REVOLVING	9,342	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	135,050	93,304	93,304	-	-
134122 - IAH RENT SUPPLEMENT YR 2 12/13	31,123	27,720	54,040	26,320	94.95 %
134125 - IAH RENT SUPPLEMENT YR 3 13/14	82,223	110,967	59,200	(51,767)	(46.65 %)
134128 - IAH RENT SUPPLEMENT YR 4 14/15	17,976	17,952	21,264	3,312	18.45 %
134130 - IAH RENT SUPP EXT 14/15	38,646	62,000	52,800	(9,200)	(14.84 %)
134133 - IAH RENT SUPPLMT EXT YR2 15/16	17,006	16,800	8,539	(8,261)	(49.17 %)
134135 - IAH BHOMES	85,656	-	-	-	-
134136 - IAH RENT SUPPLEMENT	91,025	94,596	61,110	(33,486)	(35.4 %)
134137 - IAH ONT RENOVATE	441,667	-	-	-	-
134141 - IAH HOUSING ALLOW-DIRECT	66,232	132,508	129,319	(3,189)	(2.41 %)
134200 - TRANSITIONAL RENT SUPP/EMPLOY	56,887	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	29,479	-	-	-	-
134203 - HOMES FOR GOOD	1,023,386	1,256,420	1,256,420	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	1,401	-	-	-	-
134271 - AFFORDABLE HOUSING CITY/COUNTY	292,422	326,593	326,594	1	. %
134300 - STRONG COMMUNITIES REGULAR RS	394,136	387,370	387,407	37	.01 %
134301 - STRONG COMMUNITIES MOHLTC RS	53,991	51,516	51,410	(106)	(.21 %)
134302 - STRONG COMMUNITIES MCSS RS	208,480	208,358	208,077	(281)	(.13 %)
134320 - COMMERCIAL RENT SUPPLEMENT	321,119	302,701	269,359	(33,342)	(11.01 %)
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	191,872	115,593	39,855	(75,738)	(65.52 %)
134350 - NON-PROFIT HOUSING: FP2	2,382,840	2,373,072	2,319,911	(53,161)	(2.24 %)
134500 - EMERGENCY HOSTELS	-	-	165,861	165,861	100. %
134520 - HOUSING RESOURCE CTR	-	-	-	-	-
134521 - COMM HOMELESSNESS PREVENTION	3,373,662	3,654,780	3,099,141	(555,639)	(15.2 %)
134522 - HOMELESSNESS ADMINISTRATION	124,095	139,176	120,564	(18,612)	(13.37 %)
134524 - CHPI RECOVERIES - FP2	8,797	1,000	350	(650)	(65. %)
134600 - LOCAL HOUSING ADMINISTRATION	41,578	63,167	81,482	18,315	28.99 %
134700 - MUN HOUSING-ROBERTSON:FP2	140,713	144,177	144,984	807	.56 %
134710 - MUN HOUSING-VMP RES:FP2	363,088	371,079	405,136	34,057	9.18 %
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	81,554	24,710	24,162	(548)	(2.22 %)
134720 - OTHER MUNICIPAL HOUSING FP2	75,633	78,247	78,684	437	.56 %
134730 - HERITAGE HOUSE FP2 - CITY ONLY	325,704	267,900	287,200	19,300	7.2 %



2021 Business Unit Revenues and Expenditure Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
134740 - 124 SHERWOOD DRIVE: FP2	32,274	32,088	33,168	1,080	3.37 %
134741 - JOHN NOBLE APARTMENTS	444,198	425,700	437,592	11,892	2.79 %
134742 - JOHN NOBLE SENIOR APARTMENTS SURPLUS ALLOCATION	191,119	181,287	136,039	(45,248)	(24.96 %)
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	141,300	259,200	117,900	83.44 %
134322 - LOCAL PORTABLE HOUSING BENEFIT	139,133	23,570	23,633	63	.27 %
133450 - REACHING HOME	166,597	299,787	391,004	91,217	30.43 %
134614 - LOCAL HOUSING PROPERTIES	5,748,995	5,051,142	5,263,549	212,407	4.21 %
134150 - COCHI ADMIN FUNDING	-	17,398	19,814	2,416	13.89 %
134155 - OPHI ADMIN FUNDING	-	92,665	108,570	15,905	17.16 %
134156 - OPHI BHOMES	-	60,000	60,000	-	-
134157 - OPHI ONT RENOVATES	-	218,735	218,735	-	-
134502 - GREENWICH EMERGENCY SHELTER	116,137	-	-	-	-
134535 - SOCIAL SERVICES RELIEF FUND	-	-	1,378,543	1,378,543	100. %
133451 - REACHING HOME COVID-19	-	-	468,456	468,456	100. %
134536 - COVID-19 TEMPORARY PANDEMIC PAY	-	-	9,564	9,564	100. %
133452 - CMA - COVID-19 GRANT	-	-	-	-	-
134323 - CANADA ONTARIO HOUSING BENEFIT	-	-	-	-	-
134158 - OPHI RENT SUPPLEMENT	-	-	-	-	-
Gross Revenues	17,869,515	17,220,569	18,943,652	1,723,083	10.01 %
Gross Expenditures					
134100 - SOCIAL HOUSING ADMINISTRATION	1,588,625	1,644,356	1,852,116	207,760	12.63 %
134101 - NATIONAL HOUSING FORUM	5,891	4,700	4,700	-	-
134115 - BHOMES PROGRAM	176,010	-	-	-	-
134119 - IAH RENOVATE REVOLVING	9,342	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	135,050	93,304	93,304	-	-
134122 - IAH RENT SUPPLEMENT YR 2 12/13	31,123	27,720	54,040	26,320	94.95 %
134125 - IAH RENT SUPPLEMENT YR 3 13/14	82,223	110,967	59,200	(51,767)	(46.65 %)
134128 - IAH RENT SUPPLEMENT YR 4 14/15	17,976	17,952	21,264	3,312	18.45 %
134130 - IAH RENT SUPP EXT 14/15	38,646	62,000	52,800	(9,200)	(14.84 %)
134133 - IAH RENT SUPPLMT EXT YR2 15/16	17,006	16,800	8,539	(8,261)	(49.17 %)
134135 - IAH BHOMES	85,656	-	-	-	-
134136 - IAH RENT SUPPLEMENT	91,025	94,596	61,110	(33,486)	(35.4 %)
134137 - IAH ONT RENOVATE	441,667	-	-	-	-
134141 - IAH HOUSING ALLOW-DIRECT	66,232	132,508	129,319	(3,189)	(2.41 %)
134200 - TRANSITIONAL RENT SUPP/EMPLOY	56,887	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	29,479	-	-	-	-
134203 - HOMES FOR GOOD	1,023,386	1,256,420	1,256,420	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	83,470	87,014	92,419	5,405	6.21 %



2021 Business Unit Revenues and Expenditure Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
134271 - AFFORDABLE HOUSING CITY/COUNTY	293,828	328,257	328,257	-	-
134300 - STRONG COMMUNITIES REGULAR RS	463,557	423,272	423,192	(80)	(.02 %)
134301 - STRONG COMMUNITIES MOHLTC RS	68,630	63,309	62,589	(720)	(1.14 %)
134302 - STRONG COMMUNITIES MCSS RS	235,467	239,821	237,901	(1,920)	(.8 %)
134320 - COMMERCIAL RENT SUPPLEMENT	908,886	912,238	912,238	-	-
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	191,872	115,593	39,855	(75,738)	(65.52 %)
134350 - NON-PROFIT HOUSING: FP2	6,883,938	6,840,754	6,767,948	(72,806)	(1.06 %)
134500 - EMERGENCY HOSTELS	1,797,315	1,900,260	1,803,878	(96,382)	(5.07 %)
134501 - DOMICILIARY HOSTELS	544,367	550,300	550,300	-	-
134520 - HOUSING RESOURCE CTR	858,394	1,084,595	1,060,000	(24,595)	(2.27 %)
134521 - COMM HOMELESSNESS PREVENTION	-	-	-	-	-
134522 - HOMELESSNESS ADMINISTRATION	257,042	425,942	707,838	281,896	66.18 %
134523 - BBHPA BRANT HOMELESSNESS PREV.	691,887	650,000	-	(650,000)	(100. %)
134524 - CHPI RECOVERIES - FP2	8,797	1,000	350	(650)	(65. %)
134525 - BBHPA INTENSIVE	1,251	-	-	-	-
134600 - LOCAL HOUSING ADMINISTRATION	1,794,182	1,842,030	1,930,995	88,965	4.83 %
134700 - MUN HOUSING-ROBERTSON:FP2	126,982	130,446	131,253	807	.62 %
134710 - MUN HOUSING-VMP RES:FP2	342,694	350,685	298,182	(52,503)	(14.97 %)
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	81,554	24,710	24,162	(548)	(2.22 %)
134720 - OTHER MUNICIPAL HOUSING FP2	55,479	58,093	58,530	437	.75 %
134730 - HERITAGE HOUSE FP2 - CITY ONLY	325,704	267,900	287,200	19,300	7.2 %
134740 - 124 SHERWOOD DRIVE: FP2	32,274	32,088	33,168	1,080	3.37 %
134741 - JOHN NOBLE APARTMENTS	444,198	425,700	437,592	11,892	2.79 %
134742 - JOHN NOBLE SENIOR APARTMENTS	191,119	181,287	136,039	(45,248)	(24.96 %)
SURPLUS ALLOCATION					
134750 - MARLENE AVE SUPPORTIVE HSING - FP2	-	141,300	259,200	117,900	83.44 %
134322 - LOCAL PORTABLE HOUSING BENEFIT	132,852	140,400	140,400	-	-
133450 - REACHING HOME	166,597	299,787	391,004	91,217	30.43 %
134614 - LOCAL HOUSING PROPERTIES	6,030,386	5,392,267	5,643,109	250,842	4.65 %
134150 - COCHI ADMIN FUNDING	-	17,398	19,814	2,416	13.89 %
134155 - OPHI ADMIN FUNDING	-	92,665	108,570	15,905	17.16 %
134156 - OPHI BHOMES	-	60,000	60,000	-	-
134157 - OPHI ONT RENOVATES	-	218,735	218,735	-	-
134502 - GREENWICH EMERGENCY SHELTER	116,137	-	-	-	-
134535 - SOCIAL SERVICES RELIEF FUND	-	-	1,378,543	1,378,543	100. %
133451 - REACHING HOME COVID-19	-	-	468,456	468,456	100. %
134536 - COVID-19 TEMPORARY PANDEMIC PAY	-	-	9,564	9,564	100. %
133452 - CMA - COVID-19 GRANT	-	-	-	-	-
134158 - OPHI RENT SUPPLEMENT	-	-	-	-	-



2021 Business Unit Revenues and Expenditure Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
134351 - HOUSING PROVIDERS MORTGAGE SAVINGS	-	-	23,486	23,486	100. %
Gross Expenditures	27,025,084	26,759,169	28,637,579	1,878,410	7.02 %
Net (Revenues)/Expenses					
134100 - SOCIAL HOUSING ADMINISTRATION	1,241,915	1,289,165	1,462,504	173,339	13.45 %
134101 - NATIONAL HOUSING FORUM	4,331	4,700	4,700	-	-
134115 - BHOMES PROGRAM	-	-	-	-	-
134119 - IAH RENOVATE REVOLVING	-	-	-	-	-
134120 - IAH ADMIN FUNDING YR 1-4	-	-	-	-	-
134122 - IAH RENT SUPPLEMENT YR 2 12/13	-	-	-	-	-
134125 - IAH RENT SUPPLEMENT YR 3 13/14	-	-	-	-	-
134128 - IAH RENT SUPPLEMENT YR 4 14/15	-	-	-	-	-
134130 - IAH RENT SUPP EXT 14/15	-	-	-	-	-
134133 - IAH RENT SUPPLMT 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	-	-	-	-	-
134202 - HOUSING PARTNERSHIP STRATEGY	-	-	-	-	-
134203 - HOMES FOR GOOD	-	-	-	-	-
134270 - AFFORDABLE HOUSING CITY - FP2	82,069	87,014	92,419	5,405	6.21 %
134271 - AFFORDABLE HOUSING CITY/COUNTY	1,406	1,664	1,663	(1)	(.06 %)
134300 - STRONG COMMUNITIES REGULAR RS	69,422	35,902	35,785	(117)	(.33 %)
134301 - STRONG COMMUNITIES MOHLTC RS	14,639	11,793	11,179	(614)	(5.21 %)
134302 - STRONG COMMUNITIES MCSS RS	26,987	31,463	29,824	(1,639)	(5.21 %)
134320 - COMMERCIAL RENT SUPPLEMENT	587,767	609,537	642,879	33,342	5.47 %
134321 - RS SPECIAL PRIORITY (SPP)	-	-	-	-	-
134330 - MUNICIPAL HOMELESSNESS RS	-	-	-	-	-
134350 - NON-PROFIT HOUSING: FP2	4,501,098	4,467,682	4,448,037	(19,645)	(.44 %)
134500 - EMERGENCY HOSTELS	1,797,315	1,900,260	1,638,017	(262,243)	(13.8 %)
134501 - DOMICILIARY HOSTELS	544,367	550,300	550,300	-	-
134520 - HOUSING RESOURCE CTR	858,394	1,084,595	1,060,000	(24,595)	(2.27 %)
134521 - COMM HOMELESSNESS PREVENTION	(3,373,662)	(3,654,780)	(3,099,141)	555,639	15.2 %
134522 - HOMELESSNESS ADMINISTRATION	132,947	286,766	587,274	300,508	104.79 %
134523 - BBHPA BRANT HOMELESSNESS PREV.	691,887	650,000	-	(650,000)	(100. %)
134524 - CHPI RECOVERIES - FP2	-	-	-	-	-
134525 - BBHPA INTENSIVE	1,251	-	-	-	-
134600 - LOCAL HOUSING ADMINISTRATION	1,752,604	1,778,863	1,849,513	70,650	3.97 %
134700 - MUN HOUSING-ROBERTSON:FP2	(13,731)	(13,731)	(13,731)	-	-



2021 Business Unit Revenues and Expenditure Summary

Department: HOUSING AND HOMELESSNESS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
134710 - MUN HOUSING-VMP RES:FP2	(20,394)	(20,394)	(106,954)	(86,560)	(424.44 %)
134711 - MUN HOUSING VMP-702 COLBORNE:FP2	-	-	-	-	-
134720 - OTHER MUNICIPAL HOUSING FP2	(20,154)	(20,154)	(20,154)	-	-
134730 - HERITAGE HOUSE FP2 - CITY ONLY	-	-	-	-	-
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	(6,281)	116,830	116,767	(63)	(.05 %)
133450 - REACHING HOME	-	-	-	-	-
134614 - LOCAL HOUSING PROPERTIES	281,391	341,125	379,560	38,435	11.27 %
134150 - COCHI ADMIN FUNDING	-	-	-	-	-
134155 - OPHI ADMIN FUNDING	-	-	-	-	-
134156 - OPHI BHOMES	-	-	-	-	-
134157 - OPHI ONT RENOVATES	-	-	-	-	-
134502 - GREENWICH EMERGENCY SHELTER	-	-	-	-	-
134535 - SOCIAL SERVICES RELIEF FUND	-	-	-	-	-
133451 - REACHING HOME COVID-19	-	-	-	-	-
134536 - COVID-19 TEMPORARY PANDEMIC PAY	-	-	-	-	-
133452 - CMA - COVID-19 GRANT	-	-	-	-	-
134323 - CANADA ONTARIO HOUSING BENEFIT	-	-	-	-	-
134158 - OPHI RENT SUPPLEMENT	-	-	-	-	-
134351 - HOUSING PROVIDERS MORTGAGE SAVINGS	-	-	23,486	23,486	100. %
Net (Revenues)/Expenses	9,155,569	9,538,600	9,693,927	155,327	1.63 %
Restructure		(397,898)			
Restated Net (Revenues)/Expenses	9,155,569	9,140,702	9,693,927	553,225	6.05 %



2021 Unmet Needs - Staff Recommended

AUTO - 739 - Annualized Shelter Bed (10) Increase at Rosewood House

Commission

130 - COMMUNITY SERVICES AND SOCIAL DEVELOPMENT

Department

210 - HOUSING AND HOMELESSNESS SERVICES

Effective Date

May 1, 2021

FTE Impact

0.00

Description

Staff are recommending that Rosewood Housing shelter bed capacity be permanently increased to 40.

Gross \$159,250

City Share \$148,421

County Share \$10,829

Justification

In 2020 Council approved the increase of beds at Rosewood (to 40) and Salvation Army (to 30) until April of 2021 and the increase of client accommodation (\$50,161) for anticipated motel usage in the winter months. The costs associated with increasing shelter capacity (\$156,000) and for the increase associated with anticipated increased shelter usage during winter months (\$50,161) to be built in to the Homelessness base budget for 2021. Using provincial funding, through the Social Services Relief Funding program, Homelessness staff were able to offset the municipal contribution by \$165,000. Homelessness staff are seeking approval to redirect these savings to fund the continuation of 10 beds at Rosewood House for the duration of 2021.

Based on the average occupancy rates for 2020, losing all of the additional 20 beds (10 at Rosewood House and 10 at Salvation Army) would result in a shelter bed deficit which would contribute to a rise in the number of unsheltered and homeless individuals within our community. Maintaining at least 10 additional co-ed shelter beds, combined with an enhanced shelter diversion strategy will help to support shelter capacity in the mid-term. Shelter beds are critical in providing housing to those currently or at imminent risk of being homeless. Without these additional beds, based on current occupancy trends, the municipality would have to leverage local hotels if demand exceeded the currently emergency shelter capacity which is expensive and does not provide supports found in the emergency shelter system.

City Staff, shelter operators and community partners have worked together to implement the recommendations associated with the Shelter Services Review completed in 2018. However, significant challenges such as the lack of affordable housing, additions and mental health barriers, and funding pressures have placed further pressure on the shelter system and the Homelessness System as a whole. Staff continue to work with community partners to plan and address the needs of the municipality and to lobby both Provincial and Federal Ministries to raise funding to meet the needs of our community.



2021 Unmet Needs - Staff Recommended

AUTO - 739 - Annualized Shelter Bed (10) Increase at Rosewood House

2021 One Time Costs	\$0
2021 Budget Reductions	(\$10,829)
2021 Budget Increases	\$159,250
2021 Net Municipal Increase/(Decrease)	\$148,421
2022 Net Municipal Increase/(Decrease)	\$221,117



2021 Business Unit Financial Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT					
135100 - CHILD CARE ADMINISTRATION	145,991	143,563	143,562	(1)	(. %)
135140 - FEE SUBSIDY REGULAR-PROFIT	875,908	935,000	935,000	-	-
135141 - FEE SUBSIDY REGULAR-NON PROFIT	2,282,595	2,430,357	2,440,003	9,646	.4 %
135150 - EMERGENCY CHILD CARE	-	-	-	-	-
135180 - FEE SUB RECREATION-NON PROFIT	235,977	272,310	272,310	-	-
135202 - PROV FUNDING-FEE SUBISDY	(2,946,401)	(3,197,039)	(3,206,761)	(9,722)	(.3 %)
135220 - ONTARIO WORKS CHILDCARE	-	-	-	-	-
135250 - EXPANSION PLAN FUNDING	-	-	-	-	-
135260 - FEDERAL ELCC	-	-	-	-	-
135315 - BASE FUNDING - LICENSED HCC	-	-	-	-	-
135318 - COVID CLOSURE	-	-	-	-	-
135319 - COVID REOPEN	-	-	-	-	-
135320 - CC GENERAL OPERATING	238,655	237,806	238,614	808	.34 %
135324 - WAGE ENHANCEMENTS NON PROFIT	-	-	-	-	-
135325 - WAGE ENHANCEMENTS PROFIT	-	-	-	-	-
135326 - WAGE ENHANCEMENT GRANT - ADMIN	-	-	-	-	-
135327 - WAGE ENHANCEMENT RECOVERIES-PRIOR YEAR	-	-	-	-	-
135328 - FEDERAL SAFE RESTART FUNDING	-	-	-	-	-
135330 - FEE STABILIZATION	-	-	-	-	-
135340 - CHILDCARE PAY EQUITY	-	-	-	-	-
135400 - SPECIAL NEEDS RESOURCING	-	-	-	-	-
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	-	-	-	-	-
135403 - SMALL WATER WORKS	-	-	-	-	-
135404 - REPAIRS & MAINTENANCE	-	-	-	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	-	-	-	-	-
135500 - PLANNING FUNDING	-	-	-	-	-
135501 - ABORIGINAL PLANNING	-	-	-	-	-
135502 - EARLY ON CENTRES	90,604	101,054	96,381	(4,673)	(4.62 %)
135515 - JOURNEY TOGETHER EARLY ONS	-	-	-	-	-
135520 - JOURNEY TOGETHER CHILD CARE	-	-	-	-	-
135525 - JOURNEY TOGETHER ADMINISTRATION	-	-	-	-	-
135550 - CHILD CARE ADMIN CHARGES	(83,267)	(83,628)	(83,628)	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	3	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	-	-	-	-	-
137100 - COMMUNITY PARTNERSHIP ADMIN	860,628	1,018,305	751,353	(266,952)	(26.22 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	805,324	284,947	283,124	(1,823)	(.64 %)



2021 Business Unit Financial Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
137115 - EXTERNAL AGENCY FUNDING	56,208	-	-	-	-
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	-	-	-	-	-
137121 - COMMUNITY SAFETY	-	-	-	-	-
137122 - HEALTH & INCLUSION	47,250	47,250	33,450	(13,800)	(29.21 %)
137123 - HEALTHY AGING	-	-	-	-	-
137124 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	-	-	-	-	-
137126 - HEALTHY KIDS CHALLENGE	-	-	-	-	-
137127 - SENIORS COMMUNITY GRANT	-	-	-	-	-
137128 - NEWCOMER MINORITY WOMEN	-	-	-	-	-
137129 - LOCAL IMMIGRATION PARTNERSHIP	-	-	-	-	-
137131 - NEW HORIZONS FOR SENIORS	-	-	-	-	-
147601 - COMMUNITY RECREATION ADMIN	155,064	159,855	418,046	258,191	161.52 %
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	1,152	19,218	30,650	11,432	59.49 %
147604 - CAN WE HELP PROGRAM	10,000	10,000	10,000	-	-
147607 - YOUTH PROGRAMS	162,427	148,551	-	(148,551)	(100. %)
147608 - NEIGHBOURHOOD HUB PROGRAM	177,002	198,536	205,688	7,152	3.6 %
147701 - WOODMAN COMMUNITY CNTR PROGRAM	161,430	155,585	223,972	68,387	43.95 %
147702 - EAGLE PLACE COMMUNITY PROGRAMS	160,127	151,415	49,175	(102,240)	(67.52 %)
147705 - BRANLYN COMMUNITY CNTR PROGRAMS	134,480	119,180	58,235	(60,945)	(51.14 %)
147706 - COSTAIN/JOHNSON CMNTY PROGRAMS	101,442	97,733	101,681	3,948	4.04 %
147707 - BECKETT ADULT COMMUNITY PROGRAMS	359,298	420,314	255,771	(164,543)	(39.15 %)
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	3,943	6,250	6,220	(30)	(.48 %)
Net (Revenues)/Expenses	4,035,840	3,676,562	3,262,846	(413,716)	(11.25 %)
Restructure		(513,212)			
Restated Net (Revenues)/Expenses		3,163,350	3,262,846	99,496	3.15 %

Commission: COMMUNITY SERVICES AND SOCIAL DEVELOPMENT
Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved 3,676,562

		Addition of one time provincial transition grant funding Removal/realignment of Provincial, Federal and Other Sources of onetime revenue Increase in County revenue due to caseload shift
Changes to Revenue	41,295	Increase in revenue as a result of approved early fees & charges for drop-in programs, registered programs, and memberships Decrease in revenue for rentals at Branlyn and Beckett Adult Leisure Centre, removal of Lions Club lease at Branlyn, and a decline in donations and concession sales
City Council Initiatives	(15,386)	100% Federally funded program, net impact of zero. Report #2020-205 Federal Funding Received to Establish a Local Immigration Partnership Realignment/savings of salaries & benefits in Report #2020-02-04 Community Recreation Division Restructuring
Efficiencies	(19,840)	Service Delivery Efficiencies for multiple lines such as meals, printing, advertising, postage, mileage, T&D and Software R&M/Licenses
Employee Compensation	246,290	Contractual increases for salaries and benefits
Inflationary	3,045	Inflationary increases for multiple lines such as recreational supplies, Mobile Devices, Postage, insurance premiums, and entertainers
Other	(155,908)	Realignment of programs funded provincially, federally and other sources of revenue
Restructure	(513,212)	2020 restructure budget realignment
2021 Adjusted Base Budget	3,262,846	



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT					
Gross Revenues					
135100 - CHILD CARE ADMINISTRATION	1,357,043	1,022,900	1,223,252	200,352	19.59 %
135140 - FEE SUBSIDY REGULAR-PROFIT	150,372	165,000	165,000	-	-
135141 - FEE SUBSIDY REGULAR-NON PROFIT	432,556	428,886	428,886	-	-
135180 - FEE SUB RECREATION-NON PROFIT	19,015	27,690	27,690	-	-
135202 - PROV FUNDING-FEE SUBISDY	2,946,401	3,197,039	3,206,761	9,722	.3 %
135220 - ONTARIO WORKS CHILDCARE	225,747	235,000	235,000	-	-
135250 - EXPANSION PLAN FUNDING	1,901,928	1,687,401	1,687,401	-	-
135260 - FEDERAL ELCC	926,405	814,224	814,224	-	-
135320 - CC GENERAL OPERATING	3,111,345	3,062,194	3,092,684	30,490	1. %
135324 - WAGE ENHANCEMENTS NON PROFIT	1,209,071	1,240,000	1,240,000	-	-
135325 - WAGE ENHANCEMENTS PROFIT	531,870	453,976	453,976	-	-
135326 - WAGE ENHANCEMENT GRANT - ADMIN	75,422	75,430	75,430	-	-
135327 - WAGE ENHANCEMENT RECOVERIES-PRIOR YEAR	-	-	-	-	-
135330 - FEE STABILIZATION	107,268	-	-	-	-
135340 - CHILDCARE PAY EQUITY	47,493	47,493	47,493	-	-
135400 - SPECIAL NEEDS RESOURCING	1,100,000	1,100,000	1,000,000	(100,000)	(9.09 %)
135402 - CAPACITY	71,828	75,000	75,000	-	-
135403 - SMALL WATER WORKS	3,555	3,890	3,890	-	-
135404 - REPAIRS & MAINTENANCE	-	26,116	26,116	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	73,153	73,153	108,298	35,145	48.04 %
135500 - PLANNING FUNDING	26,737	26,700	-	(26,700)	(100. %)
135501 - ABORIGINAL PLANNING	10,100	10,100	-	(10,100)	(100. %)
135502 - EARLY ON CENTRES	1,960,333	1,909,002	1,915,330	6,328	.33 %
135515 - JOURNEY TOGETHER EARLY ONS	364,898	366,750	364,898	(1,852)	(.5 %)
135520 - JOURNEY TOGETHER CHILD CARE	292,244	366,750	368,602	1,852	.5 %
135550 - CHILD CARE ADMIN CHARGES	83,267	83,628	83,628	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	(3)	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	110,000	110,000	110,000	-	-
147601 - COMMUNITY RECREATION ADMIN	(89)	-	600	600	100. %
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	43,527	43,572	43,290	(282)	(.65 %)
147604 - CAN WE HELP PROGRAM	62,972	52,500	52,500	-	-
147607 - YOUTH PROGRAMS	91,539	72,710	-	(72,710)	(100. %)
147608 - NEIGHBOURHOOD HUB PROGRAM	22,735	21,200	21,200	-	-
147701 - WOODMAN COMMUNITY CNTR PROGRAM	129,515	129,370	205,700	76,330	59. %



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
147702 - EAGLE PLACE COMMUNITY PROGRAMS	145,733	125,800	129,345	3,545	2.82 %
147705 - BRANLYN COMMUNITY CNTR PROGRAMS	145,539	147,585	132,720	(14,865)	(10.07 %)
147706 - COSTAIN/JOHNSON CMNTY PROGRAMS	179,042	159,607	109,395	(50,212)	(31.46 %)
147707 - BECKETT ADULT COMMUNITY PROGRAMS	179,370	177,575	162,790	(14,785)	(8.33 %)
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	40,380	40,490	42,030	1,540	3.8 %
135315 - BASE FUNDING - LICENSED HCC	276,000	276,000	276,000	-	-
135525 - JOURNEY TOGETHER ADMINISTRATION	81,500	81,500	81,500	-	-
137100 - COMMUNITY PARTNERSHIP ADMIN	197,907	128,001	114,231	(13,770)	(10.76 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	65,454	195,911	177,734	(18,177)	(9.28 %)
137115 - EXTERNAL AGENCY FUNDING	3,792	60,000	60,000	-	-
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	20,000	20,000	20,000	-	-
137121 - COMMUNITY SAFETY	36,265	36,500	10,000	(26,500)	(72.6 %)
137122 - HEALTH & INCLUSION	23,928	36,500	10,000	(26,500)	(72.6 %)
137123 - HEALTHY AGING	55,789	100,000	148,000	48,000	48. %
137124 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
137126 - HEALTHY KIDS CHALLENGE	46,380	42,361	42,361	-	-
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	126,382	-	-	-	-
137128 - NEWCOMER MINORITY WOMEN	7,976	28,449	-	(28,449)	(100. %)
137127 - SENIORS COMMUNITY GRANT	8,750	-	-	-	-
137129 - LOCAL IMMIGRATION PARTNERSHIP	-	-	302,083	302,083	100. %
137131 - NEW HORIZONS FOR SENIORS	-	-	10,000	10,000	100. %
135318 - COVID CLOSURE	-	-	-	-	-
135319 - COVID REOPEN	-	-	-	-	-
Gross Revenues	19,128,434	18,583,953	18,905,038	321,085	1.73 %
Gross Expenditures					
135100 - CHILD CARE ADMINISTRATION	1,503,034	1,166,463	1,366,814	200,351	17.18 %
135140 - FEE SUBSIDY REGULAR-PROFIT	1,026,280	1,100,000	1,100,000	-	-
135141 - FEE SUBSIDY REGULAR-NON PROFIT	2,715,151	2,859,243	2,868,889	9,646	.34 %
135180 - FEE SUB RECREATION-NON PROFIT	254,992	300,000	300,000	-	-
135220 - ONTARIO WORKS CHILDCARE	225,747	235,000	235,000	-	-
135250 - EXPANSION PLAN FUNDING	1,901,928	1,687,401	1,687,401	-	-
135260 - FEDERAL ELCC	926,405	814,224	814,224	-	-
135320 - CC GENERAL OPERATING	3,350,001	3,300,000	3,331,298	31,298	.95 %
135324 - WAGE ENHANCEMENTS NON PROFIT	1,209,071	1,240,000	1,240,000	-	-
135325 - WAGE ENHANCEMENTS PROFIT	531,870	453,976	453,976	-	-
135326 - WAGE ENHANCEMENT GRANT - ADMIN	75,422	75,430	75,430	-	-
135330 - FEE STABILIZATION	107,268	-	-	-	-
135340 - CHILDCARE PAY EQUITY	47,493	47,493	47,493	-	-
135400 - SPECIAL NEEDS RESOURCING	1,100,000	1,100,000	1,000,000	(100,000)	(9.09 %)



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	71,828	75,000	75,000	-	-
135403 - SMALL WATER WORKS	3,555	3,890	3,890	-	-
135404 - REPAIRS & MAINTENANCE	-	26,116	26,116	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	73,153	73,153	108,298	35,145	48.04 %
135500 - PLANNING FUNDING	26,737	26,700	-	(26,700)	(100. %)
135501 - ABORIGINAL PLANNING	10,100	10,100	-	(10,100)	(100. %)
135502 - EARLY ON CENTRES	2,050,937	2,010,056	2,011,711	1,655	.08 %
135515 - JOURNEY TOGETHER EARLY ONS	364,898	366,750	364,898	(1,852)	(.5 %)
135520 - JOURNEY TOGETHER CHILD CARE	292,244	366,750	368,602	1,852	.5 %
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	110,000	110,000	110,000	-	-
147601 - COMMUNITY RECREATION ADMIN	154,976	159,855	418,646	258,791	161.89 %
147602 - PROGRAM FUNDING	-	-	-	-	-
147603 - AFTER SCHOOL PROGRAM	44,680	62,790	73,940	11,150	17.76 %
147604 - CAN WE HELP PROGRAM	72,972	62,500	62,500	-	-
147607 - YOUTH PROGRAMS	253,965	221,261	-	(221,261)	(100. %)
147608 - NEIGHBOURHOOD HUB PROGRAM	199,737	219,736	226,888	7,152	3.25 %
147701 - WOODMAN COMMUNITY CNTR PROGRAM	290,945	284,955	429,672	144,717	50.79 %
147702 - EAGLE PLACE COMMUNITY PROGRAMS	305,860	277,215	178,520	(98,695)	(35.6 %)
147705 - BRANLYN COMMUNITY CNTR PROGRAMS	280,019	266,765	190,955	(75,810)	(28.42 %)
147706 - COSTAIN/JOHNSON CMNTY PROGRAMS	280,484	257,340	211,076	(46,264)	(17.98 %)
147707 - BECKETT ADULT COMMUNITY PROGRAMS	538,667	597,889	418,561	(179,328)	(29.99 %)
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	44,322	46,740	48,250	1,510	3.23 %
135315 - BASE FUNDING - LICENSED HCC	276,000	276,000	276,000	-	-
135525 - JOURNEY TOGETHER ADMINISTRATION	81,500	81,500	81,500	-	-
137100 - COMMUNITY PARTNERSHIP ADMIN	1,058,534	1,146,306	865,584	(280,722)	(24.49 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	870,778	480,858	460,858	(20,000)	(4.16 %)
137115 - EXTERNAL AGENCY FUNDING	60,000	60,000	60,000	-	-
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	20,000	20,000	20,000	-	-
137121 - COMMUNITY SAFETY	36,265	36,500	10,000	(26,500)	(72.6 %)
137122 - HEALTH & INCLUSION	71,178	83,750	43,450	(40,300)	(48.12 %)
137123 - HEALTHY AGING	55,789	100,000	148,000	48,000	48. %
137124 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
137126 - HEALTHY KIDS CHALLENGE	46,380	42,361	42,361	-	-
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	126,382	-	-	-	-
137128 - NEWCOMER MINORITY WOMEN	7,976	28,449	-	(28,449)	(100. %)
137127 - SENIORS COMMUNITY GRANT	8,750	-	-	-	-
135150 - EMERGENCY CHILD CARE	-	-	-	-	-
137129 - LOCAL IMMIGRATION PARTNERSHIP	-	-	302,083	302,083	100. %



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
135328 - FEDERAL SAFE RESTART FUNDING	-	-	-	-	-
137131 - NEW HORIZONS FOR SENIORS	-	-	10,000	10,000	100. %
135318 - COVID CLOSURE	-	-	-	-	-
135319 - COVID REOPEN	-	-	-	-	-
Gross Expenditures	23,164,274	22,260,515	22,167,884	(92,631)	(.42 %)
Net (Revenues)/Expenses					
135100 - CHILD CARE ADMINISTRATION	145,991	143,563	143,562	(1)	(. %)
135140 - FEE SUBSIDY REGULAR-PROFIT	875,908	935,000	935,000	-	-
135141 - FEE SUBSIDY REGULAR-NON PROFIT	2,282,595	2,430,357	2,440,003	9,646	.4 %
135180 - FEE SUB RECREATION-NON PROFIT	235,977	272,310	272,310	-	-
135202 - PROV FUNDING-FEE SUBISDY	(2,946,401)	(3,197,039)	(3,206,761)	(9,722)	(.3 %)
135220 - ONTARIO WORKS CHILDCARE	-	-	-	-	-
135250 - EXPANSION PLAN FUNDING	-	-	-	-	-
135260 - FEDERAL ELCC	-	-	-	-	-
135320 - CC GENERAL OPERATING	238,655	237,806	238,614	808	.34 %
135324 - WAGE ENHANCEMENTS NON PROFIT	-	-	-	-	-
135325 - WAGE ENHANCEMENTS PROFIT	-	-	-	-	-
135326 - WAGE ENHANCEMENT GRANT - ADMIN	-	-	-	-	-
135327 - WAGE ENHANCEMENT RECOVERIES-PRIOR YEAR	-	-	-	-	-
135330 - FEE STABILIZATION	-	-	-	-	-
135340 - CHILDCARE PAY EQUITY	-	-	-	-	-
135400 - SPECIAL NEEDS RESOURCING	-	-	-	-	-
135401 - TRANSFORMATION	-	-	-	-	-
135402 - CAPACITY	-	-	-	-	-
135403 - SMALL WATER WORKS	-	-	-	-	-
135404 - REPAIRS & MAINTENANCE	-	-	-	-	-
135405 - MINOR CAPITAL / TOYS & EQUIPMENT	-	-	-	-	-
135480 - DATA ANALYSIS COORDINATOR /DAC	-	-	-	-	-
135500 - PLANNING FUNDING	-	-	-	-	-
135501 - ABORIGINAL PLANNING	-	-	-	-	-
135502 - EARLY ON CENTRES	90,604	101,054	96,381	(4,673)	(4.62 %)
135515 - JOURNEY TOGETHER EARLY ONS	-	-	-	-	-
135520 - JOURNEY TOGETHER CHILD CARE	-	-	-	-	-
135550 - CHILD CARE ADMIN CHARGES	(83,267)	(83,628)	(83,628)	-	-
135551 - CHILD CARE PRIOR PERIOD ADJ	3	-	-	-	-
136301 - HEALTH CARE - PHYSICIAN RECRUITMENT	-	-	-	-	-
147601 - COMMUNITY RECREATION ADMIN	155,064	159,855	418,046	258,191	161.52 %
147602 - PROGRAM FUNDING	-	-	-	-	-



2021 Business Unit Revenues and Expenditure Summary

Department: COMMUNITY PROGRAMS & SOCIAL DEVELOPMENT

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
147603 - AFTER SCHOOL PROGRAM	1,152	19,218	30,650	11,432	59.49 %
147604 - CAN WE HELP PROGRAM	10,000	10,000	10,000	-	-
147607 - YOUTH PROGRAMS	162,427	148,551	-	(148,551)	(100. %)
147608 - NEIGHBOURHOOD HUB PROGRAM	177,002	198,536	205,688	7,152	3.6 %
147701 - WOODMAN COMMUNITY CNTR PROGRAM	161,430	155,585	223,972	68,387	43.95 %
147702 - EAGLE PLACE COMMUNITY PROGRAMS	160,127	151,415	49,175	(102,240)	(67.52 %)
147705 - BRANLYN COMMUNITY CNTR PROGRAMS	134,480	119,180	58,235	(60,945)	(51.14 %)
147706 - COSTAIN/JOHNSON CMNTY PROGRAMS	101,442	97,733	101,681	3,948	4.04 %
147707 - BECKETT ADULT COMMUNITY PROGRAMS	359,298	420,314	255,771	(164,543)	(39.15 %)
147708 - SOUTH WEST/SHELLARD NEIGHBRHD	3,943	6,250	6,220	(30)	(.48 %)
135315 - BASE FUNDING - LICENSED HCC	-	-	-	-	-
135525 - JOURNEY TOGETHER ADMINISTRATION	-	-	-	-	-
137100 - COMMUNITY PARTNERSHIP ADMIN	860,628	1,018,305	751,353	(266,952)	(26.22 %)
137105 - SOCIAL ASSISTANT REINVESTMENT - FP2	805,324	284,947	283,124	(1,823)	(.64 %)
137115 - EXTERNAL AGENCY FUNDING	56,208	-	-	-	-
137120 - DOMESTIC VIOLENCE AWARENESS (DIVA)	-	-	-	-	-
137121 - COMMUNITY SAFETY	-	-	-	-	-
137122 - HEALTH & INCLUSION	47,250	47,250	33,450	(13,800)	(29.21 %)
137123 - HEALTHY AGING	-	-	-	-	-
137124 - IMMIGRATION PROGRAM (MCI)	-	-	-	-	-
137126 - HEALTHY KIDS CHALLENGE	-	-	-	-	-
137125 - BRANTFORD DOWNTOWN OUTREACH TEAM	-	-	-	-	-
137128 - NEWCOMER MINORITY WOMEN	-	-	-	-	-
137127 - SENIORS COMMUNITY GRANT	-	-	-	-	-
135150 - EMERGENCY CHILD CARE	-	-	-	-	-
137129 - LOCAL IMMIGRATION PARTNERSHIP	-	-	-	-	-
135328 - FEDERAL SAFE RESTART FUNDING	-	-	-	-	-
137131 - NEW HORIZONS FOR SENIORS	-	-	-	-	-
135318 - COVID CLOSURE	-	-	-	-	-
135319 - COVID REOPEN	-	-	-	-	-
Net (Revenues)/Expenses	4,035,840	3,676,562	3,262,846	(413,716)	(11.25 %)
Restructure		(513,212)			
Restated Net (Revenues)/Expenses	4,035,840	3,163,350	3,262,846	99,496	3.15 %



COMMUNITY DEVELOPMENT COMMISSION

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Community Development Commission for 2021 by its two (2) departments.

DEPARTMENTS & SERVICES

Planning Administration

Development Planning:

- Amendments to the Official Plan and Zoning By-law
- Committee of Adjustment (Consent to Sever & Minor Variances)
- Development Review
- Plans of Subdivision, Condominium, & Part Lot Control
- Site Plan Approval

Quick Links:

[Organizational Chart](#)

[Commission Budget](#)

[Planning Administration Budget](#)

[Building Budget](#)

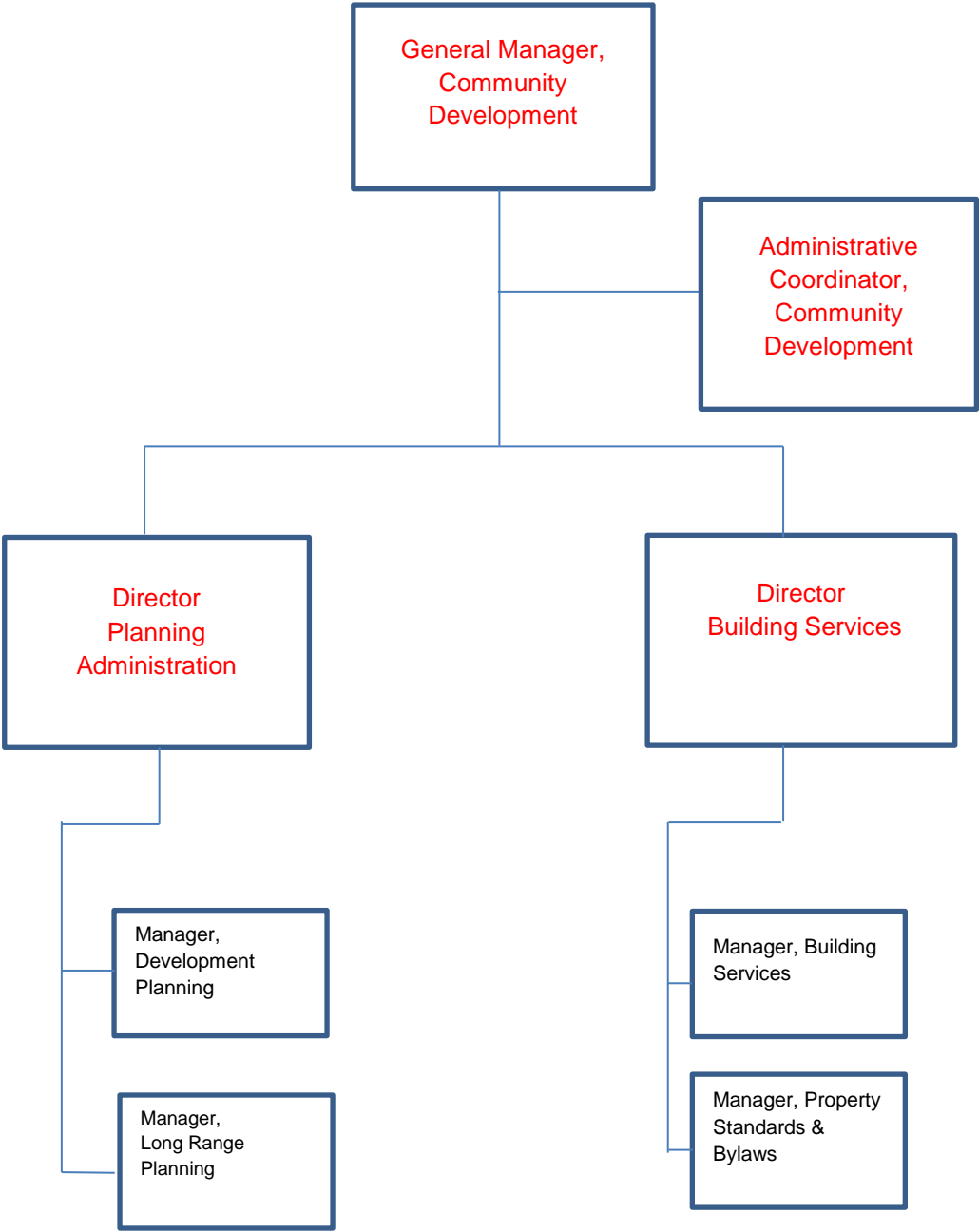
Long Range Planning:

- Brownfields & Greyfield Redevelopment
- Downtown Revitalization
- Growth & Development Tracking
- Heritage Planning
- Official Plan Review and Policy Development
- Secondary Plans

Building

- Ontario Building Code Enforcement
- Issuance of Building Permits
- Building Inspections
- Property Standards
- Bylaw Enforcement

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
COMMUNITY DEVELOPMENT				
PLANNING ADMINISTRATION	1,777,268	1,568,674	(208,594)	(11.74 %)
BUILDING	1,046,582	1,046,007	(575)	(.05 %)
TOTAL COMMUNITY DEVELOPMENT	2,823,850	2,614,681	(209,169)	(7.41 %)



2021 Business Unit Financial Summary

Department: PLANNING ADMINISTRATION

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PLANNING ADMINISTRATION					
141101 - PLANNING ADMINISTRATION	1,645,717	1,763,918	1,554,999	(208,919)	(11.84 %)
141201 - HERITAGE COMMITTEE	5,815	8,400	8,725	325	3.87 %
141202 - COMMITTEE OF ADJUSTMENT	2,829	4,950	4,950	-	-
141203 - BROWNFIELDS COMMITTEE	-	-	-	-	-
Net (Revenues)/Expenses	1,654,360	1,777,268	1,568,674	(208,594)	(11.74 %)



Commission: COMMUNITY DEVELOPMENT
Department: PLANNING ADMINISTRATION
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget **1,777,268**

Changes to Revenue	(273,095)	Reflects approval of early fee increase
Efficiencies	(14,260)	Various efficiency reductions realized across the department
Employee Compensation	62,196	Base wage and benefit increases
Inflationary	16,565	Various price/volume increased across the department
2021 Adjusted Base Budget	1,568,674	



2021 Business Unit Revenues and Expenditure Summary

Department: *PLANNING ADMINISTRATION*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PLANNING ADMINISTRATION					
Gross Revenues					
141101 - PLANNING ADMINISTRATION	896,595	721,050	994,145	273,095	37.87 %
141201 - HERITAGE COMMITTEE	-	25,000	-	(25,000)	(100. %)
141203 - BROWNFIELDS COMMITTEE	5,000	5,000	5,000	-	-
Gross Revenues	901,595	751,050	999,145	248,095	33.03 %
Gross Expenditures					
141101 - PLANNING ADMINISTRATION	2,542,312	2,484,968	2,549,144	64,176	2.58 %
141201 - HERITAGE COMMITTEE	5,815	33,400	8,725	(24,675)	(73.88 %)
141202 - COMMITTEE OF ADJUSTMENT	2,829	4,950	4,950	-	-
141203 - BROWNFIELDS COMMITTEE	5,000	5,000	5,000	-	-
Gross Expenditures	2,555,955	2,528,318	2,567,819	39,501	1.56 %
Net (Revenues)/Expenses					
141101 - PLANNING ADMINISTRATION	1,645,717	1,763,918	1,554,999	(208,919)	(11.84 %)
141201 - HERITAGE COMMITTEE	5,815	8,400	8,725	325	3.87 %
141202 - COMMITTEE OF ADJUSTMENT	2,829	4,950	4,950	-	-
141203 - BROWNFIELDS COMMITTEE	-	-	-	-	-
Net (Revenues)/Expenses	1,654,360	1,777,268	1,568,674	(208,594)	(11.74 %)



2021 Business Unit Financial Summary

Department: BUILDING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
BUILDING					
TAX SUPPORTED					
143201 - PROPERTY STNDRD SER&COST REC	(13,188)	-	-	-	-
143301 - BYLAW ENFORCEMENT	656,907	951,359	1,046,007	94,648	9.95 %
143302 - ANIMAL CONTROL BY-LAW ENFORCMT	53,041	95,223	-	(95,223)	(100. %)
TOTAL TAX SUPPORTED	696,760	1,046,582	1,046,007	(575)	(.05 %)
RATE SUPPORTED					
BUILDING CODE ACT					
143101 - BUILDING SERVICE: FP2	-	-	-	-	-
TOTAL RATE SUPPORTED	-	-	-	-	-



Commission: COMMUNITY DEVELOPMENT
Department: BUILDING
2021 BASE BUDGET INCREASES / DECREASES

TAX SUPPORTED

2020 Council Approved Budget **1,046,582**

Employee Compensation	43,255	Base wage and benefit increases
Inflationary	13,670	Various price/volume increased across the department
One-Time	(60,000)	Remove one time cost of vehicles purchased in 2020, no vehicles being purchased in 2021
Other	2,500	Fleet charges increase on By-Law Enforcement
2021 Adjusted Base Budget	1,046,007	

RATE SUPPORTED - BUILDING CODE ACT

2020 Council Approved Budget **0**

Changes to Revenue	(88,945)	Increase revenue to offset expenses for net zero budget
Efficiencies	(565)	Various efficiency reductions realized across the department
Employee Compensation	45,180	Base wage and benefit increases
Inflationary	10,549	Various price/volume increased across the department
Other	33,781	Corporate Overhead increases, primarily relates to Records, HR, IT & Contact Centre \$32K Fleet charges increase on Building Service \$1.5K
2021 Adjusted Base Budget	0	



2021 Business Unit Revenues and Expenditure Summary

Department: BUILDING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
BUILDING					
TAX SUPPORTED					
Gross Revenues					
143201 - PROPERTY STNDRD SER&COST REC	278,152	42,000	42,000	-	-
143301 - BYLAW ENFORCEMENT	139,112	118,500	118,500	-	-
Gross Revenues	417,265	160,500	160,500	-	-
TAX SUPPORTED					
Gross Expenditures					
143201 - PROPERTY STNDRD SER&COST REC	264,965	42,000	42,000	-	-
143301 - BYLAW ENFORCEMENT	796,019	1,069,859	1,164,507	94,648	8.85 %
143302 - ANIMAL CONTROL BY-LAW ENFORCMT	53,041	95,223	-	(95,223)	(100. %)
Gross Expenditures	1,114,025	1,207,082	1,206,507	(575)	(.05 %)
TAX SUPPORTED					
Net (Revenues)/Expenses					
143201 - PROPERTY STNDRD SER&COST REC	(13,188)	-	-	-	-
143301 - BYLAW ENFORCEMENT	656,907	951,359	1,046,007	94,648	9.95 %
143302 - ANIMAL CONTROL BY-LAW ENFORCMT	53,041	95,223	-	(95,223)	(100. %)
Net (Revenues)/Expenses	696,760	1,046,582	1,046,007	(575)	(.05 %)



2021 Business Unit Revenues and Expenditure Summary

Department: BUILDING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
BUILDING					
RATE SUPPORTED					
BUILDING CODE ACT					
Gross Revenues					
143101 - BUILDING SERVICE: FP2	1,848,066	1,928,817	2,017,762	88,945	4.61 %
Gross Revenues	1,848,066	1,928,817	2,017,762	88,945	4.61 %
RATE SUPPORTED					
BUILDING CODE ACT					
Gross Expenditures					
143101 - BUILDING SERVICE: FP2	1,848,066	1,928,817	2,017,762	88,945	4.61 %
Gross Expenditures	1,848,066	1,928,817	2,017,762	88,945	4.61 %
RATE SUPPORTED					
BUILDING CODE ACT					
Net (Revenues)/Expenses					
143101 - BUILDING SERVICE: FP2	-	-	-	-	-
Net (Revenues)/Expenses	-	-	-	-	-



PUBLIC WORKS COMMISSION

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs to maintain current service levels provided by the Public Works Commission for 2021 by its seven (7) departments.

The submission also includes Unmet Need requests to address service gaps and proposed Fee increases.

DEPARTMENTS & SERVICES

Public Works Administration

- Administration

Environmental Services

- Waste Collection
- Waste Diversion
- Household Hazardous Waste Event Days
- Landfill Operations
- Landfill Gas Collection & Utilization Operations
- Water Treatment Operations
- Wastewater Treatment Operations
- Water Distribution System Maintenance
- Wastewater and Stormwater Collection System Maintenance
- Compliance
- Source Water Protection

Engineering Services

- Infrastructure Planning
- Design and Construction
- Construction Inspection
- Parks Design

Quick Links:

[Organizational Chart](#)

[Commission Budget](#)

[Public Works Administration](#)

[Environmental Services](#)

[Engineering Services](#)

[Facilities Management and](#)

[Security Services](#)

[Operational Services](#)

[Parks Services](#)

[Fleet & Transit Services](#)

- Development Engineering
- GIS Services
- Land and Engineering Survey Services

Facilities Management and Security Services

- Facilities Management and Security Admin
- Corporate Facilities Management
- Capital Planning
- Brantford Airport
- Farmer's Market
- Arena Facilities Maintenance
- Recreation Facilities Maintenance
- Maintenance of Other City owned properties (non-residential) such as vacant land, properties purchased for future road widening, etc.
- Yards

Operational Services

- Winter Control of Roads and Sidewalks
- Road & Bridge Maintenance
- Sidewalk/Curb Maintenance
- Roadside Debris Collection
- Overland Storm System Maintenance and Flood Control
- Parking Services
- Traffic Signs & Pavement Markings
- Transportation Services
- Signal Light Maintenance
- Utility Cut Restorations

Parks Services

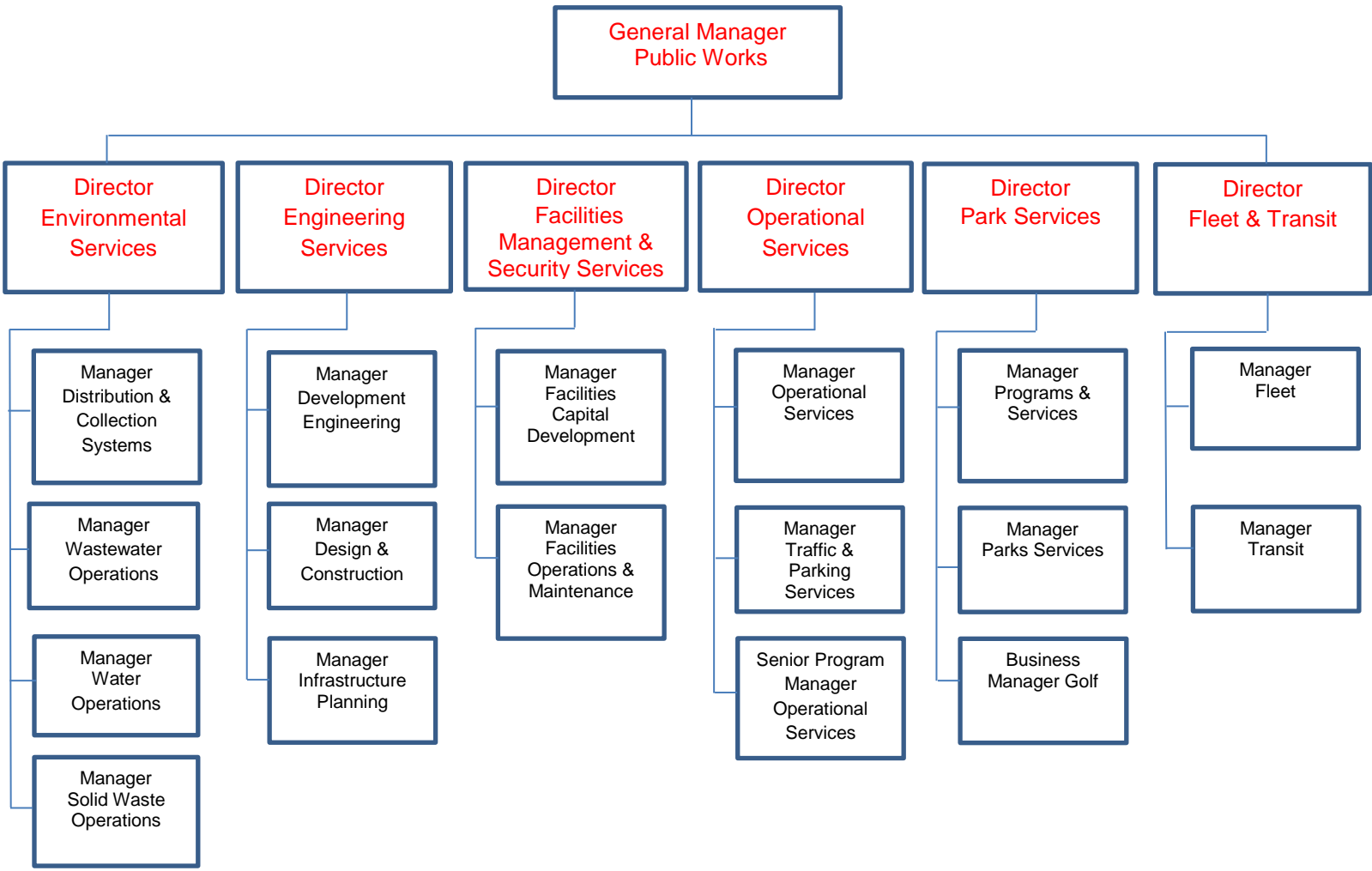
- Parks Services Administration
- Horticulture Maintenance
- Turf & Roadside Maintenance
- Parks Maintenance
- Trails
- Sports Fields
- Urban Forestry and Tree Planting
- Bell Homestead
- Cemeteries
- Wayne Gretzky Sports Centre Programs

- Lion's Park Arena Programs
- Civic Centre Programs
- Earl Haig Family Fun Park Programs
- Woodman Park Pool Programs
- Mohawk Park Pavilion
- Walter Gretzky Municipal Golf Course Operations

Fleet and Transit Services

- Corporate Fleet Management
- Brantford Transit
- Brantford Lift
- Transit Terminal
- Maintenance Facilities -Transit Centre (400 Grand River Avenue), Operational Services (10 Earl Avenue) & Parks & Recreation (1 Sherwood Drive)

ORGANIZATIONAL CHART





2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PUBLIC WORKS				
PUBLIC WORKS ADMINISTRATION	448,480	639,084	190,604	42.5 %
ENVIRONMENTAL SERVICES	3,607,402	3,672,163	64,761	1.8 %
ENGINEERING SERVICES	2,204,435	2,138,278	(66,157)	(3. %)
FACILITIES MGMT & SECURITY	4,587,213	7,060,671	2,473,458	53.92 %
OPERATIONAL SERVICES	13,695,254	14,533,977	838,723	6.12 %
PARKS SERVICES	8,770,949	7,657,037	(1,113,912)	(12.7 %)
FLEET & TRANSIT SERVICES	6,324,461	6,364,259	39,798	.63 %
TOTAL PUBLIC WORKS	39,638,194	42,065,469	2,427,275	6.12 %
Restructure	2,940			
RESTATED PUBLIC WORKS	39,641,134	42,065,469	2,424,335	6.12 %



2021 Fee Increases

PUBLIC WORKS

Department	Description	2021 Net Budget Reduction	Ongoing Budget Reduction
Fee Increases			
ENGINEERING SERVICES	Block Plan Fee	(\$16,000)	(\$24,000)
	Fee Increases	(\$16,000)	(\$24,000)



2021 Unmet Need Requests

PUBLIC WORKS

Corporate Rank	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Risk to Public Safety/Corporate Security					
2	FLEET & TRANSIT SERVICES	2021 Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer	1.00	\$73,224	\$122,045
3	ENVIRONMENTAL SERVICES	2021 Water Distribution and Waste Water Collection Operator	1.00	\$0	\$0
4	ENVIRONMENTAL SERVICES	2021 Water Distribution and Waste Water Collection Operator (STORM SYSTEM)	1.00	\$59,041	\$97,090
Unmet Needs - Risk to Public Safety/Corporate Security			3.00	\$132,265	\$219,135
	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Response to Direction from Council					
10	PARKS SERVICES	Tree Preservation Summer Program	1.50	\$0	\$53,060
Unmet Needs - Response to Direction from Council			1.50	\$0	\$53,060
	Department	Description	FTE Impact	2021 Net Municipal Cost	Ongoing Annual Cost
Unmet Needs - Staff Recommended					
13	PARKS SERVICES	Forestry II Full Time Position	1.00	\$55,616	\$92,232
Unmet Needs - Staff Recommended			1.00	\$55,616	\$92,232
GRAND TOTAL			5.50	\$187,881	\$364,427



2021 Business Unit Financial Summary

Department: PUBLIC WORKS ADMINISTRATION

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PUBLIC WORKS ADMINISTRATION					
151011 - PUBLIC WORKS ADMINISTRATION	-	448,480	639,084	190,604	42.5 %
Net (Revenues)/Expenses	-	448,480	639,084	190,604	42.5 %
Restructure		142,509			
Restated Net (Revenues)/Expenses		590,989	639,084	48,095	8.14 %



Department: PUBLIC WORKS ADMINISTRATION
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget

448,480

Efficiencies	(2,500)	Reduction of Accommodation and Travelling expenses based on past trending
Employee Compensation	17,008	Base wage and benefit increases
Inflationary	2,000	Increase in Postage
Other	27,587	Reduction in Admin Recoveries from Water/Wastewater
Realignments	4,000	Credit card charges budget moved from Engineering to Public Works Administration
Restructure	142,509	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	639,084	



2021 Business Unit Revenues and Expenditure Summary

Department: PUBLIC WORKS ADMINISTRATION

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PUBLIC WORKS ADMINISTRATION					
Gross Revenues					
151011 - PUBLIC WORKS ADMINISTRATION	911,503	132,005	104,418	(27,587)	(20.9 %)
Gross Revenues	911,503	132,005	104,418	(27,587)	(20.9 %)
Gross Expenditures					
151011 - PUBLIC WORKS ADMINISTRATION	911,503	580,485	743,502	163,017	28.08 %
Gross Expenditures	911,503	580,485	743,502	163,017	28.08 %
Net (Revenues)/Expenses					
151011 - PUBLIC WORKS ADMINISTRATION	-	448,480	639,084	190,604	42.5 %
Net (Revenues)/Expenses	-	448,480	639,084	190,604	42.5 %
Restructure		142,509			
Restated Net (Revenues)/Expenses		590,989	639,084	48,095	8.14 %



2021 Business Unit Financial Summary

Department: ENVIRONMENTAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ENVIRONMENTAL SERVICES					
TAX SUPPORTED					
154201 - WASTE ADMINISTRATION:FP2	436,424	364,020	354,564	(9,456)	(2.6 %)
154202 - WASTE COLLECTION - FP2	1,909,544	1,897,769	2,238,422	340,653	17.95 %
154203 - WASTE DIVERSION PROGRAM:FP2	1,478,285	2,089,765	2,093,717	3,952	.19 %
154204 - YARDWASTE PROGRAM: FP2	925,674	887,700	425,000	(462,700)	(52.12 %)
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	165,981	142,700	214,900	72,200	50.6 %
154301 - LANDFILL SITE OPERATIONS:FP2	(1,907,746)	(2,045,329)	(2,043,879)	1,450	.07 %
154302 - LANDFILL GAS COLLECTION	252,407	271,061	133,714	(137,347)	(50.67 %)
154303 - LANDFILL GAS UTILIZATION	(277,772)	(404,873)	(158,675)	246,198	60.81 %
154430 - STORM PIPE & POND MNTCE	520,255	404,589	414,400	9,811	2.42 %
TAX SUPPORTED Net (Revenues)/Expenses	3,503,052	3,607,402	3,672,163	64,761	1.8 %
RATE SUPPORTED					
Water					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	755,572	715,489	794,658	79,169	11.07 %
155101 - WATER ADMINISTRATION:FP2	(9,533,043)	(9,789,781)	(10,037,241)	(247,460)	(2.53 %)
155110 - WATER TREATMENT OPER ADMIN-FP2	2,877,634	2,852,739	2,922,471	69,732	2.44 %
155112 - TREATMENT OPERATIONS:FP2	2,398,434	2,889,529	2,835,629	(53,900)	(1.87 %)
155115 - WATER TREATMENT MAINTENANCE	1,200,761	1,089,231	1,170,729	81,498	7.48 %
155501 - WATER DIST GENERAL	1,466,902	1,531,293	1,608,254	76,961	5.03 %
155510 - WATER DISTRIBUTION MAINTENANCE	833,740	711,500	705,500	(6,000)	(.84 %)
Water Net (Revenues)/Expenses	-	-	-	-	-
RATE SUPPORTED					
Wastewater					
154401 - WASTEWATER ADMINISTRATION:FP2	(6,071,502)	(7,735,122)	(7,862,438)	(127,316)	(1.65 %)
154403 - WASTEWATER TREATMENT OPERATION	4,146,073	4,511,637	4,532,005	20,368	.45 %
154404 - WASTEWATER TREATMENT MAINTNCE	863,861	1,015,305	1,022,505	7,200	.71 %
154410 - WASTEWATER COLL SYS MNT: FP2	1,061,568	2,208,180	2,307,928	99,748	4.52 %
Wastewater Net (Revenues)/Expenses	-	-	-	-	-
RATE SUPPORTED Net (Revenues)/Expenses	-	-	-	-	-



**Department: ENVIRONMENTAL SERVICES
2021 BASE BUDGET INCREASES / DECREASES**

TAX SUPPORTED

2020 Council Approved Budget 3,607,402

Capital Impact on Operating	-	
Changes to Revenue	(307,000)	Increase in service Ontario grants \$100K, increase in tipping fees and usage \$147K, increase in sale of hydro through landfill gas collection \$75K, decrease in sale of recyclables due to increase in-house usage of crushed concrete (\$20K)
City Council Initiatives	37,500	One time advertising cost for the implementation of the bi weekly yard waste collection program
Contractual	286,500	New curbside collection and recycling contract 499K increase with additional on site collections and non profit multi residential buildings, decrease in yard waste collection contract for bi weekly collection \$496K. Increase in Landfill Operations contract \$76K, Land fill gas contract increase \$180K
Efficiencies	(5,950)	Reduction of electricity cost for Landfill Site operations by \$2,000
Employee Compensation	41,832	Base wage and benefit increases
Inflationary	19,928	Increase in credit card charges, refunds, electricity and construction materials to better reflect actuals
Other	(8,049)	Decrease in internal overhead charges
2021 Adjusted Base Budget	3,672,163	

RATE SUPPORTED

2020 Council Approved Budget -

Capital Impact on Operating	85,498	Property Taxes for 324 Grand River Ave Administration Building and Shellard elevated water storage tank
Changes to Revenue	(1,192,050)	\$1.2M increase in water revenue, \$35K decrease in user fees
Contractual	(38,440)	Decrease in locates budget due to new contract pricing
Efficiencies	(253,900)	Reduction in bio solids haulage fees through tendering process \$60K, savings in water at wastewater plant due to process modifications 20K, reduction in electricity costs at water treatment operations by switching to efficient lighting \$60K, remainder of savings in various accounts due to better reflection of actuals \$173K
Employee Compensation	379,195	Base wage and benefit increases
Inflationary	67,786	Increase in chemicals \$24K, software licences \$8K, wastewater contractor R&M \$11K, purchase of small tools \$5K, increase in monthly communication fiber data lines \$5K, various other inflationary increases \$14K
Other	951,911	Increase in transfer to reserve fund for water by \$900k, wastewater by \$155k, increase in charges from internal departments \$120K
2021 Adjusted Base Budget	-	



2021 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ENVIRONMENTAL SERVICES					
TAX SUPPORTED					
Gross Revenues					
154202 - WASTE COLLECTION - FP2	8,037	-	-	-	-
154203 - WASTE DIVERSION PROGRAM:FP2	1,266,997	760,000	898,000	138,000	18.16 %
154204 - YARDWASTE PROGRAM: FP2	40,743	22,800	27,000	4,200	18.42 %
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	102,744	120,000	83,000	(37,000)	(30.83 %)
154301 - LANDFILL SITE OPERATIONS:FP2	5,290,535	5,108,500	5,210,300	101,800	1.99 %
154302 - LANDFILL GAS COLLECTION	-	-	-	-	-
154303 - LANDFILL GAS UTILIZATION	1,363,260	1,350,000	1,425,000	75,000	5.56 %
Gross Revenues	8,072,317	7,361,300	7,643,300	282,000	3.83 %
Gross Expenditures					
154201 - WASTE ADMINISTRATION:FP2	436,424	364,020	354,564	(9,456)	(2.6 %)
154202 - WASTE COLLECTION - FP2	1,917,581	1,897,769	2,238,422	340,653	17.95 %
154203 - WASTE DIVERSION PROGRAM:FP2	2,745,282	2,849,765	2,991,717	141,952	4.98 %
154204 - YARDWASTE PROGRAM: FP2	966,417	910,500	452,000	(458,500)	(50.36 %)
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	268,725	262,700	297,900	35,200	13.4 %
154301 - LANDFILL SITE OPERATIONS:FP2	3,382,790	3,063,171	3,166,421	103,250	3.37 %
154302 - LANDFILL GAS COLLECTION	252,407	271,061	133,714	(137,347)	(50.67 %)
154303 - LANDFILL GAS UTILIZATION	1,085,488	945,127	1,266,325	321,198	33.98 %
154430 - STORM PIPE & POND MNTCE	520,255	404,589	414,400	9,811	2.42 %
Gross Expenditures	11,575,368	10,968,702	11,315,463	346,761	3.16 %
Net (Revenues)/Expenses					
154201 - WASTE ADMINISTRATION:FP2	436,424	364,020	354,564	(9,456)	(2.6 %)
154202 - WASTE COLLECTION - FP2	1,909,544	1,897,769	2,238,422	340,653	17.95 %
154203 - WASTE DIVERSION PROGRAM:FP2	1,478,285	2,089,765	2,093,717	3,952	.19 %
154204 - YARDWASTE PROGRAM: FP2	925,674	887,700	425,000	(462,700)	(52.12 %)
154205 - HOUSEHOLD HAZARDOUS WASTE:FP2	165,981	142,700	214,900	72,200	50.6 %
154301 - LANDFILL SITE OPERATIONS:FP2	(1,907,746)	(2,045,329)	(2,043,879)	1,450	.07 %
154302 - LANDFILL GAS COLLECTION	252,407	271,061	133,714	(137,347)	(50.67 %)
154303 - LANDFILL GAS UTILIZATION	(277,772)	(404,873)	(158,675)	246,198	60.81 %
154430 - STORM PIPE & POND MNTCE	520,255	404,589	414,400	9,811	2.42 %
Net (Revenues)/Expenses	3,503,052	3,607,402	3,672,163	64,761	1.8 %



2021 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
RATE SUPPORTED					
WATER					
Gross Revenues					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	917,180	1,167,118	1,099,522	(67,596)	(5.79 %)
155101 - WATER ADMINISTRATION:FP2	24,673,764	23,242,825	24,465,000	1,222,175	5.26 %
155110 - WATER TREATMENT OPER ADMIN-FP2	40,716	86,705	86,705	-	-
155112 - TREATMENT OPERATIONS:FP2	-	-	-	-	-
155115 - WATER TREATMENT MAINTENANCE	4,310	16,500	16,500	-	-
155501 - WATER DIST GENERAL	1,408,323	1,542,051	1,588,089	46,038	2.99 %
155510 - WATER DISTRIBUTION MAINTENANCE	497	-	15,000	15,000	100. %
Gross Revenues	27,044,791	26,055,199	27,270,816	1,215,617	4.67 %
Gross Expenditures					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	1,672,753	1,882,607	1,894,180	11,573	.61 %
155101 - WATER ADMINISTRATION:FP2	15,140,721	13,453,044	14,427,759	974,715	7.25 %
155110 - WATER TREATMENT OPER ADMIN-FP2	2,918,350	2,939,444	3,009,176	69,732	2.37 %
155112 - TREATMENT OPERATIONS:FP2	2,398,434	2,889,529	2,835,629	(53,900)	(1.87 %)
155115 - WATER TREATMENT MAINTENANCE	1,205,071	1,105,731	1,187,229	81,498	7.37 %
155501 - WATER DIST GENERAL	2,875,225	3,073,344	3,196,343	122,999	4. %
155510 - WATER DISTRIBUTION MAINTENANCE	834,237	711,500	720,500	9,000	1.26 %
Gross Expenditures	27,044,791	26,055,199	27,270,816	1,215,617	4.67 %
Net (Revenues)/Expenses					
154101 - ENVIRONMENTAL SRVCS ADMIN:FP2	755,572	715,489	794,658	79,169	11.07 %
155101 - WATER ADMINISTRATION:FP2	(9,533,043)	(9,789,781)	(10,037,241)	(247,460)	(2.53 %)
155110 - WATER TREATMENT OPER ADMIN-FP2	2,877,634	2,852,739	2,922,471	69,732	2.44 %
155112 - TREATMENT OPERATIONS:FP2	2,398,434	2,889,529	2,835,629	(53,900)	(1.87 %)
155115 - WATER TREATMENT MAINTENANCE	1,200,761	1,089,231	1,170,729	81,498	7.48 %
155501 - WATER DIST GENERAL	1,466,902	1,531,293	1,608,254	76,961	5.03 %
155510 - WATER DISTRIBUTION MAINTENANCE	833,740	711,500	705,500	(6,000)	(.84 %)
Net (Revenues)/Expenses	-	-	-	-	-



2021 Business Unit Revenues and Expenditure Summary

Department: ENVIRONMENTAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
RATE SUPPORTED					
WASTEWATER					
Gross Revenues					
154401 - WASTEWATER ADMINISTRATION:FP2	18,826,659	18,529,568	18,588,147	58,579	.32 %
154403 - WASTEWATER TREATMENT OPERATION	149,865	25,000	25,000	-	-
154410 - WASTEWATER COLL SYS MNT: FP2	36,379	122,825	61,000	(61,825)	(50.34 %)
Gross Revenues	19,012,903	18,677,393	18,674,147	(3,246)	(.02 %)
Gross Expenditures					
154401 - WASTEWATER ADMINISTRATION:FP2	12,755,157	10,794,446	10,725,709	(68,737)	(.64 %)
154403 - WASTEWATER TREATMENT OPERATION	4,295,938	4,536,637	4,557,005	20,368	.45 %
154404 - WASTEWATER TREATMENT MAINTNCE	863,861	1,015,305	1,022,505	7,200	.71 %
154410 - WASTEWATER COLL SYS MNT: FP2	1,097,947	2,331,005	2,368,928	37,923	1.63 %
Gross Expenditures	19,012,903	18,677,393	18,674,147	(3,246)	(.02 %)
Net (Revenues)/Expenses					
154401 - WASTEWATER ADMINISTRATION:FP2	(6,071,502)	(7,735,122)	(7,862,438)	(127,316)	(1.65 %)
154403 - WASTEWATER TREATMENT OPERATION	4,146,073	4,511,637	4,532,005	20,368	.45 %
154404 - WASTEWATER TREATMENT MAINTNCE	863,861	1,015,305	1,022,505	7,200	.71 %
154410 - WASTEWATER COLL SYS MNT: FP2	1,061,568	2,208,180	2,307,928	99,748	4.52 %
Net (Revenues)/Expenses	-	-	-	-	-



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 728 - 2021 Water Distribution and Waste Water Collection Operator

Commission

150 - PUBLIC WORKS

Department

340 - ENVIRONMENTAL SERVICES

Effective Date

June 1, 2021

FTE Impact

1.00

Description

(1) Increase in new development projects created the following additional work load in water and wastewater and the work load is anticipated to increase further with the approval of Master Servicing Plan and Official Plan Updates:

- (a) Evaluation/repair existing assets such shut off valves prior to start of trunk main/water/sewer main projects
- (b) Allow temporary water connection to carry out installation and disinfection of water mains
- (c) Coordinate shut down of water and communicate to the residents and businesses to minimize disruption
- (d) Sampling and bacteriological testing to safeguard drinking water quality
- (e) Coordinate installation and operation of auto-flushers in development areas
- (f) Monitor connection to trunk main and commissioning to prevent drinking water quality issues, city asset failures and coordinate with Brant County Health Unit, Ministry of Environment, Conservation and Parks as needed
- (g) Operation and maintenance of the new water distribution system including hydrants, chambers and valves

Financial Impact:

No operating budget impact due to this new position as the position will be paid out of user fees generated from new developments. Revenue generated from water inspection and user fees have increased by approximately \$80,000 in 2020 and staffing is needed to maintain the customer service level and support timely completion of development projects.

Justification

Impact/risk of not having this position is:

- (1) Delay of new construction projects
- (2) Improper connection to existing water system compromises drinking water quality for existing residents and businesses
- (3) Potential non-compliance with drinking water quality standards

2021 One Time Costs	\$2,030
2021 Budget Reductions	(\$59,041)
2021 Budget Increases	\$59,041
2021 Net Municipal Increase/(Decrease)	\$0
2022 Net Municipal Increase/(Decrease)	\$0



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 727 - 2021 Water Distribution and Waste Water Collection Operator (STORM SYSTEM)

Commission

150 - PUBLIC WORKS

Department

340 - ENVIRONMENTAL SERVICES

Effective Date

June 1, 2021

FTE Impact

1.00

Description

Currently storm pipe and pond program does not have any staff position.

(1)WD&WWC Operators are performing limited maintenance on storm system and respond to emergencies which leads to insufficient maintenance and deterioration of assets

(2)Storm program review by a consultant showed that maintenance program is not meeting the industry standard in areas such as catch basin cleaning, pond maintenance and pond cleaning.

(3)City has taken over storm system in boundary expansion lands and condition of assets needs to be investigated

The Water Distribution and Waste Water Collection Division is responsible for the City's storm system which includes currently 21 storm retention ponds, 32 OGS (oil and grit separators) 417 Km of pipe, 11,532 catch basins and 5,785 man holes. Additionally, Operators respond to numerous customer calls that relate to flooding i.e. water in the basements, road flooding due to plugged catch basins. As the City continues to grow and expand in the west and east end so does the demands on staff towards responding and carryout more responsibilities. Due to the increasing severe weather events, routinely Operators are pulled away from water distribution and wastewater collection maintenance and must inspect the storm infrastructure more frequently to ensure the system is functioning accordingly to the infrastructure design.

One of the main reasons for the need of an additional operator for the storm system is that in November 2020 the City took over the responsibility and begin maintaining the new parts of the boundary expansions (North and Tutela Heights). This will increase the storm system by 3 retention ponds, 90 manholes, 165 catch basins and 6.8 km's of storm sewer main. It has been identified that there minimal history data on these assets and the storm system, this will require a full inspection assessment of all the manholes and catch basin. As well, a zoom camera inspection of the storm mains to review the initial state before they are CCTV in the future.

Justification

(1)Failure to maintain the system may result in liability damages that can be caused from flooding damage, collapsed pipes, and backups.

(2)If inspections are not carried out the City may incur excessive cost towards emergency repairs and replacements

(3)Water and wastewater assets are growing. Taking staff away from maintenance could compromise service level to water and wastewater customers



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 727 - 2021 Water Distribution and Waste Water Collection Operator (STORM SYSTEM)

2021 One Time Costs	\$2,030
2021 Budget Reductions	\$0
2021 Budget Increases	\$59,041
2021 Net Municipal Increase/(Decrease)	\$59,041
2022 Net Municipal Increase/(Decrease)	\$97,090



2021 Business Unit Financial Summary

Department: *ENGINEERING SERVICES*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ENGINEERING SERVICES					
146501 - PARKS DESIGN	538,038	569,864	431,865	(137,999)	(24.22 %)
152102 - INFRASTRUCTURE PLANNING	221,160	551,250	595,652	44,402	8.05 %
152103 - GIS SERVICES	146,907	168,030	176,600	8,570	5.1 %
156101 - ENGINEERING SERVICES ADMIN	216,398	196,792	197,167	375	.19 %
156102 - DESIGN & CONSTRUCTION	148,703	265,912	293,358	27,446	10.32 %
156103 - SURVEYS	192,724	218,628	216,962	(1,666)	(.76 %)
156104 - DEVELOPMENT ENGINEERING	37,497	38,262	-	(38,262)	(100. %)
156105 - CONSTRUCTION INSPECTION SERVICES	115,797	195,697	226,674	30,977	15.83 %
Net (Revenues)/Expenses	1,617,224	2,204,435	2,138,278	(66,157)	(3. %)
Restructure		(168,411)			
Restated Net (Revenues)/Expenses		2,036,024	2,138,278	102,254	5.02 %



**Department: ENGINEERING SERVICES
2021 BASE BUDGET INCREASES / DECREASES**

2020 Council Approved Budget 2,204,435

Annualization	105,354	Annualization of labour costs for 2020 new positions approved in 2020 budget in Construction Inspection and Infrastructure Planning
Changes to Revenue	(1,074,500)	Increased fees and development activities expected from industrial/residential subdivision applications
Contractual	5,000	Increase in Professional Services for Traffic Engineering Assistance
Efficiencies	(31,642)	Reduction in professional fees (\$18K), other reductions in computer hardware, registration fees, accommodations, and mobile devices
Employee Compensation	175,086	Base wage and benefit increases, increase in overtime for development activity
Inflationary	10,271	Increase in professional services based on past trending and registration for mandatory training required in 2021
One-Time	(2,365)	Removal of 2020 one time costs related to new employee computer hardware and furniture
Other	919,050	Transfer to reserves for Development Engineering (\$989K), increase in recoveries from water/wastewater and capital recoveries
Realignments	(4,000)	Credit card charges now budgeted for in Public Works Administration
Restructure	(168,411)	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	2,138,278	



2021 Business Unit Revenues and Expenditure Summary

Department: *ENGINEERING SERVICES*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
ENGINEERING SERVICES					
Gross Revenues					
146501 - PARKS DESIGN	176,082	175,000	-	(175,000)	(100. %)
152102 - INFRASTRUCTURE PLANNING	324,291	866,772	606,576	(260,196)	(30.02 %)
152103 - GIS SERVICES	113,318	140,136	144,198	4,062	2.9 %
156101 - ENGINEERING SERVICES ADMIN	243	1,300	800	(500)	(38.46 %)
156102 - DESIGN & CONSTRUCTION	1,022,209	992,573	994,450	1,877	.19 %
156103 - SURVEYS	222,629	251,587	247,541	(4,046)	(1.61 %)
156104 - DEVELOPMENT ENGINEERING	1,032,682	1,063,420	2,165,776	1,102,356	103.66 %
156105 - CONSTRUCTION INSPECTION SERVICES	476,011	709,284	728,439	19,155	2.7 %
Gross Revenues	3,367,464	4,200,072	4,887,780	687,708	16.37 %
Gross Expenditures					
146501 - PARKS DESIGN	714,121	744,864	431,865	(312,999)	(42.02 %)
152102 - INFRASTRUCTURE PLANNING	545,451	1,418,022	1,202,228	(215,794)	(15.22 %)
152103 - GIS SERVICES	260,225	308,166	320,798	12,632	4.1 %
156101 - ENGINEERING SERVICES ADMIN	216,641	198,092	197,967	(125)	(.06 %)
156102 - DESIGN & CONSTRUCTION	1,170,912	1,258,485	1,287,808	29,323	2.33 %
156103 - SURVEYS	415,353	470,215	464,503	(5,712)	(1.21 %)
156104 - DEVELOPMENT ENGINEERING	1,070,179	1,101,682	2,165,776	1,064,094	96.59 %
156105 - CONSTRUCTION INSPECTION SERVICES	591,808	904,981	955,113	50,132	5.54 %
Gross Expenditures	4,984,688	6,404,507	7,026,058	621,551	9.7 %
Net (Revenues)/Expenses					
146501 - PARKS DESIGN	538,038	569,864	431,865	(137,999)	(24.22 %)
152102 - INFRASTRUCTURE PLANNING	221,160	551,250	595,652	44,402	8.05 %
152103 - GIS SERVICES	146,907	168,030	176,600	8,570	5.1 %
156101 - ENGINEERING SERVICES ADMIN	216,398	196,792	197,167	375	.19 %
156102 - DESIGN & CONSTRUCTION	148,703	265,912	293,358	27,446	10.32 %
156103 - SURVEYS	192,724	218,628	216,962	(1,666)	(.76 %)
156104 - DEVELOPMENT ENGINEERING	37,497	38,262	-	(38,262)	(100. %)
156105 - CONSTRUCTION INSPECTION SERVICES	115,797	195,697	226,674	30,977	15.83 %
Net (Revenues)/Expenses	1,617,224	2,204,435	2,138,278	(66,157)	(3. %)
Restructure		(168,411)			
Restated Net (Revenues)/Expenses		2,036,024	2,138,278	102,254	5.02 %



2021 Fee Increases

AUTO - 723 - Block Plan Fee

Commission

150 - PUBLIC WORKS

Department

350 - ENGINEERING SERVICES

Effective Date

January 1, 2021

FTE Impact

0.00

Description

Add fee to charges and fee by-law for future expansion lands Block Plan Process. Fee would be \$8000 per Block Plan application.

Justification

Engineering Services has not established a fee for the block plan process that has been considered in the new Official Plan. It is expected to receive Block Plan applications once the ne OP is approved.

2021 One Time Costs	\$0
2021 Budget Reductions	(\$16,000)
2021 Budget Increases	\$0
2021 Net Municipal Increase/(Decrease)	(\$16,000)
2022 Net Municipal Increase/(Decrease)	(\$24,000)



2021 Business Unit Financial Summary

Department: FACILITIES MGMT & SECURITY

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FACILITIES MGMT & SECURITY					
111003 - CLIMATE CHANGE STAFF GRANT PRG	-	-	-	-	-
137130 - ENVIRONMENTAL S.P.A. COMMITTEE	-	-	5,000	5,000	100. %
147151 - GRETZKY CENTRE FACILITY	2,594,907	2,775,700	3,078,219	302,519	10.9 %
152101 - FACILITIES ASSET MNGMT & ADMIN	242,863	188,842	193,367	4,525	2.4 %
152501 - FACILITIES MGMT/SECURITY ADMIN	466,437	554,909	719,010	164,101	29.57 %
152510 - 100 WELLINGTON STREET	335,891	384,645	319,705	(64,940)	(16.88 %)
152512 - 84 MARKET STREET	106,076	133,509	113,760	(19,749)	(14.79 %)
152514 - COURT HOUSE - FP2	-	-	-	-	-
152518 - 1 MARKET STREET	419,988	386,873	(83,084)	(469,957)	(121.48 %)
152520 - 180 GREENWICH STREET	33,226	-	-	-	-
152521 - TRANQUILITY AMBULANCE STATION	-	2,169	-	(2,169)	(100. %)
152522 - TOURISM BUILDING	98,239	105,178	82,665	(22,513)	(21.4 %)
152524 - 50-70 DALHOUSIE ST	-	45,900	524,882	478,982	1,043.53 %
152525 - LION'S PARK FACILITY	-	-	238,261	238,261	100. %
152526 - CIVIC CENTRE FACILITY	-	-	455,440	455,440	100. %
152527 - EARL HAIG PARK FACILITY	-	-	81,100	81,100	100. %
152528 - WOODMAN POOL FACILITY	-	-	-	-	-
152529 - WOODMAN CC FACILITY	-	-	78,852	78,852	100. %
152530 - EAGLE PLACE CC FACILITY	-	-	59,133	59,133	100. %
152531 - BRANLYN CC FACILITY	-	-	85,290	85,290	100. %
152532 - BECKETT ADULT CC FACILITY	-	-	128,528	128,528	100. %
152533 - HARMONY SQUARE FACILITY	-	-	28,508	28,508	100. %
152534 - MOHAWK PAVILION FACILITY	-	-	17,625	17,625	100. %
152535 - COSTAIN/JOHNSON CMNTY FACILITY	-	-	23,238	23,238	100. %
152536 - GLENHYRST FACILITY	-	-	55,617	55,617	100. %
152601 - VACANT LAND MAINTENANCE	56,259	84,100	64,500	(19,600)	(23.31 %)
152602 - FARMERS' MARKET: FP2	-	-	-	-	-
152603 - AIRPORT: FP2	(35,000)	(35,000)	(35,000)	-	-
152604 - VACANT & LEASED BUILDING MAIN.	-	-	32,960	32,960	100. %
152705 - POWERLINE RD - SPIERENBURG FARM	(10,085)	(9,612)	(8,827)	785	8.17 %
152706 - PATTISON OUTDOOR - ALL SIGNS	(18,500)	(18,500)	(18,500)	-	-
152707 - MORRISON ROAD FARM LEASE	(19,200)	(19,000)	(19,200)	(200)	(1.05 %)
152710 - 440 MOHAWK (KANATA VILLAGE)	-	-	-	-	-
152711 - ABBOT CRT. PARKING LOT (MTO)	3,724	7,500	5,000	(2,500)	(33.33 %)
152712 - PARKADE FACILITY	-	-	785,208	785,208	100. %
152801 - 1 SHERWOOD	-	-	53,030	53,030	100. %
152901 - VMP PROPERTIES	-	-	-	-	-
152902 - 2 DRUMMOND ST	-	-	-	-	-
152907 - 347-373 SHELLARDS LANE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	-	-	(3,616)	(3,616)	(100. %)
Net (Revenues)/Expenses	4,274,825	4,587,213	7,060,671	2,473,458	53.92 %
Restructure		2,275,294			
Restated Net (Revenues)/Expenses		6,862,507	7,060,671	198,164	2.89 %



Department: FACILITIES MGMT & SECURITY
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget 4,587,213

Changes to Revenue	22,481	Loss Revenue due to Service Level Agreement terminated with Utilities Groups
City Council Initiatives	(52,203)	\$5K unavoidable increase for the Environmental & Sustainability Policy Advisory Committee. \$57K in savings from previously approved reorganization.
Contractual	52,854	Janitorial & Security Services in Parkade Facility
Efficiencies	(212,621)	Various efficiency reductions realized across the department
Employee Compensation	202,349	Base wage and benefit increases
Inflationary	105,066	Various price/volume increased across the department
One-Time	21,830	Costs to maintain vacant buildings (Arrowdale & Fire Station 2) & tree removal for Parkade
Other	58,408	Operating costs for Dalhousie building, savings in facility costs for Woodman Pool due to closure, increase in transfer to reserve for Airport
Restructure	2,275,294	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	7,060,671	



2021 Business Unit Revenues and Expenditure Summary

Department: *FACILITIES MGMT & SECURITY*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FACILITIES MGMT & SECURITY					
Gross Revenues					
147151 - GRETZKY CENTRE FACILITY	147,559	-	-	-	-
152501 - FACILITIES MGMT/SECURITY ADMIN	452,391	415,508	535,797	120,289	28.95 %
152510 - 100 WELLINGTON STREET	77	-	-	-	-
152512 - 84 MARKET STREET	81,638	37,164	3,515	(33,649)	(90.54 %)
152514 - COURT HOUSE - FP2	111,694	111,655	111,655	-	-
152518 - 1 MARKET STREET	813,050	811,411	789,989	(21,422)	(2.64 %)
152520 - 180 GREENWICH STREET	-	-	-	-	-
152521 - TRANQUILITY AMBULANCE STATION	58,170	56,030	56,030	-	-
152522 - TOURISM BUILDING	26	-	-	-	-
152524 - 50-70 DALHOUSIE ST	-	-	20,743	20,743	100. %
152601 - VACANT LAND MAINTENANCE	9,400	8,400	3,000	(5,400)	(64.29 %)
152602 - FARMERS' MARKET: FP2	136,940	140,900	145,100	4,200	2.98 %
152603 - AIRPORT: FP2	740,234	708,642	766,089	57,447	8.11 %
152705 - POWERLINE RD - SPIERENBURG FARM	21,250	21,000	21,000	-	-
152706 - PATTISON OUTDOOR - ALL SIGNS	18,500	18,500	18,500	-	-
152707 - MORRISON ROAD FARM LEASE	19,200	19,000	19,200	200	1.05 %
152711 - ABBOT CRT. PARKING LOT (MTO)	-	-	-	-	-
152901 - VMP PROPERTIES	44,640	-	-	-	-
152902 - 2 DRUMMOND ST	961	-	-	-	-
152990 - 346 SHELLARD'S LANE	-	-	3,616	3,616	100. %
111003 - CLIMATE CHANGE STAFF GRANT PRG	51,126	83,645	45,124	(38,521)	(46.05 %)
137130 - ENVIRONMENTAL S.P.A. COMMITTEE	-	-	-	-	-
152604 - VACANT & LEASED BUILDING MAINTENANCE	-	-	5,400	5,400	100. %
152531 - BRANLYN CC FACILITY	-	-	11,000	11,000	100. %
152532 - BECKETT ADULT CC FACILITY	-	-	19,500	19,500	100. %
152535 - COSTAIN/JOHNSON CMNTY FACILITY	-	-	52,795	52,795	100. %
Gross Revenues	2,706,857	2,431,855	2,628,053	196,198	8.07 %



2021 Business Unit Revenues and Expenditure Summary

Department: FACILITIES MGMT & SECURITY

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FACILITIES MGMT & SECURITY					
Gross Expenditures					
147151 - GRETZKY CENTRE FACILITY	2,742,466	2,775,700	3,078,219	302,519	10.9 %
152101 - FACILITIES ASSET MNGMT & ADMIN	242,863	188,842	193,367	4,525	2.4 %
152501 - FACILITIES MGMT/SECURITY ADMIN	918,828	970,417	1,254,807	284,390	29.31 %
152510 - 100 WELLINGTON STREET	335,969	384,645	319,705	(64,940)	(16.88 %)
152512 - 84 MARKET STREET	187,714	170,673	117,275	(53,398)	(31.29 %)
152514 - COURT HOUSE - FP2	111,694	111,655	111,655	-	-
152518 - 1 MARKET STREET	1,233,038	1,198,284	706,905	(491,379)	(41.01 %)
152520 - 180 GREENWICH STREET	33,226	-	-	-	-
152521 - TRANQUILITY AMBULANCE STATION	58,170	58,199	56,030	(2,169)	(3.73 %)
152522 - TOURISM BUILDING	98,265	105,178	82,665	(22,513)	(21.4 %)
152524 - 50-70 DALHOUSIE ST	-	45,900	545,625	499,725	1,088.73 %
152601 - VACANT LAND MAINTENANCE	65,659	92,500	67,500	(25,000)	(27.03 %)
152602 - FARMERS' MARKET: FP2	136,940	140,900	145,100	4,200	2.98 %
152603 - AIRPORT: FP2	705,234	673,642	731,089	57,447	8.53 %
152705 - POWERLINE RD - SPIERENBURG FARM	11,165	11,388	12,173	785	6.89 %
152710 - 440 MOHAWK (KANATA VILLAGE)	-	-	-	-	-
152711 - ABBOT CRT. PARKING LOT (MTO)	3,724	7,500	5,000	(2,500)	(33.33 %)
152901 - VMP PROPERTIES	44,640	-	-	-	-
152902 - 2 DRUMMOND ST	961	-	-	-	-
152907 - 347-373 SHELLARDS LANE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	-	-	-	-	-
111003 - CLIMATE CHANGE STAFF GRANT PRG	51,126	83,645	45,124	(38,521)	(46.05 %)
137130 - ENVIRONMENTAL S.P.A. COMMITTEE	-	-	5,000	5,000	100. %
152604 - VACANT & LEASED BUILDING MAINTENANCE	-	-	38,360	38,360	100. %
152712 - PARKADE FACILITY	-	-	785,208	785,208	100. %
152525 - LION'S PARK FACILITY	-	-	238,261	238,261	100. %
152526 - CIVIC CENTRE FACILITY	-	-	455,440	455,440	100. %
152527 - EARL HAIG PARK FACILITY	-	-	81,100	81,100	100. %
152528 - WOODMAN POOL FACILITY	-	-	-	-	-
152529 - WOODMAN CC FACILITY	-	-	78,852	78,852	100. %
152530 - EAGLE PLACE CC FACILITY	-	-	59,133	59,133	100. %
152531 - BRANLYN CC FACILITY	-	-	96,290	96,290	100. %
152532 - BECKETT ADULT CC FACILITY	-	-	148,028	148,028	100. %
152535 - COSTAIN/JOHNSON CMNTY FACILITY	-	-	76,033	76,033	100. %
152533 - HARMONY SQUARE FACILITY	-	-	28,508	28,508	100. %
152534 - MOHAWK PAVILION FACILITY	-	-	17,625	17,625	100. %
152801 - 1 SHERWOOD	-	-	53,030	53,030	100. %
152536 - GLENHYRST FACILITY	-	-	55,617	55,617	100. %
Gross Expenditures	6,981,682	7,019,068	9,688,724	2,669,656	38.03 %



2021 Business Unit Revenues and Expenditure Summary

Department: FACILITIES MGMT & SECURITY

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FACILITIES MGMT & SECURITY					
Net (Revenues)/Expenses					
147151 - GRETZKY CENTRE FACILITY	2,594,907	2,775,700	3,078,219	302,519	10.9 %
152101 - FACILITIES ASSET MNGMT & ADMIN	242,863	188,842	193,367	4,525	2.4 %
152501 - FACILITIES MGMT/SECURITY ADMIN	466,437	554,909	719,010	164,101	29.57 %
152510 - 100 WELLINGTON STREET	335,891	384,645	319,705	(64,940)	(16.88 %)
152512 - 84 MARKET STREET	106,076	133,509	113,760	(19,749)	(14.79 %)
152514 - COURT HOUSE - FP2	-	-	-	-	-
152518 - 1 MARKET STREET	419,988	386,873	(83,084)	(469,957)	(121.48 %)
152520 - 180 GREENWICH STREET	33,226	-	-	-	-
152521 - TRANQUILITY AMBULANCE STATION	-	2,169	-	(2,169)	(100. %)
152522 - TOURISM BUILDING	98,239	105,178	82,665	(22,513)	(21.4 %)
152524 - 50-70 DALHOUSIE ST	-	45,900	524,882	478,982	1,043.53 %
152601 - VACANT LAND MAINTENANCE	56,259	84,100	64,500	(19,600)	(23.31 %)
152602 - FARMERS' MARKET: FP2	-	-	-	-	-
152603 - AIRPORT: FP2	(35,000)	(35,000)	(35,000)	-	-
152705 - POWERLINE RD - SPIERENBURG FARM	(10,085)	(9,612)	(8,827)	785	8.17 %
152706 - PATTISON OUTDOOR - ALL SIGNS	(18,500)	(18,500)	(18,500)	-	-
152707 - MORRISON ROAD FARM LEASE	(19,200)	(19,000)	(19,200)	(200)	(1.05 %)
152710 - 440 MOHAWK (KANATA VILLAGE)	-	-	-	-	-
152711 - ABBOT CRT. PARKING LOT (MTO)	3,724	7,500	5,000	(2,500)	(33.33 %)
152901 - VMP PROPERTIES	-	-	-	-	-
152902 - 2 DRUMMOND ST	-	-	-	-	-
152907 - 347-373 SHELLARDS LANE	-	-	-	-	-
152990 - 346 SHELLARD'S LANE	-	-	(3,616)	(3,616)	(100. %)
111003 - CLIMATE CHANGE STAFF GRANT PRG	-	-	-	-	-
137130 - ENVIRONMENTAL S.P.A. COMMITTEE	-	-	5,000	5,000	100. %
152604 - VACANT & LEASED BUILDING MAINTENANCE	-	-	32,960	32,960	100. %
152712 - PARKADE FACILITY	-	-	785,208	785,208	100. %
152525 - LION'S PARK FACILITY	-	-	238,261	238,261	100. %
152526 - CIVIC CENTRE FACILITY	-	-	455,440	455,440	100. %
152527 - EARL HAIG PARK FACILITY	-	-	81,100	81,100	100. %
152528 - WOODMAN POOL FACILITY	-	-	-	-	-
152529 - WOODMAN CC FACILITY	-	-	78,852	78,852	100. %
152530 - EAGLE PLACE CC FACILITY	-	-	59,133	59,133	100. %
152531 - BRANLYN CC FACILITY	-	-	85,290	85,290	100. %
152532 - BECKETT ADULT CC FACILITY	-	-	128,528	128,528	100. %
152535 - COSTAIN/JOHNSON CMNTY FACILITY	-	-	23,238	23,238	100. %
152533 - HARMONY SQUARE FACILITY	-	-	28,508	28,508	100. %
152534 - MOHAWK PAVILION FACILITY	-	-	17,625	17,625	100. %
152801 - 1 SHERWOOD	-	-	53,030	53,030	100. %
152536 - GLENHYRST FACILITY	-	-	55,617	55,617	100. %
Net (Revenues)/Expenses	4,274,825	4,587,213	7,060,671	2,473,458	53.92 %
Restructure		2,275,294			
Restated Net (Revenues)/Expenses		6,862,507	7,060,671	198,164	2.89 %



2021 Business Unit Financial Summary

Department: OPERATIONAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
OPERATIONAL SERVICES					
156201 - TRANSPORTATION SERVICE ADMIN	574,331	253,560	275,068	21,508	8.48 %
156202 - STREET LIGHTING	1,779,584	1,601,582	1,699,451	97,869	6.11 %
156203 - MTCS OPERATION & MAINTENANCE	89,202	78,045	-	(78,045)	(100. %)
156204 - PARKING ADMINISTRATION	179,119	202,494	207,259	4,765	2.35 %
156205 - PARKING ENFORCEMENT	(188,271)	(141,563)	(136,631)	4,932	3.48 %
156206 - MARKET CENTRE PARKADE	382,413	316,942	(345,605)	(662,547)	(209.04 %)
156207 - DARLING ST LOT #3	(53,076)	-	-	-	-
156208 - DALHOUSIE ST LOT #4	2,013	-	-	-	-
156210 - HARMONY SQUARE LOT	6,031	-	-	-	-
156211 - MUNICIPAL PARKING LOTS	(87,099)	(182,839)	(295,874)	(113,035)	(61.82 %)
157101 - OPERATIONAL SERVICES MNGMT	1,360,538	1,142,198	1,414,334	272,136	23.83 %
157102 - EXPENDITURE TO BE RECOVERED	(27,337)	1,056	2,542	1,486	140.72 %
157103 - OPERATIONAL SERVICES ADMIN	1,311,318	1,451,425	1,938,170	486,745	33.54 %
157104 - WINTER CONTROL	4,027,567	3,796,235	4,380,327	584,092	15.39 %
157105 - WINTER MAINTENANCE SIDEWALKS	381,275	389,973	391,074	1,101	.28 %
157106 - BRIDGE MAINTENANCE	126,617	169,609	169,260	(349)	(.21 %)
157107 - SIDEWALK PATHWAYS & CURB MAINT	529,920	557,039	571,729	14,690	2.64 %
157108 - ROAD MAINTENANCE	1,808,926	1,696,225	1,720,445	24,220	1.43 %
157109 - ROADSIDE MAINTENANCE	389,977	424,198	440,055	15,857	3.74 %
157110 - STREET CUT RESTORATIONS/RECOV	81,692	(193,150)	(52,855)	140,295	72.64 %
157111 - FLOOD CONTROL	159,389	132,546	118,610	(13,936)	(10.51 %)
157112 - STORM OVERLAND SYS MNTNCE	333,375	346,519	335,379	(11,140)	(3.21 %)
157301 - TRAFFIC ADMINISTRATION	186,962	182,043	-	(182,043)	(100. %)
157302 - TRAFFIC SIGNS & PAVMNT MARKING	598,542	702,628	779,121	76,493	10.89 %
157303 - STREET-WIDE BANNERS PROGRAM	-	-	-	-	-
157304 - TRAFFIC SIGNALS	516,592	701,782	888,359	186,577	26.59 %
157305 - TRAFFIC CALMING	-	11,325	-	(11,325)	(100. %)
157306 - TRAFFIC EVENTS	-	55,382	33,759	(21,623)	(39.04 %)
Net (Revenues)/Expenses	14,469,602	13,695,254	14,533,977	838,723	6.12 %
Restructure		(402,297)			
Restated Net (Revenues)/Expenses		13,292,957	14,533,977	1,241,020	9.34 %



**Department: OPERATIONAL SERVICES
2021 BASE BUDGET INCREASES / DECREASES**

2020 Council Approved Budget 13,695,254

Annualization	22,059	Annualization of labour costs for 2020 new position.
Changes to Revenue	(511,934)	Increase in the estimated number of restorations from Operational Services permits to be completed \$290K, New Road Occupancy permit fee \$50K, increase in recoveries due to accidents/damage to City Street lights \$50k, increase in parking fee rates \$119K
Contractual	1,164,841	New street cut contract for Bell/Rogers Fiber projects and past permit work not yet complete \$556K, increase in winter control contracts for boundary expansion (\$250K salt, \$284K snow plowing, \$30K windrow), Increase in contract for line painting for boundary expansion \$30K
Efficiencies	(56,158)	Reduction in data communications for service no longer used \$7K, Reduction in software license cost \$4k. Reduction in various accounts to reflect historic actuals \$45K
Employee Compensation	480,363	Base wage and benefit increases
Inflationary	120,362	Street lighting increases to better reflect actuals (construction material \$60K, bad debts \$10k), increase in chemicals (Magnesium Chloride) for boundary expansion \$11K, remainder is inflationary costs generally at the 2% level.
One-Time	12,227	Pavement markings for surface lots \$3k, Traffic related communication campaigns 1K, One time costs for new positions \$8K
Other	9,260	Reduction in capital recoveries (\$10k), Decrease revenue from internal parking permits (\$43K), Increased street cut recoveries from water/wastewater \$83k, increase in tipping fees (\$20K)
Restructure	(402,297)	Impacts of corporate re-org on this service, corporate wide savings total \$258K
2021 Adjusted Base Budget	14,533,977	



2021 Business Unit Revenues and Expenditure Summary

Department: OPERATIONAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
OPERATIONAL SERVICES					
Gross Revenues					
156201 - TRANSPORTATION SERVICE ADMIN	197,132	40,061	10,200	(29,861)	(74.54 %)
156202 - STREET LIGHTING	49,901	20,000	70,000	50,000	250. %
156203 - MTCS OPERATION & MAINTENANCE	2,140	3,000	-	(3,000)	(100. %)
156204 - PARKING ADMINISTRATION	59,808	55,000	55,000	-	-
156205 - PARKING ENFORCEMENT	455,533	408,858	416,729	7,871	1.93 %
156206 - MARKET CENTRE PARKADE	460,038	511,250	459,815	(51,435)	(10.06 %)
156207 - DARLING ST LOT #3	113,824	-	-	-	-
156208 - DALHOUSIE ST LOT #4	24,843	-	-	-	-
156210 - HARMONY SQUARE LOT	11,346	-	-	-	-
157102 - EXPENDITURE TO BE RECOVERED	141,893	110,000	110,000	-	-
157103 - OPERATIONAL SERVICES ADMIN	9,834	-	25,880	25,880	100. %
157104 - WINTER CONTROL	-	-	-	-	-
157105 - WINTER MAINTENANCE SIDEWALKS	13,238	8,000	8,000	-	-
157107 - SIDEWALK PATHWAYS & CURB MAINT	-	-	-	-	-
157108 - ROAD MAINTENANCE	1,566	-	-	-	-
157109 - ROADSIDE MAINTENANCE	1,472	-	-	-	-
157110 - STREET CUT RESTORATIONS/RECOV	1,022,135	1,188,317	1,612,081	423,764	35.66 %
157112 - STORM OVERLAND SYS MNTNCE	3,147	-	-	-	-
157302 - TRAFFIC SIGNS & PAVMNT MARKING	46,951	43,500	29,500	(14,000)	(32.18 %)
157303 - STREET-WIDE BANNERS PROGRAM	-	-	-	-	-
157304 - TRAFFIC SIGNALS	75,871	27,000	30,000	3,000	11.11 %
156211 - MUNICIPAL PARKING LOTS	91,713	277,701	394,203	116,502	41.95 %
Gross Revenues	2,782,383	2,692,687	3,221,408	528,721	19.64 %
Gross Expenditures					
156201 - TRANSPORTATION SERVICE ADMIN	771,463	293,621	285,268	(8,353)	(2.84 %)
156202 - STREET LIGHTING	1,829,485	1,621,582	1,769,451	147,869	9.12 %
156203 - MTCS OPERATION & MAINTENANCE	91,342	81,045	-	(81,045)	(100. %)
156204 - PARKING ADMINISTRATION	238,927	257,494	262,259	4,765	1.85 %
156205 - PARKING ENFORCEMENT	267,262	267,295	280,098	12,803	4.79 %
156206 - MARKET CENTRE PARKADE	842,451	828,192	114,210	(713,982)	(86.21 %)
156207 - DARLING ST LOT #3	60,748	-	-	-	-
156208 - DALHOUSIE ST LOT #4	26,856	-	-	-	-
156210 - HARMONY SQUARE LOT	17,377	-	-	-	-
157101 - OPERATIONAL SERVICES MNGMT	1,360,538	1,142,198	1,414,334	272,136	23.83 %
157102 - EXPENDITURE TO BE RECOVERED	114,557	111,056	112,542	1,486	1.34 %
157103 - OPERATIONAL SERVICES ADMIN	1,321,152	1,451,425	1,964,050	512,625	35.32 %
157104 - WINTER CONTROL	4,027,567	3,796,235	4,380,327	584,092	15.39 %
157105 - WINTER MAINTENANCE SIDEWALKS	394,513	397,973	399,074	1,101	.28 %
157106 - BRIDGE MAINTENANCE	126,617	169,609	169,260	(349)	(.21 %)
157107 - SIDEWALK PATHWAYS & CURB MAINT	529,920	557,039	571,729	14,690	2.64 %
157108 - ROAD MAINTENANCE	1,810,492	1,696,225	1,720,445	24,220	1.43 %
157109 - ROADSIDE MAINTENANCE	391,449	424,198	440,055	15,857	3.74 %
157110 - STREET CUT RESTORATIONS/RECOV	1,103,827	995,167	1,559,226	564,059	56.68 %
157111 - FLOOD CONTROL	159,389	132,546	118,610	(13,936)	(10.51 %)
157112 - STORM OVERLAND SYS MNTNCE	336,522	346,519	335,379	(11,140)	(3.21 %)
157301 - TRAFFIC ADMINISTRATION	186,962	182,043	-	(182,043)	(100. %)
157302 - TRAFFIC SIGNS & PAVMNT MARKING	645,493	746,128	808,621	62,493	8.38 %
157303 - STREET-WIDE BANNERS PROGRAM	-	-	-	-	-
157304 - TRAFFIC SIGNALS	592,462	728,782	918,359	189,577	26.01 %
156211 - MUNICIPAL PARKING LOTS	4,615	94,862	98,329	3,467	3.65 %
157306 - TRAFFIC EVENTS	-	55,382	33,759	(21,623)	(39.04 %)
157305 - TRAFFIC CALMING	-	11,325	-	(11,325)	(100. %)
Gross Expenditures	17,251,985	16,387,941	17,755,385	1,367,444	8.34 %



2021 Business Unit Revenues and Expenditure Summary

Department: OPERATIONAL SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
Net (Revenues)/Expenses					
156201 - TRANSPORTATION SERVICE ADMIN	574,331	253,560	275,068	21,508	8.48 %
156202 - STREET LIGHTING	1,779,584	1,601,582	1,699,451	97,869	6.11 %
156203 - MTCS OPERATION & MAINTENANCE	89,202	78,045	-	(78,045)	(100. %)
156204 - PARKING ADMINISTRATION	179,119	202,494	207,259	4,765	2.35 %
156205 - PARKING ENFORCEMENT	(188,271)	(141,563)	(136,631)	4,932	3.48 %
156206 - MARKET CENTRE PARKADE	382,413	316,942	(345,605)	(662,547)	(209.04 %)
156207 - DARLING ST LOT #3	(53,076)	-	-	-	-
156208 - DALHOUSIE ST LOT #4	2,013	-	-	-	-
156210 - HARMONY SQUARE LOT	6,031	-	-	-	-
157101 - OPERATIONAL SERVICES MNGMT	1,360,538	1,142,198	1,414,334	272,136	23.83 %
157102 - EXPENDITURE TO BE RECOVERED	(27,337)	1,056	2,542	1,486	140.72 %
157103 - OPERATIONAL SERVICES ADMIN	1,311,318	1,451,425	1,938,170	486,745	33.54 %
157104 - WINTER CONTROL	4,027,567	3,796,235	4,380,327	584,092	15.39 %
157105 - WINTER MAINTENANCE SIDEWALKS	381,275	389,973	391,074	1,101	.28 %
157106 - BRIDGE MAINTENANCE	126,617	169,609	169,260	(349)	(.21 %)
157107 - SIDEWALK PATHWAYS & CURB MAINT	529,920	557,039	571,729	14,690	2.64 %
157108 - ROAD MAINTENANCE	1,808,926	1,696,225	1,720,445	24,220	1.43 %
157109 - ROADSIDE MAINTENANCE	389,977	424,198	440,055	15,857	3.74 %
157110 - STREET CUT RESTORATIONS/RECOV	81,692	(193,150)	(52,855)	140,295	72.64 %
157111 - FLOOD CONTROL	159,389	132,546	118,610	(13,936)	(10.51 %)
157112 - STORM OVERLAND SYS MNTNCE	333,375	346,519	335,379	(11,140)	(3.21 %)
157301 - TRAFFIC ADMINISTRATION	186,962	182,043	-	(182,043)	(100. %)
157302 - TRAFFIC SIGNS & PAVMNT MARKING	598,542	702,628	779,121	76,493	10.89 %
157303 - STREET-WIDE BANNERS PROGRAM	-	-	-	-	-
157304 - TRAFFIC SIGNALS	516,592	701,782	888,359	186,577	26.59 %
156211 - MUNICIPAL PARKING LOTS	(87,099)	(182,839)	(295,874)	(113,035)	(61.82 %)
157306 - TRAFFIC EVENTS	-	55,382	33,759	(21,623)	(39.04 %)
157305 - TRAFFIC CALMING	-	11,325	-	(11,325)	(100. %)
Net (Revenues)/Expenses	14,469,602	13,695,254	14,533,977	838,723	6.12 %
Restructure		(402,297)			
Restated Net (Revenues)/Expenses		13,292,957	14,533,977	1,241,020	9.34 %



2021 Business Unit Financial Summary

Department: PARKS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PARKS SERVICES					
TAX SUPPORTED					
146101 - PARKS SERVICES ADMIN	1,450,236	1,249,036	769,862	(479,174)	(38.36 %)
146104 - EXPENDITURES TO BE RECOVERED	-	(550)	-	550	100. %
146105 - CLEAN AIR BY-LAW SIGNS	-	-	-	-	-
146151 - BELL HOMESTEAD	150,214	158,853	173,962	15,109	9.51 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	-	-	-	-	-
146153 - HOMESTEAD CAFE	18,700	9,447	6,116	(3,331)	(35.26 %)
146171 - CEMETERIES ADMIN: FP2	(165,401)	(213,914)	(205,835)	8,079	3.78 %
146172 - CEMETERIES INTERMENTS: FP2	285,371	295,601	321,622	26,021	8.8 %
146173 - MAINTENANCE PLOTS&GROUNDS: FP2	300,218	316,286	346,905	30,619	9.68 %
146201 - HORTICULTURE MAINTENANCE	782,578	817,699	817,415	(284)	(.03 %)
146202 - TURF, FIELDS & ROADSIDE MAINTENANCE	1,339,549	1,554,276	2,328,655	774,379	49.82 %
146203 - TRAILS MAINTENANCE	53,955	50,597	136,539	85,942	169.86 %
146301 - PARKS MAINTENANCE & OPERATIONS	1,514,081	1,568,568	1,207,550	(361,018)	(23.02 %)
146302 - COCKSHUTT PARK	31,593	39,522	56,963	17,441	44.13 %
146303 - GLENHYRST PARK	114,113	78,773	26,200	(52,573)	(66.74 %)
146304 - MOHAWK PARK	164,232	154,314	160,971	6,657	4.31 %
146305 - JAYCEES SPORTS PARK	(937)	(5,750)	(4,850)	900	15.65 %
146306 - HARMONY SQUARE MAINTENANCE	342,408	286,391	312,182	25,791	9.01 %
146307 - PARKS VANDALISM	65,561	30,000	30,000	-	-
146308 - WATERWORKS PARK	101,733	63,356	78,794	15,438	24.37 %
146309 - DUFFERIN PARK	29,867	39,803	52,419	12,616	31.7 %
146310 - COMMUNITY GARDEN	26,291	18,000	18,000	-	-
146401 - STEVE BROWN SPORTS COMPLEX	(13,941)	(21,350)	(16,550)	4,800	22.48 %
146402 - WAYNE GRETZKY FIELDS	26,469	(3,149)	4,304	7,453	236.68 %
146403 - KIWANIS FIELD	41,052	27,341	24,808	(2,533)	(9.26 %)
146531 - TREE PLANTING: FP2	113,000	113,000	116,000	3,000	2.65 %
146532 - TREE MAINTENANCE	787,119	951,964	1,004,449	52,485	5.51 %
147101 - PROGRAMS & SERVICES ADMIN	810,050	855,947	754,403	(101,544)	(11.86 %)
147102 - GRETZKY CENTRE AQUATICS	(70,370)	(135,083)	(315,273)	(180,190)	(133.39 %)
147103 - GRETZKY CENTRE FITNESS & GYM	38,295	49,198	54,774	5,576	11.33 %
147152 - GRETZKY ARENA PROGRAMS	(556,979)	(477,138)	(585,416)	(108,278)	(22.69 %)
147181 - SPORTS HALL OF RECOGNITION	21,012	22,711	22,831	120	.53 %
147182 - GRETZKY CENTRE SPONSORSHIP	-	-	-	-	-
147201 - LION'S PARK ARENA PROGRAMS	111,999	161,077	(45,179)	(206,256)	(128.05 %)
147251 - CIVIC CENTRE PROGRAMS	639,484	626,384	27,963	(598,421)	(95.54 %)
147401 - EARL HAIG FAMILY PARK PROGRAMS	76,290	36,479	(22,986)	(59,465)	(163.01 %)
147451 - WOODMAN PARK POOL PROGRAMS	38,262	36,445	-	(36,445)	(100. %)
147606 - MOHAWK PARK PAVILION	20,574	16,815	(561)	(17,376)	(103.34 %)
Net (Revenues)/Expenses - Tax Supported	8,686,678	8,770,949	7,657,037	(1,113,912)	(12.7 %)
Restructure		(1,844,155)			
TAX SUPPORTED Restated Net (Revenues)/Expenses		6,926,794	7,657,037	730,243	10.54 %
RATE SUPPORTED					
Golf					
145101 - WALTER GRETZKY ADM&CL MAI-FP2	(280,117)	(312,508)	(365,301)	(52,793)	(16.89 %)
145102 - WALTER GRETZKY PRO-SHOP-FP2	(144,216)	(145,453)	(119,264)	26,189	18.01 %
145103 - WALTER GRETZKY COURSE MAINT-FP2	456,407	486,510	525,270	38,760	7.97 %
145104 - WALTER GRETZKY F&B-FP2	(49,445)	(35,082)	(40,705)	(5,623)	(16.03 %)
145201 - ARROWDALE ADMIN&CL MAINT: FP2	(191,747)	(226,099)	-	226,099	100. %
145202 - ARROWDALE PRO-SHOP-FP2	(10,310)	(4,638)	-	4,638	100. %
145203 - ARROWDALE COURSE MNTNCE: FP2	237,650	247,012	-	(247,012)	(100. %)
145204 - ARROWDALE FOOD & BEVERAGE: FP2	(18,222)	(9,742)	-	9,742	100. %
RATE SUPPORTED Net (Revenues)/Expenses	-	-	-	-	-



Department: PARKS SERVICES
2021 BASE BUDGET INCREASES / DECREASES

TAX SUPPORTED

2020 Council Approved Budget **8,770,949**

Capital Impact on Operating	88,738	Impact on Operating from the Tutela Splash Pad & Empire Phase 6 Park completed capital projects
Changes to Revenue	(86,183)	Revenue increases, primarily from Gretzky programming
City Council Initiatives	100,000	Increase for ongoing maintenance of the boundary lands roadside grass cutting and parks
Contractual	(1,000)	
Efficiencies	(67,532)	Various efficiency reductions realized across the department
Employee Compensation	607,730	Base wage and benefit increases
Inflationary	64,782	Various price/volume increased across the department
Other	23,708	One crossover position realigned from golf to parks (\$49K) increase, operating savings from Woodman Pool programs due to 2021 closure of Woodman Pool while capital repairs are completed \$26K.
Restructure	(1,844,155)	Impacts of corporate re-org on this service, corporate wide savings total \$258K

2021 Adjusted Base Budget **7,657,037**

RATE SUPPORTED - GOLF

2020 Council Approved Budget **-**

Changes to Revenue	(42,078)	Membership fee increase \$8k, increase in rentals based on past trends \$21K, increase in catering sales \$12K
City Council Initiatives	(77,328)	Net savings on sale of Arrowdale
Efficiencies	(38,554)	Various efficiency reductions realized across the department
Employee Compensation	71,863	Base wage and benefit increases
Inflationary	14,525	Various price/volume increased across the department
Other	71,572	Increase in transfer to Golf reserve

2021 Adjusted Base Budget **-**



2021 Business Unit Revenues and Expenditure Summary

Department: PARKS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PARKS SERVICES					
TAX SUPPORTED					
Gross Revenues					
146101 - PARKS SERVICES ADMIN	46,914	50,100	15,300	(34,800)	(69.46 %)
146104 - EXPENDITURES TO BE RECOVERED	-	1,000	-	(1,000)	(100. %)
146151 - BELL HOMESTEAD	133,979	140,065	139,635	(430)	(.31 %)
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	7,944	-	-	-	-
146153 - HOMESTEAD CAFE	24,977	30,700	8,860	(21,840)	(71.14 %)
146171 - CEMETERIES ADMIN: FP2	449,926	504,635	498,550	(6,085)	(1.21 %)
146201 - HORTICULTURE MAINTENANCE	72,622	110,000	110,000	-	-
146202 - TURF, FIELDS & ROADSIDE MAINTENANCE	77,707	107,000	105,000	(2,000)	(1.87 %)
146203 - TRAILS MAINTENANCE	3,987	3,300	3,300	-	-
146301 - PARKS MAINTENANCE & OPERATIONS	169,198	160,750	160,750	-	-
146302 - COCKSHUTT PARK	46,991	42,250	48,150	5,900	13.96 %
146303 - GLENHYRST PARK	97	2,000	2,000	-	-
146304 - MOHAWK PARK	26,080	23,100	23,100	-	-
146305 - JAYCEES SPORTS PARK	32,488	36,350	36,350	-	-
146306 - HARMONY SQUARE MAINTENANCE	5,180	8,000	8,000	-	-
146308 - WATERWORKS PARK	-	5,800	5,800	-	-
146309 - DUFFERIN PARK	14,722	12,550	12,550	-	-
146401 - STEVE BROWN SPORTS COMPLEX	51,826	57,150	56,150	(1,000)	(1.75 %)
146402 - WAYNE GRETZKY FIELDS	60,489	85,700	85,700	-	-
146403 - KIWANIS FIELD	41,750	77,900	77,900	-	-
146531 - TREE PLANTING: FP2	33,449	34,000	34,000	-	-
146532 - TREE MAINTENANCE	84,641	82,300	94,418	12,118	14.72 %
147101 - PROGRAMS & SERVICES ADMIN	210,865	156,200	159,150	2,950	1.89 %
147102 - GRETZKY CENTRE AQUATICS	1,519,671	1,507,950	1,528,250	20,300	1.35 %
147103 - GRETZKY CENTRE FITNESS & GYM	462,650	547,300	551,800	4,500	.82 %
147152 - GRETZKY ARENA PROGRAMS	1,512,509	1,399,150	1,483,000	83,850	5.99 %
147181 - SPORTS HALL OF RECOGNITION	268	300	300	-	-
147182 - GRETZKY CENTRE SPONSORSHIP	43,068	-	-	-	-
147201 - LION'S PARK ARENA PROGRAMS	215,857	221,700	214,750	(6,950)	(3.13 %)
147251 - CIVIC CENTRE PROGRAMS	432,366	452,616	434,780	(17,836)	(3.94 %)
147401 - EARL HAIG FAMILY PARK PROGRAMS	377,090	380,000	388,200	8,200	2.16 %
147451 - WOODMAN PARK POOL PROGRAMS	27,184	36,400	-	(36,400)	(100. %)
147606 - MOHAWK PARK PAVILION	6,651	12,000	12,000	-	-
146105 - CLEAN AIR BY-LAW SIGNS	62,801	35,494	40,000	4,506	12.7 %
146310 - COMMUNITY GARDEN	1,790	-	-	-	-
Gross Revenues	6,257,737	6,323,760	6,337,743	13,983	.22 %



2021 Business Unit Revenues and Expenditure Summary

Department: PARKS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PARKS SERVICES					
TAX SUPPORTED					
Gross Expenditures					
146101 - PARKS SERVICES ADMIN	1,497,150	1,299,136	785,162	(513,974)	(39.56 %)
146104 - EXPENDITURES TO BE RECOVERED	-	450	-	(450)	(100. %)
146151 - BELL HOMESTEAD	284,193	298,918	313,597	14,679	4.91 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	7,944	-	-	-	-
146153 - HOMESTEAD CAFE	43,677	40,147	14,976	(25,171)	(62.7 %)
146171 - CEMETERIES ADMIN: FP2	284,525	290,721	292,715	1,994	.69 %
146172 - CEMETERIES INTERMENTS: FP2	285,371	295,601	321,622	26,021	8.8 %
146173 - MAINTENANCE PLOTS&GROUNDS: FP2	300,218	316,286	346,905	30,619	9.68 %
146201 - HORTICULTURE MAINTENANCE	855,200	927,699	927,415	(284)	(.03 %)
146202 - TURF, FIELDS & ROADSIDE MAINTENANCE	1,417,256	1,661,276	2,433,655	772,379	46.49 %
146203 - TRAILS MAINTENANCE	57,942	53,897	139,839	85,942	159.46 %
146301 - PARKS MAINTENANCE & OPERATIONS	1,683,279	1,729,318	1,368,300	(361,018)	(20.88 %)
146302 - COCKSHUTT PARK	78,585	81,772	105,113	23,341	28.54 %
146303 - GLENHYRST PARK	114,210	80,773	28,200	(52,573)	(65.09 %)
146304 - MOHAWK PARK	190,312	177,414	184,071	6,657	3.75 %
146305 - JAYCEES SPORTS PARK	31,551	30,600	31,500	900	2.94 %
146306 - HARMONY SQUARE MAINTENANCE	347,588	294,391	320,182	25,791	8.76 %
146307 - PARKS VANDALISM	65,561	30,000	30,000	-	-
146308 - WATERWORKS PARK	101,733	69,156	84,594	15,438	22.32 %
146309 - DUFFERIN PARK	44,589	52,353	64,969	12,616	24.1 %
146401 - STEVE BROWN SPORTS COMPLEX	37,885	35,800	39,600	3,800	10.61 %
146402 - WAYNE GRETZKY FIELDS	86,958	82,551	90,004	7,453	9.03 %
146403 - KIWANIS FIELD	82,801	105,241	102,708	(2,533)	(2.41 %)
146531 - TREE PLANTING: FP2	146,449	147,000	150,000	3,000	2.04 %
146532 - TREE MAINTENANCE	871,760	1,034,264	1,098,867	64,603	6.25 %
147101 - PROGRAMS & SERVICES ADMIN	1,020,915	1,012,147	913,553	(98,594)	(9.74 %)
147102 - GRETZKY CENTRE AQUATICS	1,449,301	1,372,867	1,212,977	(159,890)	(11.65 %)
147103 - GRETZKY CENTRE FITNESS & GYM	500,945	596,498	606,574	10,076	1.69 %
147152 - GRETZKY ARENA PROGRAMS	955,529	922,012	897,584	(24,428)	(2.65 %)
147181 - SPORTS HALL OF RECOGNITION	21,280	23,011	23,131	120	.52 %
147182 - GRETZKY CENTRE SPONSORSHIP	43,068	-	-	-	-
147201 - LION'S PARK ARENA PROGRAMS	327,856	382,777	169,571	(213,206)	(55.7 %)
147251 - CIVIC CENTRE PROGRAMS	1,071,850	1,079,000	462,743	(616,257)	(57.11 %)
147401 - EARL HAIG FAMILY PARK PROGRAMS	453,380	416,479	365,214	(51,265)	(12.31 %)
147451 - WOODMAN PARK POOL PROGRAMS	65,446	72,845	-	(72,845)	(100. %)
147606 - MOHAWK PARK PAVILION	27,225	28,815	11,439	(17,376)	(60.3 %)
146105 - CLEAN AIR BY-LAW SIGNS	62,801	35,494	40,000	4,506	12.7 %
146310 - COMMUNITY GARDEN	28,081	18,000	18,000	-	-
Gross Expenditures	14,944,416	15,094,709	13,994,780	(1,099,929)	(7.29 %)



2021 Business Unit Revenues and Expenditure Summary

Department: PARKS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PARKS SERVICES					
TAX SUPPORTED					
Net (Revenues)/Expenses					
146101 - PARKS SERVICES ADMIN	1,450,236	1,249,036	769,862	(479,174)	(38.36 %)
146104 - EXPENDITURES TO BE RECOVERED	-	(550)	-	550	100. %
146151 - BELL HOMESTEAD	150,214	158,853	173,962	15,109	9.51 %
146152 - BELL HOMESTEAD SPECIALPROJ-FP2	-	-	-	-	-
146153 - HOMESTEAD CAFE	18,700	9,447	6,116	(3,331)	(35.26 %)
146171 - CEMETERIES ADMIN: FP2	(165,401)	(213,914)	(205,835)	8,079	3.78 %
146172 - CEMETERIES INTERMENTS: FP2	285,371	295,601	321,622	26,021	8.8 %
146173 - MAINTENANCE PLOTS&GROUNDS: FP2	300,218	316,286	346,905	30,619	9.68 %
146201 - HORTICULTURE MAINTENANCE	782,578	817,699	817,415	(284)	(.03 %)
146202 - TURF, FIELDS & ROADSIDE MAINTENANCE	1,339,549	1,554,276	2,328,655	774,379	49.82 %
146203 - TRAILS MAINTENANCE	53,955	50,597	136,539	85,942	169.86 %
146301 - PARKS MAINTENANCE & OPERATIONS	1,514,081	1,568,568	1,207,550	(361,018)	(23.02 %)
146302 - COCKSHUTT PARK	31,593	39,522	56,963	17,441	44.13 %
146303 - GLENHYRST PARK	114,113	78,773	26,200	(52,573)	(66.74 %)
146304 - MOHAWK PARK	164,232	154,314	160,971	6,657	4.31 %
146305 - JAYCEES SPORTS PARK	(937)	(5,750)	(4,850)	900	15.65 %
146306 - HARMONY SQUARE MAINTENANCE	342,408	286,391	312,182	25,791	9.01 %
146307 - PARKS VANDALISM	65,561	30,000	30,000	-	-
146308 - WATERWORKS PARK	101,733	63,356	78,794	15,438	24.37 %
146309 - DUFFERIN PARK	29,867	39,803	52,419	12,616	31.7 %
146401 - STEVE BROWN SPORTS COMPLEX	(13,941)	(21,350)	(16,550)	4,800	22.48 %
146402 - WAYNE GRETZKY FIELDS	26,469	(3,149)	4,304	7,453	236.68 %
146403 - KIWANIS FIELD	41,052	27,341	24,808	(2,533)	(9.26 %)
146531 - TREE PLANTING: FP2	113,000	113,000	116,000	3,000	2.65 %
146532 - TREE MAINTENANCE	787,119	951,964	1,004,449	52,485	5.51 %
147101 - PROGRAMS & SERVICES ADMIN	810,050	855,947	754,403	(101,544)	(11.86 %)
147102 - GRETZKY CENTRE AQUATICS	(70,370)	(135,083)	(315,273)	(180,190)	(133.39 %)
147103 - GRETZKY CENTRE FITNESS & GYM	38,295	49,198	54,774	5,576	11.33 %
147152 - GRETZKY ARENA PROGRAMS	(556,979)	(477,138)	(585,416)	(108,278)	(22.69 %)
147181 - SPORTS HALL OF RECOGNITION	21,012	22,711	22,831	120	.53 %
147182 - GRETZKY CENTRE SPONSORSHIP	-	-	-	-	-
147201 - LION'S PARK ARENA PROGRAMS	111,999	161,077	(45,179)	(206,256)	(128.05 %)
147251 - CIVIC CENTRE PROGRAMS	639,484	626,384	27,963	(598,421)	(95.54 %)
147401 - EARL HAIG FAMILY PARK PROGRAMS	76,290	36,479	(22,986)	(59,465)	(163.01 %)
147451 - WOODMAN PARK POOL PROGRAMS	38,262	36,445	-	(36,445)	(100. %)
147606 - MOHAWK PARK PAVILION	20,574	16,815	(561)	(17,376)	(103.34 %)
146105 - CLEAN AIR BY-LAW SIGNS	-	-	-	-	-
146310 - COMMUNITY GARDEN	26,291	18,000	18,000	-	-
Net (Revenues)/Expenses	8,686,678	8,770,949	7,657,037	(1,113,912)	(12.7 %)
Restructure		(1,844,155)			
Restated Net (Revenues)/Expenses		6,926,794	7,657,037	730,243	10.54 %



2021 Business Unit Revenues and Expenditure Summary

Department: PARKS SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
PARKS SERVICES					
RATE SUPPORTED					
GOLF					
Gross Revenues					
145101 - WALTER GRETZKY ADM&CL MAI-FP2	746,388	822,120	845,948	23,828	2.9 %
145102 - WALTER GRETZKY PRO-SHOP-FP2	446,689	449,000	470,250	21,250	4.73 %
145104 - WALTER GRETZKY F&B-FP2	333,313	399,000	414,500	15,500	3.88 %
145201 - ARROWDALE ADMIN&CL MAINT: FP2	352,519	400,762	-	(400,762)	(100. %)
145202 - ARROWDALE PRO-SHOP-FP2	124,022	117,350	-	(117,350)	(100. %)
145204 - ARROWDALE FOOD & BEVERAGE: FP2	103,539	104,500	-	(104,500)	(100. %)
Gross Revenues	2,106,470	2,292,732	1,730,698	(562,034)	(24.51 %)
Gross Expenditures					
145101 - WALTER GRETZKY ADM&CL MAI-FP2	466,271	509,612	480,647	(28,965)	(5.68 %)
145102 - WALTER GRETZKY PRO-SHOP-FP2	302,473	303,547	350,986	47,439	15.63 %
145103 - WALTER GRETZKY COURSE MAINT-FP2	456,407	486,510	525,270	38,760	7.97 %
145104 - WALTER GRETZKY F&B-FP2	283,868	363,918	373,795	9,877	2.71 %
145201 - ARROWDALE ADMIN&CL MAINT: FP2	160,772	174,663	-	(174,663)	(100. %)
145202 - ARROWDALE PRO-SHOP-FP2	113,712	112,712	-	(112,712)	(100. %)
145203 - ARROWDALE COURSE MNTNCE: FP2	237,650	247,012	-	(247,012)	(100. %)
145204 - ARROWDALE FOOD & BEVERAGE: FP2	85,317	94,758	-	(94,758)	(100. %)
Gross Expenditures	2,106,470	2,292,732	1,730,698	(562,034)	(24.51 %)
Net (Revenues)/Expenses					
145101 - WALTER GRETZKY ADM&CL MAI-FP2	(280,117)	(312,508)	(365,301)	(52,793)	(16.89 %)
145102 - WALTER GRETZKY PRO-SHOP-FP2	(144,216)	(145,453)	(119,264)	26,189	18.01 %
145103 - WALTER GRETZKY COURSE MAINT-FP2	456,407	486,510	525,270	38,760	7.97 %
145104 - WALTER GRETZKY F&B-FP2	(49,445)	(35,082)	(40,705)	(5,623)	(16.03 %)
145201 - ARROWDALE ADMIN&CL MAINT: FP2	(191,747)	(226,099)	-	226,099	100. %
145202 - ARROWDALE PRO-SHOP-FP2	(10,310)	(4,638)	-	4,638	100. %
145203 - ARROWDALE COURSE MNTNCE: FP2	237,650	247,012	-	(247,012)	(100. %)
145204 - ARROWDALE FOOD & BEVERAGE: FP2	(18,222)	(9,742)	-	9,742	100. %
Net (Revenues)/Expenses	-	-	-	-	-



2021 Unmet Needs - Response to Direction from Council

AUTO - 744 - Tree Preservation Summer Program

Commission

150 - PUBLIC WORKS

Department

291 - PARKS SERVICES

Effective Date

April 1, 2021

FTE Impact

1.50

Description

The hiring of two seasonal staff for 25 weeks to undertake tree preservation to recently planted City trees. Duties include the following;

- re-mulching of trees planted within the last three years, starting with most recent plantings and working our way backwards to oldest
- remediation of planting sites including the removal of weeds or turf that has grown in or corrective mulching in instances where residents have improperly mulched trees
- removal of tree stakes from plantings at least one year old and working our way backwards to 3 years
- removal of tree stakes from developer plantings assumed by the City (limited opportunities given that developers are to have the stakes removed prior to City assuming responsibility)
- sucker and damaged branch removals from juvenile trees (limited opportunities)
- possible fertilization of trees (must be done in spring or fall)
- deep root watering of trees during summer months or installation of slow release hydro bags and subsequent filling of the bags with water
- removal of tree wraps in New Forest
- creating and improving clearances for new plantings in New Forest

Justification

In order to ensure the health and survival of recently planted city trees, this program has been created to promote preservation and care for young and establishing trees. The early years of tree development are important in order for trees to become established. Water and regular maintenance as outlined above will promote better health which in turn will promote and support a developing tree canopy.

Costs associated with this program are as follows;

wages and benefits \$46,000 , vehicle \$10,000, materials \$4,000, Total cost of \$60,000/year. 2021 cost will be funded from capital - PK1901 (In house forestry Operations).

2021 One Time Costs	\$0
2021 Budget Reductions	\$0
2021 Budget Increases	\$0
2021 Net Municipal Increase/(Decrease)	\$0
2022 Net Municipal Increase/(Decrease)	\$53,060



2021 Unmet Needs - Staff Recommended

AUTO - 734 - Forestry II Full Time Position

Commission

150 - PUBLIC WORKS

Department

291 - PARKS SERVICES

Effective Date

July 1, 2021

FTE Impact

1.00

Description

As a result of the recent boundary adjustment, staff had identified a need to provide forestry services to the new boundary areas including regular tree maintenance, EAB response and emergency response. The boundary lands encompass a total of 96 km of additional roadside that requiring oversight and inclusion in the forestry maintenance grid. The forestry operation has also recently changed from a contracted service to in-house. This change has proven to be beneficial resulting in two crews servicing the City, responding to service requests and performing regular grid tree maintenance. Staff recommend that the addition of one full time Forestry 2 position will augment the forestry team resources and enable crews to address expected service level work order requests related to boundary areas and various small scale forestry issues. Additional equipment would not be required at this time.

Justification

There are additional costs associated with the management of the new boundary areas. All road right of ways have to be maintained to align with current City standards including forestry operations. This will include the provision of emergency response during storms and unforeseen situations in addition to regular grid maintenance and responses to service requests. In addition the boundary lands will be managed for EAB infestation and other pest issues. The costs associated with this service level increase is estimated at \$89,100 which includes wage and benefits. The recently completed Organization Review of Park Services supports this staff recommendation identifying the following: "The Corporation would in-source the remaining 46% of general tree maintenance activities, to be performed by Parks staff. Doing so would require the hiring of additional staff, as well as additional investments in capital equipment. Utility trimming on behalf of Brantford Power Inc. would continue to be contracted out, so as to not jeopardize that revenue stream for the City, while existing contracts with external contractors for stumping and tree planting services would be maintained. Expected cost savings, while improving quality and level of service; in addition the following benefits would be recognized:

- o Quality control improvements;
- o Reduced contract management workload for City staff;
- o Improved flexibility to direct and redirect staff as needed;
- o Assembly of a qualified and skilled workforce; and,
- o Potentially faster response times, especially in response to emergency situations.

staff suggest that this new position be implemented in Q2-3 of 2021. Equipment requirements are recommended to be funded through 2020 EAB capital and would include the following;

1 ton truck with dump capability, \$100,000, chipper \$70,000 for a total capital cost of \$170,000. to be funded from the 2020 EAB Capital PK 2021

Operational impact will include wages benefits of \$89,091.00, phone \$2,000, uniform \$500, safety devices \$7,000, fleet \$20,000, TOTAL OPERATIONAL REQUIREMENT \$118,591, operational budget impact for 2021 is \$59,295.50



2021 Unmet Needs - Staff Recommended

AUTO - 734 - Forestry II Full Time Position

2021 One Time Costs	\$9,500
2021 Budget Reductions	\$0
2021 Budget Increases	\$55,616
2021 Net Municipal Increase/(Decrease)	\$55,616
2022 Net Municipal Increase/(Decrease)	\$92,232



2021 Business Unit Financial Summary

Department: FLEET & TRANSIT SERVICES

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FLEET & TRANSIT SERVICES					
151101 - FLEET & TRANSIT ADMINISTRATION	91,735	95,896	98,159	2,263	2.36 %
151102 - FLEET EXPEND TO BE RECOVD	(47,899)	(14,900)	(14,900)	-	-
151103 - FLEET ADMIN & FACILITIES	(250)	-	-	-	-
151104 - BTFTDTRANSIT FLEET ADMIN	(2,354)	(24,516)	-	24,516	100. %
151105 - BTFTD LIFT FLEET ADMIN	-	-	-	-	-
151106 - OPERN SERV FLEET ADMIN	509	28,604	-	(28,604)	(100. %)
151107 - PARKS FLEET ADMIN	148	6,535	-	(6,535)	(100. %)
151108 - WATER FLEET ADMIN	-	-	-	-	-
151109 - GOLF FLEET ADMIN	-	-	-	-	-
151110 - WASTEWATER FLEET ADMIN	-	-	-	-	-
151111 - FLEET-VEHICLES & EQUIPMENT	227,388	102,874	74,959	(27,915)	(27.14 %)
151112 - GO TRANSIT FLEET ADMIN	(71,467)	(87,974)	(60,059)	27,915	31.73 %
151501 - TRANSIT GENERAL ADMINISTRATION	325,615	312,008	306,256	(5,752)	(1.84 %)
151502 - TRANSIT INSPECTION	445,712	451,458	462,333	10,875	2.41 %
151503 - CITY ROUTES	3,285,583	3,673,046	3,694,752	21,706	.59 %
151504 - TRANSIT TERMINAL	144,515	163,762	155,303	(8,459)	(5.17 %)
151505 - TRANSIT MARKETING	(202,669)	(187,200)	(191,900)	(4,700)	(2.51 %)
151506 - BRANTFORD LIFT TRANSIT	1,607,715	1,780,118	1,814,606	34,488	1.94 %
151507 - TRANSIT SHELTERS	26,909	26,750	26,750	-	-
151508 - GO TRANSIT	825	(2,000)	(2,000)	-	-
Net (Revenues)/Expenses	5,832,016	6,324,461	6,364,259	39,798	.63 %



Department: FLEET & TRANSIT SERVICES
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget 6,324,461

Changes to Revenue	(4,700)	Increase in sale of advertising
City Council Initiatives	(45,000)	Reduction of Transfer to Reserve - Golf
Contractual	(8,000)	Reduction in janitorial contract
Efficiencies	(25,500)	Decrease in fuel prices/usage for go transit
Employee Compensation	236,380	Base wage and benefit increases
Inflationary	61,000	Increases in Licenses, Property taxes and Credit Card charges
Other	(249,382)	Fleet charges collected from other departments to offset reserve transfer and fuel & maintenance
Provincial Budget Impacts	75,000	Provincial gas tax reduction
2021 Adjusted Base Budget	6,364,259	



2021 Business Unit Revenues and Expenditure Summary

Department: *FLEET & TRANSIT SERVICES*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
FLEET & TRANSIT SERVICES					
Gross Revenues					
151101 - FLEET & TRANSIT ADMINISTRATION	93,638	95,896	98,158	2,262	2.36 %
151102 - FLEET EXPEND TO BE RECOVD	268,852	290,000	290,000	-	-
151103 - FLEET ADMIN & FACILITIES	430,961	437,993	462,395	24,402	5.57 %
151104 - BTFDTRANSIT FLEET ADMIN	1,175,892	1,224,394	1,272,607	48,213	3.94 %
151105 - BTFD LIFT FLEET ADMIN	153,952	154,752	158,183	3,431	2.22 %
151106 - OPERN SERV FLEET ADMIN	1,080,601	1,181,926	1,247,153	65,227	5.52 %
151107 - PARKS FLEET ADMIN	752,798	808,970	815,473	6,503	.8 %
151108 - WATER FLEET ADMIN	270,497	273,669	277,893	4,224	1.54 %
151109 - GOLF FLEET ADMIN	151,803	163,314	118,715	(44,599)	(27.31 %)
151110 - WASTEWATER FLEET ADMIN	387,231	387,420	389,627	2,207	.57 %
151111 - FLEET-VEHICLES & EQUIPMENT	5,409,570	5,968,527	6,051,103	82,576	1.38 %
151112 - GO TRANSIT FLEET ADMIN	334,312	400,000	350,000	(50,000)	(12.5 %)
151502 - TRANSIT INSPECTION	94,252	94,252	94,252	-	-
151503 - CITY ROUTES	4,579,746	4,615,689	4,540,689	(75,000)	(1.62 %)
151504 - TRANSIT TERMINAL	29,366	14,000	14,000	-	-
151505 - TRANSIT MARKETING	202,800	198,300	203,000	4,700	2.37 %
151506 - BRANTFORD LIFT TRANSIT	172,898	176,920	176,920	-	-
151508 - GO TRANSIT	600	10,000	10,000	-	-
Gross Revenues	15,589,768	16,496,022	16,570,168	74,146	.45 %
Gross Expenditures					
151101 - FLEET & TRANSIT ADMINISTRATION	185,373	191,792	196,317	4,525	2.36 %
151102 - FLEET EXPEND TO BE RECOVD	220,953	275,100	275,100	-	-
151103 - FLEET ADMIN & FACILITIES	430,711	437,993	462,395	24,402	5.57 %
151104 - BTFDTRANSIT FLEET ADMIN	1,173,538	1,199,878	1,272,607	72,729	6.06 %
151105 - BTFD LIFT FLEET ADMIN	153,952	154,752	158,183	3,431	2.22 %
151106 - OPERN SERV FLEET ADMIN	1,081,110	1,210,530	1,247,153	36,623	3.03 %
151107 - PARKS FLEET ADMIN	752,946	815,505	815,473	(32)	(. %)
151108 - WATER FLEET ADMIN	270,497	273,669	277,893	4,224	1.54 %
151109 - GOLF FLEET ADMIN	151,803	163,314	118,715	(44,599)	(27.31 %)
151110 - WASTEWATER FLEET ADMIN	387,231	387,420	389,627	2,207	.57 %
151111 - FLEET-VEHICLES & EQUIPMENT	5,636,958	6,071,401	6,126,062	54,661	.9 %
151112 - GO TRANSIT FLEET ADMIN	262,845	312,026	289,941	(22,085)	(7.08 %)
151501 - TRANSIT GENERAL ADMINISTRATION	325,615	312,008	306,256	(5,752)	(1.84 %)
151502 - TRANSIT INSPECTION	539,964	545,710	556,585	10,875	1.99 %
151503 - CITY ROUTES	7,865,330	8,288,735	8,235,441	(53,294)	(.64 %)
151504 - TRANSIT TERMINAL	173,881	177,762	169,303	(8,459)	(4.76 %)
151505 - TRANSIT MARKETING	131	11,100	11,100	-	-
151506 - BRANTFORD LIFT TRANSIT	1,780,613	1,957,038	1,991,526	34,488	1.76 %
151507 - TRANSIT SHELTERS	26,909	26,750	26,750	-	-
151508 - GO TRANSIT	1,425	8,000	8,000	-	-
Gross Expenditures	21,421,784	22,820,483	22,934,427	113,944	.5 %



2021 Business Unit Revenues and Expenditure Summary

Department: *FLEET & TRANSIT SERVICES*

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
Net (Revenues)/Expenses					
151101 - FLEET & TRANSIT ADMINISTRATION	91,735	95,896	98,159	2,263	2.36 %
151102 - FLEET EXPEND TO BE RECOVD	(47,899)	(14,900)	(14,900)	-	-
151103 - FLEET ADMIN & FACILITIES	(250)	-	-	-	-
151104 - BTFDTRANSIT FLEET ADMIN	(2,354)	(24,516)	-	24,516	100. %
151105 - BTFD LIFT FLEET ADMIN	-	-	-	-	-
151106 - OPERN SERV FLEET ADMIN	509	28,604	-	(28,604)	(100. %)
151107 - PARKS FLEET ADMIN	148	6,535	-	(6,535)	(100. %)
151108 - WATER FLEET ADMIN	-	-	-	-	-
151109 - GOLF FLEET ADMIN	-	-	-	-	-
151110 - WASTEWATER FLEET ADMIN	-	-	-	-	-
151111 - FLEET-VEHICLES & EQUIPMENT	227,388	102,874	74,959	(27,915)	(27.14 %)
151112 - GO TRANSIT FLEET ADMIN	(71,467)	(87,974)	(60,059)	27,915	31.73 %
151501 - TRANSIT GENERAL ADMINISTRATION	325,615	312,008	306,256	(5,752)	(1.84 %)
151502 - TRANSIT INSPECTION	445,712	451,458	462,333	10,875	2.41 %
151503 - CITY ROUTES	3,285,583	3,673,046	3,694,752	21,706	.59 %
151504 - TRANSIT TERMINAL	144,515	163,762	155,303	(8,459)	(5.17 %)
151505 - TRANSIT MARKETING	(202,669)	(187,200)	(191,900)	(4,700)	(2.51 %)
151506 - BRANTFORD LIFT TRANSIT	1,607,715	1,780,118	1,814,606	34,488	1.94 %
151507 - TRANSIT SHELTERS	26,909	26,750	26,750	-	-
151508 - GO TRANSIT	825	(2,000)	(2,000)	-	-
Net (Revenues)/Expenses	5,832,016	6,324,461	6,364,259	39,798	.63 %



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 741 - 2021 Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer

Commission

150 - PUBLIC WORKS

Department

320 - FLEET & TRANSIT SERVICES

Effective Date

June 1, 2021

FTE Impact

1.00

Description

The Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer will be responsible for the coordination, implementation and review of the corporate operating training for heavy equipment operators. This will include implementing programs for the training and testing of operators and developing equipment safety programs within the Public Works area. The Trainer will monitor, assess, test and upgrade operators to properly and safely operate a full range of equipment, including but not limited to, heavy trucks and equipment, snow and ice control vehicles, off road equipment, and all the equipment attachments and their related safe operating practices.

The Driver Trainer will evaluate and report on vehicle operators' performance against internal and external benchmarks; design and implement strategies to improve vehicle operators' effectiveness, fuel usage efficiency (as recommended in Report 2020-472, Corporate Climate Change Action Plan), and methods to review and reduce vehicle & equipment accidents, downtime, lost time due to personal injury, and set above average standards.



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 741 - 2021 Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer

Justification

The current Driver Trainer duties include the following:

1. Training new and existing vehicle operators in Transit, Operational Services, Environmental Services and Parks. (Note: with only one trainer, training is done for vehicles only, the additional trainer is required for vehicles and equipment)
2. Annual license renewals.
3. Accident investigations and participates on the Accident Review Committee.

The Driver Trainer attends the scene of accidents based on the type of accident, location and timing. In early 2018, Police notified Fleet & Transit they would no longer attend accidents scene with estimated damage under \$1000. This has led to an increase in attending accident scenes by the Driver Trainer.

Year	# of Accidents
2016	82
2017	79
2018	107
2019	91
2020	96

4. Instructs Defensive Driver Training courses.

5. Driver Abstracts 4 times annually for 615 employees.

6. Prepares and revises MTO Driver Certification program every 3 years.

7. Provides on-site supervision and spot checks to confirm staff are following MTO and City of Brantford regulations.

8. Prepare for and attend Driver Certification annual audit.

9. Develop and implement an "Energy Efficiency Driver Training Program" as recommended in Report 2020-472, Corporate Climate Plan.

Over the past few years with staff turnover and new regulations it has been difficult to provide the increase training demands on the current Driver Trainer. It would be beneficial to have a heavy duty vehicle and equipment driver trainer to provide support to the current Driver Trainer and develop a training program for equipment operators in the Operational Services, Environmental Services and Parks areas. The additional trainer would also be able to adjust their schedule in order to provide training to operators on shift work.

The most important role of the Driver Trainer is to provide the proper training in order to facilitate the prevention of accidents. The City of Brantford's Commercial Vehicle Operator's Registration (CVOR) which is a requirement for all commercial vehicle operators in Ontario and monitors the commercial carrier's safety and ensures road safety for all road users. The CVOR provides a Carrier Safety Rating based on road performance (accidents and charges) and facility audits.

The City's 2020 CVOR rating is 37.08% (Satisfactory/Acceptable), however in 2018 we did receive a warning letter that are CVOR rating is high. The past 4 year ratings are as follows:

January 2017 - 49.9%

January 2018 - 63.3%

January 2019 - 54.7%

January 2020 - 37.8%

Although the City CVOR rating is trending slightly down over the last year it still requires improving our safety performance when it comes to reducing the number of accidents. The ideal CVOR rating is 15%. The City has received a warning letter in August 2018 due to our current safety rating.

By approving an additional Driver and Equipment Trainer the City will be in a better position to train staff driving City vehicles in order to improve and maintain a lower CVOR rating for the future.



2021 Unmet Needs - Risk to Public Safety/Corporate Security

AUTO - 741 - 2021 Heavy Duty Vehicle and Equipment Driver Trainer and Compliance Officer

2021 One Time Costs	\$2,176
2021 Budget Reductions	\$0
2021 Budget Increases	\$73,224
2021 Net Municipal Increase/(Decrease)	\$73,224
2022 Net Municipal Increase/(Decrease)	\$121,795



CORPORATE FINANCING

2021 PROPOSED OPERATING BUDGET

OVERVIEW

The 2021 Proposed Operating Budget sets out the net operating costs for a number of corporate financial related matters. Many of the costs are uncontrollable, and cannot be attributable to any specific departmental operating budget. No current staffing costs are allocated to these budgets.

SERVICES PROVIDED

Capital Financing

- Transfers to Capital Reserves

Debt Financing

- Annual tax supported debt servicing costs

Boundary Agreement

- Compensation owing under the boundary agreement

Supps/PILS/Adjustments to Taxes

- Supplementary Taxes from properties assessed in-year
- Payments in Lieu of Taxes
- Penalties and Interest earned on outstanding taxes

Retiree Benefits

- Costs associated with tax-supported retiree benefit premiums

Corporate Insurance

- Corporate Insurance premium and claims costs

Investment Income

- Revenues generated from investment of City's cash balances

Employee Gapping

- Savings resulting from staffing vacancies & employees not incurring full benefits costs

Utility Financing Revenues

- Annual interest and dividend revenues from Brantford Power Inc. and Brantford Hydro Inc.

Operating Contingency

- Cost estimates for various payroll related matters

Unanticipated Circumstances

- COVID-19 impacts

Quick Links:

[Commission Budget](#)

[COVID Business Unit](#)



2021 NET OPERATING BUDGET SUMMARY

	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING				
DEBT FINANCING	3,726,191	3,541,297	(184,894)	(4.96 %)
CAPITAL FINANCING	16,793,751	17,050,645	256,894	1.53 %
BOUNDARY AGREEMENT	1,764,745	1,494,152	(270,593)	(15.33 %)
COVID-19	-	-	-	-
SUPPS/P-I-L/ADJ ON TAXES	(4,087,887)	(3,921,248)	166,639	4.08 %
INVESTMENT INCOME	(4,100,000)	(4,100,000)	-	-
CURRENT & RETIREE BENEFITS	1,780,110	1,347,523	(432,587)	(24.3 %)
CASINO FINANCING	-	-	-	-
CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-
UTILITY FINANCING REVENUES	(1,303,240)	(1,018,574)	284,666	21.84 %
UTILITY GROUP RECOVERIES	-	-	-	-
INSURANCE	2,885,403	3,145,221	259,818	9. %
EMPLOYEE GAPPING	(2,118,656)	(2,118,656)	-	-
POST SECONDARY	-	-	-	-
OPERATING BUDGET CONTINGENCY	1,427,218	474,557	(952,661)	(66.75 %)
TOTAL CORPORATE FINANCING	16,767,635	15,894,917	(872,718)	(5.2 %)
Restructure	258,871			
RESTATED TOTAL CORPORATE FINANCING	17,026,506	15,894,917	(1,131,589)	(6.65 %)



2021 Business Unit Financial Summary

Commission: CORPORATE FINANCING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING					
161101 - INSURANCE: FP2	2,964,949	2,885,403	3,145,221	259,818	9. %
161102 - INVESTMENT INCOME	(4,205,638)	(4,100,000)	(4,100,000)	-	-
161103 - CURRENT & RETIREE BENEFITS	2,220,509	1,780,110	1,347,523	(432,587)	(24.3 %)
161104 - OPERATING BUDGET CONTINGENCY	236,873	1,427,218	474,557	(952,661)	(66.75 %)
161105 - CASINO	-	-	-	-	-
161106 - CAPITAL FINANCING PLAN	15,581,144	16,793,751	17,050,645	256,894	1.53 %
161107 - PRIOR YEAR SURPLUS CARRY FORWA	-	-	-	-	-
161108 - EMPLOYEE GAPPING	-	(2,118,656)	(2,118,656)	-	-
161109 - BRANT COMMUNITY FOUNDATION:FP2	-	-	-	-	-
161110 - POST SECONDARY INITIATIVES	-	-	-	-	-
161111 - BOUNDARY ADJUSTMENT AGREEMENT	1,977,406	1,764,745	1,494,152	(270,593)	(15.33 %)
161112 - FEB 2018 FLOOD	-	-	-	-	-
161113 - CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-	-
161115 - COVID 19	-	-	-	-	-
162105 - GRETZKY ARENA (ICE PARK) DEBT	185,031	184,894	-	(184,894)	(100. %)
162106 - BECKETT BUILDING DEBT: FP2	43,530	-	-	-	-
162107 - BRANEIDA PHASE 9 DEBT	159,052	159,052	159,052	-	-
162108 - GARDEN AVE DRAINAGE DEBT	267,874	267,874	267,874	-	-
162109 - SYDENHAM/PEARL DEBT	161,439	322,878	322,878	-	-
162110 - GREENWICH/MOHAWK DEBT	1,560,152	1,560,152	1,560,152	-	-
162111 - BGI ASSET PURCHASE	260,222	260,222	260,222	-	-
162112 - JOHN NOBLE HOME B & C DEBT	563,773	563,773	563,773	-	-
162113 - 70 DALHOUSIE ACQUISTN & RENO	407,345	407,346	407,346	-	-
163101 - TAXES LEVIED OWN PURPOSES-CITY	(156,060,988)	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	(1,253,872)	(4,087,887)	(3,921,248)	166,639	4.08 %
164101 - INVESTMENT IN HYDRO INC	(82,517)	(68,908)	(51,753)	17,155	24.9 %
164103 - INVESTMENT IN POWER INC.	(1,307,480)	(1,234,332)	(966,821)	267,511	21.67 %
165900 - BRANTFORD POWER RECOVERY	-	-	-	-	-
165910 - BRANTFORD HYDRO RECOVERY	-	-	-	-	-
165920 - BRANTFORD ENERGY RECOVERY	-	-	-	-	-
Net (Revenues)/Expenses	(136,321,194)	16,767,635	15,894,917	(872,718)	(5.2 %)
Restructure		258,871			
Restated Net (Revenues)/Expenses	(136,321,194)	17,026,506	15,894,917	(1,131,589)	(6.65 %)

Commission: CORPORATE FINANCING

2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget 16,767,635

Changes to Revenue	473,816	<u>Increases:</u> <ul style="list-style-type: none"> • Residential Supplementary Taxes due to increased building activity (\$250K) <u>Decreases:</u> <ul style="list-style-type: none"> • Brantford Power & Hydro Rents due to relocation \$227K • Payments In Lieu of Taxes reduction due to reassessment on Casino 40 Icomm & 45 Market St \$409K
City Council Initiatives	534,557	<ul style="list-style-type: none"> • Phase-out Reserve contribution to offset Student and PT wage increase in 2020 • Impact of Report 2021-138 approved at February 9th Special Council \$305K
Contractual	(270,593)	<ul style="list-style-type: none"> • Boundary Agreement - Savings from Phase out of County Taxes (\$171K) • Savings from Decrease in City/County Tax Rate Differential (\$100K)
Covid-19 Impacts	0	
Employee Compensation	(1,416,005)	<ul style="list-style-type: none"> • Remove budget for WSIB premium increases and Student/PT wage increase (\$1.48M costs now in Home Business Units) • Increase on Retiree Benefits premiums \$67K
Inflationary	313,558	<ul style="list-style-type: none"> • Insurance premium increase \$162K • Insurance claims cost increase \$150K
One-Time	(503,800)	<ul style="list-style-type: none"> • Removal of WSIB NEER transfer to reserve (\$500K)
Other	(4,251)	<ul style="list-style-type: none"> • Brownfield Tax Incentive Program (BFTIP) Year 2 (2021) 2020 - 33 Jarvis St - \$72K • Reduction on allowance for annual tax write offs (\$25K) • Increased Insurance overhead recoveries from rate supported departments - (\$52K)
2021 Adjusted Base Budget	15,894,917	



Department: COVID-19
2021 BASE BUDGET INCREASES / DECREASES

2020 Council Approved Budget

		<ul style="list-style-type: none"> • Safe Restart Municipal Operating Phase 2 funding \$1,010,000 • Transit SRA funding \$516,390 to the end of March (City Routes \$483,000; Go Transit Fleet admin \$15,015; Brantford Lift \$18,375) • Transit SRA funding Parking \$110,732 to the end of March (Parkade \$54,701; Municipal Parking Lots \$56,031) • Business Resource Centre grant \$32,000
Provincial Grants- Covid	(1,669,122)	
		<ul style="list-style-type: none"> • Lost Transit revenue \$1,654,559 (City Routes \$1,507,000; Brantford Lift \$73,500; Go Transit \$60,059; Greyhound \$14,000) • Lost Parking revenue \$442,927 (Parkade \$218,802; Municipal Parking Lots \$224,125) • Investment Income impact \$500,000 • Lost Sanderson revenue \$1,322,971 • Lost Gretzky/Lions/Civic Arena revenue \$563,050 • Lost Gretzky Aquatic revenue \$310,000 • Lost POA fine revenue \$200,000 • Other lost revenues \$611,135
Covid-19 Revenue Impact	5,604,642	
		<ul style="list-style-type: none"> • Municipal Law Enforcement/Property Standards Officers (2 contract positions until April 2021) \$56,906 • BRC Virtual Service Assistant (PT contract) net \$0 (\$32,000 offset by provincial grant) • Savings in Wages/Benefits \$1,369,085
Covid-19 Employee Compensation	(1,285,879)	
		<ul style="list-style-type: none"> • Corporate PPE \$80,000 • Specialty ACADD laptops \$19,400 • Cleaning supplies \$9,200 • Savings in supplies \$766,107 (includes meals, office/ recreational/general supplies, fuel, food for resale, cleaning supplies, etc)
Covid-19 Supplies Impact	(657,507)	
		<ul style="list-style-type: none"> • Additional contracted janitorial/security services, plexiglass/signage/floor markings costs \$259,232 • Covid related advertising costs \$15,000 • Canada day, Rotary Club Air show, Community Events, Visitor Guide savings \$207,700 • Savings in services \$906,174 (includes utilities, staff training & development, travel expenses, armoured car service, etc)
Covid-19 Services Impact	(839,642)	
Covid-19 Other	(8,104)	
Deferred Revenue:Provincial Grants- Covid	(1,144,388)	<ul style="list-style-type: none"> • Anticipated surplus from SRA Municipal Operating Phase 1 funding to offset 2021 Covid Pressures
2021 Adjusted Base Budget	0	



2021 Business Unit Revenues and Expenditure Summary

Commission: CORPORATE FINANCING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING					
Gross Revenues					
165900 - BRANTFORD POWER RECOVERY	1,779,774	1,368,223	1,029,224	(338,999)	(24.78 %)
165910 - BRANTFORD HYDRO RECOVERY	168,494	157,941	116,910	(41,031)	(25.98 %)
165920 - BRANTFORD ENERGY RECOVERY	8,596	8,339	4,242	(4,097)	(49.13 %)
161107 - PRIOR YEAR SURPLUS CARRY FORWA	1,634,363	-	-	-	-
163101 - TAXES LEVIED OWN PURPOSES-CITY	156,060,988	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	4,562,985	6,878,070	6,687,964	(190,106)	(2.76 %)
164101 - INVESTMENT IN HYDRO INC	482,517	468,908	451,753	(17,155)	(3.66 %)
164103 - INVESTMENT IN POWER INC.	2,057,480	1,984,332	1,716,821	(267,511)	(13.48 %)
161106 - CAPITAL FINANCING PLAN	1,133,097	1,000,000	-	(1,000,000)	(100. %)
161111 - BOUNDARY ADJUSTMENT AGREEMENT	1,163,350	1,163,350	1,163,350	-	-
161102 - INVESTMENT INCOME	4,206,219	4,100,000	4,100,000	-	-
161103 - CURRENT & RETIREE BENEFITS	3,548,411	1,875,000	375,000	(1,500,000)	(80. %)
161105 - CASINO	5,665,485	5,000,000	500,000	(4,500,000)	(90. %)
161109 - BRANT COMMUNITY FOUNDATION:FP2	1,033,925	700,000	-	(700,000)	(100. %)
161101 - INSURANCE: FP2	574,877	470,192	522,399	52,207	11.1 %
161110 - POST SECONDARY INITIATIVES	521,000	521,000	521,000	-	-
161104 - OPERATING BUDGET CONTINGENCY	524,208	460,000	230,000	(230,000)	(50. %)
161112 - FEB 2018 FLOOD	747	-	-	-	-
161113 - CORPORATE CONTRIBUTIONS/GRANTS	385,000	571,000	472,000	(99,000)	(17.34 %)
161115 - COVID 19	-	-	(2,762,742)	(2,762,742)	(100. %)
Gross Revenues	185,511,517	26,726,355	15,127,921	(11,598,434)	(43.4 %)



2021 Business Unit Revenues and Expenditure Summary

Commission: CORPORATE FINANCING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING					
Gross Expenditures					
165900 - BRANTFORD POWER RECOVERY	1,779,774	1,368,223	1,029,224	(338,999)	(24.78 %)
165910 - BRANTFORD HYDRO RECOVERY	168,494	157,941	116,910	(41,031)	(25.98 %)
165920 - BRANTFORD ENERGY RECOVERY	8,596	8,339	4,242	(4,097)	(49.13 %)
161107 - PRIOR YEAR SURPLUS CARRY FORWA	1,634,363	-	-	-	-
162105 - GRETZKY ARENA (ICE PARK) DEBT	185,031	184,894	-	(184,894)	(100. %)
162106 - BECKETT BUILDING DEBT: FP2	43,530	-	-	-	-
162107 - BRANEIDA PHASE 9 DEBT	159,052	159,052	159,052	-	-
162108 - GARDEN AVE DRAINAGE DEBT	267,874	267,874	267,874	-	-
162109 - SYDENHAM/PEARL DEBT	161,439	322,878	322,878	-	-
162110 - GREENWICH/MOHAWK DEBT	1,560,152	1,560,152	1,560,152	-	-
162111 - BGI ASSET PURCHASE	260,222	260,222	260,222	-	-
162112 - JOHN NOBLE HOME B & C DEBT	563,773	563,773	563,773	-	-
162113 - 70 DALHOUSIE ACQUISTN & RENO	407,345	407,346	407,346	-	-
163101 - TAXES LEVIED OWN PURPOSES-CITY	-	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	3,309,113	2,790,183	2,766,716	(23,467)	(.84 %)
164101 - INVESTMENT IN HYDRO INC	400,000	400,000	400,000	-	-
164103 - INVESTMENT IN POWER INC.	750,000	750,000	750,000	-	-
161106 - CAPITAL FINANCING PLAN	16,714,241	17,793,751	17,050,645	(743,106)	(4.18 %)
161111 - BOUNDARY ADJUSTMENT AGREEMENT	3,140,756	2,928,095	2,657,502	(270,593)	(9.24 %)
161102 - INVESTMENT INCOME	581	-	-	-	-
161103 - CURRENT & RETIREE BENEFITS	5,768,920	3,655,110	1,722,523	(1,932,587)	(52.87 %)
161105 - CASINO	5,665,485	5,000,000	500,000	(4,500,000)	(90. %)
161109 - BRANT COMMUNITY FOUNDATION:FP2	1,033,925	700,000	-	(700,000)	(100. %)
161101 - INSURANCE: FP2	3,539,826	3,355,595	3,667,620	312,025	9.3 %
161108 - EMPLOYEE GAPPING	-	(2,118,656)	(2,118,656)	-	-
161110 - POST SECONDARY INITIATIVES	521,000	521,000	521,000	-	-
161104 - OPERATING BUDGET CONTINGENCY	761,081	1,887,218	704,557	(1,182,661)	(62.67 %)
161112 - FEB 2018 FLOOD	747	-	-	-	-
161113 - CORPORATE CONTRIBUTIONS/GRANTS	385,000	571,000	472,000	(99,000)	(17.34 %)
161115 - COVID 19	-	-	(2,762,742)	(2,762,742)	(100. %)
Gross Expenditures	49,190,323	43,493,990	31,022,838	(12,471,152)	(28.67 %)



2021 Business Unit Revenues and Expenditure Summary

Commission: CORPORATE FINANCING

	2019 Actual	2020 Budget	2021 Budget	2020/2021 Variance	Percentage Variance
CORPORATE FINANCING					
Net (Revenues)/Expenses					
165900 - BRANTFORD POWER RECOVERY	-	-	-	-	-
165910 - BRANTFORD HYDRO RECOVERY	-	-	-	-	-
165920 - BRANTFORD ENERGY RECOVERY	-	-	-	-	-
161107 - PRIOR YEAR SURPLUS CARRY FORWA	-	-	-	-	-
162105 - GRETZKY ARENA (ICE PARK) DEBT	185,031	184,894	-	(184,894)	(100. %)
162106 - BECKETT BUILDING DEBT: FP2	43,530	-	-	-	-
162107 - BRANEIDA PHASE 9 DEBT	159,052	159,052	159,052	-	-
162108 - GARDEN AVE DRAINAGE DEBT	267,874	267,874	267,874	-	-
162109 - SYDENHAM/PEARL DEBT	161,439	322,878	322,878	-	-
162110 - GREENWICH/MOHAWK DEBT	1,560,152	1,560,152	1,560,152	-	-
162111 - BGI ASSET PURCHASE	260,222	260,222	260,222	-	-
162112 - JOHN NOBLE HOME B & C DEBT	563,773	563,773	563,773	-	-
162113 - 70 DALHOUSIE ACQUISTN & RENO	407,345	407,346	407,346	-	-
163101 - TAXES LEVIED OWN PURPOSES-CITY	(156,060,988)	-	-	-	-
163102 - SUPPS/PIL/ADJ ON TAXES	(1,253,872)	(4,087,887)	(3,921,248)	166,639	4.08 %
164101 - INVESTMENT IN HYDRO INC	(82,517)	(68,908)	(51,753)	17,155	24.9 %
164103 - INVESTMENT IN POWER INC.	(1,307,480)	(1,234,332)	(966,821)	267,511	21.67 %
161106 - CAPITAL FINANCING PLAN	15,581,144	16,793,751	17,050,645	256,894	1.53 %
161111 - BOUNDARY ADJUSTMENT AGREEMENT	1,977,406	1,764,745	1,494,152	(270,593)	(15.33 %)
161102 - INVESTMENT INCOME	(4,205,638)	(4,100,000)	(4,100,000)	-	-
161103 - CURRENT & RETIREE BENEFITS	2,220,509	1,780,110	1,347,523	(432,587)	(24.3 %)
161105 - CASINO	-	-	-	-	-
161109 - BRANT COMMUNITY FOUNDATION:FP2	-	-	-	-	-
161101 - INSURANCE: FP2	2,964,949	2,885,403	3,145,221	259,818	9. %
161108 - EMPLOYEE GAPPING	-	(2,118,656)	(2,118,656)	-	-
161110 - POST SECONDARY INITIATIVES	-	-	-	-	-
161104 - OPERATING BUDGET CONTINGENCY	236,873	1,427,218	474,557	(952,661)	(66.75 %)
161112 - FEB 2018 FLOOD	-	-	-	-	-
161113 - CORPORATE CONTRIBUTIONS/GRANTS	-	-	-	-	-
161115 - COVID 19	-	-	-	-	-
Net (Revenues)/Expenses	(136,321,194)	16,767,635	15,894,917	(872,718)	(5.2 %)
Restructure		258,871			
Restated Net (Revenues)/Expenses	(136,321,194)	17,026,506	15,894,917	(1,131,589)	(6.65 %)