

# PROPOSED 2023 BUDGET

## Corporate Services

General Manager of Corporate Services: Heather Boyd

### **Divisions:**

- Corporate Services Administration
- Council Services
- Records Management
- Human Resources
- Business & Technology Solutions
- Finance

## PROPOSED 2023 BUDGET

# Corporate Services Administration

The Corporate Services Administration division oversees Council Services, Records Management, Human Resources, Business & Technology Solutions, Finance and Customer Service. The division provides critical support to Council, staff, residents and stakeholders.



**Heather Boyd**, General Manager of Corporate Services

### 2022 Accomplishments

- Updated Purchasing Policy and provided input for delegation of authority bylaw
- Assisted with the 2023 Municipal and School Board Elections
- Updated the council remuneration bylaw
- Provided technical support for long-term hybrid workplaces and meetings
- Implemented a new customer service model

### 2023 Priorities

- 2023 budget and 2022 yearend financial reporting
- Ongoing council orientation and training programs
- Long-Term Financial Plan
- Compensation benefits package review
- Digitization and Electronic Records Program – review of open data provisions
- Unified Communication Strategy

### 2023 Budget Drivers

- No significant budget drivers

2023 Proposed Budget - Operating

## Corporate Services Administration

|                            | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | 2023 Proposed<br>Budget | \$ Change      | % Change    |
|----------------------------|----------------------------|----------------------------|-------------------------|----------------|-------------|
| <b>REVENUES</b>            |                            |                            |                         |                |             |
| Other Revenues             |                            | 25,956                     | 25,956                  | 25,956         |             |
| <b>TOTAL REVENUES</b>      |                            | <b>25,956</b>              | <b>25,956</b>           | <b>25,956</b>  |             |
| <b>EXPENDITURES</b>        |                            |                            |                         |                |             |
| Salaries, Wages & Benefits | 190,109                    | 9,537                      | 199,646                 | 9,537          | 5.0%        |
| Materials & Supplies       | 4,036                      | 750                        | 4,786                   | 750            | 18.6%       |
| Interfunctional Charges    | 140,515                    | 16,906                     | 157,421                 | 16,906         | 12.0%       |
| <b>TOTAL EXPENDITURES</b>  | <b>334,660</b>             | <b>27,193</b>              | <b>361,853</b>          | <b>27,193</b>  | <b>8.1%</b> |
| <b>NET LEVY</b>            | <b>\$334,660</b>           | <b>\$1,237</b>             | <b>\$335,897</b>        | <b>\$1,237</b> | <b>0.4%</b> |

## PROPOSED 2023 BUDGET

### Council Services

The Council Services division provides support to Council and its decision-making process, fulfilling the legislative roles and responsibilities of the municipal Clerk and provides guidance and assistance to the public and staff in accessing local governance. Council Services conducts the municipal election, administers vital statistics, provides commissioner services and manages Council and Committee calendars, agendas and minutes.



**Alysha Dyjach**, Director of Council Services, Clerk

#### 2022 Accomplishments

- Established a live/hybrid meeting format following the pandemic
- Completed the 2022 Municipal and School Board Elections
- Completed recruitment for the advisory boards and committees for the 2022-2026 term

#### 2023 Priorities

- Train and resume the 2022-2026 Advisory Board and Committees with the potential to move towards a hybrid meeting format
- Increased focus on staff training and development

#### 2023 Budget Drivers

- Assumed the salaries and benefits for the Executive Assistant to the Mayor and Council Services
- Reallocated the office supplies budget to Operations Administration
- Increased transfer to the election reserve based on anticipated costs of running a dual in-person and online election format for the next election

**2023 Proposed Budget - Operating**  
**Council Services**

|  | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | One Time       | 2023 Proposed<br>Budget | \$ Change         | % Change       |
|--|----------------------------|----------------------------|----------------|-------------------------|-------------------|----------------|
| <b>REVENUES</b>                          |                            |                            |                |                         |                   |                |
| Fees & Service Charges                   | 14,050                     | 3,950                      |                | 18,000                  | 3,950             | 28.1%          |
| Other Revenues                           | 500                        |                            |                | 500                     |                   |                |
| Contribution from Reserve & Reserve Fund | 70,000                     | (70,000)                   |                |                         | (70,000)          | (100.0%)       |
| <b>TOTAL REVENUES</b>                    | <b>84,550</b>              | <b>(66,050)</b>            |                | <b>18,500</b>           | <b>(66,050)</b>   | <b>(78.1%)</b> |
| <b>EXPENDITURES</b>                      |                            |                            |                |                         |                   |                |
| Salaries, Wages & Benefits               | 496,495                    | (50,746)                   |                | 445,749                 | (50,746)          | (10.2%)        |
| Materials & Supplies                     | 253,165                    | (84,200)                   |                | 168,965                 | (84,200)          | (33.3%)        |
| Contracted Services                      |                            |                            | 1,500          | 1,500                   | 1,500             |                |
| Rent & Financial Expenses                | 3,500                      | (1,000)                    |                | 2,500                   | (1,000)           | (28.6%)        |
| Transfer to Reserves                     |                            | 40,000                     |                | 40,000                  | 40,000            |                |
| <b>TOTAL EXPENDITURES</b>                | <b>753,160</b>             | <b>(95,946)</b>            | <b>1,500</b>   | <b>658,714</b>          | <b>(94,446)</b>   | <b>(12.5%)</b> |
| <b>NET LEVY</b>                          | <b>\$668,610</b>           | <b>(\$29,896)</b>          | <b>\$1,500</b> | <b>\$640,214</b>        | <b>(\$28,396)</b> | <b>(4.2%)</b>  |

## PROPOSED 2023 BUDGET

# Records Management

The Records Management division is the caretaker of corporate records and manages requests for information. The division coordinates research and responds to inquiries from the public, internal staff and external agencies. Guidance, training and services provided allows the public, internal staff and external agencies to access both current and historical municipal records. Records Management is responsible for the overall retention of paper and electronic records to ensure various legislated requirements are satisfied. The division provides storage, retrieval, document format conversion and disposal services for outdated paper files. Records Management fulfills the legislated roles and responsibilities of the Municipal Act with respect to records management and fulfills the role of Freedom of Information and Protection of Privacy Officer. The division provides services to all municipal departments and acts as the Privacy Officer managing the requirements of the Personal Health Information Act on behalf of the Brant-Brantford Paramedic Services.



**Helen Kennedy**, Supervisor of Information Services

### 2022 Accomplishments

- Implemented an electronic documents records management system (EDRMS)
- Digitized internal projects to enhance access and security of corporate records
- Completed staff training about access and privacy legislation requirements
- Provided ongoing support to staff

### 2023 Priorities

- Expand internal use of the EDRMS
- Continue digitizing projects to enhance access and security of corporate records
- Update and expand records and privacy training for staff

### 2023 Budget Drivers

- Increase in software support and licenses related to the EDRMS
- Increase in part-time earnings and benefits for two students

2023 Proposed Budget - Operating  
**Records Management**

|                            | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | One Time       | 2023 Proposed<br>Budget | \$ Change       | % Change      |
|----------------------------|----------------------------|----------------------------|----------------|-------------------------|-----------------|---------------|
| <b>REVENUES</b>            |                            |                            |                |                         |                 |               |
| Fees & Service Charges     | 1,600                      | 2,300                      |                | 3,900                   | 2,300           | 143.8%        |
| <b>TOTAL REVENUES</b>      | <b>1,600</b>               | <b>2,300</b>               |                | <b>3,900</b>            | <b>2,300</b>    | <b>143.8%</b> |
| <b>EXPENDITURES</b>        |                            |                            |                |                         |                 |               |
| Salaries, Wages & Benefits | 207,904                    | 22,642                     |                | 230,546                 | 22,642          | 10.9%         |
| Materials & Supplies       | 32,340                     | 34,776                     | 2,600          | 69,716                  | 37,376          | 115.6%        |
| Contracted Services        | 3,500                      |                            |                | 3,500                   |                 |               |
| <b>TOTAL EXPENDITURES</b>  | <b>243,744</b>             | <b>57,418</b>              | <b>2,600</b>   | <b>303,762</b>          | <b>60,018</b>   | <b>24.6%</b>  |
| <b>NET LEVY</b>            | <b>\$242,144</b>           | <b>\$55,118</b>            | <b>\$2,600</b> | <b>\$299,862</b>        | <b>\$57,718</b> | <b>23.8%</b>  |

## PROPOSED 2023 BUDGET

# Human Resources

The Human Resources (HR) division supports the County of Brant by leading the recruitment and retention efforts of the other divisions to ensure the County has qualified staff. HR is the lead in labour relations, compensation and benefits, pension administration, attendance management and support, health and safety, policy development and administration, corporate training and program development and implementation.



**Karen Dropko**, Director of Human Resources

### 2022 Accomplishments

- Supported 100+ recruitments
- Completed Council remuneration review
- Provided ongoing support to other divisions with COVID-19 related issues
- OPSEU contract settlement

### 2023 Priorities

- HR Policy & Procedure review (ongoing)
- Mental Health Initiative (ongoing)
- Launch a new Human Resources Information System
- OPSEU contract negotiations

### 2023 Budget Drivers

- Increase in the recovery of administrative overhead
- Increase in contracted services related to Labour Relations and Health & Safety



2023 Proposed Budget - Operating  
**Human Resources**

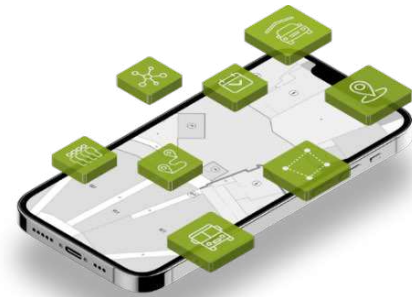
|                            | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | 2023 Proposed<br>Budget | \$ Change       | % Change     |
|----------------------------|----------------------------|----------------------------|-------------------------|-----------------|--------------|
| <b>REVENUES</b>            |                            |                            |                         |                 |              |
| Other Revenues             | 126,936                    | 24,595                     | 151,531                 | 24,595          | 19.4%        |
| <b>TOTAL REVENUES</b>      | <b>126,936</b>             | <b>24,595</b>              | <b>151,531</b>          | <b>24,595</b>   | <b>19.4%</b> |
| <b>EXPENDITURES</b>        |                            |                            |                         |                 |              |
| Salaries, Wages & Benefits | 801,609                    | 28,395                     | 830,004                 | 28,395          | 3.5%         |
| Materials & Supplies       | 51,075                     | 3,200                      | 54,275                  | 3,200           | 6.3%         |
| Contracted Services        | 68,500                     | 14,500                     | 83,000                  | 14,500          | 21.2%        |
| <b>TOTAL EXPENDITURES</b>  | <b>921,184</b>             | <b>46,095</b>              | <b>967,279</b>          | <b>46,095</b>   | <b>5.0%</b>  |
| <b>NET LEVY</b>            | <b>\$794,248</b>           | <b>\$21,500</b>            | <b>\$815,748</b>        | <b>\$21,500</b> | <b>2.7%</b>  |

## **PROPOSED 2023 BUDGET**

# **Business & Technology Solutions**

The Business & Technology Solutions division provides reliable and sustainable technology, tools and services that enable the County of Brant to achieve its strategic goals and objectives in a secure and timely manner.

**James Rickert**, Director of Business & Technology Solutions



### **2022 Accomplishments**

- Implemented a “hotel desk” booking system
- Worked with all departments to help prepare divisional data to be included in the Asset Management Solution
- Improved the Audio Video components in Council Chambers
- Implemented an endpoint management system that will streamline software distribution and implementation
- No security breaches despite heightened cyber security threats
- Successful staff recruitment for the new positions approved in the 2022 budget

### **2023 Priorities**

- Implement the full Asset Management Solution for multiple departments
- Implement a Human Resources Information System that is integrated with payroll
- Implement an Open Data Site for GIS, mapping and associated information
- Implement indoor mapping for facility management and asset management
- Review Unified Communications and streamline the multiple enterprise communication channels, such as voice, video, personal and team messaging, voicemail and content sharing

### **2023 Budget Drivers**

- Increase in internet costs, including multi homed internet service to reduce the risk of downtime due to internet outages
- Increase in software support & licenses, including but not limited to, Veeam backup software, Office 365 subscriptions and Zoom licenses

**2023 Proposed Budget - Operating**  
**Business & Technology Solutions**

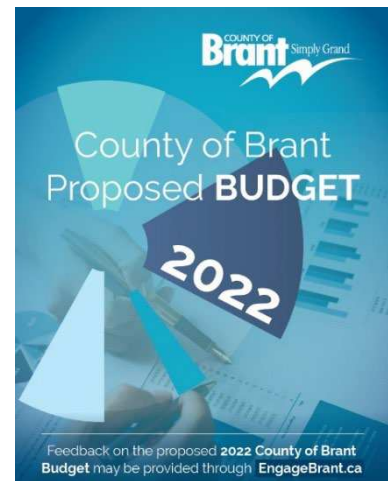
|  | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | One Time       | 2023 Proposed<br>Budget | \$ Change        | % Change      |
|--|----------------------------|----------------------------|----------------|-------------------------|------------------|---------------|
| <b>REVENUES</b>                          |                            |                            |                |                         |                  |               |
| Other Revenues                           | 120,692                    | 25,942                     |                | 146,634                 | 25,942           | 21.5%         |
| Contribution from Reserve & Reserve Fund | 40,340                     | (40,340)                   |                |                         | (40,340)         | (100.0%)      |
| <b>TOTAL REVENUES</b>                    | <b>161,032</b>             | <b>(14,398)</b>            |                | <b>146,634</b>          | <b>(14,398)</b>  | <b>(8.9%)</b> |
| <b>EXPENDITURES</b>                      |                            |                            |                |                         |                  |               |
| Salaries, Wages & Benefits               | 1,712,966                  | 164,864                    |                | 1,877,830               | 164,864          | 9.6%          |
| Materials & Supplies                     | 413,744                    | 59,937                     | 4,000          | 477,681                 | 63,937           | 15.5%         |
| Insurance                                | 9,383                      | 2,065                      |                | 11,448                  | 2,065            | 22.0%         |
| Contracted Services                      | 33,000                     |                            |                | 33,000                  |                  |               |
| <b>TOTAL EXPENDITURES</b>                | <b>2,169,093</b>           | <b>226,866</b>             | <b>4,000</b>   | <b>2,399,959</b>        | <b>230,866</b>   | <b>10.6%</b>  |
| <b>NET LEVY</b>                          | <b>\$2,008,061</b>         | <b>\$241,264</b>           | <b>\$4,000</b> | <b>\$2,253,325</b>      | <b>\$245,264</b> | <b>12.2%</b>  |

## PROPOSED 2023 BUDGET

### Finance

The Finance division is responsible for all finance functions, including, property tax, accounts receivable, accounts payable, payroll, debenture issuance and budget preparation and control. Finance is the gatekeeper for banking and investments and provides oversight on all funds coming in and going out of the municipality. All financial reports for the Province & other stakeholders are prepared by Finance.

**Heather Mifflin**, Director of Finance, Treasurer



### 2022 Accomplishments

- Completed review of the Purchasing Policy and updated the Purchasing bylaw
- Involved in the asset management software implementation, ensuring accurate and consistent asset data
- Onboarded new finance staff with significant benefit in efficiency and timely completion of priorities
- Provided continued support to ongoing fundraising campaigns
- Worked with other divisions to prepare and submit new grant applications and met all reporting requirement deadlines for 25+ grant funded projects

### 2023 Priorities

- Apply reporting from asset management software to capital budgets
- Launch Payroll/HR software for attendance and position management
- Earlier completion of Financial Statements and Financial Information Return
- Implement an Asset Retirement Obligation, a new Public Sector Accounting Board Standard
- Redesign the online donation portal and process

### 2023 Budget Drivers

- Increase in salaries and benefits due to the annualization of the new Finance positions approved in the 2022 budget

**2023 Proposed Budget - Operating**  
**Finance**

|                            | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | 2022 Proposed<br>Budget | \$ Change       | % Change     |
|----------------------------|----------------------------|----------------------------|-------------------------|-----------------|--------------|
| <b>REVENUES</b>            |                            |                            |                         |                 |              |
| Fees & Service Charges     | 37,000                     | 8,000                      | 45,000                  | 8,000           | 21.6%        |
| Other Revenues             | 349,960                    | 85,312                     | 435,272                 | 85,312          | 24.4%        |
| <b>TOTAL REVENUES</b>      | <b>386,960</b>             | <b>93,312</b>              | <b>480,272</b>          | <b>93,312</b>   | <b>24.1%</b> |
| <b>EXPENDITURES</b>        |                            |                            |                         |                 |              |
| Salaries, Wages & Benefits | 2,015,224                  | 170,304                    | 2,185,528               | 170,304         | 8.5%         |
| Materials & Supplies       | 132,101                    | 845                        | 132,946                 | 845             | 0.6%         |
| Contracted Services        | 116,900                    |                            | 116,900                 |                 |              |
| Rent & Financial Expenses  | 92,300                     | (500)                      | 91,800                  | (500)           | (0.5%)       |
| <b>TOTAL EXPENDITURES</b>  | <b>2,356,525</b>           | <b>170,649</b>             | <b>2,527,174</b>        | <b>170,649</b>  | <b>7.2%</b>  |
| <b>NET LEVY</b>            | <b>\$1,969,565</b>         | <b>\$77,337</b>            | <b>\$2,046,902</b>      | <b>\$77,337</b> | <b>3.9%</b>  |

2023 Proposed Budget - Operating  
**Taxation & Corporate Finances**

|  | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | 2023 Proposed<br>Budget | \$ Change        | % Change      |
|--|----------------------------|----------------------------|-------------------------|------------------|---------------|
| <b>REVENUES</b>                          |                            |                            |                         |                  |               |
| Federal/Provincial Grants                | 1,548,700                  | (232,300)                  | 1,316,400               | (232,300)        | (15.0%)       |
| Fees & Service Charges                   | 688,500                    |                            | 688,500                 |                  |               |
| Other Revenues                           | 3,906,526                  | (530,593)                  | 3,375,933               | (530,593)        | (13.6%)       |
| Other Tax Revenues                       | 2,186,175                  | 462,027                    | 2,648,202               | 462,027          | 21.1%         |
| Contribution from Reserve & Reserve Fund | 2,329,888                  | (339,142)                  | 1,990,746               | (339,142)        | (14.6%)       |
| <b>TOTAL REVENUES</b>                    | <b>10,659,789</b>          | <b>(640,008)</b>           | <b>10,019,781</b>       | <b>(640,008)</b> | <b>(6.0%)</b> |
| <b>EXPENDITURES</b>                      |                            |                            |                         |                  |               |
| Materials & Supplies                     | 7,700                      | 2                          | 7,702                   | 2                |               |
| Insurance                                | 19,056                     | 2,896                      | 21,952                  | 2,896            | 15.2%         |
| Contracted Services                      | 29,000                     |                            | 29,000                  |                  |               |
| Rent & Financial Expenses                | 196,714                    | (77,400)                   | 119,314                 | (77,400)         | (39.3%)       |
| External Transfers                       | 696,667                    |                            | 696,667                 |                  |               |
| Principal & Interest on Long Term Debt   | 4,560,098                  | 34,801                     | 4,594,899               | 34,801           | 0.8%          |
| Transfer to Capital                      | 358,713                    |                            | 358,713                 |                  |               |
| <b>TOTAL EXPENDITURES</b>                | <b>5,867,948</b>           | <b>(39,701)</b>            | <b>5,828,247</b>        | <b>(39,701)</b>  | <b>(0.7%)</b> |
| <b>NET LEVY</b>                          | <b>(\$4,791,841)</b>       | <b>\$600,307</b>           | <b>(\$4,191,534)</b>    | <b>\$600,307</b> | <b>12.5%</b>  |

2023 Proposed Budget - Operating  
**Capital Financing**

|                           | Reorganized<br>2022 Budget | Adjustments &<br>Inflation | 2023 Proposed<br>Budget | \$ Change | % Change |
|---------------------------|----------------------------|----------------------------|-------------------------|-----------|----------|
| <b>REVENUES</b>           |                            |                            |                         |           |          |
| <b>TOTAL REVENUES</b>     |                            |                            |                         |           |          |
| <b>EXPENDITURES</b>       |                            |                            |                         |           |          |
| Transfer to Capital       | 12,284,871                 |                            | 12,284,871              |           |          |
| <b>TOTAL EXPENDITURES</b> | <b>12,284,871</b>          |                            | <b>12,284,871</b>       |           |          |
| <b>NET LEVY</b>           | <b>\$12,284,871</b>        |                            | <b>\$12,284,871</b>     |           |          |

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