

2021 Draft
Operating Budget
General Government

Township of Hamilton

2021 Draft Operating Budget

GENERAL GOVERNMENT

OVERVIEW

General Government is made up of the Council, Chief Administrative Officer, Clerk and Finance Departments.

COUNCIL

- Represents the citizens of the Township of Hamilton, considering the well-being and interests of the municipality
- Develops and evaluates policies and programs

CAO

The CAO oversees the planning, coordination and evaluation of all municipal activities. The CAO reports to Council and Managers report to the CAO.

CLERK

The Clerk's Department is responsible for the records of the Municipality and serves as an information centre for Council, staff and the public. It processes information presented to Council in the form of agendas, minutes, bylaws and agreements. The Deputy Clerk/Records Information Management Coordinator is responsible for implementing the approved projects within the Records Management Strategic Plan and providing assistance to the Municipal Clerk.

The department is responsible for issuing municipal lottery licences such as raffles, break open tickets, etc. Requests under the Municipal Freedom of Information and Protection of Privacy Act are processed by the Clerk.

On behalf of the Office of the Registrar General, the department issues marriage licenses and records births and deaths that occur in the municipality.

The Clerk is the Returning Officer for municipal elections and is responsible to carry out all aspects of the election process in accordance with provincial legislation.

FINANCE

The Finance Department provides financial stewardship and leadership to the Township of Hamilton.

The Finance Department's responsibilities include:

- Coordination and preparation of operating and capital budgets
- Financial analysis and reporting
- Cash, investment and debt management
- Capital asset management and reporting
- Reserve and reserve fund administration
- Establishment of financial policies and procedures
- Establishment of internal controls to ensure the integrity of the financial systems
- Calculation, billing, collection and tax adjustment programs for property taxes
- Accounting and financial services support to Council and staff
- Audit Administration

2020 ACCOMPLISHMENTS

CAO & FINANCE

- Covid-19 – responded to the impacts of the world-wide pandemic – by changing our entire operations, implementing plans, policies and procedures to implement Provincial requirements, keep Council, Staff and the public safe and being able to deal with the pressures and requirements in the community.
- Council - Provide Council with support, guidance and advice on overall direction as well as various high-profile policy and operational issues – including Municipal Animal Service, Public Questions Period, ATVs, new Council Committee, Northumberland Fire Modernization initiative, among others
- Provide leadership to Senior Management Team through regular meetings and through the active preparation of Performance Agreements with direct reports to guide employee activities and actions
- Completion of a third-party Water Rate Study in preparation of our Drinking Water Licence renewal in 2021 and the completion of a third-party Audit of our DWQMS (Water Policies and Procedures)
- Work with staff and Council to obtain a timely, approved Budget that met the needs of the organization in 2020 and managed costs and expenditures throughout the year,

CLERK

- Contracted Records Management Service provider to review all files of the corporation (includes external operational sites) and file in a system where records may be easily searched and retrieved.
- Hired a Deputy Clerk to assist the Clerk in meeting the legislative duties of the Municipal Act and any other acts.
- Supported Staff and Council meetings through the use of ZOOM technology.
- Researched the Cemetery records of the municipality, develop a Cemetery By-law for council consideration and work toward meeting compliance with the Funeral, Burial and Cremation Services Act, 2002.
- Deputy Clerk-records information management coordinator implemented the secure storage of municipal records in the main office and archive storage area.

2021 PRIORITIES

CAO & FINANCE

- Covid-19 – with the second wave under way and possible future waves - respond to the ongoing impacts of the world-wide pandemic – by continuing to lead and adapt our operations, plans, policies and procedures to keep Council, Staff and the public safe but also be prepared to deal with the emerging pressures and requirements in the community.
- Council - Provide Council with support, guidance and advice on overall strategic direction as well as various high-profile policy and operational issues.
- Leadership - Continue to lead and strengthen the entire team of employees and volunteers across the municipality through good management and leadership.
- Financial - Work with staff and Council to obtain a timely, approved Budget that meets the needs of the organization in 2021 and into the future.
- Management - Deliver key operational improvements to the organization to capitalize on investment and efficiency investments and projects
- Ensure key projects are delivered effectively and efficiently and meets the approval of the Council.
- Prioritize customer service and communication priorities for the organization.
- Partnerships - Strengthen partnerships with colleagues in other municipalities to enhance the public's confidence in good local government

CLERK

- Review and update the Procedural By-law, as a result of changes from Bill 68 and Covid-19.
- Advance the use of iCompass agenda/minutes software to streamline the Reports to Council approval process, track the Actions of Council and train other staff in the use of the software.

- Continue to implement the Records Strategic Plan initiatives throughout the organization.
- Departmental staff training.
- Road system updates - road closures, widening and assumptions
- Oversee improvements in processes in the Planning Department.

TOWNSHIP OF HAMILTON
2021 Draft Operating Budget

2021 Budget Highlights - General Government

| | 2020 Budget | 2021 Draft Budget | Variance (Fav)/Unfav | Variance % |
|---------------------------|--------------------|----------------------|-------------------------|---------------|
| Expenditures | | | | |
| Personnel | 1,168,400 | 1,256,100 | 87,700 | 7.5% |
| Contribution to Reserve | 52,106 | 52,110 | 4 | 0.0% |
| Other Expenditure | 557,853 | 557,743 | 110 | 0.0% |
| Total Expenditures | 1,778,359 | 1,865,953 | 87,594 | 4.9% |
| Revenues | | | | |
| Contribution from Reserve | - | - | - | - |
| Other Revenue | (1,225,540) | (1,233,300) | (7,760) | 0.6% |
| Total Revenue | (1,225,540) | (1,233,300) | (7,760) | 0.6% |
| Net Budget | 552,819 | 632,653 | 79,834 | 14.4% |

| | 2020 Approved Budget | Base | New | Annualization | Council Targeted Initiatives | 2021 Draft Budget |
|---------------------------|----------------------------|----------------|-------------|---------------|---------------------------------|-------------------------|
| Expenditures | | | | | | |
| Personnel | 1,168,400 | 37,700 | - | 50,000 | - | 1,256,100 |
| Contribution to Reserve | 52,106 | 4 | - | - | - | 52,110 |
| Other Expenditure | 557,853 | 110 | - | - | - | 557,743 |
| Total Expenditures | 1,778,359 | 37,594 | - | 50,000 | - | 1,865,953 |
| Revenues | | | | | | |
| Contribution from Reserve | - | - | - | - | - | - |
| Other Revenue | (1,225,540) | (7,760) | - | - | - | (1,233,300) |
| Total Revenue | (1,225,540) | (7,760) | 0 | 0 | 0 | (1,233,300) |
| Net Budget | 552,819 | 29,834 | 0 | 50,000 | 0 | 632,653 |
| | | 5.4% | 0.0% | 9.0% | 0.0% | 0.0% |

TOWNSHIP OF HAMILTON
2021 Draft Operating Budget Pressures

GENERAL GOVERNMENT - DEPARTMENTAL SUMMARY OF BUDGET PRESSURES

| Budget Variance Explanations | 2019 Actual | 2020 Preliminary Actual | 2019 Budget | 2020 Budget | 2021 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation |
|--|-------------|-------------------------|-------------|-------------|-------------------|---------------------|--------------------------|--|
| 2020 Net Budget | | | | | | 552,819 | | |
| EXPENDITURES | | | | | | | | |
| Personnel | | | | | | | | |
| Council | 119,320 | 108,396 | 115,700 | 118,100 | 121,000 | 2,900 | 2.5% | Due to step and benefit rate increases, as well as general cost of living increases |
| Administration | 940,178 | 945,776 | 985,667 | 1,050,300 | 1,085,100 | 34,800 | 3.3% | |
| Contribution to Reserve | | | | | | | | |
| Administration | | | | | | | | |
| TRANSFER TO IT RESERVE | 7,500 | 4,375 | 7,500 | 7,650 | 17,700 | 10,050 | 131.4% | Increased transfer to IT Reserve which is offsetted by decrease in reserve transfer to General Reserve |
| TRANSFER TO GENERAL RESERVES | 34,435 | 20,087 | 33,946 | 33,946 | 23,900 | (10,046) | -29.6% | - As per note above |
| Other Expenditure | | | | | | | | |
| Council | | | | | | | | |
| CONVENTIONS & SEMINARS | 12,292 | 2,168 | 15,000 | 12,300 | 6,800 | (5,500) | -44.7% | As per Council direction at the 1st Special Budget Meeting |
| MILEAGE | 1,304 | 293 | 4,000 | 3,000 | 1,000 | (2,000) | -66.7% | As per Council direction at the 1st Special Budget Meeting |
| OFFICE SUPPLIES | 106 | - | 1,000 | 1,020 | 1,020 | 0 | 0.0% | |
| PUBLIC RELATIONS | 242 | 40 | 800 | 816 | 816 | 0 | 0.0% | |
| MISC. EXPENSE | 1,500 | - | 1,000 | 1,020 | 1,020 | 0 | 0.0% | |
| Administration | | | | | | | | |
| POSTAGE & COURIER | 18,856 | 18,729 | 22,000 | 22,500 | 20,000 | (2,500) | -11.1% | Aligned with Actual + Postage rate increase for 2021 |
| CLEANING SUPPLIES | 2,388 | 1,601 | 2,550 | 2,200 | 3,200 | 1,000 | 45.5% | Extensive Cleaning Required due to COVID |
| BANK SERVICE CHARGES | 5,467 | 4,919 | 5,000 | 5,000 | 5,500 | 500 | 10.0% | Aligned with Actual |
| PAYROLL CONTRACT | 11,803 | 8,941 | 10,500 | 10,710 | 4,000 | (6,710) | -62.7% | No longer using ADP for payroll processing |
| ADVERTISING | 4,877 | 3,247 | 1,000 | 1,400 | 2,400 | 1,000 | 71.4% | Aligned with Actual |
| RECORDS MANAGEMENT | 305 | 39,259 | 800 | 40,000 | - | (40,000) | -100.0% | RIM Part 1 Project completed in 2020 |
| CONSULTANTS-GENERAL | 22,435 | 13,575 | 45,000 | 110,000 | 106,500 | (3,500) | -3.2% | Asset Management Roadmap: \$37,500 Communication Plan & Implementations Tool: \$25k (Efficiency Funding - Approved in 2020) |
| EFFICIENCY FUNDING | | | | | | | | |
| COMPUTER SUPPORT | | | | | | | | |
| BLDMAINTENANCE & CLEANING | 46,626 | 38,477 | 40,000 | 40,000 | (65,000) | 40,000 | -38.1% | ORG review: \$40k (Efficiency Funding - Approved in 2020) Iron Mountain: \$4,000 (Increasing regular shredding services) |
| COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT | 32,860 | 33,707 | 36,000 | 36,000 | 41,600 | 5,600 | 15.6% | Communication Plan (\$25k) and ORG Review (\$40k) approved in 2020 Record Management Project completed in 2020 (\$40k) |
| Total Expenditures Variance | | | | | | 37,594 | 1.0% | |

TOWNSHIP OF HAMILTON
2021 Draft Operating Budget Pressures

GENERAL GOVERNMENT - DEPARTMENTAL SUMMARY OF BUDGET PRESSURES

| Budget Variance Explanations | 2019 Actual | 2020 Preliminary Actual | 2019 Budget | 2020 Budget | 2021 Draft Budget | Incremental Changes | % Change Over Prior Year | Explanation |
|--|-------------|-------------------------|-------------|-------------|-------------------|---------------------|--------------------------|--|
| REVENUES | | | | | | | | |
| Other Revenue | | | | | | | | |
| <u>General Government</u> | | | | | | | | |
| LOTTERY LICENCE | (869) | (300) | (500) | (650) | (700) | (50) | 7.7% | Aligned with actual |
| ADMIN-NSF CHEQUE CHARGES | (1,800) | (1,290) | (1,500) | (1,530) | (1,900) | (370) | 24.2% | Aligned with actual |
| MISC. REVENUE | (14,897) | (15,376) | (13,000) | (13,260) | (15,400) | (2,140) | 16.1% | Aligned with actual |
| TAX CERTIFICATES | (7,240) | (7,480) | (5,000) | (5,100) | (7,500) | (2,400) | 47.1% | Aligned with actual |
| OMIPF (Ontario Municipal Partnership Fund) | (743,700) | (744,100) | (740,300) | (744,100) | (740,900) | 3,200 | -0.4% | Received confirmation letter on Oct 29, 2020 |
| OTHER RECOVERIES | (14,607) | (7,351) | (13,000) | (8,000) | (14,000) | (6,000) | 75.0% | Aligned with actual |
| Total Revenues Variance | | | | | | (7,760) | 0.0% | |
| BASE BUDGET INCREASE | | | | | | 29,834 | 5.4% | |
| ANNUALIZATION | | | | | | | | |
| Deputy Clerk | | | | | 50,000 | 50,000 | 9.0% | |
| BUDGET INCREASE | | | | | | 50,000 | 9.0% | |
| Incremental Change | | | | | | 79,834 | 14.4% | |
| Net Budget | | | | | | 632,653 | 14.4% | |

| TOWNSHIP OF HAMILTON | | | | | | |
|--|------------------|---------------------------------------|------------------|------------------|----------------------|-------------|
| 2021 BUDGET WORKING DOCUMENT | | | | | | |
| | 2019 Actuals | 2020 Actuals As of Dec 15, 2020 | 2019 Budget | 2020 Budget | 2021 Draft Budget | % Increase |
| General Government - Revenues | | | | | | |
| LOTTERY LICENCE | (869) | (300) | (500) | (650) | (700) | 7.7% |
| MARRIAGE LICENSES | (600) | 0 | (1,000) | (1,000) | (1,000) | 0.0% |
| ADMIN-NSF CHEQUE CHARGES | (1,800) | (1,290) | (1,500) | (1,530) | (1,900) | 24.2% |
| MISC. REVENUE | (14,897) | (15,376) | (13,000) | (13,260) | (15,400) | 16.1% |
| BILLBOARD REVENUE | (645) | (645) | (900) | (900) | (900) | 0.0% |
| TAX CERTIFICATES | (7,240) | (7,480) | (5,000) | (5,100) | (7,500) | 47.1% |
| OMPF (Ontario Municipal Partnership Fund) | (743,700) | (744,100) | (740,300) | (744,100) | (740,900) | -0.4% |
| OTHER RECOVERIES | (14,607) | (7,351) | (13,000) | (8,000) | (14,000) | 75.0% |
| INVESTMENT - INTEREST | (63,282) | (5,653) | (25,000) | (25,500) | (25,500) | 0.0% |
| BANK - INTEREST | (58,863) | (20,226) | (25,000) | (25,500) | (25,500) | 0.0% |
| Total Other Revenue | (906,503) | (802,421) | (825,200) | (825,540) | (833,300) | 0.9% |
| Total General Government Revenues | (906,503) | (802,421) | (825,200) | (825,540) | (833,300) | 0.9% |
| General Government - PIL and Other Revenues | | | | | | |
| SUPPLEMENTARY TAXES | (103,323) | (51,787) | (100,000) | (100,000) | (100,000) | 0.0% |
| WRITE OFFS | 20,825 | 43,284 | 30,000 | 30,000 | 30,000 | 0.0% |
| PENALTY & INTEREST TAX ARREARS | (161,057) | (127,014) | (200,000) | (200,000) | (200,000) | 0.0% |
| PAYMENT IN LIEU OF TAXES | (83,504) | (49,094) | (100,000) | (100,000) | (100,000) | 0.0% |
| Total PIL and Other Revenues | (327,058) | (184,610) | (370,000) | (370,000) | (370,000) | 0.0% |

| TOWNSHIP OF HAMILTON | | | | | | |
|--|----------------|---------------------------------|----------------|----------------|-------------------|-----------------------|
| 2021 BUDGET WORKING DOCUMENT | | | | | | |
| | 2019 Actuals | 2020 Actuals As of Dec 15, 2020 | 2019 Budget | 2020 Budget | 2021 Draft Budget | % Increase |
| Council Operating Expenditures | | | | | | |
| Total Council Salaries and Benefit Exp | 119,320 | 108,396 | 115,700 | 118,100 | 121,000 | 2,900 2.5% |
| TRANSFER TO COUNCIL RETIREMENT RESERVE | 500 | 510 | 500 | 510 | 510 | 0 0.0% |
| Total Contribution to Reserve | 500 | 510 | 500 | 510 | 510 | 0 0.0% |
| CONVENTIONS & SEMINARS | 12,292 | 2,168 | 15,000 | 12,300 | 6,800 | (5,500) -44.7% |
| MILEAGE | 1,304 | 293 | 4,000 | 3,000 | 1,000 | (2,000) -66.7% |
| OFFICE SUPPLIES | 106 | 0 | 1,000 | 1,020 | 1,020 | 0 0.0% |
| PUBLIC RELATIONS | 242 | 40 | 800 | 816 | 816 | 0 0.0% |
| MISC. EXPENSE | 1,500 | 0 | 1,000 | 1,020 | 1,020 | 0 0.0% |
| Total Other Expenditure | 15,443 | 2,501 | 21,800 | 18,156 | 10,656 | (7,500) -41.3% |
| Net Council | 135,263 | 111,407 | 138,000 | 136,766 | 132,166 | (4,600) -3.4% |

| TOWNSHIP OF HAMILTON | | | | | | |
|---|----------------|---------------------------------|----------------|------------------|-------------------|-------------|
| 2021 BUDGET WORKING DOCUMENT | | | | | | |
| | 2019 Actuals | 2020 Actuals As of Dec 15, 2020 | 2019 Budget | 2020 Budget | 2021 Draft Budget | % Increase |
| General Government - Administration | | | | | | |
| Administration Operating Expenditures | | | | | | |
| Total ADMIN Salaries and Benefit Exp | 940,178 | 945,776 | 985,667 | 1,050,300 | 1,135,100 | 8.1% |
| TRANSFER TO ELECTION RESERVE | 10,000 | 5,833 | 10,000 | 10,000 | 10,000 | 0.0% |
| TRANSFER TO IT RESERVE | 7,500 | 4,375 | 7,500 | 7,650 | 17,700 | 131.4% |
| TRANSFER TO GENERAL RESERVES (TAX STABILIZATION) | 34,435 | 20,087 | 33,946 | 33,946 | 23,900 | -29.6% |
| Total Contribution to Reserve | 51,935 | 30,295 | 51,446 | 51,596 | 51,600 | 4 |
| Administration Operating Expenditures - continue | | | | | | |
| TRAINING | 12,027 | 10,689 | 10,200 | 10,400 | 10,400 | 0.0% |
| CONVENTIONS & SEMINARS | 2,576 | 0 | 11,760 | 12,000 | 12,000 | 0.0% |
| MEMBERSHIPS | 8,697 | 9,240 | 11,000 | 11,220 | 11,220 | 0.0% |
| MILEAGE AND MEALS | 5,358 | 1,795 | 5,000 | 5,000 | 5,000 | 0.0% |
| UNION NEGOTIATIONS | 841 | 0 | 200 | 0 | 0 | 0.0% |
| STAFF APPRECIATION-VOLUNTEER & STAFF APPREC | 16,253 | 4,350 | 18,500 | 18,870 | 18,870 | 0.0% |
| POSTAGE & COURIER | 18,856 | 18,729 | 22,000 | 22,500 | 20,000 | -11.1% |
| OFFICE SUPPLIES | 17,693 | 14,430 | 20,000 | 20,400 | 20,400 | 0.0% |
| CLEANING SUPPLIES | 2,388 | 1,601 | 2,550 | 2,200 | 3,200 | 45.5% |
| MARRIAGE LICENSES | 250 | 0 | 750 | 750 | 750 | 0.0% |
| INSURANCE | 36,852 | 38,443 | 40,000 | 40,800 | 40,800 | 0.0% |
| BANK SERVICE CHARGES | 5,467 | 4,919 | 5,000 | 5,000 | 5,500 | 10.0% |
| AUDIT | 32,868 | 14,076 | 40,000 | 40,000 | 40,000 | 0.0% |
| PAYROLL CONTRACT | 11,803 | 8,941 | 10,500 | 10,710 | 4,000 | (6,710) |
| HYDRO | 8,640 | 5,935 | 10,000 | 10,200 | 10,200 | 0.0% |
| HEATING FUEL | 2,602 | 2,202 | 3,500 | 3,500 | 3,500 | 0.0% |
| TELEPHONE | 9,720 | 9,538 | 11,000 | 11,220 | 11,220 | 0.0% |
| ADVERTISING | 4,877 | 3,247 | 1,000 | 1,400 | 2,400 | 1,000 |
| PRINTING | 5,528 | 4,211 | 7,000 | 6,600 | 6,600 | 0.0% |
| WEBSITE DESIGN/MTCE | 6,494 | 6,921 | 21,320 | 21,320 | 21,320 | 0.0% |
| RECORDS MANAGEMENT | 305 | 39,259 | 800 | 40,000 | 0 | (40,000) |
| EFFICIENCY FUNDING | 0 | 0 | 0 | (105,000) | (65,000) | 40,000 |
| | | | | | | -100.0% |
| | | | | | | -38.1% |



| TOWNSHIP OF HAMILTON | | | | | | |
|--|----------------|---------------------------------|----------------|----------------|-------------------|-------------------|
| 2021 BUDGET WORKING DOCUMENT | | | | | | |
| | 2019 Actuals | 2020 Actuals As of Dec 15, 2020 | 2019 Budget | 2020 Budget | 2021 Draft Budget | % Increase |
| CONSULTANTS-GENERAL | 22,435 | 13,575 | 45,000 | 110,000 | 106,500 | (3,500) -3.2% |
| GIS MAPPING | 0 | 29,176 | 0 | 40,000 | 40,000 | 0 0.0% |
| LEGAL | 12,116 | 14,200 | 30,000 | 30,000 | 30,000 | 0 0.0% |
| COMPUTER SUPPORT | 46,626 | 38,477 | 40,000 | 40,000 | 47,000 | 7,000 17.5% |
| BLDMAINTENANCE & CLEANING | 32,473 | 24,619 | 28,000 | 28,000 | 33,000 | 5,000 17.9% |
| COMPUTER HARDWARE, SOFTWARE AND INTERNET SUPPORT | 32,860 | 33,707 | 36,000 | 36,000 | 41,600 | 5,600 15.6% |
| SIGNAGE & BILLBOARDS | 0 | 0 | 150 | 150 | 150 | 0 0.0% |
| ELECTION EXPENSES | 2,176 | 1,755 | 1,550 | 1,800 | 1,800 | 0 0.0% |
| OFFICE EQUIPMENT LEASES | 15,870 | 16,180 | 16,000 | 16,000 | 16,000 | 0 0.0% |
| LOAN REPAYMENT - MUNICIPAL OFFICE | 18,657 | 18,657 | 18,657 | 18,657 | 18,657 | 0 0.0% |
| Total Other Expenditure | 393,307 | 388,873 | 467,437 | 509,697 | 517,087 | 7,390 1.4% |
| Total Admin Operating Costs | 1,385,420 | 1,364,945 | 1,504,550 | 1,611,593 | 1,703,787 | 92,194 5.7% |
| Total General Government | 287,122 | 489,320 | 447,350 | 562,819 | 632,653 | 79,834 14.4% |