

# TOWN OF FORT FRANCES

## Administration & Finance Executive Committee

### AGENDA - January 19, 2021, 12:00 PM

Microsoft Teams meeting

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### MEETING - Civic Centre

Session #2

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1. **Call to Order**
2. **Disclosure of pecuniary interest and the general nature thereof**
3. **Approval of Previous Committee Minutes**
  - 3.1 Approval of Previous Minutes dated 05 January 2020 3 - 4
4. **Items Referred from Council**
5. **New Business**
  - 5.1 Fire Rescue Budget Summary 5 - 15
  - 5.2 2021 IT Operating & Capital Budget - J. Hughes 16 - 23
  - 5.3 2104 Administration and Finance Budget Considerations - D. Galusha 24 - 37
  - 5.4 Policy - Performance Appraisal - J. Forbes 38 - 50
6. **Outstanding Items**
  - 6.1 Charity Rebate Fort Frances Volunteer Bureau - D. Galusha 51 - 68
7. **Information**
  - 7.1 2021 Moffat Family Fund Grant Allocations 69
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8. **In-Camera**
9. **Adjourn / Next Meeting Date**



## TOWN OF FORT FRANCES

### MINUTES

### SESSION NO.#1

January 5, 2021

The meeting of Administration & Finance Executive Committee of the Town of Fort Frances was held virtually on January 5, 2021 from 12:00 p.m. to 12:16 p.m.

PRESENT: Chairperson W. Brunetta, Councillors D. Judson and A. Hallikas, Mayor J. Caul (ex-officio)

ALSO PRESENT: D. Brown, CAO, D. Galusha, Treasurer, T. Moffit, Fire Chief/CEMC, K. Haney, Deputy Clerk (Board Secretary) E. Slomke, Municipal Clerk

### REGRETS:

#### **1. Call to Order**

#### **2. Disclosure of pecuniary interest and the general nature thereof**

Item 5.1 - Councillor Judson disclosed a conflict arising from his private law practice.

#### **3. Approval of Previous Committee Minutes**

3.1 Session No. 17 dated December 8, 2020 - Approved as presented

#### **4. Items Referred from Council - None**

#### **5. New Business**

5.1 Charity Rebate Fort Frances Volunteer Bureau - Council agreed that further clarification is required. Treasurer to follow up with MPAC and bring back to next meeting. Councillor Judson disclosed a conflict with this item arising from his private law practice. He did not speak to the matter.

5.2 Temporary Borrowing - Approved as presented

5.3 Interim Tax Levy By-Law Authorization - Approved as presented

5.4 Civil Marriage Solemnization Services - Approved as presented

#### **6. Outstanding Items**

6.1 Virtual Meeting Options - No Update

#### **7. Information**

7.1 Fire Rescue Service - November 2020 - Fire Chief Tyler Moffit provided his report for November.

#### **8. In-Camera - None**

#### **9. Adjourn / Next Meeting Date**

January 19, 2021

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Executive Committee Chair

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D. Brown, CAO

**To:** Administration & Finance Executive Committee  
**From:** Tyler Moffitt, Fire Chief/CEMC  
**Date:** January 14, 2021  
**Subject:** Fire Rescue Service 2021 Operating & Capital Budgets

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**Some Major Highlights are as follows:**

- 100% decrease in costs for Full Time Firefighters Overtime/Call Outs due to protocols.
- 1.9% decrease in costs for Full Time Firefighters total direct wages.
- 3.94% decrease in the Net Operating Budget (\$41,740).
- 0.6% increase in user fees and charges are reflective in the user fees document.
- 2.27% increase in cost for the Fire Chief/CEMC wage.
- Fort Frances Fire Rescue Service has a compliment of:
  - 1 - Full Time Fire Chief/CEMC;
  - 6 - Full Time Career Firefighters;
  - 18 - Volunteer Firefighters;

**Operating Budget**

Attached is the operating budget for 2021 along with explanatory notes highlighting the major factors contributing to the variances. Please review Spreadsheet No. 1.

**Capital Budgets**

See attached spreadsheet No. 2 for prioritized capital listing for 2021.

**Recommendation**

That the Administration & Finance Executive Committee recommends that Council approve the report as presented for the Fire Rescue Service 2021 Operating and Capital Budgets.

Respectfully submitted,



Tyler Moffitt  
Fire Chief/CEMC  
Fort Frances Fire & Rescue Service

**To:** Dawn Galusha  
**From:** Tyler Moffitt, Fire Chief/CEMC  
**Date:** January 14, 2021  
**Subject:** Request for Proposal: Replacement of 1988 Aerial Ladder Truck (11-3)

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### **Background**

To maximize fire fighter capabilities and minimize risk of injuries, it is important that fire apparatus be equipped with the latest safety features and operating capabilities.

The Town of Fort Frances **1988 Aerial Ladder Fire Truck (11-3)** is **33 years old**.

As well, some of the main points to bring forward along with its age are as follows:

- It is not NFPA (National Fire Protection Association) compliant.
- With respect to Fire Underwriters Survey Grading, it has received zero points over the course of the last 8 years.
- We cannot transport passengers in the back-seating area because it is open and not enclosed.
- It has a 1050 GPM Pump. New apparatus would have a 1250 GPM Pump; we need this extra pumping capacity due to the fire load at structure fires and train derailments.
- The ladder railing is not wide enough for a modern stokes basket, the railings height is shorter than what NFPA standards require, as well as there is no lighting along the length of the ladder for night-time operations if firefighters need to ascend and descend the ladder.
- Truck stabilizers stick if extended fully out. (Peterbilt Technicians had to manually retract)
- Tower supply valve was leaking to Aerial Ladder Discharge Nozzle; it had to be repaired.
- Master drain was leaking; it had to be repaired.
- Tanks suction line was leaking; it had to be repaired.
- Tank fill valve was leaking; it had to be repaired.
- Onboard air compressor, which maintains air pressure in air tanks for brake system was recently replaced again.
- Ground to Ladder Tip Communication Systems needs repairs.

Meanwhile, it must be noted ... we have maintained the Aerial Ladder Truck over the course of 33 years. Some things to be noted are as follows:

- The engine is a CAT engine; we have never had any issues with the engine.
- The truck passes its annual commercial and pump tests every year.
- We can get ball valves for our water supply valves that are worn out.
- In 2017, we completed Non-Destructive Testing (NDT), which is required every five years.
- In 2018, we replaced all the tires and rims on the truck.

An Aerial Ladder Truck is one of the most important devices in any fire rescue services fleet as it is used to provide lifesaving rescues for any building, as well as establishing a **high angle accurate master stream** for any burning structure, including single storey structures.

Meanwhile, we have utilized our Aerial Ladder Truck to take people off roofs, as well as for a master stream on numerous fires over the years. We have used it at a train derailment to dilute a leaking peroxide railcar, which was on its side. As well, in the last 3-years, we used it as a master stream on a large single storey building, which was on fire.

### **Community Risk**

The Town of Fort Frances has many high risks within our community and are as follows:

- **Busiest train traffic in North America**, which are transporting dangerous goods/hazardous materials.
  - 30-plus trains per day travel through our community.
  - Currently, the trains are two miles long, and in the future will increase in length.
  - We already had **a train derailment** this past **July 21, 2019** within our town.
  - Most recently, CN Rail officials participated in a Fort Frances Council virtual meeting on October 13, 2020, which had the Manager of Public Affairs in Ontario Daniel Salvatore stating there are many factors causing derailments, including traffic volumes.
- **Increase dangerous goods/hazardous materials** travelling through our community via International Border.
- Our downtown business core is **1920-1930 era** and consists of many two storey buildings, which are **not sprinklered**.
- As well, we have multiple three-story apartment buildings, which are **not sprinklered**.

### **Aerial Ladder Replacement: Quint Aerial Device**

The replace for our community's aging aerial ladder truck would potentially be a **Single Axel Quint Aerial Device**. Our 1988 Aerial Ladder Truck is a tandem axel and has a 75-foot Aerial Straight Stick Ladder.

As well, a **Request for Proposal** would be written to include either a **Straight Stick Ladder** or a **Ladder Platform (Height to be determined)**.

A Quint Aerial Device has five major components:

- fire pump,
- water tank,
- aerial device,
- ground ladders,
- and hoses.

The intent is to go out for a **Request for Proposal (RFP)** in early 2021; this is so we can obtain a true cost of what it would be to replace our 1988 Aerial Ladder Truck.

Respectfully submitted,



Tyler Moffitt  
Fire Chief/CEMC  
Fort Frances Fire Rescue Service

2020 Statement of Operations- General Fund

		Actual to December 31/17	Actual to December 31/18	2019 OPERATING FORECAST	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to October 31, 2020	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
NEW G/L ACCOUNT											
<b>Fire Emergency Services</b>											
<b>REVENUE:</b>											
Sundry Revenue	10-040-0410-0330-40582	(150.00)	(50.00)		-		-		(66.67)	-	
<b>Fire Protection: Rusty Myers, Nanicost, and CND Camp (Increase due to the addition of the CND Camp)</b>											
Response to Structural Fires (If Insured).											
Automatic Aid Responses (Aerial Ladder Truck).											
CN Railroad Responses.											
Fire Protection Charges	10-040-0410-0330-40585	(2,893.12)	(5,585.04)	(8,586)	(19,375.31)	(15,640)	(16,381.71)	(19,868)	(9,284.49)	(4,228)	
Expense Recoveries (Training Recoveries)	10-040-0410-0330-40589	(130.55)	(120.00)	(150)	-		-		(83.52)	-	
User Fees - Inspections Etc.	10-040-0410-0330-40590	(730.90)	(128.05)	(150)	(262.74)	(300)	-	(300)	(373.90)	-	Fire Inspection Requests
Private Works - Community Fire Protection Contracts	10-040-0410-0330-40595	(6,005.30)	(3,634.61)	(4,000)	(1,290.93)	(2,000)	(523.92)	(1,000)	(3,643.61)	1,000	District Air Cylinders (Less due to Emo Air Compressor)
MTO (MVA)	10-040-0410-0430-40464	(7,816.20)	(5,852.49)	(6,000)	(1,447.00)	(5,000)	(6,790.00)	(5,500)	(5,038.56)	(500)	MTO - Motor Vehicle Crashes (MVC's)
Sundry Revenue	10-040-0410-0430-40582		-		-		-		-	-	
Expense Recoveries - Fire Instructor/Evacuation	10-040-0410-0430-40589	(510.00)	-		-		-		(170.00)	-	
User Fees	10-040-0410-0430-40590	(167.40)	(221.30)	(250)	(295.40)	(250)	(785.60)	(300)	(228.03)	(50)	Copies of Reports & Burn Permits
Donations	10-040-0410-0430-40632	(1,000.00)	(351.79)	-	-		-		(450.60)	-	Financial Donations etc.
Contribution from Reserve Fund (Retirement)	10-040-0410-0430-40952		-		-		-		-	-	
Total Revenue		(19,403.47)	(15,943.28)	(19,136)	(22,671.38)	(23,190)	(24,481)	- 26,968	(19,339.38)	(3,778)	
<b>EXPENDITURES:</b>											
<b>Administration</b>											
Distributed Salaries/Wages											
Distributed Benefits											
Overtime, Call Out, Shift	10-040-0410-1101-60013	27,406.81	32,271.57	35,000	44,830.79	36,000	34,136.96	18,000	34,836.39	(18,000)	Overtime call back (Less due to updated response protocols)
Leave (Ber, Sick, Other)					-		-		-	-	
Vacation, Stats, Etc.					-		-		-	-	Built into Fulltime Wages
Stat Day Payout					-		-		-	-	
Salaries/Wages Full Time	10-040-0410-1101-60010	510,671.93	532,531.91	577,538	578,423.53	617,436	413,366.32	605,911	540,542.46	(11,525)	Wages & Stat Pay (Less due to a retirement & 5th Class Hire)
Salaries/Wages Retirement					-		-		-	-	
Disability (STD/LTD)					-		-		-	-	
WSIB	10-040-0410-1101-60055	14,839.24	16,008.47	17,000	16,838.78	17,868	11,176.41	13,659	15,895.50	(4,209)	
CPP	10-040-0410-1101-60025	15,135.98	15,703.78	16,493	16,738.56	17,388	16,044.58	19,919	15,859.44	2,531	
EI	10-040-0410-1101-60030	6,399.24	6,611.33	6,085	6,638.11	6,068	5,966.66	6,654	6,549.56	586	
Dental Vision & Ext Health					-		-		-	-	
OMERS	10-040-0410-1101-60035	50,313.60	58,072.25	60,265	62,499.77	65,833	53,951.14	64,860	56,961.87	(973)	
Life Insurance					-		-		-	-	
EHT	10-040-0410-1101-60040	10,072.72	10,942.86	12,121	11,543.25	12,778	9,414.61	12,186	10,852.94	(592)	
Hourly Part-time Salaries/Wages	10-040-0410-1101-60020	378.26	-		-		-		126.09	-	
Employer Benefits	10-040-0410-1101-60050	56,045.39	64,784.97	74,184	71,690.63	74,594	52,679.26	75,258	64,173.66	664	
Hourly Volunteer Call Back Part Time	10-040-0410-1153-60020	4,154.34	7,944.90	8,000	10,313.86	8,000	10,607.72	8,000	7,471.03	-	Volunteer payroll costs for Call Backs
Volunteer Call Back Employer EI	10-040-0410-1153-60030		-		-		-		-	-	
Volunteer Call Back Employer EHT	10-040-0410-1153-60040		3.90		21.79		33.02		8.56	-	
Volunteer Call Back Employer Benefits	10-040-0410-1153-60050		-		-		-		-	-	
Volunteer Call Back Employer WSIB	10-040-0410-1153-60055	109.42	254.21	286	314.82	300	241.47		226.15	(300)	Volunteer Indirect payroll costs



2020 Statement of Operations- General Fund

		Actual to December	Actual to December	2019 OPERATING	Actual to	2020 OPERATING	Actual to October	2021	3 Year Average-	Budget Variance	Notes
NEW G/L ACCOUNT		31/17	31/18	FORECAST	December 31, 2019	FORECAST	31, 2020	OPERATING FORECAST	2017, 2018, 2019	2020 to 2021	
Volunteer Training Hourly Part Time	10-040-0410-1154-60020	7,990.16	28,033.63	36,000	26,874.43	32,000	4,472.71	32,000	20,966.07	-	Volunteer payroll costs for Training (Will be training a new fill-in relief)
Volunteer Training OT	10-040-0410-1154-60013		1,354.05		-		-		451.35	-	
Volunteer Training Employer EI	10-040-0410-1154-60030		-		-		-		-	-	
Volunteer Training Employer EHT	10-040-0410-1154-60040		17.41		43.41		7.63		20.27	-	
Volunteer Training Employer Benefits	10-040-0410-1154-60050		-		-		-		-	-	
Volunteer Training Employer WSIB	10-040-0410-1154-60055	2,335.11	1,779.06	1,286	2,441.70	1,298	93.88	712	2,185.29	(586)	Volunteer Indirect payroll costs
Post-Retirement Benefits	10-040-0410-1101-71147	(12,389.00)	(13,714.00)	(15,311)	(15,311.00)	(19,102)	-	(18,938)	(13,804.67)	164	Post Retirement Benefits as per Dawn Galusha
Volunteer STD/LTD Benefits	10-040-0410-1101-71148	3,500.28	3,754.88	3,900	3,706.08	3,750	6,214.59	3,310	3,653.75	(440)	Volunteer Insurance (Decrease due to a negotiated rate)
Equipment Rental - Owned	10-040-0410-1101-71540	213.58	-		-		-		71.19	-	
Administration Salaries Full Time	10-040-0410-1160-60010	65,470.33	98,592.01	104,486	107,727.82	109,829	83,158.07	112,319	90,596.72	2,490	Fire Chief (8 hours per day)
Salary Adjustments						513	-		-	(513)	
Admin Overtime	10-040-0410-1160-60013	26,484.88	-		-		-		8,828.29	-	
Hourly Part Time	10-040-0410-1160-60020				100.28		-		33.43	-	
Admin Employer CPP	10-040-0410-1160-60025	2,564.10	2,624.35	2,748	2,780.98	2,898	2,661.00	3,166	2,656.48	268	
Admin Employer EI	10-040-0410-1160-60030	992.56	1,105.76	1,015	1,101.24	1,011	989.31	1,036	1,066.52	25	
Admin Employer OMERS	10-040-0410-1160-60035	10,393.39	11,150.05	12,040	11,981.70	12,820	10,361.54	13,558	11,175.05	738	
Admin Employer EHT	10-040-0410-1160-60040	1,955.64	1,909.24	2,037	2,007.48	2,141	1,731.08	2,190	1,957.45	49	
Admin Employer Benefits	10-040-0410-1160-60050	3,083.88	3,969.11	3,855	5,017.41	3,873	6,250.05	8,089	4,023.47	4,216	
Admin Employer WSIB	10-040-0410-1160-60055	2,806.44	2,907.66	2,916	2,895.94	3,005	2,059.52	2,385	2,870.01	(620)	
Hourly Part Time	10-040-0410-1161-60020	7,825.82	771.95		1,780.12		50.14		3,459.30	-	
Employer EHT	10-040-0410-1161-60040	26.98	-		3.92		-		10.30	-	
Employer WSIB	10-040-0410-1161-60055	238.83	32.03		56.08		1.16		108.98	-	
Communications	10-040-0410-1200-71251	5,823.32	4,973.49	5,000	4,143.82	5,000	3,234.98	4,500	4,980.21	(500)	Service & Access Expenses: Radio's
Postage/Freight/Courier	10-040-0410-1200-71252	415.51	730.77	400	558.76	500	569.52	600	568.35	100	Shipping & Freight
Memberships	10-040-0410-1200-71260	100.00	349.31	350	359.49	360	359.49	360	269.60	-	OAFC / Public Fire Safety Council
Office Supplies	10-040-0410-1400-71410	1,992.67	2,500.37	2,000	2,168.95	2,000	2,101.67	2,500	2,220.66	500	Office Supplies
Supplies - Fire Fighting	10-040-0410-1400-71431	8,103.69	6,490.04	7,000	7,929.40	6,000	6,721.70	6,000	7,507.71	-	Fire Fighting Equipment
Supplies - Shop	10-040-0410-1400-71432	2,111.81	2,849.82	2,000	2,465.57	2,000	1,035.45	2,000	2,475.73	-	Oils, Tools, Truck Wash, Fittings, Cleaning Supplies etc.
Supplies - Cleaning/Garbage Bags/Mops etc.	10-040-0410-1400-71470					1,500	511.23	1,000	-	(500)	Cleaning Supplies etc.
Maintenance of Building & Fire Equipment	10-040-0410-1240-71545					5,000	6,511.37	7,000	-	2,000	Maintenance of Building & Fire Equipment
											Curriculum Documents, Liquid Smoke. Training Materials, and Training Site
Training Materials	10-040-0410-1400-71478	1,297.94	2,253.95	3,000	3,845.50	4,000	398.38	4,000	2,465.80	-	Development

2020 Statement of Operations- General Fund

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	2019 OPERATING FORECAST	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to October 31, 2020	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
Clothing - Protective	10-040-0410-1400-71480	8,791.90	8,353.01	6,000	4,222.96	3,000	2,768.37	3,000	7,122.62	-	Helmets, Boots, Gloves, Hoods, Nomex Coveralls
Clothing - Uniforms Coveralls	10-040-0410-1400-71483	6,360.11	5,150.59	5,000	3,954.90	4,000	918.88	2,000	5,155.20	(2,000)	Clothing - Uniforms (Decrease)
Food & Meals	10-040-0410-1400-71491	343.32	-		-		-		114.44	-	
Contracted Works/Services			-		-		-		-	-	
Contracted Services	10-040-0410-1500-71527		-		2,442.24	2,442	6,410.88	2,646	814.08	204	Actuary Services as per Dawn Galusha
Travel	10-040-0410-1500-71530	649.72	-	500	342.98		-		330.90	-	Day travel expenses moved to: Conferences, Courses, Travel, etc.
Conferences & Courses	10-040-0410-1500-71531	4,726.77	9,862.98	4,000	6,345.69	4,000	1,865.59	3,000	6,978.48	(1,000)	Due to COVID-19, no travel in 2021- virtual on-line courses only
Communication Equipment	10-040-0410-1500-71542	9,432.38	7,972.45	8,000	4,325.84	6,000	1,677.80	5,000	7,243.56	(1,000)	Less for Radio's & Pagers
Annual Software Charges	10-040-0410-1500-71502		-	2,000	3,220.38	3,225	3,075.06	3,225	1,073.46	-	Annual Fire Pro Licence
Repairs & Maintenance	10-040-0410-1500-71545	929.19	255.16		-		88.88		394.78	-	
Volunteer Training Expenses	10-040-0410-1500-71546	2,285.78	3,490.42	3,000	2,490.18	3,000	-	2,000	2,755.46	(1,000)	Training Instructors etc.
General Insurance	10-040-0410-1500-71580	4,701.93	4,696.01	4,417	4,461.24	4,793	3,966.45	5,642	4,619.73	849	Information supplied by Deputy Treasurer
Insurance Deductible			-		-		-		-	-	
Fire Prevention	10-040-0410-1500-71583	3,372.82	4,352.10	4,000	5,561.88	3,000	1,918.46	5,000	4,428.93	2,000	Fire Prevention Kits, Books, Ads, (Increase due to: NFPA Library Updates)
Advertising & Public Notices	10-040-0410-1500-71591	669.09	767.63	500	821.69	600	387.95	600	752.80	-	Newspaper, Radio Ads, Recruitment etc.
Contributions to Others - Mutual Aid	10-040-0410-2110-72110	2,536.10	2,536.10	2,537	2,536.10	4,348	4,347.60	4,348	2,536.10	-	Mutual Aid Membership
		883,663.96	957,001.54	1,021,648	1,035,259.05	1,075,069	774,538.54	1,048,695	958,641.52	(26,374)	
Vehicles - Licensed											
Distributed Salaries/Wages											
Distributed Benefits											
Salaries Full Time	10-040-0410-2910-60010	2,749.83	2,776.72	3,400	2,300.29	3,400	2,875.85	3,400	2,608.95	-	Mechanics Wages
Employer CPP	10-040-0410-2910-60025	123.45	147.27		138.91		177.19		136.54	-	
Employer EI	10-040-0410-2910-60030	47.13	54.43		57.93		57.92		53.16	-	
Employer OMERS	10-040-0410-2910-60035	284.99	304.54		283.42		329.62		290.98	-	
Employer EHT	10-040-0410-2910-60040	55.08	61.21		56.63		69.31		57.64	-	
Employer Benefits	10-040-0410-2910-60050	442.39	188.65	1,100	573.04	1,100	468.91	1,100	401.36	-	
Employer WSIB	10-040-0410-2910-60055	90.25	100.51		91.50		82.47		94.09	-	
Gas & Fuel	10-040-0410-2910-71418	5,195.26	5,212.33	5,200	5,529.47	5,400	2,901.02	5,000	5,312.35	(400)	Gas & Fuel (Decrease due to response protocols)
Vehicle/Equipment Parts & Maintenance	10-040-0410-2910-71451	29,940.41	33,486.63	20,000	52,351.98	20,000	8,476.11	10,000	38,593.01	(10,000)	Maintenance & commercials on apparatus, annual pump testing.
Contracted Works/Services	10-040-0410-2910-71523	910.48	-		-		271.60		303.49	-	
	10-040-0410-2910-71527		17.73		-		-		5.91	-	
Insurance	10-040-0410-2910-71580	2,638.07	2,994.93	2,535	2,562.05	2,755	2,279.78	3,373	2,731.68	618	Information supplied by Deputy Treasurer
Licenses	10-040-0410-2910-71582		-		-		-		-	-	
		42,477.34	45,344.95	32,235	63,945.22	32,655	17,989.78	22,873	50,589.17	(9,782)	
Emergency Measures					-						
Revenue					-						
Evacuation Expense Recoveries	10-040-0450-0430-40589		-		-		-		-	-	
Expenses											

2020 Statement of Operations- General Fund

		Actual to December 31/17	Actual to December 31/18	2019 OPERATING FORECAST	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to October 31, 2020	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
NEW G/L ACCOUNT											
GIS - Dist. Salaries/Wages											
GIS - Distributed Benefits											
Salaries Full Time	10-040-0450-1101-60010	1,622.95	1,252.99	3,992	563.85	3,911	793.72	3,956	1,146.60	45	GIS Support
Overtime	10-040-0450-1101-60013				23.60		-		7.87	-	
Hourly Part Time	10-040-0450-1101-60020		-		-		-		-	-	
Employer CPP	10-040-0450-1101-60025	65.57	44.43		22.80		37.94		44.27	-	
Employer EI	10-040-0450-1101-60030	29.02	19.62		9.72		14.63		19.45	-	
Employer OMERS	10-040-0450-1101-60035	157.52	135.06		55.61		73.69		116.06	-	
Employer EHT	10-040-0450-1101-60040	30.36	27.22		11.09		14.85		22.89	-	
Employer Benefits	10-040-0450-1101-60050	109.81	110.64	1,011	14.72	1,021	55.04	977	78.39	(44)	
Employer WSIB	10-040-0450-1101-60055	49.15	44.63		17.91		17.69		37.23	-	
Equipment Rental - Owned	10-040-0450-1101-71540	50.00	-		50.00		12.50		33.33	-	
Emergency Management Dist. Salary			-		-		-		-	-	
Emergency Management Dist. Benefits			-		-		-		-	-	
Communications	10-040-0450-1200-71251	1,023.54	1,578.86	1,600	1,877.83	1,600	1,210.54	1,600	1,493.41	-	Satellite Phone Yearly Access and monitoring of Water Tower Communication Equipment
Legal	10-040-0450-1200-71253		-		-		-		-	-	
Office Supplies	10-040-0450-1400-71410	460.46	795.03	500	553.40	500	623.94	600	602.96	100	Office Supplies
											Back-up Generator & Propane Tank Rental and Propane at Memorial Sports Centre, Back-up Generator & Fuel at High School, Emergency Siren Repairs, etc.
Materials/Supplies	10-040-0450-1400-71471	1,458.80	4,919.11	4,000	3,675.99	1,000	600.77	1,000	3,351.30	-	
GIS Expense	10-040-0450-1500-71507	2,751.70	2,627.97	4,477	2,578.48	4,477	2,312.07	4,070	2,652.72	(407)	
Contracted Works	10-040-0450-1500-71523		-		-		-		-	-	
Conferences & Courses	10-040-0450-1500-71531		-	2,500	2,270.50	2,500	-	1,000	756.83	(1,500)	Training for Alternate CEMC
Evacuation Costs	10-040-0450-1500-71549		-		-		-		-	-	
Advertising & Public Notices	10-040-0450-1500-71591		550.52	500	667.78	600	-	600	406.10	-	Ads and Notices
		7,808.88	12,106.08	18,580.00	12,393.28	15,609.00	5,767.38	13,802.63	10,769.41	(1,806.37)	
Total Revenue		(19,403.47)	(15,943.28)	(19,136.00)	(22,671.38)	(23,190.00)	(24,481.23)	- 26,968	(19,339.38)	(3,778.00)	
Total Expenditures		933,950.18	1,014,452.57	1,072,463.00	1,111,597.55	1,123,333.00	798,295.70	1,085,371	1,020,000.10	(37,962.37)	
Total Fire Emergency Services		914,546.71	998,509.29	1,053,327	1,088,926.17	1,100,143	773,814.47	1,058,403	1,000,660.72	(41,740)	Total Fire Emergency Services
COVID-19 Emergency Revenue											
Provincial Grant - COVID-19	10-040-0450-0490-40412						(463,100.00)		-	-	
Expenses											
Overtime - CC COVID	10-040-0450-1501-60013						55.09		-	-	
Hourly Part Time- CC COVID	10-040-0450-1501-60020						4,172.26		-	-	
Employer CPP- CC COVID	10-040-0450-1501-60025						201.86		-	-	
Employer EI- CC COVID	10-040-0450-1501-60030						90.84		-	-	
Employer EHT- CC COVID	10-040-0450-1501-60040						80.12		-	-	
Employer WSIB- CC COVID	10-040-0450-1501-60055						95.30		-	-	
Salaries Full Time- MSC COVID	10-040-0450-1502-60010						1,206.58		-	-	
Overtime- MSC COVID	10-040-0450-1502-60013						1,321.92		-	-	
Hourly Part Time- MSC COVID	10-040-0450-1502-60020						12,611.23		-	-	
Employer CPP- MSC COVID	10-040-0450-1502-60025						490.29		-	-	
Employer EI- MSC COVID	10-040-0450-1502-60030						227.79		-	-	
Employer OMERS- MSC COVID	10-040-0450-1502-60035						556.62		-	-	
Employer EHT- MSC COVID	10-040-0450-1502-60040						203.81		-	-	
Employer Benefits- MSC COVID	10-040-0450-1502-60050						347.50		-	-	
Employer WSIB- MSC COVID	10-040-0450-1502-60055						242.48		-	-	
Overtime- PW COVID	10-040-0450-1503-60013						55.09		-	-	
Hourly Part Time- PW COVID	10-040-0450-1503-60020						4,172.26		-	-	
Employer CPP- PW COVID	10-040-0450-1503-60025						201.86		-	-	
Employer EI- PW COVID	10-040-0450-1503-60030						90.84		-	-	
Employer EHT- PW COVID	10-040-0450-1503-60040						80.12		-	-	

2020 Statement of Operations- General Fund

		Actual to December	Actual to December	2019 OPERATING	Actual to	2020 OPERATING	Actual to October	2021	3 Year Average-	Budget Variance	Notes
NEW G/L ACCOUNT		31/17	31/18	FORECAST	December 31, 2019	FORECAST	31, 2020	OPERATING	2017, 2018, 2019	2020 to 2021	
Employer WSIB- PW COVID	10-040-0450-1503-60055						95.30		-	-	
Overtime- P&C COVID	10-040-0450-1504-60013						34.09		-	-	
Hourly Part Time- P&C COVID	10-040-0450-1504-60020						2,358.92		-	-	
Employer CPP- P&C COVID	10-040-0450-1504-60025						113.84		-	-	
Employer EI- P&C COVID	10-040-0450-1504-60030						51.24		-	-	
Employer EHT- P&C COVID	10-040-0450-1504-60040						45.14		-	-	
Employer WSIB- P&C COVID	10-040-0450-1504-60055						53.73		-	-	
COVID-19-Operating Equipment	10-040-0450-1500-71520						11,897.85		-	-	
Health Emergency Expenses	10-040-0450-1500-71538				-		31,043.53		-	-	
		0.00	0.00	0.00	0.00	0.00	72,197.50	-	0.00	0.00	
Total Revenue		0.00	0.00	0.00	0.00	0.00	(463,100.00)	-	0.00	0.00	
Total Expenditures		0.00	0.00	0.00	0.00	0.00	72,197.50	-	0.00	0.00	
Total COVID-19 Emergency		0.00	0.00	0.00	0.00	0.00	(390,902.50)	(339,807)	0.00	0.00	COVID-19 Emergency Provincial Grant Carried Forward from 2020

2020 Statement of Operations- General Fund

	NEW G/L ACCOUNT	Actual to December 31/17	Actual to December 31/18	2019 OPERATING FORECAST	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to October 31, 2020	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>911 Dispatch Services</b>											
<b>REVENUE:</b>											
Trans from Municipalities	10-040-0421-0330-40370	(14,901.54)	(11,775.75)	(14,880)	(4,757.42)	(4,685)	-	(4,685)	(10,478.24)	-	(CERB 9-1-1 AGREEMENT WITH OPP FOR R.R. DISTRICT) OTHER MUNICIPALITIES PORTION TRANSFERRED TO TOWN OF FORT FRANCES
		(14,901.54)	(11,775.75)	(14,880)	(4,757.42)	(4,685)	-	4,685	(10,478.24)	-	
<b>EXPENDITURES:</b>											
Communications	10-040-0421-1200-71251	1,054.80	572.86	500	-	500	108.34	150	542.55	(350)	RADIO LICENSES (CERB 9-1-1 AGREEMENT WITH OPP FOR R. R. DISTRICT) TOWN OF FORT FRANCES PAYS IN FULL ANNUAL COSTS AND RECOVERS OTHER MUNICIPALITIES PORTION, WHICH IS TRANSFERRED TO THE TOWN OF FORT FRANCES
Contracted Works -911	10-040-0421-1500-71523			9,000	13,677.10	8,517	13,167.10	8,517	4,559.03	-	
Contracted Works - Fire	10-040-0421-1500-71523	22,728.71	19,713.74	13,000		7,000		7,000	14,147.48	-	
Repairs & Maintenance	10-040-0421-1500-71545		-	500	-	-	-		-	-	
		23,783.51	20,286.60	23,000	13,677.10	16,017	13,275.44	15,667	19,249.07	(350)	
Total Revenue		(14,901.54)	(11,775.75)	(14,880)	(4,757.42)	(4,685)	-	4,685	(10,478.24)	-	
Total Expenditures		23,783.51	20,286.60	23,000	13,677.10	16,017	13,275.44	15,667	19,249.07	(350)	
<b>Total Dispatch Services</b>		<b>8,881.97</b>	<b>8,510.85</b>	<b>8,120</b>	<b>8,919.68</b>	<b>11,332</b>	<b>13,275.44</b>	<b>10,982</b>	<b>8,770.83</b>	<b>(350)</b>	
<b>POLICE SERVICES</b>											
<b>REVENUE:</b>											
Sundry Revenue - User Fees	10-040-0420-0330-40582	(1,867.02)	(2,305.92)	(2,000)	(84.29)	(2,000)	(156.63)		(1,419.08)	2,000	
Solicitor General - R.I.D.E.	10-040-0420-0430-40415	(8,861.72)	(8,816.14)	(8,800)	(8,799.66)	(8,800)	(8,853.00)		(8,825.84)	8,800	
Sundry Revenue - User Fees	10-040-0420-0430-40582	(11,590.52)	(12,897.20)	(12,000)	(17,248.90)	(12,000)	(5,593.60)		(13,912.21)	12,000	
Proceeds of Crime- Front Line Policing Grant						(75,000)	-		-	75,000	
									-	-	
<b>Total Revenue</b>		<b>(22,319.26)</b>	<b>(24,019.26)</b>	<b>(22,800)</b>	<b>(26,132.85)</b>	<b>(97,800)</b>	<b>(14,603.23)</b>	<b>-</b>	<b>(24,157.12)</b>	<b>97,800</b>	
<b>Police Services Board</b>											
<b>EXPENDITURES:</b>											
Salaries/Wages	10-040-0422-2910-60010	1,040.01	-		-		-		346.67	-	
CPP	10-040-0422-2910-60025	204.52	299.00	260	200.47	260	135.49		234.66	(260)	
EHT	10-040-0422-2910-60040	143.29	201.35	160	120.76	160	73.92		155.13	(160)	
Hourly Part-time	10-040-0422-2910-60020	12,205.00	12,103.56	10,450	6,229.50	11,275	3,790.00		10,179.35	(11,275)	
Employer OMERS	10-040-0422-2910-60035	0.00	27.19		142.16		76.82		56.45	-	
Memberships	10-040-0422-1200-71260	1,241.31	1,258.06	1,264	1,292.04	1,300	1,315.39		1,263.80	(1,300)	
Office Supplies	10-040-0422-1400-71410		-		-		-		-	-	
Conferences & Courses	10-040-0422-1500-71531	2,313.19	3,188.89	7,500	1,783.97	2,500	(8.37)		2,428.68	(2,500)	3 year average
Meeting Expense	10-040-0422-1500-71532	827.74	-	350	207.59	350	-		345.11	(350)	
Insurance	10-040-0422-1500-71580	387.72	144.00	867	864.00	870	720.00		465.24	(870)	

2020 Statement of Operations- General Fund

		Actual to December 31/17	Actual to December 31/18	2019 OPERATING FORECAST	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to October 31, 2020	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
	NEW G/L ACCOUNT										
Public Relations/Promotions	10-040-0422-1500-71592	0.00	-	250	-	250	-		-	(250)	
Proceeds of Crime- Front Line Policing Expense						75,000	-		-	(75,000)	
		18,362.78	17,222.05	21,101	10,840	91,965	6,103.25	-	15,475.11	(91,965)	
Administration											
Revenue											
MCSCS Grant (Court Security)	10-040-0420-0430-40445	(115,193.00)	(153,460.00)	(270,700)	(270,700.00)	(210,914)	(191,579.00)	-	(179,784.33)	210,914	Equal to Court Sec Costs
					-						
Expenses					-						
Paid Duty - R.I.D.E.	10-040-0420-1100-71155	8,621.89	10,495.98	9,000	15,337.90	9,000	613.78		11,485.26	(9,000)	
Prisoners Meals	10-040-0420-1400-71491	3,854.27	975.50	3,000	-	3,000	-		1,609.92	(3,000)	
Travel					-		-		-	-	
OPP Contract	10-040-0420-1500-71565	2,130,792.00	2,166,228.00	2,563,093	2,563,092.00	2,639,763	2,232,925.00		2,286,704.00	(2,639,763)	Court Security Enhancements/ 2018 Year End Adjustment
General Insurance	10-040-0420-1500-71580	3,246.51	3,101.95	2,113	2,122.32	2,222	1,838.87		2,823.59	(2,222)	
Advertising & Public Notices	10-040-0420-1500-71591		-	150	-	150	-		-	(150)	
		2,146,514.67	2,180,801.43	2,577,356	2,580,552.22	2,654,135	2,235,377.65	-	2,302,622.77	(2,654,135)	
Total Revenue		(137,512.26)	(177,479.26)	(293,500)	(296,832.85)	(308,714)	(206,182.23)	-	(203,941.46)	308,714	
Total Expenditures		2,164,877.45	2,198,023.48	2,598,457	2,591,392.71	2,746,100	2,241,480.90	-	2,318,097.88	(2,746,100)	
Total Police Services		2,027,365.19	2,020,544.22	2,304,957	2,294,559.86	2,437,386	2,035,298.67	-	2,114,156.42	(2,437,386)	
Total Emergency Services Revenue		(152,413.80)	(205,198.29)	(308,380)	(301,590.27)	(313,399)	(669,282.23)	-	(214,419.69)	308,714	
Total Emergency Services Expenditures		2,188,660.96	3,232,762.65	2,621,457	2,605,069.81	2,762,117	2,326,953.84	15,667	2,337,346.95	(2,746,450)	
TOTAL EMERGENCY SERVICES		2,036,247.16	3,027,564.36	2,313,077	2,303,479.54	2,448,718	1,657,671.61	10,982	2,122,927.26	(2,437,736)	

**Spreadsheet No. 2**  
**Fort Frances Fire Rescue Service**  
**Prioritized Capital 2021**

<b>Ranking</b>	<b>Item</b>	<b>2021</b>
<b>1</b>	Six Sets of Bunker Gear (Life Expectancy is 10-years)	\$15,000
<b>2</b>	Fire Hose 16 lengths of 1.75" x 50' and 8 lengths of 2.5" x 50'	\$7,500
<b>3</b>	Six Air Cyliners for Self Contained Breathing Apparatus (Life Expectancy is 15-years)	\$11,000
<b>4</b>	Battery Operated Positive Pressure Fan (For ventilating buidlings and preventing Gas Fumes / CO throughout building)	\$8,000
<b>5</b>	New Jordair Air Compressor (For Filling of Air Cylinders) to replace 21-year old Jordair Air Compressor	\$55,000
<b>6</b>	Single Axel Quint Aerial Ladder Truck to replace 1988 Tandem Axel Aerial Ladder Truck (Request For Proposal)	\$1,300,000
<b>Total</b>		<b>\$1,396,500</b>

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**Date:** January 19<sup>th</sup>, 2021  
**To:** Administration & Finance Executive Committee  
**From:** Jeremy Hughes, Information Technology Manager  
**Subject:** 2021 IT Operating Budget

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## **BACKGROUND**

The Information Technology (IT) Operating Budget is comprised of annual expenses that are critical to Town of Fort Frances operations, such as:

- Communications services, including: Internet, LAN, telephone, mobility, and web hosting
- Software licensing
- Computer hardware warranties, repairs, and leases
- External support services
- Training
- Cyber insurance

These expenses are also distributed across other appropriate funding sources that do not appear in the IT Operating Budget directly, such as: Water and Sanitary Sewer Works, POA and the Fort Frances Power Corporation.

## **NOTABLE DIFFERENCES FROM 2020**

- 12% increase to Labour
  - Creation of required permanent IT Specialist position
  - Potential for overtime due to system failures
  - Includes standby time resulting from the IT Support Services Agreement with the FFPLTC
- 18% increase to Internet
  - Reallocates Vianet Internet services from Airport
- 100% increase to Communications
  - Reallocates mobile phone services from most departments to IT
  - Reallocates cloud data backup and email filtering services from Software Licensing
  - Includes website and some telephone services which were reallocated to IT in 2020
- 14% increase to Computer Hardware
  - Adds licenses for surveillance cameras
  - Reallocates copier leases from the Sports Centre, Fire Hall, and Museum
- 18% increase to Software Licensing
  - Adds conferencing licensing for Council Chambers
  - Adds server licensing for new servers
  - Adds database licensing for financial software upgrade
  - Adds email licensing for more full-time staff for training purposes



- Reallocates CityWide Permits software module from Building Department
- 5% increase to Fibre Network
  - Adds greater bandwidth to disaster recovery site
- 86% decrease to Conferences & Courses
  - Reduced due to COVID-19 pandemic
- 50% increase to Insurance
  - Increased due to global cyber security conditions

## ATTACHMENTS

Attached is a document titled *2021 IT Operating Budget - Summary* (2 pages).

GL Category	GL Number	GL Description	2020 Budget	2021 Budget	Variance	Notes
Labour	10-020-0268-1101-60010	Hourly Full Time	\$120,904.37	\$135,050.44	\$14,146.07	Creation of required permanent IT Specialist position.
	10-020-0268-1101-60013	Overtime	\$0.00	\$749.70	\$749.70	Potential for overtime due to system failures. Includes standby time resulting from the IT Support Services Agreement with the FFPLTC.
	10-020-0268-1101-60020	Hourly Part Time	\$0.00	\$0.00	\$0.00	
	10-020-0268-1101-60025	Employer CPP	\$4,972.17	\$5,506.13	\$533.96	
	10-020-0268-1101-60030	Employer EI	\$1,853.15	\$1,890.23	\$37.08	
	10-020-0268-1101-60035	Employer OMERS	\$8,799.30	\$13,448.68	\$4,649.38	
	10-020-0268-1101-60040	Employer EHT	\$2,357.64	\$2,648.10	\$290.46	
	10-020-0268-1101-60050	Employer Benefits	\$8,689.88	\$7,591.72	-\$1,098.16	
	10-020-0268-1101-60055	Employer WSIB	\$3,808.49	\$3,150.56	-\$657.93	
Labour Total			\$151,385.00	\$170,035.56	\$18,650.56	

GL Category	GL Number	GL Description	2020 Budget	2021 Budget	Variance	Notes
Operating	10-020-0268-1200-71248	Internet	\$3,600.00	\$4,250.00	\$650.00	Reallocates Vianet Internet services from Airport.
	10-020-0268-1200-71251	Communications	\$12,350.00	\$24,750.00	\$12,400.00	Reallocates mobile phone services from most departments to IT. Reallocates cloud data backup and email filtering services from Software Licensing. Includes website and some telephone services which were reallocated to IT in 2020.
	10-020-0268-1200-71260	Memberships	\$500.00	\$250.00	-\$250.00	
	10-020-0268-1400-71410	Office Supplies	\$1,000.00	\$1,000.00	\$0.00	
	10-020-0268-1500-71502	Computer Hardware	\$14,000.00	\$16,000.00	\$2,000.00	Adds licenses for surveillance cameras. Reallocates copier leases from the Sports Centre, Fire Hall, and Museum.
	10-020-0268-1500-71503	Software Licensing	\$85,500.00	\$101,000.00	\$15,500.00	Adds conferencing licensing for Council Chambers. Adds server licensing for new servers. Adds database licensing for financial software upgrade. Adds email licensing for more full time staff for training purposes. Reallocates CityWide Permits software module from Building.
	10-020-0268-1500-71504	Fibre Network	\$19,000.00	\$20,000.00	\$1,000.00	Adds greater bandwidth to disaster recovery site.
	10-020-0268-1500-71505	Training	\$2,500.00	\$2,000.00	-\$500.00	Fibre network refers to private network connections between Town buildings, separate from the Internet.
	10-020-0268-1500-71527	Contracted Services	\$2,500.00	\$1,500.00	-\$1,000.00	Reduced due to reliance on in-house services in 2020.
	10-020-0268-1500-71531	Conferences & Courses	\$3,500.00	\$500.00	-\$3,000.00	Reduced due to COVID-19 pandemic.
	10-020-0268-1500-71580	Insurance	\$9,187.00	\$13,750.00	\$4,563.00	Increased due to global cyber security conditions.
	Operating Total		\$153,637.00	\$185,000.00	\$31,363.00	Refinement in the methods used to itemize licensing have allowed more items to be representatively reallocated to appropriate fund sources, such as: Water and Sanitary Sewer Works, POA, and the Fort Frances Power Corporation.
	Grand Total		\$305,022.00	\$355,035.56	\$50,013.56	

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**Date:** January 19<sup>th</sup>, 2021  
**To:** Administration & Finance Executive Committee  
**From:** Jeremy Hughes, Information Technology Manager  
**Subject:** 2021 IT Capital Budget

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## BACKGROUND

The 2021 Information Technology (“IT”) Capital Budget of the Town of Fort Frances (the “Town”) is comprised of carryover from 2020, annual upgrades for 2021 and one-time projects.

## CARRYOVER

Approved capital to be carried over from 2020 consists of items that were purchased in 2020 but haven’t yet been delivered. This does not represent a new commitment of funds in 2021.

## ANNUAL UPGRADES

### 1) Computer Hardware

Laptops, desktop computers, and tablets that are at the end of their planned useful lives are replaced. Ergonomic workstation upgrades, hardware that enhances staff workflows, and physical security improvements are also ongoing.

### 2) Network Equipment

Upgrades to the capacity and operational resiliency of network infrastructure are required. Known issues with current deployments are also remediated. Minor renovations to the Civic Centre’s data centre are included in 2021.

### 3) Perpetual Software Licensing

Outstanding software licensing issues are remediated.

## CONFERENCING

### 1) Council Chambers

Building video conferencing capacity requires dedicated hardware for each connected room.

## VIDEO SURVEILLANCE

### 1) Sports Centre

Replacement of old analog cameras at the Sports Centre is a process that started in 2020. The replacement of all remaining analog cameras, along with retirement of the analog system entirely is targeted for 2021.

### 2) Museum

Replacing analog cameras at the Museum would greatly increase their effectiveness and allow for integration with existing centralized surveillance management.

### 3) Civic Centre

Installation of a limited number of cameras at the Civic Centre would improve the security of that facility.

### 4) Public Works

Installation of a centralized video surveillance system at the Public Works facility may be presented as a capital item from the Operations & Facilities Division.

## DISASTER RECOVERY

### 1) Building a Redundant Data Centre

Recently purchased server replacements will allow for existing server infrastructure to be deployed in a redundant role at a location other than the Civic Centre. That location must be configured to operate this equipment. Renovations must be made to convert an existing facility into a data centre. These renovations may be introduced as a capital item from the Operations & Facilities Division.

New network equipment, including server cabinets, uninterruptible power supplies and power distribution units would allow for unified configurations across multiple data centres.

Security elements, such as video surveillance and access control, should be implemented at any new data centre.

## 2) Building Server Redundancy

While existing server infrastructure is planned to be deployed at a new data centre, that equipment will be unable to fully serve the superior capacity of recently purchased server replacements. Achieving true redundancy requires the effective duplication of new server hardware.

If Town networks remain integrated with the Fort Frances Power Corporation ("FFPC"), costs for enhanced redundancy could be distributed between the Town and the FFPC.

## ISOLATION

### 1) Isolation from the Fort Frances Power Corporation

Isolating network hardware and data from the Town is an operational goal of the FFPC. The task of isolating data began with the purchase of new server equipment in 2020.

Isolating hardware would require further building of server and network capacity to maintain existing levels of redundancy. In cooperation with the FFPC, this could be achieved by purchasing additional server nodes, additional switches, and additional server licenses. Part of these expenses would be allocated to the Town, and the rest to the FFPC.

Additional expenses include independent licensing of Diamond financial software for each organization.

Isolation from the FFPC could proceed independently from, or in conjunction with, building server redundancy. That choice will greatly impact any capital estimates.

## ATTACHMENTS

Attached is a document titled *2021 IT Capital Budget - Summary* (1 page).

GL Category	Capital
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Sum of 2021 Operating Forecast		Priority				
GL Description	Project	1	2	3	4	Grand Total
Carryover	From Approved 2020 Capital	\$27,495				\$27,495
<b>Carryover Total</b>		<b>\$27,495</b>				<b>\$27,495</b>
Annual Upgrades	Computer Hardware	\$35,117	\$7,036		\$3,435	\$45,588
	Network Equipment	\$43,072	\$4,555	\$23,472		\$71,099
	Perpetual Software Licensing				\$4,868	\$4,868
<b>Annual Upgrades Total</b>		<b>\$78,189</b>	<b>\$11,591</b>	<b>\$23,472</b>	<b>\$8,303</b>	<b>\$121,556</b>
Conferencing	Video Conferencing	\$407		\$3,750		\$4,157
<b>Conferencing Total</b>		<b>\$407</b>		<b>\$3,750</b>		<b>\$4,157</b>
Disaster Recovery	Redundant Data Centre	\$22,958	\$4,967	\$17,888	\$2,162	\$47,975
	Redundant Server Capacity		\$168,583			\$168,583
<b>Disaster Recovery Total</b>		<b>\$22,958</b>	<b>\$173,550</b>	<b>\$17,888</b>	<b>\$2,162</b>	<b>\$216,558</b>
Isolation from FFPC	Servers			\$70,387		\$70,387
	Switches			\$15,019		\$15,019
<b>Isolation from FFPC Total</b>				<b>\$85,406</b>		<b>\$85,406</b>
Video Surveillance	Civic Centre		\$5,726			\$5,726
	Museum				\$15,544	\$15,544
	Sports Centre	\$14,721				\$14,721
<b>Video Surveillance Total</b>		<b>\$14,721</b>	<b>\$5,726</b>		<b>\$15,544</b>	<b>\$35,991</b>
<b>Grand Total</b>		<b>\$143,770</b>	<b>\$190,867</b>	<b>\$130,516</b>	<b>\$26,009</b>	<b>\$491,163</b>

**TO: Administration & Finance Executive Committee**

**FROM: Dawn Galusha, Treasurer**

**DATE: January 14, 2021**

**SUBJECT: 2021 Administration and Finance Budget Considerations**

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### **BACKGROUND**

Attached you will find draft budget documents for the 2021 Budget for the following areas:

- Corporate
- Administration and Finance
- COVID-19 and Police Services

#### Corporate Budget

In the draft Corporate budget, the 2021 CVA and Notional rates are the starting point for the 2021 tax levy until such time as there are firm figures for the entire Town Budget so we can determine tax rates. Typically, we start with the prior year budget figure but with so many new properties coming on and the major loss in assessment with the mill property, this is a more accurate starting point. Further, the school board payments are consistent with the 2020 amounts as education taxes are levied and remitted to the school boards. We have the 2021 Ontario Municipal Partnership Funding which is an increase of \$34,000.

The contributions to the various reserve funds have increased by 1.4% of the 2020 taxes which is equal to \$159,000, based on the outcomes from the Asset Management Plan. The Rainy River District Social Services Administration Board Levy has not been confirmed, thus is kept at \$1,923,520 for the time being. The Northwestern Health Unit levy has seen a decrease of \$30,698.

The long-term debt section of the budget has a decrease of \$18,037 at this time, assuming no additional debt is incurred for capital projects in 2021.

The overall Corporate budget variance from 2020 to 2021 is an increase of \$163,853.

#### Administration and Finance Budget

In the draft Administration budget one of the most significant changes is a decrease the investment income as the interest rates are currently at an all-time low. A few other notable changes to revenue include a \$43,300 decrease in the Town's share of POA Fines, and a further reduction of \$11,500 in the Administration Service Charges as a result of COVID-19 and the extension of POA fine due dates. Finally, in 2021 we do not have the NOHFC Intern grant for the added IT position. Overall, we are budgeting a decrease in revenue of \$108,225 for the Administration and Finance division.

Administration expenses have a projected increase of \$5,881 from 2020 to 2021. The majority of the



increase stems from increases in salaries and coverage along with notable decreases to various expense lines.

The Clerk's department is also showing a decrease of \$12,181, most of which is due to changes in staffing as well as a reduction for conferences and courses. The Treasury department shows an increase of \$4,840. Some of this is due to grid changes for newer employees, Pay Equity implementation and other changes to the Treasury position compliment.

The overall Administration and Finance budget variance, not including the IT department from 2020 to 2021 is an increase of \$107,604.

#### COVID-19 Emergency and Police Services Budget

The COVID-19 section of the budget is new for 2021. As such, there was no budget comparative for 2020. We have received an additional \$93,000 in 2021 for Safe Restart funding and expect there will be some we can roll forward to 2021 from 2020 but we do not have a firm value at this time. The costs to continue with enhanced sanitization and cleaning at the facilities is estimated at \$115,590 in salaries and benefits. The additional costs for COVID-19 are estimated at \$30,200.

The draft Police Services Board budget shows an increase of \$104,648. Police Services administration presents a Court Security grant of \$179,784 which is equal to the Court Security costs in the OPP Grant, although this funding has not been confirmed. We have been advised of an increase to OPP Contracted costs of \$66,868 for 2021, which is after the Court Security enhancements and includes the 2018 year end adjustment.

The overall COVID-19 Emergency and Police Services budget variance from 2020 to 2021 is an increase of \$157,438.

#### Capital

Currently, the Dynamics GP- Diamond software upgrade will be a carryforward to 2021. The value of the outstanding is \$5,145.

The Senior management team is currently reviewing a budgeting software which will enable us to streamline many processes as well as provide scenarios, analysis and reporting throughout the year. The estimated cost is \$77,400.

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>REVENUE:</b>										
<b>MUNICIPAL LEVY:</b>										
<i>Levy Increase</i>										
Farmland Tax	10-010-0150-0111-40014	(699.53)	(723.37)	(762.94)	(1,214)	(1,213.88)	(967)	(728.61)	247	Based on Current year CVA and Notional Tax rates as the starting point
Residential - EP	10-010-0150-0111-40018	(5,699,421.68)	(5,717,387.94)	(5,946,612.64)	(6,343,781)	(6,343,781.25)	(6,442,449)	(5,787,807.42)	(98,668)	
Residential - ES	10-010-0150-0111-40019	(1,145,929.05)	(1,121,723.78)	(1,157,311.45)	(1,195,578)	(1,195,577.86)	(1,151,658)	(1,141,654.76)	43,920	
Residential - FP	10-010-0150-0111-40020	(11,508.78)	(11,413.65)	(8,690.76)	(9,137)	(9,136.92)	(9,139)	(10,537.73)	(2)	
Residential- FS	10-010-0150-0111-40021	(26,825.99)	(26,374.01)	(28,952.92)	(27,857)	(27,857.09)	(26,584)	(27,384.31)	1,273	
Commercial Tax Full - T (Including DT and GT)	10-010-0150-0112-40014	(1,989,433.83)	(2,046,266.27)	(2,082,451.47)	(2,214,422)	(2,214,420.75)	(2,205,981)	(2,039,383.86)	8,441	
Commercial Vacant Unit - U	10-010-0150-0112-40015	(23,189.66)	(12,934.46)	(15,405.34)	(20,253)	(20,252.51)	(20,257)	(17,176.49)	(4)	
Commercial Vacant Land - X	10-010-0150-0112-40016	(43,411.75)	(43,474.87)	(55,059.13)	(68,123)	(68,123.35)	(66,672)	(47,315.25)	1,451	
Commercial General - M	10-010-0150-0112-40017	(2,604.10)	(2,539.21)	(2,622.67)	(16,473)	(16,473.23)	(68,379)	(2,588.66)	(51,906)	
Commercial Shared - H	10-010-0150-0112-40023	(18,285.72)	(17,965.42)	(18,441.58)	(18,876)	(18,876.18)	(18,879)	(18,230.91)	(3)	
Commercial New Construction - XT	10-010-0150-0112-40034	(28,818.19)	(36,628.08)	(59,718.28)	(63,593)	(63,593.24)	(69,176)	(41,721.52)	(5,583)	
Industrial Tax Full - T	10-010-0150-0113-40014	(76,486.36)	(72,776.97)	(72,200.09)	(59,783)	(59,783.29)	(59,795)	(73,821.14)	(12)	
Industrial Vacant Unit - U	10-010-0150-0113-40015	(5,606.88)	(5,537.27)	(7,038.26)	(9,007)	(9,007.30)	(9,009)	(6,060.80)	(2)	
Industrial Vacant Land - X	10-010-0150-0113-40016	(23,702.32)	(28,163.15)	(38,855.59)	(58,936)	(58,936.23)	(62,859)	(30,240.35)	(3,923)	
Industrial Full, Not PIL - H	10-010-0150-0113-40022	(24,112.97)	(23,816.11)	(24,516.50)	(24,521)	(24,520.90)	(24,525)	(24,148.53)	(4)	
Industrial Excess Land, Shared PIL - K	10-010-0150-0113-40033	(2,765.34)	(2,686.72)	(3,345.48)	(4,027)	(4,026.99)	(4,028)	(2,932.51)	(1)	
Large Industrial Tax Full - T	10-010-0150-0114-40014	(753,790.78)	(746,361.38)	(757,376.18)	(762,516)	(762,516.24)	(213,311)	(752,509.45)	549,205	This takes into consideration the reduction in assessment related to the mill property
Multi-Residential Tax - EP	10-010-0150-0115-40018	(557,872.67)	(563,653.51)	(568,438.81)	(559,098)	(559,097.84)	(559,203)	(563,321.66)	(105)	
Multi-Residential Tax - ES	10-010-0150-0115-40019	(31,238.66)	(30,792.87)	(32,693.72)	(33,669)	(33,668.75)	(33,675)	(31,575.08)	(6)	
Multi-Residential Tax - FP	10-010-0150-0115-40020	(2,516.69)	(2,569.36)	(2,553.62)	(2,555)	(2,554.56)	(2,555)	(2,546.56)	-	
Pipeline Tax - T	10-010-0150-0116-40014	(127,110.10)	(126,566.48)	(132,518.74)	(140,137)	(140,137.25)	(140,297)	(128,731.77)	(160)	
New Multi-Residential - EP	10-010-0150-0118-40018	-	-	-	(7,492)	(7,491.58)	(7,493)	-	(1)	
New Multi-Residential - ES	10-010-0150-0118-40019	-	-	-	-	-	-	-	-	
New Multi-Residential - FP	10-010-0150-0118-40020	-	-	-	-	-	-	-	-	
Local Improvements		-	-	-	-	-	-	-	-	
Supp/Omits - Municipal	10-010-0150-0___-4___	(34,145.74)	(78,827.84)	(131,244.87)	262,810	(87,946.87)	-	(81,406.15)	(262,810)	
W/O Municipal Tax Levy (Including vacancy)	10-010-0150-0___-5___	226,137.24	295,523.23	186,041.66	-	91,807.62	-	235,900.71	-	
<b>Total Municipal Levy</b>		<b>(10,403,339.55)</b>	<b>(10,423,659.49)</b>	<b>(10,960,769.38)</b>	<b>(11,378,238)</b>	<b>(11,637,186.44)</b>	<b>(11,196,891)</b>	<b>(10,595,922.81)</b>	<b>181,347</b>	
<b>SCHOOL BOARD LEVY:</b>										
Farm - FT	10-010-0151-0111-40014	(74.23)	(74.40)	(73.01)	(106)	(106.10)	(106)	(73.88)	-	Budget based on prior year as a starting point
Residential & Farm - EP	10-010-0151-0111-40018	(604,783.12)	(588,011.49)	(569,153.46)	(554,511)	(554,511.80)	(554,511)	(587,316.02)	-	
Residential & Farm - ES	10-010-0151-0111-40019	(121,597.98)	(115,365.00)	(110,736.33)	(104,506)	(104,505.82)	(104,506)	(115,899.77)	-	
Residential & Farm - FP	10-010-0151-0111-40020	(1,221.23)	(1,173.85)	(831.57)	(799)	(798.66)	(799)	(1,075.55)	-	
Residential & Farm - FS	10-010-0151-0111-40021	(2,846.57)	(2,712.46)	(2,770.34)	(2,435)	(2,435.00)	(2,435)	(2,776.46)	-	
PIL RPEP	10-010-0151-0111-40027	(10.32)	(10.01)	(9.86)	(10)	(9.56)	(10)	(10.06)	-	
PIL RPES	10-010-0151-0111-40029	(2.16)	(2.14)	(1.93)	(2)	(1.91)	(2)	(2.08)	-	
Commercial - T - NS (Including DT)	10-010-0151-0112-40014	(678,210.43)	(684,743.07)	(647,084.97)	(636,635)	(636,634.82)	(636,635)	(670,012.82)	-	
Commercial - U - NS	10-010-0151-0112-40015	(7,905.49)	(4,328.26)	(5,209.44)	(5,822)	(5,822.49)	(5,822)	(5,814.40)	-	
Commercial - X - NS	10-010-0151-0112-40016	(14,799.32)	(14,548.01)	(18,618.68)	(19,585)	(19,585.17)	(19,585)	(15,988.67)	-	
Commercial - P - NS	10-010-0151-0112-40031	(5,112.24)	(5,138.29)	(4,286.48)	(4,233)	(3,583.51)	(4,233)	(4,845.67)	-	
Commercial - XT	10-010-0151-0112-40034	(9,824.29)	(12,256.87)	(18,556.83)	(18,283)	(18,282.75)	(18,283)	(13,546.00)	-	
Industrial - T - NS	10-010-0151-0113-40014	(18,221.37)	(16,997.94)	(15,939.42)	(12,658)	(12,657.68)	(12,658)	(17,052.91)	-	
Industrial - U - NS	10-010-0151-0113-40015	(1,335.73)	(1,293.30)	(1,748.04)	(1,907)	(1,907.08)	(1,907)	(1,459.02)	-	
Industrial - X - NS	10-010-0151-0113-40016	(5,646.61)	(6,577.87)	(9,650.31)	(12,478)	(12,478.34)	(12,478)	(7,291.60)	-	
Large Industrial - T - NS	10-010-0151-0114-40014	(70,023.19)	(67,974.47)	(65,198.95)	(62,953)	(62,953.24)	(62,953)	(67,732.20)	-	
Multi-Residential - EP	10-010-0151-0115-40018	(22,341.50)	(22,294.98)	(22,087.51)	(21,257)	(21,256.57)	(21,257)	(22,241.33)	-	
Multi-Residential - ES	10-010-0151-0115-40019	(1,251.05)	(1,217.98)	(1,270.37)	(1,280)	(1,280.06)	(1,280)	(1,246.47)	-	
Multi-Residential - FP	10-010-0151-0115-40020	(100.79)	(101.63)	(99.22)	(97)	(97.12)	(97)	(100.55)	-	
Pipeline - T - NS	10-010-0151-0116-40014	(32,957.40)	(32,424.37)	(31,514.80)	(30,850)	(30,850.40)	(30,850)	(32,298.86)	-	
Railroad - WT - NS	10-010-0151-0117-40026	(1,585.43)	(1,585.43)	(1,585.43)	(1,585)	(1,585.43)	(1,585)	(1,585.43)	-	
New Multi-Residential - EP	10-010-0151-0118-40018	-	-	-	(655)	(654.84)	(655)	-	-	
New Multi-Residential - ES	10-010-0151-0118-40019	-	-	-	-	-	-	-	-	
New Multi-Residential - FP	10-010-0151-0118-40020	-	-	-	-	-	-	-	-	
Supplementary/Omits	10-010-0151-0___-4___	76,759.65	(3,237.69)	(15,597.56)	-	(13,275.94)	-	19,308.13	-	
Write-off - School Tax Levy (Charity and Vacant)	10-010-0151-0___-5___	-	41,609.79	66,365.53	-	33,502.56	-	35,991.77	-	
<b>Total School Board Levy</b>		<b>(1,523,090.80)</b>	<b>(1,540,459.72)</b>	<b>(1,475,658.98)</b>	<b>(1,492,647)</b>	<b>(1,471,771.73)</b>	<b>(1,492,647)</b>	<b>(1,513,069.83)</b>	<b>-</b>	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>Total Revenue</b>		(12,152,567.59)	(12,301,252.23)	(12,688,835.55)	(12,870,885)	(13,234,268.35)	(12,689,538)	(8,151,251.94)	181,347	
<b>Total Expenses</b>		226,137.24	337,133.02	252,407.19	-	125,310.18	-	271,892.48	-	
<b>TOTAL TAXATION LEVY</b>		<b>(11,926,430.35)</b>	<b>(11,964,119.21)</b>	<b>(12,436,428.36)</b>	<b>(12,870,885)</b>	<b>(13,108,958.17)</b>	<b>(12,689,538)</b>	<b>(12,108,992.64)</b>	<b>(462,100)</b>	
<b>PAYMENTS-IN-LIEU:</b>										
<b>Municipal Tax Assistance:</b>										
Court House	10-010-0152-0131-40150	(31,118.61)	(31,953.06)	(34,635.32)	(37,328)	(37,328.33)	(37,328)	(32,569.00)	-	fill in based on CVA and tax rates once set
Land Registry Office	10-010-0152-0131-40151	(5,110.24)	(7,601.86)	(7,779.23)	(7,940)	(7,940.09)	(7,940)	(6,830.44)	-	
Eighth St North Side	10-010-0152-0131-40152	-	-	-	-	-	-	-	-	
Tourist Information Bureau	10-010-0152-0131-40153	(9,436.81)	(9,115.93)	(9,328.62)	(9,522)	-	(9,522)	(9,293.79)	-	
Min. Citizenship & Culture	10-010-0152-0131-40154	(6,824.54)	(6,592.49)	(6,746.30)	(6,886)	(6,885.81)	(6,886)	(6,721.11)	-	
Ont. Realty Corp Parking Lot	10-010-0152-0131-40155	(2,318.39)	(2,491.90)	-	-	-	-	(1,603.43)	-	
Natural Resources	10-010-0152-0131-40175	(26,506.33)	(32,945.13)	(36,376.85)	(39,229)	(42,857.72)	(39,229)	(31,942.77)	-	
820 Eighth St E./Youth Centre	10-010-0152-0131-40159	-	-	-	-	-	-	-	-	
New OPP Station	10-010-0152-0131-40177	-	-	(4,331.80)	(5,554)	(5,554.34)	(5,554)	(1,443.93)	-	
		<b>(81,314.92)</b>	<b>(90,700.37)</b>	<b>(99,198.12)</b>	<b>(106,459)</b>	<b>(100,566.29)</b>	<b>(106,459)</b>	<b>(88,960.54)</b>	<b>-</b>	
<b>Municipal Act:</b>										
Confederation College	10-010-0152-0132-40156	(5,500.00)	(5,475.00)	(6,750.00)	(6,750)	(5,175.00)	(5,175)	(5,908.33)	1,575	adjusted to 2020 actual
Rainy River Valley Health	10-010-0152-0132-40157	(11,625.00)	(11,625.00)	(11,625.00)	(11,625)	(11,625.00)	(11,625)	(11,625.00)	-	
Fort Frances Jail	10-010-0152-0132-40158	(1,650.00)	(1,650.00)	(1,650.00)	(1,650)	(1,650.00)	(1,650)	(1,650.00)	-	
Ge-Da-Gi-Binez Youth Centre	10-010-0152-0132-40159	-	-	-	-	-	-	-	-	
		<b>(18,775.00)</b>	<b>(18,750.00)</b>	<b>(20,025.00)</b>	<b>(20,025)</b>	<b>(18,450.00)</b>	<b>(18,450)</b>	<b>(19,183.33)</b>	<b>1,575</b>	
<b>Municipal Enterprises:</b>										
General Municipal PIL	10-010-0152-0133-40160	(25,974.93)	(26,954.34)	(29,318.86)	(31,671)	(31,671.00)	(31,671)	(27,416.04)	-	
Sewage Facilities PIL	10-010-0152-0133-40161	(41,049.57)	(39,747.06)	(39,911.74)	(40,293)	(40,293.23)	(40,293)	(40,236.12)	-	
Waterworks Facilities PIL	10-010-0152-0133-40162	(131,592.65)	(127,164.08)	(127,711.06)	(128,680)	(128,680.42)	(128,680)	(128,822.60)	-	
FFPC	10-010-0152-0133-40163	(9,720.28)	(9,345.81)	(9,392.67)	(9,417)	(9,416.88)	(9,417)	(9,486.25)	-	
		<b>(208,337.43)</b>	<b>(203,211.29)</b>	<b>(206,334.33)</b>	<b>(210,061)</b>	<b>(210,061.53)</b>	<b>(210,061)</b>	<b>(205,961.02)</b>	<b>-</b>	
<b>Ontario Enterprises:</b>										
Water Lots & Marina	10-010-0152-0134-40164	(12,107.96)	(12,013.06)	(12,615.20)	(13,208)	(13,207.72)	(13,208)	(12,245.41)	-	
L.C.B.O.	10-010-0152-0134-40167	(8,163.33)	(7,885.75)	(8,069.74)	(8,237)	(8,236.61)	(8,237)	(8,039.61)	-	
Power Dam Compensation	10-010-0152-0136-40172	(350,807.05)	(350,807.05)	(350,807.05)	(350,800)	(350,807.05)	(350,807)	(350,807.05)	(7)	
		<b>(371,078.34)</b>	<b>(370,705.86)</b>	<b>(371,491.99)</b>	<b>(372,245)</b>	<b>(372,251.38)</b>	<b>(372,252)</b>	<b>(371,092.06)</b>	<b>(7)</b>	
<b>Bridges:</b>										
International Bridge (per Regulation)	10-010-0152-0136-40169	<b>(33,547.00)</b>	<b>(29,432.67)</b>	<b>(31,344.68)</b>	<b>(30,000)</b>	<b>(50,225.65)</b>	<b>(30,000)</b>	<b>(31,441.45)</b>	<b>-</b>	
<b>Canada Enterprises:</b>										
Canada Post Corp	10-010-0152-0137-40173	(37,698.92)	(37,972.62)	(39,897.69)	(41,740)	(41,739.70)	(41,740)	(38,523.08)	-	
Natural Resources-Butler Ave	10-010-0152-0137-40175	(2,187.77)	(2,113.38)	(2,162.69)	(2,207)	(2,207.41)	(2,207)	(2,154.61)	-	
Indian Affairs	10-010-0152-0137-40176	(687.36)	(968.37)	(1,302.45)	(1,647)	-	(1,647)	(986.06)	-	
		<b>(40,574.05)</b>	<b>(41,054.37)</b>	<b>(43,362.83)</b>	<b>(45,594)</b>	<b>(43,947.11)</b>	<b>(45,594)</b>	<b>(41,663.75)</b>	<b>-</b>	
<b>Per Acreage Charges:</b>										
Ontario Hydro Acreage	10-010-0152-0135-40165	(35,107.73)	(35,107.73)	(35,107.73)	(35,108)	(35,107.73)	(35,108)	(35,107.73)	-	
Railroad Acreage	10-010-0152-0135-40168	(8,220.00)	(11,302.50)	(11,302.50)	(11,302)	(11,302.50)	(11,302)	(10,275.00)	-	
<b>Total Per Acreage</b>		<b>(43,327.73)</b>	<b>(46,410.23)</b>	<b>(46,410.23)</b>	<b>(46,410)</b>	<b>(46,410.23)</b>	<b>(46,410)</b>	<b>(45,382.73)</b>	<b>-</b>	
<b>Total P.I.L.</b>		<b>(796,954.47)</b>	<b>(800,264.79)</b>	<b>(818,167.18)</b>	<b>(830,794)</b>	<b>(841,912.19)</b>	<b>(829,226)</b>	<b>(803,684.88)</b>	<b>1,568</b>	
<b>Contributions from MAT Reserve Fund</b>										
Sale of Land	10-020-0266-0410-40315	(201,100.00)	(236,902.00)	-	-	(271,708.23)	-	(146,000.67)	-	
Other Grant (In-Lieu of Taxation W/O)		-	-	-	-	-	-	-	-	
Prov Assist /Tax Rate Stabilization		-	-	-	-	-	-	-	-	
Tax Rate Stabilization Reserve Fund	10-020-0266-1620-45390	-	-	-	-	-	-	-	-	
Ontario Cannabis Legalization Fund	10-020-0266-0410-40319	-	-	(8,778.46)	-	-	-	(2,926.15)	-	
Surplus/Deficit from Prior Years		-	-	-	-	-	-	-	-	
Modernization Grant Fund	10-020-0240-0129-40198	-	-	(689,030.00)	-	-	-	(229,676.67)	-	
OMP (Ontario Municipal Partnership Fund)	10-020-0240-0129-40199	(3,106,500.00)	(3,342,100.00)	(3,363,500.00)	(3,294,600)	(3,294,600.00)	(3,328,600)	(3,270,700.00)	(34,000)	Actual per letter
<b>TOTAL REVENUE</b>		<b>(16,030,984.82)</b>	<b>(16,343,386.00)</b>	<b>(17,315,904.00)</b>	<b>(16,996,279)</b>	<b>(17,517,178.59)</b>	<b>(16,847,364)</b>	<b>(16,561,981.01)</b>	<b>(494,532)</b>	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>EXPENDITURES:</b>										
<b>Election Revenue:</b>										
Nomination Filing Fee	10-020-0261-0430-40310		-	(100.00)		-		(33.33)	-	
<b>Election Expenses</b>										
Hourly Part-Time Wages	10-020-0261-1101-60020		3,175.70	-		-		1,058.57	-	
Overtime	10-020-0261-1101-60013		149.40	-		-		49.80	-	
Employer CPP	10-020-0261-1101-60025		134.21	-		-		44.74	-	
Employer EI	10-020-0261-1101-60030		72.33	-		-		24.11	-	
Employer OMERS	10-020-0261-1101-60035		13.23	-		-		4.41	-	
Employer EHT	10-020-0261-1101-60040		63.62	-		-		21.21	-	
Employer Benefits	10-020-0261-1101-60050		34.43	-		-		11.48	-	
Employer WSIB	10-020-0261-1101-60055		104.39	-		-		34.80	-	
Postage, Freight, Courier	10-020-0261-1200-71252		-	-		-		-	-	
Office Supplies	10-020-0261-1400-71410		379.37	-		-		126.46	-	
Contracted Services	10-020-0261-1500-71527		14,685.49	-		-		4,895.16	-	
Conference & Courses	10-020-0261-1500-71531		514.35	-		-		171.45	-	
Equipment Rental - Other	10-020-0261-1500-71541		6,056.59	-		-		2,018.86	-	
Advertising	10-020-0261-1500-71591		3,396.18	-		-		1,132.06	-	
<b>Subtotal</b>		<b>0.00</b>	<b>28,779.29</b>	-		-		<b>9,593.10</b>	-	
<b>Total Revenue</b>		0.00	-	(100.00)		-		(33.33)	-	
<b>Total Expenses</b>		0.00	28,779.29	-		-		9,593.10	-	
<b>Total Election</b>		<b>0.00</b>	<b>28,779.29</b>	<b>(100.00)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,559.76</b>	<b>-</b>	
<b>Council:</b>										
<b>REVENUE</b>										
Gift	10-020-0240-0430-40450			-		(11,500.00)		-	-	Gift was one time in 2020
Court Cost Recoveries	10-020-0240-0430-40579		(8,475.00)	(8,475.00)		-		(5,650.00)	-	
Expense Recoveries	10-020-0240-0430-40589		(1,200.00)	-		(3,909.64)		(400.00)	-	
Donation	10-020-0240-0430-40632	(4,350.00)	(4,800.00)	(3,000.00)	(2,000)	(500.00)	(2,000)	(4,050.00)	-	
<b>EXPENDITURES</b>										
Salaries/Wages	10-020-0240-1101-60010	105,176.68	109,272.47	124,362.79	116,042	119,006.32	120,180	112,937.31	4,138	Mayor and Council Salaries and Per Diems
Disability - Long & Short				-		-		-	-	
Hourly Part Time	10-020-0240-1101-60020	0.00	-	4,100.63	-	-		1,366.88	-	
Employer CPP	10-020-0240-1101-60025	1,530.24	1,880.08	4,756.21	4,835	3,151.17	4,909	2,722.18	74	
Employer EI	10-020-0240-1101-60030		-	-		-		-	-	
Extended Health (Dental, Vision)			-	-		-		-	-	
O.M.E.R.S.	10-020-0240-1101-60035	4,051.88	1,720.67	6,124.34	10,444	6,234.68	6,404	3,965.63	(4,040)	
Employer Health Tax	10-020-0240-1101-60040	1,481.52	1,410.38	2,112.85	2,263	2,035.80	2,234	1,668.25	(29)	
Employer Benefits	10-020-0240-1101-60050		-	645.64		151.18	-	215.21	-	
Employer WSIB	10-020-0240-1101-60055		-	-		-		-	-	
Telephone & Communications	10-020-0240-1200-71251	896.52	998.28	-	1,000	-	-	631.60	(1,000)	
Integrity Commissioner Costs	10-020-0240-1200-71249			666.67	5,000	-	5,000	222.22	-	
Legal	10-020-0240-1200-71253	401.89	8,078.86	245.33	10,000	1,146.91	1,000	2,908.69	(9,000)	
Point Park Litigation	10-020-0240-1200-71259	377,392.01	383,165.95	65,734.74	100,000	8,955.51	100,000	275,430.90	-	To discuss with Council
Memberships	10-020-0240-1200-71260	11,103.39	13,829.35	13,687.95	14,000	12,337.64	14,000	12,873.56	-	
Subscriptions & Publications	10-020-0240-1200-71261	656.95	-	760.45	1,000	793.80	1,000	472.47	-	
Office Supplies	10-020-0240-1400-71410	968.51	2,303.41	628.15	1,000	-	500	1,300.02	(500)	
Distributed Salaries/Wages - Community Events				-		-		-	-	
Distributed Benefits - Community Events				-		-		-	-	
Salaries Full Time	10-020-0240-1500-60010	16,532.65	4,984.66	4,494.76	10,000	1,341.80	10,000	8,670.69	-	Events and activities did not happen
Overtime	10-020-0240-1500-60013	528.44	346.10	183.57		103.09		352.70	-	in 2020- resumption in 2021 is unknown
Hourly Full Time	10-020-0240-1500-60015		-	-		-		-	-	
Hourly Part Time	10-020-0240-1500-60020	4,179.16	1,427.74	1,382.25		-		2,329.72	-	
Employer CPP	10-020-0240-1500-60025	998.18	339.48	335.79		76.50		557.82	-	
Employer EI	10-020-0240-1500-60030	461.83	154.82	141.34		30.65		252.66	-	
Employer OMERS	10-020-0240-1500-60035	1,576.04	543.36	513.85		155.75		877.75	-	

**2020 Statement of Operations- General Fund**

		Actual to December	Actual to	Actual to	2020 OPERATING	Actual to December 31, 2020, as at January 6,	2021 OPERATING	3 Year Average-	Budget Variance	Notes
NEW G/L ACCOUNT		31/17	December 31/18	December 31, 2019	FORECAST	2021	FORECAST	2017, 2018, 2019	2020 to 2021	
Employer EHT	10-020-0240-1500-60040	395.02	145.48	138.13		33.36		226.21	-	
Employer Benefits	10-020-0240-1500-60050	842.60	767.54	761.32	2,857	344.85	3,133	790.49	276	
Employer WSIB	10-020-0240-1500-60055	661.41	235.70	217.87		39.74		371.66	-	
Contracted Serv	10-020-0240-1500-71527	472.74	450.60	369.21	500	721.53	500	430.85	-	
Travel	10-020-0240-1500-71530	570.87	-	1,601.76		1,796.03		724.21	-	
Conferences & Courses	10-020-0240-1500-71531	19,156.16	16,710.84	17,365.05	16,500	6,581.37	8,250	17,744.02	(8,250)	Half a year of conferences
Meeting Expense	10-020-0240-1500-71532	2,237.04	1,923.85	2,227.84	600	-	600	2,129.58	-	
Equipment Rentals - Owned- Community Even	10-020-0240-1500-71540	3,756.72	1,110.80	1,070.51	2,000	466.68	1,000	1,979.34	(1,000)	
Advertising & Public Notices	10-020-0240-1500-71591	5,747.82	6,094.35	2,988.87	4,500	3,758.92	3,500	4,943.68	(1,000)	
Public Relations Expense	10-020-0240-1500-71592	17,208.08	19,658.67	15,749.85	17,000	16,543.91	17,000	17,538.87	-	
Events & Activities	10-020-0240-1500-71593	-	-	-		-		-	-	
Annual Appreciation Dinner	10-020-0240-1500-71596	6,380.28	5,807.69	5,095.42	6,000	-	-	5,761.13	(6,000)	
Community Safety and Wellbeing Plan				-	19,317	-		-	(19,317)	Per D. McCormick- No cost to municipalities
Annual Tug-of-War Event	10-020-0240-2110-71592	-	-	-		-		-	-	
Meals on Wheels	10-020-0240-2110-72112	19,000.00	22,000.00	22,000.00	16,500	16,500.00	11,000	21,000.00	(5,500)	Per Council direction during 2020 budget
Rainy River District Safety Coalition	10-020-0240-2110-72113	3,977.50	3,977.50	3,977.50	-	-		3,977.50	-	
Fun In The Sun & Fireworks Grant	10-020-0240-2110-72116	11,850.00	14,800.00	13,000.00	10,000	-	-	13,216.67	(10,000)	
Dragon Boat Festival	10-020-0240-2110-72117	500.00	-	-		-		166.67	-	
<b>Total Revenue</b>		(4,350.00)	(14,475.00)	(11,475.00)	(2,000)	(15,909.64)	(2,000)	(10,100.00)	-	
<b>Total Expenses</b>		620,692.13	624,138.63	317,440.64	371,358	202,307.19	310,210	520,757.13	(61,148)	
<b>Total Council</b>		<b>616,342.13</b>	<b>609,663.63</b>	<b>305,965.64</b>	<b>369,358</b>	<b>186,397.55</b>	<b>308,210</b>	<b>510,657.13</b>	<b>(61,148)</b>	
Contribution from Capital Fund	10-020-0272-0000-71040	(18,387.00)	-	-		-		(6,129.00)	-	
Contribution to Reserve for Working Capital	10-020-0272-0000-71020							-	-	
Cont to Reserve Funds (PY Surplus)	10-020-0272-0000-71020		332,319.99					110,773.33	-	
Cont to Reserve Funds (Vehicles/Equip)	10-020-0272-0000-71020	200,000.00	550,000.00	150,000.00	150,000	150,000.00	200,000	300,000.00	50,000	1.4% increase to taxes per AMP
Cont to Reserve Funds (Buildings)	10-020-0272-0000-71020	497,507.69	456,579.51	450,000.00	450,000	450,000.00	500,000	468,029.07	50,000	
Cont to Reserve Funds (Corp Projects)	10-020-0272-0000-71020	1,259,412.97	1,011,912.63	950,917.00	1,104,000	1,104,000.00	1,163,000	1,074,080.87	59,000	
Cont to Reserve Funds (Corp Contingency)	10-020-0272-0000-71020	75,000.00						25,000.00	-	
Cont to Reserve (Tax Stabilization)	10-020-0272-0000-71020				98,977	98,977.00	-	-	(98,977)	Prior year rate oversight- not required for 2021.
Cont to Reserve Funds (Modernization)	10-020-0272-0000-71020			689,030.00				229,676.67	-	
Cont to Reserve Funds (Point Park)	10-020-0272-0000-71020					1,396,281.00		-	-	
Cont to Reserve Funds (Waterworks & Sewer)	10-020-0272-0000-71020	132,929.34	18,409.86					50,446.40	-	
<b>Total Contribution to/from Reserve/Reserve Funds</b>		<b>2,164,850.00</b>	<b>2,369,221.99</b>	<b>2,239,947.00</b>	<b>1,802,977</b>	<b>3,199,258.00</b>	<b>1,863,000</b>	<b>2,258,006.33</b>	<b>60,023.00</b>	-
<b>Uncontrollable Costs:</b>								-	-	
<i>Doctor Recruitment</i>	10-020-0260-2110-72140	68,000.00	68,000.00	68,000.00	68,000	68,000.00	68,000	68,000.00	-	
<i>Clinic Financing Interest</i>	10-020-0260-2110-72141	11,245.06	3,889.20	5,027.74	6,000	-	4,000	6,720.67	(2,000)	Balance is reduced, so interest cost is reduced
<i>Ontario Cannabis Legalization Expense</i>	10-020-0266-1500-71527			8,778.46				2,926.15	-	
<i>Rainy River District Social Services Brd</i>	10-020-0260-2110-72149	1,935,733.30	1,950,715.05	1,956,181.63	1,923,520	1,920,022.24	1,923,520	1,947,543.33	-	Same as 2020- Actual to be determined
<i>Rainy River District Social Services Refund</i>	10-020-0260-2110-72149	(15,081.59)	(87,985.10)	(7,559.77)				(36,875.49)	-	
<i>Rainy River DSSAB One-Time Supp Levy</i>	10-020-0260-2110-72150							-	-	
<i>Rainycrest Home for the Aged</i>	10-020-0260-2110-72160		-	-		-		-	-	
<i>Northwestern Health Unit</i>	10-020-0260-2110-72161	368,813.40	368,813.40	375,866.27	408,652	377,954.25	377,954	371,164.36	(30,698)	Levy request for 2021 received
<b>Total Health &amp; Uncontrollable Costs</b>		<b>2,368,710.17</b>	<b>2,303,432.55</b>	<b>2,406,294.33</b>	<b>2,406,172</b>	<b>2,365,976.49</b>	<b>2,373,474</b>	<b>2,359,479.02</b>	<b>(32,698)</b>	
<b>Economic Development Revenue:</b>										
Municipal Accommodation Tax	10-180-1820-0410-40200			(265,184.64)	(300,000)	(161,084.42)	(180,000)	(88,394.88)	120,000	Estimate that 2021 will be a better year for hotels but still not to prior levels
<b>Expenses:</b>								-	-	
Municipal Accom Tax- Transfer to RRFDC	10-180-1820-1000-72110			132,592.32	150,000	57,034.21	90,000	44,197.44	(60,000)	
Municipal Accom Tax- Transfer to Reserves	10-180-1820-1620-75390			132,592.32	15,000	-		44,197.44	(15,000)	Town portion to reserves- to be discussed for economic development initiatives
Municipal Accom Tax- Revenue	10-180-1820-0410-40200							-	-	
Telecommunications (Web hosting)	10-180-1820-1200-71251	218.80	262.56	262.56	250	231.22	250	247.97	-	
Mill Legal	10-180-1820-1200-71253			81,109.99		111.94		27,036.66	-	
EDFIR Distributed Salaries				-				-	-	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
EDFIP Distributed Benefits				-				-	-	
Residential Revitalization Grant		4,000.00	-	8,381.46	7,500	2,639.82	7,500	4,127.15	-	
Contracted Works (RRFDC Per Capita)		55,685.00	77,599.22	55,685.00	55,685	55,685.00	51,940	62,989.74	(3,745)	Per RRFDC Request
Development Issues/Enhanced Econ Dev		99,430.60	55,359.96	128,575.36	100,000	103,881.00	138,000	94,455.31	38,000	Increased based on Council approved Community
Meeting Expenses		1,583.96	1,579.12	1,759.08	540	377.98	540	1,640.72	-	Improvement Project (in 2020)
EDFIP Equipment Rentals-Owned								-	-	
Fort Frances Chamber of Commerce		2,833.00	2,833.00	2,833.00	2,833	-	2,833	2,833.00	-	
		<b>163,751.36</b>	<b>137,633.86</b>	<b>543,791.09</b>	<b>331,808</b>	<b>219,961.17</b>	<b>291,063</b>	<b>281,725.44</b>	<b>(40,745)</b>	
<b>Total Revenue</b>		<b>0.00</b>	<b>-</b>	<b>(265,184.64)</b>	<b>(300,000)</b>	<b>(161,084.42)</b>	<b>(180,000)</b>	<b>(88,394.88)</b>	<b>120,000</b>	
<b>Total Expenses</b>		<b>163,751.36</b>	<b>137,633.86</b>	<b>543,791.09</b>	<b>331,808</b>	<b>219,961.17</b>	<b>291,063</b>	<b>281,725.44</b>	<b>(40,745)</b>	
<b>Total Economic Development</b>		<b>163,751.36</b>	<b>137,633.86</b>	<b>278,606.45</b>	<b>31,808</b>	<b>58,876.75</b>	<b>111,063</b>	<b>193,330.56</b>	<b>79,255</b>	
<b>Travel Information Centre</b>										
<b>Revenue:</b>										
Sunset Country Grant		(20,000.00)	(19,000.00)	(15,000.00)	-	-	-	(18,000.00)	-	
Student/Intern Grants									-	
RRFDC Grants									-	
		<b>(20,000.00)</b>	<b>(19,000.00)</b>	<b>(15,000.00)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18,000.00)</b>	<b>-</b>	
<b>Expenses:</b>										
Telephone & Communications		43.76	-	-		-		14.59	-	
Hydro Charges		3,068.30	2,814.92	2,499.14	2,215	1,464.73		2,794.12	(2,215)	
Water & Sewer Charges		695.52	661.32	817.36	620	-		724.73	(620)	
Janitorial Cleaning Supplies			-	-	500	-		-	(500)	
Taxes		12,078.89	9,115.94	9,328.62	9,200	-		10,174.48	(9,200)	
Repairs & Maintenance		30.52	258.60	3,690.18	500	-		1,326.43	(500)	
Lease		8,280.63	6,105.60	6,105.60	6,106	5,047.30		6,830.61	(6,106)	
		<b>24,197.62</b>	<b>18,956.38</b>	<b>22,440.90</b>	<b>19,141</b>	<b>6,512.03</b>	<b>-</b>	<b>21,864.97</b>	<b>(19,141)</b>	
<b>Total Revenue</b>		<b>(20,000.00)</b>	<b>(19,000.00)</b>	<b>(15,000.00)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18,000.00)</b>	<b>-</b>	
<b>Total Expenses</b>		<b>24,197.62</b>	<b>18,956.38</b>	<b>22,440.90</b>	<b>19,141</b>	<b>6,512.03</b>	<b>-</b>	<b>21,864.97</b>	<b>(19,141)</b>	
<b>Total Travel Information Centre</b>		<b>4,197.62</b>	<b>(43.62)</b>	<b>7,440.90</b>	<b>19,141</b>	<b>6,512.03</b>	<b>-</b>	<b>3,864.97</b>	<b>(19,141)</b>	
<b>Solar Panels</b>										
<b>Revenue:</b>										
Operational Revenue		(17,281.85)	(24,925.13)	(22,008.70)	(24,000)	(23,997.94)	(17,000)	(21,405.23)	7,000	Sold Daycare Building
								-	-	
								-	-	
<b>Expenses:</b>										
Salaries Full Time			102.52	446.83		-		183.12	-	
Hourly Full Time			-	-	3,157	-	3,157	-	-	
Hourly Part Time			-	-		-		-	-	
Employer CPP			4.83	22.68		-		9.17	-	
Employer EI			2.15	9.68		-		3.94	-	
Employer OMERS			9.74	44.39		-		18.04	-	
Employer EHT			2.00	9.20		-		3.73	-	
Employer Benefits			-	54.40	1,025	-	998	18.13	(27)	
Employer WSIB			3.26	14.86		-		6.04	-	
Equipment Rental - Owned			-	-	100	-	100	-	-	
Materials			-	(3.08)		-		(1.03)	-	
Contracted Services		377.85	289.10	-		-		222.32	-	
Insurance		1,278.92	1,321.20	1,413.28	1,389	1,381.83	1,100	1,337.80	(289)	
Transfer to Reserve Funds		4,820.71	-	2,772.25		-		2,530.99	-	
<b>Total Revenue</b>		<b>(17,281.85)</b>	<b>(24,925.13)</b>	<b>(22,008.70)</b>	<b>(24,000)</b>	<b>(23,997.94)</b>	<b>(17,000)</b>	<b>(21,405.23)</b>	<b>7,000</b>	
<b>Total Expenses</b>		<b>6,477.48</b>	<b>1,734.80</b>	<b>4,784.49</b>	<b>5,671</b>	<b>1,381.83</b>	<b>5,355</b>	<b>4,332.26</b>	<b>(316)</b>	
<b>Total Solar Panels</b>		<b>(10,804.37)</b>	<b>(23,190.33)</b>	<b>(17,224.21)</b>	<b>(18,329)</b>	<b>(22,616.11)</b>	<b>(11,645)</b>	<b>(17,072.97)</b>	<b>6,684</b>	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>School Board Requisitions:</b>										
EP	10-010-0151-2110-72991	1,262,958.18	1,277,707.43	1,234,641.10	1,242,436	1,232,624.95	1,242,436	1,258,435.57	-	
EP (Resolute Write-off)	10-010-0151-2110-72991							-	-	
ES	10-010-0151-2110-72992	255,969.30	258,765.50	237,099.60	246,510	236,310.33	246,510	250,611.47	-	
ES (Resolute Writ-off)	10-010-0151-2110-72992							-	-	
FP	10-010-0151-2110-72993	1,331.14	1,274.33	930.79	931	875.05	931	1,178.75	-	
FS	10-010-0151-2110-72994	2,832.18	2,712.46	2,811.59	2,770	2,435.00	2,770	2,785.41	-	
<b>Total School Board Requisitions</b>		<b>1,523,090.80</b>	<b>1,540,459.72</b>	<b>1,475,483.08</b>	<b>1,492,647</b>	<b>1,472,245.33</b>	<b>1,492,647</b>	<b>1,513,011.20</b>	-	Equal to School Board Levy
<b>Long Term Debt</b>										
Loan - I (Roads)	10-020-0270-1300-71303	5,344.00	1,868.39	-		-		2,404.13	-	
Loan - P (Roads)	10-020-0270-1300-71304	0.00	-	-		-		-	-	
Loan - I (Solar Panels)	10-020-0270-1300-71309	0.00	-	-	1,693	1,373.13	576	-	(1,117)	
Loan - P (Solar Panels)	10-020-0270-1300-71310	0.00	-	-	31,507	23,526.87	21,404	-	(10,103)	
Loan - I (Heritage Tourism)	10-020-0270-1300-71315	674.70	235.90	-		-		303.53	-	
Loan - P (Heritage Tourism)	10-020-0270-1300-71316	0.00	-	-		-		-	-	
Honeywell Project Interest	10-020-0270-1300-71317	55,175.93	63,317.40	49,075.16	35,418	32,857.14	28,601	55,856.16	(6,817)	
Honeywell Project Principal	10-020-0270-1300-71318	0.00	-	-	315,410	289,125.98	315,410	-	-	
Debenture - Interest (Townshend)	10-020-0270-1300-71321	3,208.32	-	-		-		1,069.44	-	
Debenture - Principal (Townshend)	10-020-0270-1300-71322	0.00	-	-		-		-	-	
Debenture - Interest Arena	10-020-0270-1300-71341	8,911.95	-	-		-		2,970.65	-	
Debenture - Principal Arena	10-020-0270-1300-71342	0.00	-	-		-		-	-	
<b>Total Long Term Debt</b>		<b>73,314.90</b>	<b>69,236.01</b>	<b>49,075.16</b>	<b>384,028</b>	<b>346,883.12</b>	<b>365,991</b>	<b>62,603.92</b>	<b>(18,037)</b>	
<b>TOTAL REVENUE</b>		<b>(16,317,140.91)</b>	<b>(16,738,919.15)</b>	<b>(17,882,079.53)</b>	<b>(17,322,279)</b>	<b>(17,843,480.77)</b>	<b>(17,046,364)</b>	<b>(12,742,173.75)</b>	<b>275,915</b>	
<b>TOTAL EXPENSES</b>		<b>7,171,221.70</b>	<b>7,430,726.25</b>	<b>7,311,663.88</b>	<b>6,813,802</b>	<b>7,939,835.34</b>	<b>6,701,740</b>	<b>7,303,265.84</b>	<b>(112,062)</b>	
<b>TOTAL CORPORATE</b>		<b>(9,145,919.21)</b>	<b>(9,308,192.90)</b>	<b>(10,570,415.65)</b>	<b>(10,508,477)</b>	<b>(9,903,645.43)</b>	<b>(10,344,624)</b>	<b>(5,438,907.91)</b>	<b>163,853</b>	



**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT		Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>Administration Department</b>										
<b>REVENUE:</b>										
Sundry Revenues	10-020-0266-0310-40582	(445.00)						(148.33)	-	
Interest & Penalties on Taxes	10-020-0266-0320-40911	(116,938.41)	(98,963.85)	(107,791.31)	(95,000)	(148,650.38)	(100,000)	(107,897.86)	(5,000)	2020 was not a typical year for tax payments
Accounts Receivable Interest	10-020-0266-0320-40916	(6,729.33)	(5,819.09)	(3,977.97)	(1,500)	(2,804.41)	(2,800)	(5,508.80)	(1,300)	
Investment Income - Bank/Short Term GIC	10-020-0266-0320-40926	(30,889.19)	(67,936.12)	(81,329.74)	(75,000)	(45,994.34)	(50,000)	(60,051.68)	25,000	Interest rates are at an all time low
Photocopies	10-020-0266-0330-40337			(4.80)		(3.18)		(1.60)	-	
Agreement Fee	10-020-0266-0410-40309			-		-		-	-	
Sundry Revenues	10-020-0266-0410-40582			-		(192.91)		-	-	
Tax Certificates	10-020-0266-0410-40584	(14,634.75)	(13,336.96)	(16,285.60)	(14,500)	(13,338.95)	(14,500)	(14,752.44)	-	
Business Licenses	10-020-0266-0410-40721	(36,425.65)	(34,706.17)	(36,531.09)	(29,000)	(31,944.40)	(32,000)	(35,887.64)	(3,000)	Swings in revenue typically due to transient businesses
Lottery Licenses	10-020-0266-0410-40727	(13,082.77)	(8,933.24)	(11,589.50)	(10,000)	(5,733.16)	(6,000)	(11,201.84)	4,000	2020 was not typical as many lotteries were cancelled
Town Property Rentals	10-020-0266-0410-40774			-		-		-	-	Significant reduction due to less fine revenue as well as increased costs in POA resulting in a smaller transfer to
POA Fines	10-020-0266-0410-40930	(88,633.54)	(83,759.27)	(26,881.27)	(50,000)	(7,600.38)	(6,700)	(66,424.69)	43,300	Municipal Partners
Natural Gas Rebate	10-020-0266-0411-40316	(5,935.31)	(6,955.93)	(8,279.49)	(8,300)	(3,135.08)	(3,200)	(7,056.91)	5,100	Based on 2020 actual rebate
Purchase Card Rebate	10-020-0266-0411-40317	(18,082.12)	(19,530.57)	(15,569.94)	(18,500)	(13,705.79)	(13,700)	(17,727.54)	4,800	Based on 2020 actual rebate
WSIB Safety Group Rebate	10-020-0266-0411-40318			-		-		-	-	
Expense Recovery	10-020-0266-0430-40589	(1,206.00)		-		-		(402.00)	-	
Moffat Family Grant Rec'd	10-020-0262-0430-40480	(55,000.00)	(60,000.00)	(93,750.00)	(93,750)	(93,750.00)	(93,750)	(69,583.33)	-	As Advised by Moffat Family Council
Admin Expense Recovery	10-020-0262-0430-40589			-		-		-	-	
HR Expense Recovery	10-020-0252-0330-40589			-		-		-	-	
HR Expense Recovery	10-020-0252-0430-40589			-		-		-	-	
Civil Marriage	10-020-0264-0330-40334	(4,609.80)	(3,030.33)	(5,118.20)	(3,500)	(703.90)	(1,500)	(4,252.78)	2,000	
Certify True Copies	10-020-0264-0330-40335	(105.30)	(77.09)	(12.22)	(50)	(31.00)	(50)	(64.87)	-	
Commissioning Oaths & Affidavits	10-020-0264-0330-40336	(907.30)	(1,355.41)	(970.78)	(900)	(532.43)	(750)	(1,077.83)	150	
Sundry Revenues	10-020-0264-0330-40582	(32.00)	(4,332.20)	(264.19)		(317.52)		(1,542.80)	-	
Death/Still Birth Registration	10-020-0264-0430-40332	(3,104.00)	(4,096.00)	(3,840.00)	(3,450)	(4,096.00)	(3,450)	(3,680.00)	-	
Marriage Licenses	10-020-0264-0430-40333	(7,700.00)	(9,100.00)	(7,280.00)	(8,000)	(5,600.00)	(7,000)	(8,026.67)	1,000	
Expense Recoveries	10-020-0264-0430-40589	(515.00)	(350.93)	(325.00)	(250)	(390.06)		(396.98)	250	
Contributions from Reserve Funds				-		-		-	-	
Sundry Revenues	10-020-0265-0330-40582			-		-		-	-	
Administration Service Charges	10-020-0265-0430-40581	(193,909.92)	(188,933.15)	(149,613.42)	(30,000)	(21,866.48)	(18,500)	(177,485.50)	11,500	POA Mgmt Fee and FFPC reimbursement of wages
Sundry Revenues	10-020-0265-0430-40582	(984.63)	(838.52)	-		-		(607.72)	-	
Expense Recoveries	10-020-0265-0430-40589	(301.16)	(1,394.00)	(8,169.83)		(3,742.29)	(3,200)	(3,288.33)	(3,200)	CUPE Reimbursement of wages
NOHFC Internship Grant	10-020-0268-0430-40467			(7,875.00)	(23,625)	(47,139.90)	-	(2,625.00)	23,625	No grant for 2021
<b>Total Revenue</b>		<b>(600,171)</b>	<b>(613,449)</b>	<b>(585,459.35)</b>	<b>(465,325)</b>	<b>(451,272.56)</b>	<b>(357,100)</b>	<b>(599,693)</b>	<b>108,225</b>	
<b>Administration Department</b>										
<b>EXPENDITURES:</b>										
Distributed Salaries/Wages										
Distributed Benefits										
Overtime										
Leave (Ber, Sick, Other)										
Admin Wages IFT	10-020-0262-1000-71090			(1,967.49)		-		(655.83)	-	
Salary Adjustments				-	1,711	-		-	(1,711)	
Salaries/Wages Full Time	10-020-0262-1101-60010	275,100.73	288,400.41	228,696.02	251,962	224,498.09	261,278	264,065.72	9,316	PT Admin Asst & Incremental Increases
Overtime	10-020-0262-1101-60013	3,242.25	1,646.96	228.52		333.30		1,705.91	-	
Disability - Long & Short				-		-		-	-	
CPP	10-020-0262-1101-60025	7,777.55	8,399.36	5,676.32	6,237	5,277.55	9,499	7,284.41	3,262	
EI	10-020-0262-1101-60030	3,226.45	3,555.53	2,240.83	2,238	1,961.72	3,108	3,007.60	870	
Dental, Vision, Ext Health				-		-		-	-	
O.M.E.R.S.	10-020-0262-1101-60035	29,680.19	31,203.55	23,750.03	29,546	28,142.54	36,250	28,211.26	6,704	
Life Insurance				-		-		-	-	
EHT	10-020-0262-1101-60040	5,142.51	5,476.01	4,264.49	4,913	4,644.73	6,328	4,961.00	1,415	
Employer Benefits	10-020-0262-1101-60050	14,361.55	19,725.20	16,967.91	18,794	10,169.94	19,902	17,018.22	1,108	
WSIB	10-020-0262-1101-60055	4,221.88	7,648.10	5,132.34	6,035	3,987.36	6,730	5,667.44	695	
Communications	10-020-0262-1200-71251	4,539.95	5,128.10	5,360.74	4,200	4,063.33	2,900	5,009.60	(1,300)	



**2020 Statement of Operations- General Fund**

		Actual to December 31/ 2017	Actual to December 31/ 2018	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
	<b>NEW G/L ACCOUNT</b>									
Postage, Freight, Courier	10-020-0262-1200-71252	0.90		3.56	25	17.30	25	1.49	-	
Legal	10-020-0262-1200-71253		3,777.84	11,733.30	12,000	26,182.74	5,000	5,170.38	(7,000)	Includes MTAG for Mill Tax Appeals
Consultants Fees	10-020-0262-1200-71255			-		-		-	-	
Memberships	10-020-0262-1200-71260	86.65	1,113.37	622.03	1,200	422.30	622	607.35	(578)	
Subscriptions & Publications	10-020-0262-1200-71261	1,154.63	710.53	599.11	1,000	516.11	600	821.42	(400)	
Office Supplies	10-020-0262-1400-71410	720.72	4,282.78	1,651.83	2,000	53.73	1,000	2,218.44	(1,000)	
Moffat Family Fund	10-020-0262-1500-71511	55,000.00	60,000.00	93,750.00	93,750	94,390.49	93,750	69,583.33	-	Agrees to Moffat Family Grant
Contracted Works	10-020-0262-1500-71523	5,943.80	5,938.27	5,085.67	6,000	2,661.61	5,000	5,655.91	(1,000)	Photocopier Reads
Contracted Services	10-020-0262-1500-71527	21,054.71		130.76		376.91		7,061.82	-	
Travel	10-020-0262-1500-71530	658.85	647.79	1,026.13		587.75		777.59	-	
Conferences & Courses	10-020-0262-1500-71531	7,838.52	9,183.72	2,670.33	5,000	324.74	2,000	6,564.19	(3,000)	
Meeting Expenses	10-020-0262-1500-71532	81.41	276.93	89.57	250			149.30	(250)	
Advertising & Public Notices	10-020-0262-1500-71591	264.98		-		-		88.33	-	
Public Relations/Promotions	10-020-0262-1500-71592		196.28	-		-		65.43	-	
Moffat Family Fund - Meeting Expense	10-020-0262-1500-71599			-		-		-	-	
										continued follow up for sale of business and related grievances,
HR Legal Fees	10-020-0252-1200-71253	43,613.99	6,928.06	40,997.19	30,000	7,537.37	30,000	30,513.08	-	other grievances
HR Consultants	10-020-0252-1200-71255	5,409.86	4,070.40	5,596.80	8,000	4,884.48	4,000	5,025.69	(4,000)	As per usual, will delay benefits RFP until after COVID, to 2022.
HR Pay Equity Consultant	10-020-0252-1500-71257		25,279.21	18,460.27	5,000	5,812.53	-	14,579.83	(5,000)	Not required, project completed
HR Subscriptions	10-020-0252-1200-71261	5,128.77	7,894.87	486.41	5,000	8,968.10	4,600	4,503.35	(400)	HR Downloads included
HR Office Supplies	10-020-0252-1400-71410	555.94	453.92	704.67	700	112.94	500	571.51	(200)	Ink cartridges cost 135 / cartridges used 3 in 2019
HR Travel	10-020-0252-1500-71530	47.58	131.52	-		-		59.70	-	Not required, project completed
										Budget returned to previous levels will require PD to maintain
HR Manager Conferences & Courses	10-020-0252-1500-71531	1,424.64	1,142.93	413.15	1,500	496.54	2,750	993.57	1,250	HR certification + AMCTO Map units
HR Training & Development	10-020-0252-1500-71535	2,969.74	1,033.41	445.80	1,000	35.00	-	1,482.98	(1,000)	
HR Health & Safety	10-020-0252-1500-71537	2,630.93	1,774.34	1,059.36	3,000	1,206.26	3,000	1,821.54	-	Reduced budget as few items needed at Civic Centre for 2020
Negotiations Costs	10-020-0252-1500-71569			1,254.77	1,000	-	-	418.26	(1,000)	No bargaining scheduled for 2021
Insurance Claims Deductible	10-020-0252-1500-71581			-		-		-	-	
HR Recruitment of Staff	10-020-0252-1500-71597	9,668.43	9,954.94	18,696.27	7,000	6,635.02	16,100	12,773.21	9,100	CAO recruitment heavy external advertising required
		<b>511,548.11</b>	<b>515,974.33</b>	<b>495,826.69</b>	<b>509,061</b>	<b>444,300.48</b>	<b>514,942</b>	<b>507,783.04</b>	<b>5,881</b>	
<b>Town Real Estate</b>										
Distributed Salaries/Wages										
Distributed Benefits										
Hourly Full Time	10-020-0251-1101-60010	1,200.31		372.35	631	183.36	1,332	524.22	701	Nurses station, Welcome signs
Hourly Part Time	10-020-0251-1101-60020			-		-		-	-	
Employer CPP	10-020-0251-1101-60025	57.72		17.92		13.64		25.21	-	
Employer EI	10-020-0251-1101-60030	25.74		5.51		-		10.42	-	
Employer OMERS	10-020-0251-1101-60035	113.54		35.32		33.17		49.62	-	
Employer EHT	10-020-0251-1101-60040	22.89		7.26		6.94		10.05	-	
Employer Benefits	10-020-0251-1101-60050	0.00		36.20	205	82.24	419	12.07	214	
Employer WSIB	10-020-0251-1101-60055	26.33		11.73		8.25		12.69	-	
Equipment Rentals - Owned	10-020-0251-1101-71540	757.50		62.50		75.00		273.33	-	
Town's Condo Expense	10-020-0251-1300-71399	841.34	269.66	-		-		370.33	-	
Hydro Charges	10-020-0251-1400-71420	5,062.57	5,453.02	4,672.05	1,700	853.22	-	5,062.55	(1,700)	
Water & Sewer Charges	10-020-0251-1400-71421			-		-		-	-	
Property Taxes	10-020-0251-1400-71425		2,127.22	-		-		709.07	-	
Contracted Works	10-020-0251-1500-71523			-		-		-	-	
Contracted Services	10-020-0251-1500-71527			-		-		-	-	
Repairs & Maintenance	10-020-0251-1500-71545	3.99		18.39		372.59		7.46	-	
Lawn & Yard Maintenance.	10-020-0251-1500-71555	1,028.48		-		-		342.83	-	
Insurance	10-020-0251-1500-71580	2,594.72	306.54	-		-		967.09	-	
Advertising & Public Notices	10-020-0251-1500-71591			-		-		-	-	
		<b>11,735.13</b>	<b>8,156.44</b>	<b>5,239.23</b>	<b>2,536</b>	<b>1,628.41</b>	<b>1,751</b>	<b>8,376.93</b>	<b>(785)</b>	
<b>Administration Expenses</b>		<b>523,283.24</b>	<b>524,130.77</b>	<b>501,065.92</b>	<b>511,597</b>	<b>445,928.89</b>	<b>516,693</b>	<b>516,159.98</b>	<b>5,096</b>	
<b>Clerks Department</b>										
Distributed Salaries & Wages										
Distributed Benefits										
Overtime/Shift/Recall	10-020-0264-1101-60013	349.36	357.96	5,190.50		-		1,965.94	-	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT	Actual to			2020	Actual to	2021	3 Year Average-	Budget Variance	Notes
	December 31/17	December 31/18	December 31, 2019	OPERATING FORECAST	December 31, 2020, as at January 6, 2021	OPERATING FORECAST	2017, 2018, 2019	2020 to 2021	
Leave (Ber, Sick, Other)			-	-	-	-	-	-	
Vacation, Stats, Etc			-	-	-	-	-	-	
Salary Adjustments				1,271	-	-	-	(1,271)	
Full Time Salaries & Wages	10-020-0264-1101-60010	150,892.79	158,523.49	153,516.28	162,296	145,326.02	154,337	154,310.85	Staffing change
Hourly Part Time	10-020-0264-1101-60020	39.58		4,957.76	1,511.73		1,665.78	-	
Disability - Long & Short			-	-	-	-	-	-	
CPP	10-020-0264-1101-60025	5,167.42	5,212.03	5,252.26	5,829	5,649.86	5,983	5,210.57	154
EI	10-020-0264-1101-60030	2,141.71	2,201.00	2,121.40	2,098	2,118.49	2,051	2,154.70	(47)
Dental, Vision, Ext Health			-	-	-	-	-	-	
O.M.E.R.S.	10-020-0264-1101-60035	15,648.48	16,301.66	16,728.31	16,889	16,910.30	15,762	16,226.15	(1,127)
Life Insurance			-	-	-	-	-	-	
EHT	10-020-0264-1101-60040	2,916.22	3,088.46	3,043.08	3,165	3,208.92	3,014	3,015.92	(151)
Employer Benefits	10-020-0264-1101-60050	12,182.44	14,213.44	14,040.53	13,434	8,818.24	14,797	13,478.80	1,363
WSIB	10-020-0264-1101-60055	4,631.09	4,801.20	4,840.85	5,108	3,716.46	3,585	4,757.71	(1,523)
Postage, Freight, Courier	10-020-0264-1200-71252	207.77	283.42	178.67	250	168.13	250	223.29	
Memberships	10-020-0264-1200-71260	612.59	395.85	402.97	625	412.13	850	470.47	225
Subscriptions & Publications	10-020-0264-1200-71261		201.00	363.79	500	226.80	500	188.26	-
Office Supplies	10-020-0264-1400-71410	3,799.30	6,663.41	3,079.36	3,000	3,854.10	3,000	4,514.02	-
Communications				430	-		430	-	-
Contracted Services (Mtg Investigator/shredding)	10-020-0264-1500-71527	805.28	805.28		900		900	536.85	-
iCompass Services	10-020-0264-1500-71527	9,972.48	9,972.48	11,113.57	11,000	11,254.69	11,255	10,352.84	255 enhanced iCompass applications
Travel	10-020-0264-1500-71530	87.90	70.00	70.98				76.29	-
Conferences & Courses	10-020-0264-1500-71531	5,174.29	1,784.07	4,568.04	4,800	1,032.94	2,500	3,842.13	(2,300)
Advertising & Public Notices	10-020-0264-1500-71591	716.58	256.44	-	600	352.03	600	324.34	-
<b>Total Clerk's Department</b>		<b>215,345.28</b>	<b>225,131.19</b>	<b>229,468.35</b>	<b>232,195</b>	<b>204,560.84</b>	<b>220,014</b>	<b>223,314.94</b>	<b>(12,181)</b>
<b>Treasury Department</b>									
<b>EXPENDITURES:</b>									
Accounting Allocation (W/S)	10-020-0265-1000-71090	(356,400.00)	(362,740.00)	(370,000.00)	(377,394)	(283,045.50)	(384,942)	(363,046.67)	(7,548)
Accounting Allocation (Daycare/SKC/Handi-van)	10-020-0265-1000-71096	(44,150.00)	(44,800.00)	(38,862.50)	(18,660)	(14,006.25)	(18,294)	(42,604.17)	366
Distributed Salaries/Wages				-	-	-	-	-	-
Distributed Benefits				-	-	-	-	-	-
Overtime/Shift/Recall	10-020-0265-1101-60013	8,246.80	8,596.93	6,627.69	8,000	3,033.06	6,000	7,823.81	(2,000)
Leave (Ber, Sick, Other)				-	-	-	-	-	-
Vacation, Stats, Etc				-	-	-	-	-	-
Salary Adjustments					(2,718)	-	-	-	2,718
Full Time Salaries & Wages	10-020-0265-1101-60010	419,558.20	475,343.52	428,862.28	388,903	379,106.80	461,403	441,254.67	72,500 Changes to Treasury Roles & 2% increase, and Pay Equity
Hourly Part-time Salaries/Wages	10-020-0265-1101-60020	35,495.89	42,882.38	70,068.86	104,669	56,158.89	47,081	49,482.38	(57,588)
Disability - Long & Short				-	-	-	-	-	-
WSIB	10-020-0265-1101-60055	13,765.74	14,445.08	16,164.27	15,084	10,642.06	11,444	14,791.70	(3,640)
CPP	10-020-0265-1101-60025	17,900.12	18,988.52	22,307.64	21,000	20,278.57	22,022	19,732.09	1,022
EI	10-020-0265-1101-60030	7,951.94	8,676.85	9,651.95	7,952	8,117.29	7,980	8,760.25	28
Dental, Vision, Ext Health				-	-	-	-	-	-
O.M.E.R.S.	10-020-0265-1101-60035	38,360.58	41,854.26	40,857.51	45,941	39,500.66	46,572	40,357.45	631
Life Insurance				-	-	-	-	-	-
EHT	10-020-0265-1101-60040	9,886.02	9,852.96	10,213.42	9,625	9,321.16	9,915	9,984.13	290
Employer Benefits	10-020-0265-1101-60050	33,177.33	40,948.52	48,999.71	51,194	31,762.24	47,765	41,041.85	(3,429)
Equipment Rentals & Maintenance	10-020-0265-1101-71540	50.00		-	-		-	16.67	-
Doctor's Note	10-020-0265-1101-71150	140.00		45.00	-		-	61.67	-
Communications	10-020-0265-1200-71251	23,666.36	16,921.68	13,932.23	7,100	9,211.88	6,650	18,173.42	(450) Transfer Cell phone Services to IT
Postage/Freight/Courier *Note- reallocation at YE	10-020-0265-1200-71252	15,903.19	11,687.51	7,984.08	12,000	30,684.04	10,000	11,858.26	(2,000)
Legal Fees	10-020-0265-1200-71253	517.53		6,111.70		763.20		2,209.74	-
Audit Fees	10-020-0265-1200-71254	68,785.90	59,315.30	64,287.90	64,000	66,892.84	67,000	64,129.70	3,000
Memberships	10-020-0265-1200-71260	2,388.58	2,428.27	1,720.76	1,800	1,775.44	1,800	2,179.20	-
Subscriptions & Publications	10-020-0265-1200-71261	132.25	132.55	240.88	500	264.12	500	168.56	-
Tax Writings- Offs (EDFIP/Tax Sale)	10-020-0265-1210-54510	0.00		-	-	-	-	-	-
Tax Consulting & Phase-In	10-020-0265-1210-54511	0.59	(0.02)	83.69	-	-		28.09	-
Rebates to Charities/ R.C. Legion	10-020-0265-1210-54512	28,224.29	31,143.52	24,457.16	28,000	32,641.79	34,000	27,941.66	6,000
Sundry A/R Written Off	10-020-0265-1210-74514	1,683.88	(1,391.52)	(91.34)	500	(3.38)	-	67.01	(500)
Tax Sale Expenses	10-020-0265-1210-74516	1,175.34	4,248.48	(4,609.09)	-	7,761.82		271.58	-

**2020 Statement of Operations- General Fund**

		Actual to	Actual to	Actual to	2020	Actual to	2021	3 Year Average-	Budget Variance	Notes
NEW G/L ACCOUNT		December 31/17	December 31/18	December 31, 2019	OPERATING FORECAST	December 31, 2020, as at January 6, 2021	OPERATING FORECAST	2017, 2018, 2019	2020 to 2021	
Collection Costs	10-020-0265-1210-74550	276.84	588.13	597.58	500	154.50	500	487.52	-	
Office Supplies	10-020-0265-1400-71410	15,560.55	14,775.12	11,486.70	15,000	13,709.71	12,000	13,940.79	(3,000)	Less paper required this year
Computer Maintenance (H & S)	10-020-0265-1500-71502	41,221.37	39,804.75	18,998.03	21,000	5,875.03	21,000	33,341.38	-	Financial hardware/software only- 5% increase for 2020
Custom Software Changes	10-020-0265-1500-71503	765.74	2,480.40	3,765.12	-	1,402.45	-	2,337.09	-	
Computer Training (Diamond Consultant)	10-020-0265-1500-71505	12,930.76	1,027.78	-	-	-	-	4,652.85	-	
MPAC Assessment Fees	10-020-0265-1500-71522	93,631.08	94,170.48	94,292.32	94,313	94,313.12	93,180	94,031.29	(1,133)	Actual Per MPAC Letter
Contracted Services	10-020-0265-1500-71527	1,186.67	8,359.83	580.86	500	621.57	500	3,375.79	-	Shredding is included in here
Land Title Fees	10-020-0265-1500-71529	-	504.90	128.40	400	-	400	211.10	-	
Travel	10-020-0265-1500-71530	23.88	-	1,000.81	-	-	-	341.56	-	
Conferences & Courses	10-020-0265-1500-71531	2,750.44	3,740.93	4,015.04	7,000	3,187.76	3,500	3,502.14	(3,500)	
Meeting Expenses	10-020-0265-1500-71532	14.75	-	142.89	-	-	-	52.55	-	
Equipment Rentals & Maintenance	10-020-0265-1500-71541	11,315.35	10,756.76	10,466.08	10,000	10,393.70	10,000	10,846.06	-	
General Insurance	10-020-0265-1500-71580	10,778.76	11,461.98	9,399.34	9,668	8,910.82	11,541	10,546.69	1,873	
Advertising & Public Notices	10-020-0265-1500-71591	-	-	240.76	250	-	250	80.25	-	
Bank Service Charges	10-020-0265-1600-71660	4,398.60	4,100.36	4,875.74	4,500	6,121.22	6,000	4,458.23	1,500	EFT pmts increase costs slightly
Cash Over/Under	10-020-0265-1600-71661	316.05	(4.87)	(80.70)	-	(18.65)	-	76.83	-	
Foreign Exchange	10-020-0265-1600-71662	(20.23)	(2.96)	(36.65)	-	-	-	(19.95)	-	
Credit Card Discount	10-020-0265-1600-71665	716.55	715.57	696.32	800	528.09	500	709.48	(300)	
Penny Rounding	10-020-0265-1600-71668	-	-	(0.01)	-	-	-	(0.00)	-	
		<b>522,327.69</b>	<b>571,013.95</b>	<b>519,622.43</b>	<b>531,427</b>	<b>556,060.05</b>	<b>536,267</b>	<b>537,654.69</b>	<b>4,840</b>	
<b>Vehicles - Licensed</b>										
Distributed Salaries/Wages										
Distributed Benefits										
Hourly Full Time	10-020-0263-2910-60010	2,390.09	1,248.48	507.58	800	302.27	1,500	1,382.05	700	
Overtime/Shift/Recall	10-020-0263-2910-60013	-	42.57	-	-	-	-	14.19	-	
Hourly Part Time	10-020-0263-2910-60020	-	-	-	-	-	-	-	-	
Employer CPP	10-020-0263-2910-60025	86.44	62.36	20.29	-	10.56	-	56.36	-	
Employer EI	10-020-0263-2910-60030	35.81	27.89	7.91	-	3.76	-	23.87	-	
Employer OMERS	10-020-0263-2910-60035	224.84	146.44	47.14	-	29.26	-	139.47	-	
Employer EHT	10-020-0263-2910-60040	44.55	29.18	10.09	-	6.28	-	27.94	-	
Employer Benefits	10-020-0263-2910-60050	341.95	256.90	50.64	200	0.62	470	216.50	270	
Employer WSIB	10-020-0263-2910-60055	71.46	46.97	16.31	-	7.50	-	44.91	-	
Communications	10-020-0263-2910-71251	345.58	156.05	-	-	-	-	167.21	-	
Gasoline	10-020-0263-2910-71418	-	-	68.58	300	365.66	300	22.86	-	
Vehicle Parts & Maintenance	10-020-0263-2910-71451	1,832.24	1,359.60	187.63	1,000	-	1,000	1,126.49	-	
Insurance	10-020-0263-2910-71580	418.64	479.92	824.60	851	948.59	1,505	574.39	654	3 vehicles to support IT & Administration
Licenses	10-020-0263-2910-71582	120.00	120.00	360.00	360	360.00	360	200.00	-	
		<b>5,911.60</b>	<b>3,976.36</b>	<b>2,100.77</b>	<b>3,511</b>	<b>2,034.50</b>	<b>5,135</b>	<b>3,996.24</b>	<b>1,624</b>	
<b>Treasury Expenses</b>		<b>528,239.29</b>	<b>574,990.31</b>	<b>521,723.20</b>	<b>534,938</b>	<b>558,094.55</b>	<b>541,402</b>	<b>541,650.93</b>	<b>6,464</b>	
<b>FFPC Administration</b>										
Distributed Salaries/Wages										
Distributed Benefits										
Hourly Full Time	10-020-0267-1101-60010	98,746.81	88,464.74	55,381.34	-	4,899.74	-	80,864.30	-	No budget here. The S&B are in the appropriate lines and will be allocated only if FFPC work is done
Overtime	10-020-0267-1101-60013	-	-	78.67	-	162.78	-	26.22	-	
Hourly Part Time	10-020-0267-1101-60020	10,855.45	10,580.38	24,273.80	-	756.70	-	15,236.54	-	
Employer CPP	10-020-0267-1101-60025	4,909.06	4,965.74	3,936.42	-	121.77	-	4,603.74	-	
Employer EI	10-020-0267-1101-60030	2,222.05	2,302.31	1,759.10	-	47.39	-	2,094.49	-	
Employer OMERS	10-020-0267-1101-60035	8,320.78	8,414.49	5,595.57	-	658.39	-	7,443.61	-	
Employer EHT	10-020-0267-1101-60040	1,967.25	2,121.15	1,648.45	-	129.88	-	1,912.28	-	
Employer Benefits	10-020-0267-1101-60050	12,430.35	12,804.58	8,650.68	-	410.93	-	11,295.20	-	
Employer WSIB	10-020-0267-1101-60055	3,306.84	3,505.50	2,663.83	-	154.49	-	3,158.72	-	
Equipment Rentals Owned	10-020-0267-1101-71540	175.00	-	-	-	-	-	58.33	-	
Communications		-	-	-	-	-	-	-	-	
<b>Total FFPC Administration</b>		<b>142,933.59</b>	<b>133,158.89</b>	<b>103,987.86</b>	<b>-</b>	<b>7,342.07</b>	<b>-</b>	<b>126,693.45</b>	<b>-</b>	
<b>Total A &amp; F Revenue</b>		<b>(600,171.18)</b>	<b>(613,448.83)</b>	<b>(585,459.35)</b>	<b>(465,325)</b>	<b>(451,272.56)</b>	<b>(357,100)</b>	<b>(599,693.12)</b>	<b>108,225</b>	
<b>Total A &amp; F Expenditures</b>		<b>1,409,801.40</b>	<b>1,457,411.16</b>	<b>1,356,245.33</b>	<b>1,278,730</b>	<b>1,215,926.35</b>	<b>1,278,109</b>	<b>1,407,819.30</b>	<b>(621)</b>	
<b>TOTAL A &amp; F (Not including IT)</b>		<b>809,630.22</b>	<b>843,962.33</b>	<b>770,785.98</b>	<b>813,405</b>	<b>764,653.79</b>	<b>921,009</b>	<b>808,126.18</b>	<b>107,604</b>	

**2020 Statement of Operations- General Fund**

NEW G/L ACCOUNT	Actual to December 31/17	Actual to December 31/18	Actual to December 31, 2019	2020 OPERATING FORECAST	Actual to December 31, 2020, as at January 6, 2021	2021 OPERATING FORECAST	3 Year Average- 2017, 2018, 2019	Budget Variance 2020 to 2021	Notes
<b>COVID-19 Emergency Revenue</b>									
Provincial Grant - COVID-19	10-040-0450-0490-40412				(463,100.00)	(93,000)	-	(93,000)	
<b>Expenses</b>									
COVID Cleaning- Wages						94,261	-	94,261	Added costs for Cleaning and Sanitizing Facilities
COVID Cleaning- Benefits						21,329	-	21,329	
Overtime - CC COVID	10-040-0450-1501-60013				369.85		-	-	
Hourly Part Time- CC COVID	10-040-0450-1501-60020				8,590.66		-	-	
Employer CPP- CC COVID	10-040-0450-1501-60025				456.08		-	-	
Employer EI- CC COVID	10-040-0450-1501-60030				203.90		-	-	
Employer EHT- CC COVID	10-040-0450-1501-60040				179.80		-	-	
Employer WSIB- CC COVID	10-040-0450-1501-60055				213.89		-	-	
Salaries Full Time- MSC COVID	10-040-0450-1502-60010				1,206.58		-	-	
Overtime- MSC COVID	10-040-0450-1502-60013				1,479.30		-	-	
Hourly Part Time- MSC COVID	10-040-0450-1502-60020				28,696.90		-	-	
Employer CPP- MSC COVID	10-040-0450-1502-60025				1,034.48		-	-	
Employer EI- MSC COVID	10-040-0450-1502-60030				557.68		-	-	
Employer OMERS- MSC COVID	10-040-0450-1502-60035				1,029.87		-	-	
Employer EHT- MSC COVID	10-040-0450-1502-60040				519.91		-	-	
Employer Benefits- MSC COVID	10-040-0450-1502-60050				347.50		-	-	
Employer WSIB- MSC COVID	10-040-0450-1502-60055				618.52		-	-	
Overtime- PW COVID	10-040-0450-1503-60013				369.85		-	-	
Hourly Part Time- PW COVID	10-040-0450-1503-60020				8,590.64		-	-	
Employer CPP- PW COVID	10-040-0450-1503-60025				456.08		-	-	
Employer EI- PW COVID	10-040-0450-1503-60030				203.90		-	-	
Employer EHT- PW COVID	10-040-0450-1503-60040				179.79		-	-	
Employer WSIB- PW COVID	10-040-0450-1503-60055				213.88		-	-	
Overtime- P&C COVID	10-040-0450-1504-60013				34.09		-	-	
Hourly Part Time- P&C COVID	10-040-0450-1504-60020				2,358.92		-	-	
Employer CPP- P&C COVID	10-040-0450-1504-60025				113.84		-	-	
Employer EI- P&C COVID	10-040-0450-1504-60030				51.24		-	-	
Employer EHT- P&C COVID	10-040-0450-1504-60040				45.14		-	-	
Employer WSIB- P&C COVID	10-040-0450-1504-60055				53.73		-	-	
COVID-19-Operating Equipment	10-040-0450-1500-71520				26,262.35	11,000	-	11,000	2020- Plexiglass, signage, other protection requirements;
COVID- Beacon Costs	10-040-0450-1500-71537				349.80	4,200	-	4,200	2021- IT needs required for staff to work safely at home
Health Emergency Expenses	10-040-0450-1500-71538		-		37,091.63	5,000	-	5,000	Mental Health Supports for Staff
COVID-19- Cleaning Supplies	10-040-0450-1500-71539				2,736.61	10,000	-	10,000	PPE including Masks, Gloves, etc
		0.00	0.00	0.00	124,616.41	145,790	0.00	145,790	Sanitization Supplies for Cleaning
<b>Total Revenue</b>		0.00	0.00	0.00	-	(463,100.00)	(93,000)	(93,000)	
<b>Total Expenditures</b>		0.00	0.00	0.00	-	124,616.41	145,790	145,790	
<b>Total COVID-19 Emergency</b>		0.00	0.00	0.00	-	(338,483.59)	52,790	52,790	
<b>POLICE SERVICES</b>									
<b>REVENUE:</b>									
Sundry Revenue - User Fees	10-040-0420-0330-40582	(1,867.02)	(2,305.92)	(84.29)	(2,000)	(156.63)	(1,000)	(1,419.08)	1,000
Solicitor General - R.I.D.E.	10-040-0420-0430-40415	(8,861.72)	(8,816.14)	(8,799.66)	(8,800)	(8,853.00)	(8,800)	(8,825.84)	-
Sundry Revenue - User Fees	10-040-0420-0430-40582	(11,590.52)	(12,897.20)	(17,248.90)	(12,000)	(5,593.60)	(12,000)	(13,912.21)	-
Proceeds of Crime- Front Line Policing Grant					(75,000)	-	-	-	75,000
<b>Total Revenue</b>		(22,319.26)	(24,019.26)	(26,132.85)	(97,800)	(14,603.23)	(21,800)	(24,157.12)	76,000
<b>Police Services Board EXPENDITURES:</b>									
Salaries/Wages	10-040-0422-2910-60010	1,040.01	-	-	-	-	346.67	-	-
CPP	10-040-0422-2910-60025	204.52	299.00	200.47	260	271.40	270	234.66	10
EHT	10-040-0422-2910-60040	143.29	201.35	120.76	160	147.84	225	155.13	65
Hourly Part-time	10-040-0422-2910-60020	12,205.00	12,103.56	6,229.50	11,275	7,580.00	11,500	10,179.35	225
Employer OMERS	10-040-0422-2910-60035	0.00	27.19	142.16	-	150.66	150	56.45	150
Memberships	10-040-0422-1200-71260	1,241.31	1,258.06	1,292.04	1,300	1,315.39	1,325	1,263.80	25
Office Supplies	10-040-0422-1400-71410		-	-	-	-	-	-	-
Conferences & Courses	10-040-0422-1500-71531	2,313.19	3,188.89	1,783.97	2,500	39.22	1,500	2,428.68	(1,000)
Meeting Expense	10-040-0422-1500-71532	827.74	-	207.59	350	-	200	345.11	(150)
Insurance	10-040-0422-1500-71580	387.72	144.00	864.00	870	864.00	886	465.24	16

2020 Statement of Operations- General Fund

		Actual to December	Actual to December	Actual to	2020 OPERATING	Actual to December 31, 2020, as at January	2021 OPERATING	3 Year Average-	Budget Variance	Notes
NEW G/L ACCOUNT		31/17	31/18	December 31, 2019	FORECAST	6, 2021	FORECAST	2017, 2018, 2019	2020 to 2021	
Public Relations/Promotions		0.00	-	-	250	-	250	-	-	
Proceeds of Crime- Front Line Policing Expense					75,000	-	-	-	(75,000)	
		18,362.78	17,222.05	10,840	91,965	10,368.51	16,306	15,475.11	(75,659)	
<b>Administration</b>										
<b>Revenue</b>										
MCSCS Grant (Court Security)	10-040-0420-0430-40445	(115,193.00)	(153,460.00)	(270,700.00)	(210,914)	(195,549.24)	(173,873)	(179,784.33)	37,041	Equal to Court Security Costs- Actual Grant is still unknown
<b>Expenses</b>										
Paid Duty - R.I.D.E.	10-040-0420-1100-71155	8,621.89	10,495.98	15,337.90	9,000	613.78	9,000	11,485.26	-	Court Security Enhancements/ 2018 Year End Adjustment
Prisoners Meals	10-040-0420-1400-71491	3,854.27	975.50	-	3,000	-	3,000	1,609.92	-	
Travel		-	-	-	-	-	-	-	-	
OPP Contract	10-040-0420-1500-71565	2,130,792.00	2,166,228.00	2,563,092.00	2,639,763	2,675,011.00	2,706,631	2,286,704.00	66,868	
General Insurance	10-040-0420-1500-71580	3,246.51	3,101.95	2,122.32	2,222	2,264.86	2,620	2,823.59	398	
Advertising & Public Notices	10-040-0420-1500-71591	-	-	-	150	-	150	-	-	
		2,146,514.67	2,180,801.43	2,580,552.22	2,654,135	2,677,889.64	2,721,401	2,302,622.77	67,266	
Total Revenue		(137,512.26)	(177,479.26)	(296,832.85)	(308,714)	(210,152.47)	(195,673)	(203,941.46)	113,041	
Total Expenditures		2,164,877.45	2,198,023.48	2,591,392.71	2,746,100	2,688,258.15	2,737,707	2,318,097.88	(8,393)	
Total Police Services		2,027,365.19	2,020,544.22	2,294,559.86	2,437,386	2,478,105.68	2,542,034	2,114,156.42	104,648	
<b>Total COVID-19 and Police Services Revenue</b>		(137,512.26)	(177,479.26)	(296,832.85)	(308,714)	(673,252.47)	(288,673)	(203,941.46)	20,041	
<b>Total COVID-19 and Police Services Expenditures</b>		2,164,877.45	2,198,023.48	2,591,392.71	2,746,100	2,812,874.56	2,883,497	2,318,097.88	137,397	
<b>TOTAL COVID-19 and POLICE SERVICES</b>		2,027,365.19	2,020,544.22	2,294,559.86	2,437,386	2,139,622.09	2,594,824	2,114,156.42	157,438	



## **Administration & Finance Division**

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**To:** Administration and Finance Executive Committee

**From:** Jordan Forbes, Human Resources Manager

**Date:** January 14, 2021

**Subject:** Policy Update: Performance Appraisal Policy

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As members of the Committee are aware, Succession Planning is a key objective in the newly adopted Strategic Plan. Performance Appraisal is a key component of helping to identify developmental needs for our workforce, and to identify high potential individuals. This policy has been updated to provide new guidance for supervisors related to this process.

Key changes include:

- Changing the succession planning section to a succession management section, creating a focus on the development of the workforce as a whole, not solely on the development of high potential individuals.
- Clarifying the frequency of the performance appraisal cycle. In recent years, performance appraisals have been completed less consistently in some areas and updating the policy will help supervisors to understand their obligations more clearly.
- Providing direction to supervisors that they are not required to score competencies where they have no evidence or insufficient evidence to score. It has been far too common that supervisors rate a competency for a new employee as 'satisfactory' despite the fact that the supervisor has not had an opportunity to see the employee actually demonstrate that competency. This has tended to artificially lower the results on a first appraisal.

The updated policy is attached for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jordan Forbes".

Jordan Forbes  
Human Resources Manager

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Performance Appraisal

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**Creation Date:** August 2002

**Updated:** January 2021

**Resolution Number:** 236 (consent)

**Supersedes Resolution Number:**

**Policy Number:** 3.30

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#### 1. PURPOSE:

The purpose of support staff performance appraisal is to provide regular feedback to employees and facilitate open communication between the supervisor and their employees. This process helps to improve employee effectiveness, by recognizing job performance, identifying areas for growth and helping to identify opportunities for advancement.

#### 2. RATIONALE:

Employees are accountable for their performance and are entitled to know what is expected of them, how they are performing, and what resources are available to improve their performance. The performance review process provides an important opportunity to establish and maintain open dialogue between the supervisor and employee for the purpose of providing feedback to improve job performance.

#### 3. BASIC PRINCIPLES OF PERFORMANCE MANAGEMENT:

- While the employee is responsible for their performance, the supervisor plays a critical role in ensuring that the employee is properly supported in their development.
- Performance management is an ongoing process, not something limited to the performance review meeting.
- Effective performance management emphasizes objective measures of performance with respect to results and ongoing responsibilities.
- Throughout the performance management process, employees are encouraged to actively participate in the planning, evaluating, and improving of their performance.
- Honesty and openness, with effective two-way communication are essential elements of the supervisor / employee relationship.
- Performance management is intended to be a positive, future oriented process.

#### 4. OBJECTIVES:

- Primary: Provide feedback
  - Identify performance gaps
  - Provide positive reinforcement
  - Facilitate communication between employee and supervisor
  - Identify training and development goals for employee
- Secondary:
  - To direct salary progression
  - Human resources planning
  - Succession management / Talent management

#### 5. TIMELINES:

**Performance Appraisals are required as follows:**

##### A. Permanent Full-Time and Part-Time Employees

- New employees: within the first three months after date of hire, and upon completion of the probationary period.
  - Should the probationary period be extended, a performance review will continue to be conducted every three months, or more frequently, if required, until a decision is made as to the incumbent's suitability to remain in the position.
- All Permanent Full-Time and Part-Time employees who have completed their probation shall receive a performance appraisal annually.

##### B. Seasonal, Students, Interim Replacement Employees

- **Seasonal employees:** within the first three months after date of hire, and upon completion of the probationary period.
  - Management Non-Union Seasonal employees who have completed their probation shall receive performance evaluations at least prior to progression in the salary / wage range.
  - Seasonal employees in the CUPE 65 bargaining unit shall receive a performance review once per season (e.g., a Seasonal Parks Labourer who works from April to October shall receive an appraisal prior to the completion of their season).
- **Student employees:** shall be evaluated prior to the end of their contract, or prior to being re-hired. A current, satisfactory performance appraisal is required for any student to be re-hired.
- **Interim replacement employees:** within the first three months after date of hire, upon completion of the probationary period, and prior to any progression in the salary / wage range.

##### C. Discretion of the Supervisor

- An employee may be placed on performance appraisal at any time by their supervisor, or at the direction of the Division Manager or Chief Administrative Officer.



## **6. APPEALS:**

There is no formal avenue of appeal established regarding Performance Reviews. An incumbent not agreeing with the review is encouraged to discuss the same with his / her Immediate Supervisor and Division Manager. Should this process not alleviate the incumbent's concerns, he / she may request an interview with the Human Resources Manager. The incumbent may register dissent in the 'comments' area provided in the performance review form. The document will remain in the individual's personnel file in the Human Resources Department.

## **7. SCORING AND EVALUATION METHOD:**

### **OVERALL ASSESSMENT OF PERFORMANCE**

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

Supervisors are instructed not to score items and indicate an N/A for items which there is no evidence or insufficient evidence of the employee having had the opportunity to perform or demonstrate the competency being evaluated.

## **8. MANAGEMENT / NON-UNION SALARY PROGRESSION**

Salary progression will occur in accordance with the Management Non-Union Salary Administration Policy.

## **9. SUCCESSION MANAGEMENT:**

Succession management is an essential component of the human resources planning process. It involves an integrated, systematic approach for identifying, developing, and retaining capable and skilled employees in line with current and future strategic objectives.

Talent management is designed to help employees to develop the required competencies to address both current and future needs. This approach helps to target the skills needed to meet the organizations strategic goals in the future. Talent management occurs at all levels of the organization and does not exclusively focus on individuals who are on track for a management position.

Replacement planning focuses on identifying suitable candidates for senior level leadership roles. Employees are typically chosen based on their readiness to move into senior roles, their skills and competencies, performance in their current roles, and future leadership potential. Potential successors should be chosen based on their suitability for the role in question, not just with respect to their current position within their department or the organizational hierarchy. While this exercise attempts to prepare candidates to move into leadership roles, being included as part of a succession plan does not guarantee any type of promotion or a specific job in the future.

Each level of the organization would be accountable to the succession management process:

Council is accountable for providing direction and for ensuring that the human and financial resources necessary to achieve its succession management and talent management goals are properly allocated each year.

The Chief Administrative Officer (CAO) is responsible for ensuring that Council's direction on succession planning and training is executed, and that Division Managers and Supervisors understand what is required of them in this process.

Senior managers report to the CAO on developmental activities in their divisions each year, and for committing to development goals on an ongoing basis for their divisions.

Employees are responsible for engaging in their own personal and career development to ensure they are ready to meet future challenges, including maximizing their potential for promotions or management positions.

The Human Resources Manager is accountable for taking a leadership role in the development of a succession management plan. The Human Resources Manager will also support Division Managers and Supervisors in creating a plan for the development of their employees.

## PERFORMANCE REVIEW FORM

Seasonal, Students, Interim Replacement Employees  
(Museum, Library, Memorial Sports Centre, Public Works, Parks / Cemeteries)

**Performance Management is the ongoing process through which managers work with individual employees to plan, support, and improve the employee's on the job performance.**

**NAME:** \_\_\_\_\_

**DIVISION:** \_\_\_\_\_

**POSITION TITLE:** \_\_\_\_\_

**SUPERVISOR:** \_\_\_\_\_

**STATUS:**      ☐ Seasonal      ☐ Student      ☐ Probationary

This reviews performance for the period: From \_\_\_\_\_ To: \_\_\_\_\_

### OVERALL ASSESSMENT OF PERFORMANCE

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

**This performance appraisal has been reviewed with me and I have received a copy.**

Employee's signature \_\_\_\_\_ Date: \_\_\_\_\_

**This performance appraisal has been completed by me and reviewed with the employee.**

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Once completed, discussed and all signatures obtained, the original of this form is to be forward to the Human Resources Department for retention in the employee's personnel file.

Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>JOB KNOWLEDGE AND ACHIEVEMENT</b>							
1	Understands Job Methods and Procedures						
2	Plans work assignments						
3	Optimizes use of available resources						
4	Work is thorough and accurate						
5	Works in a safe manner						
6	Adheres to applicable regulations and policies, procedures, standards and guidelines						
7	Utilizes tools / equipments carefully and appropriately						
8	Resolves problems / enquiries promptly and effectively						
9	Keeps supervisor informed						
<b>ATTITUDE / INITIATIVE</b>							
10	Manages time effectively						
11	Ability to suggest and / or take action independently						
12	Is dependable and punctual. Arrives and starts on time.						
13	Has minimal absenteeism.						
14	Is flexible / adaptable to change						
15	Demonstrates ownership and commitment to job						
16	Shows pride and professionalism in work						
17	Works co-operatively / effectively with others						
18	Is friendly and helpful toward all contacts						
19	Demonstrates concerns for others safety						
20	Contributes to a positive, productive work environment						
<b>Total (out of a possible 100 points)*</b>		+	+	+	+	=	

\*If there is an N / A, please adjust the total score accordingly (i.e., 3 N/As – total score is out of 85)

**STRENGTHS, CONTRIBUTIONS, AND ACCOMPLISHMENTS**  
(comment on outstanding performance issues here)

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**AREAS FOR DEVELOPMENT / SUGGESTED TRAINING**  
(In addition, where 'improvement required' performance issues have been identified, be specific including timeframes and results expected)

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**SUPERVISOR'S GENERAL COMMENTS**

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**EMPLOYEE'S GENERAL COMMENTS**

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<b>RECOMMENDED FOR RE-HIRE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
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**OBJECTIVES FOR THE PERIOD** \_\_\_\_\_ **To** \_\_\_\_\_  
(be specific including time frame and results expected)

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**IMMEDIATE SUPERVISOR**

If recommended for progression in the salary / wage range, please attached completed New Hire / Change of Employee Information Form.

## PERFORMANCE REVIEW FORM

Full-Time & Part-Time Administrative, Technical, and Supervisory Staff

Performance Management is the ongoing process through which managers work with individual employees to plan, support, and improve the employee's on the job performance.

NAME: \_\_\_\_\_

DIVISION: \_\_\_\_\_

POSITION TITLE: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_

STATUS:      ( ) Part-Time      ( ) Full-Time      ( ) Probationary

This reviews performance for the period: From \_\_\_\_\_ To: \_\_\_\_\_

### OVERALL ASSESSMENT OF PERFORMANCE

E – EXCELLENT: Significantly and consistently exceeded the standard	5 Points
V – VERY GOOD: Exceeded the standard	4 Points
S – SATISFACTORY: Met the standard	3 Points
ID – IMPROVEMENT DESIRED: Did not meet the standard	2 Points
IE – IMPROVEMENT ESSENTIAL: Significantly below the standard	1 Point
N/A – NOT APPLICABLE: Component not included in everyday duties	N / A

**This performance appraisal has been reviewed with me and I have received a copy.**

Employee's signature \_\_\_\_\_ Date: \_\_\_\_\_

**This performance appraisal has been completed by me and reviewed with the employee.**

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Once completed, discussed and all signatures obtained, the original of this form is to be forward to the Human Resources Department for retention in the employee's personnel file.

Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>JOB KNOWLEDGE AND ACHIEVEMENT</b>							
1	Understands Job Methods and Procedures						
2	Plans work assignments						
3	Optimizes use of available resources						
4	Establishes Priorities Appropriately						
5	Work is thorough and accurate						
6	Minimizes Controllable Costs						
7	Works in an organized manner						
8	Produces appropriate amount of quality work for time spent						
9	Works in a safe manner						
10	Adheres to applicable legislation / regulations and policies, procedures, standards and guidelines						
11	Resolves problems / enquiries promptly and effectively						
12	Expresses self clearly and concisely						
13	Produces high quality written correspondence						
14	Keeps supervisor informed						
<b>ATTITUDE / INITIATIVE</b>							
15	Manages time effectively						
16	Ability to suggest and / or take action independently						
17	Has minimal absenteeism. Arrives and starts on time.						
18	Is flexible / adaptable to change and new / conflicting priorities						
19	Stays abreast of new technology / trends in job						
20	Is innovative; identifies new / better ways to achieve results						
21	Regularly meets objectives						
22	Demonstrates ownership and commitment to job						
23	Shows pride and professionalism in work						
24	Accepts special assignments positively						
25	Works co-operatively / effectively with others						
26	Is friendly and helpful toward all contacts						
27	Demonstrates concerns for others safety						
28	Contributes to a positive, productive work environment						



Contribution Checklist Technical Competence		Excellent	Very Good	Satisfactory	Improvement Desired	Improvement Essential	N / A
<b>SUPERVISORY SKILLS</b>							
29	Interviews job candidates appropriately: makes effective hiring recommendations						
30	Ensures orientation and training of staff						
31	Recognizes and develops the capabilities of staff						
32	Encourages employee input to issues, and solutions to problems						
33	Motivates and empowers staff						
34	Comprehensively, effectively and regularly reviews employee performance						
35	Handles problem staff situations promptly and effectively						
36	Ensures compliance with health & safety legislation and policy						
37	Manages staff within the terms / conditions of administrative procedures and / or collective agreements which may apply						
38	Provides adequate day-to-day supervision and direction						
39	Ensures staff produce high quality work						
40	Promotes a positive work environment: advocates respect, integrity and personal growth among all staff						
41	Sets appropriate and professional example for staff						
<b>TOTAL (out of a possible 205 points)*</b>		+	+	+	+	=	

\*If there is an N / A, please adjust the total score accordingly (i.e., 3 N/As – total score is out of 190)

\*If Supervisory skills are not included in this evaluation the total is out of 140 points

#### OBJECTIVES MET FOR THIS REVIEW PERIOD?

(Review previous performance review and comment below)

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**STRENGTHS, CONTRIBUTIONS, AND ACCOMPLISHMENTS**

(Comment on outstanding performance issues here)

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**AREAS FOR DEVELOPMENT / SUGGESTED TRAINING / SUCCESSION PLANNING**

(In addition, where 'improvement required' performance issues have been identified, be specific including timeframes and results expected)

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**SUPERVISOR'S GENERAL COMMENTS**

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**EMPLOYEE'S GENERAL COMMENTS**

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**OBJECTIVES FOR THE PERIOD** \_\_\_\_\_ **To** \_\_\_\_\_

(be specific including time frame and results expected)

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**IMMEDIATE SUPERVISOR**

If recommended for progression in the salary / wage range, please attach a completed New Hire / Change of Employee Information Form.

**TO:** Administration & Finance Executive Committee

**FROM:** Dawn Galusha, Treasurer

**DATE:** January 14, 2021

**SUBJECT:** Charity Rebate Application Re: Fort Frances Volunteer Bureau

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## **BACKGROUND**

On December 2, 2020 we received a Tax Rebate for Charitable Organizations Application from the Fort Frances Volunteer Bureau for 2020. This information is attached.

By-Law No. 32/03 was passed to establish a Tax Rebate Program for the purposes of providing relief from taxes for eligible charities or similar organizations who are an eligible charity with a registration number issued by the Canada Customs and Revenue Agency and has ***eligible property*** that is in one of the ***commercial or industrial property classes***.

The Fort Frances Volunteer Bureau is a registered charity and owns property which is assessed in the Residential property class. Per MPAC, under the Assessment Act, Section 3, 1) the Residential property class consists of the following: 2. Land not used for residential purposes that is, iv. Land owned and occupied by a non-profit service organization, a non-profit private club, a non-profit cultural organization, or a non-profit recreational sports club, other than land used as a golf course or ski resort.

Section 22 of By-Law 32/03 provides that Council of the Town of Fort Frances may by resolution designate a property class other than the commercial property classes and the industrial property classes to be included within the definition of “eligible property” for the purposes of the By-Law. At the present time, the commercial tax ratio is 1.943520 and the Industrial tax ratio is 2.711740. It is at the discretion of the Administration and Finance Executive Committee to provide a resolution designating this residential property as eligible property for the purpose of the Charitable Rebate application for the 2020 taxation year.

**From:** [Fort Frances Volunteer Bureau](#)  
**To:** [Dawn Galusha](#)  
**Subject:** [External] Re: Charity Rebate Application  
**Date:** Thursday, January 7, 2021 9:31:26 AM

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**[EXTERNAL]** Don't click links or attachments unless you recognize the sender and know the content is safe. You can forward suspicious messages to [support@fortfrances.ca](mailto:support@fortfrances.ca).

Hello Dawn,

The Fort Frances Volunteer Bureau (FFVB) is a registered non-profit charity involved in the recruitment, training, and/or organization of volunteers, volunteer groups, service clubs, and social programs dedicated to providing services and goods to the less fortunate people of our community, not only financially but mentally and socially as well. The FFVB facilitates this in a number of different ways:

(i) We absorb existing programs operated by volunteers or volunteer groups. The Family Centre is an example of this. The Family Centre was a drop-in centre, independently run by a small group of volunteers, that originally rented space from two other locations in Fort Frances before finally renting a spot from the FFVB in the spring of 2019. The board members of the FFVB were very impressed with the charity work that the Family Centre was doing. At a board meeting in March 2020, a motion was made proposing that the FFVB absorb the Family Centre, meaning its program and volunteers, and make the Family Centre a program of the FFVB and its volunteers members of the FFVB. The board of the FFVB unanimously passed the motion reasoning that the charity work performed by the Family Centre and its volunteers complimented the FFVB'S mandate and was a perfect program to emphasize the FFVB's commitment to improving the lives of people living in our community. Before implementation of the motion, the CRA was consulted to ensure that no regulations, pertaining to the operation of registered non-profit charities, were violated. Once no wrongdoing was confirmed by the CRA and the Family Centre volunteers agreed with the proposal, the Family Centre became a charitable program run by FFVB. The Family Centre program and the volunteers that work at the centre operate under the direction of the FFVB board, are controlled by the by-laws and policies of the FFVB, and are insured under the FFVB's liability insurance policy.

(ii) We partner with service clubs. The Voyageur Lions Club has been an ardent supporter of the FFVB and the Family Centre. They have helped fund the food bank, have a member on the FFVB board named Gabby Hanzuk (2020 Fort Frances Citizen of the Year), and have many Lions members that are key volunteers at the Family Centre program.

(iii) We partner with religious organizations. The Catholic Women's League, the New Beginnings Church with their Loaves and Fishes kitchen, and the Church of the Holy Spirit have all contributed food, money, and volunteer hours to help the Family Centre. The 2019 citizen of the year, Joy Lockman, is instrumental in coordinating food distribution between her Loaves and Fishes program and the volunteers of the Family Centre program to ensure no food goes wasted.

(iv) We partner with health services. In November and December, nurse practitioners from the Fort Frances Family Health Team used office space at the FFVB's building to run weekly satellite health clinics for the poor and the homeless. These clinics are expected to continue in 2021. The Northwestern Public Health Unit (NWPBU) used office space at the FFVB building to run flu vaccination clinics. The NWPBU has provided thousands of dollars to the FFVB to help fund our food bank and to aid in the construction of a shower room and laundry facilities. They have also provided socks, underwear, hats, and gloves to our clothing bank. The soup given out daily at the Family Centre is supplied by Riverside Healthcare who also gives regular donations of other various types of surplus food to help us feed people and prevent malnutrition.

(v) We partner with mental health. On a daily basis during the week, a mobile crisis unit consisting of mental health worker Kristie Cousineau and an OPP officer, usually Melinda Mills, come to the FFVB building to offer services to the people who frequent the Family Centre program.

(vi) We partner with police organizations. In addition to the OPP officers mentioned above, other police officers come to the Family Centre regularly to help volunteers deal with difficult patrons. As well, officers of both the OPP and Treaty Three, regularly bring people wandering the streets with no place to go to the Family Centre for food and shelter. Chief Kai Liu and some of the officers of the Treaty Three Police are supporters of the FFVB and the Family Centre program. The FFVB and Treaty Three are working on locating an indigenous women's crisis social worker in an office in the FFVB building and hope to have that in place in early 2021.

(vii) We partner with legal services. On numerous occasions, attorneys have used the FFVB building and the Family Centre program as a place to send clients being released from jail. The Family Centre has also been used as a place for people sentenced to community hours to do their service work.

(viii) We partner with social services. On several occasions, offices at the FFVB building have been used as a meeting place for supervised visits between mother and child under the supervision of a court ordered social worker. The closing of offices and reduction in social services due to the pandemic response has necessitated alternate locations and arrangements be made to facilitate such visits.

(ix) We partner with other charities. The Salvation Army distributes surplus food and clothing through the Family Centre program. Being open seven days a week and the large number of poor people that frequent the centre makes it an excellent choice to ensure distribution of these surplus items.

(x) We partner with other organizations. The Bear Clan has an office situated in the FFVB building and runs its operations from there. Bear Clan volunteers also help out at the Family Centre.

Facilitating the above listed ten items, as well as the storage requirements needed to operate a food bank, a clothing bank, a bedding bank, and a soup kitchen uses up 70% of the FFVB's building. The FFVB tries to rent out the remaining 30% of the building to generate a revenue stream to cover the building's expenses, i.e., utilities, taxes, minor repairs, and maintenance.

Moving forward, it is the intention of the board of the FFVB to continue finding ways to facilitate as many social programs as possible to help the ever growing number of people falling through the social system's cracks. This population is composed of desperate and helpless mentally ill people who can not, or will not, conform to the behavioural requirements demanded of them as a prerequisite to access essential social services provided by RRDSSAB and many First Nations programs. I have two health related university degrees and have worked 35 years as a retail pharmacist, in many different communities throughout Northwestern Ontario, and over my entire career I have had to deal with mentally ill patients and addiction. I have helped create and operate both methadone and suboxone clinics in Fort Frances, Atikokan, Emo, and Thunder Bay. Mental illness and addiction go hand in hand, they are not a new problem, and this problem is growing exponentially. Our health and social systems have failed this group of people and the FFVB is committed to help this broken segment of our society through partnerships with like minded individuals and organizations who are prepared to abandon the ineffective social conventions of the status quo and work towards creating a more effective and inclusive solution.

As with many small non-profit organizations, the history, mandates, and letters patent are commonly neglected and regular updates are not completed. The FFVB is no exception. The board of the FFVB has addressed this issue and the necessary updates are being processed by our lawyer. We expect this process to be completed by the end of February at the latest. Once completed I will email them to you.

I hope this clarifies any confusion as to the mandate of the FFVB, the charitable work the FFVB does, and to the role the Family Centre program plays facilitating both the FFVB's mandate and the charitable work it does.

John Sus  
Artsci'83 Queens, BPharm'86 U of Manitoba  
FFVB Director/Treasurer  
FFVB member and volunteer

On Wed., Jan. 6, 2021, 12:16 p.m. Dawn Galusha, <[dgalusha@fortfrances.ca](mailto:dgalusha@fortfrances.ca)> wrote:

Good Afternoon John,

The Charity Rebate Application was discussed yesterday at the Administration and Finance Executive Committee. From the application, it is unclear what the Fort Frances Volunteer Bureau is currently involved with. It appears that 30% of the Building is a rental area and the other 70% is used by the FFVB. We realize that the Fort Frances Family Centre is located at the Volunteer Bureau, but it is my understanding that it is separate from the "FFVB". Please confirm.

There is a "History of the FFVB" last updated April 1991 in the package. The Committee would like an updated written outline of what the Fort Frances Volunteer Bureau is currently working on, as this document is very outdated. Please send this to me at your earliest convenience.

Regards,

Dawn

Dawn Galusha, CPA, CGA

Treasurer

Town of Fort Frances

807-274-5323 Ext 1225

**From:** [no-reply@mpac.ca](mailto:no-reply@mpac.ca)  
**To:** [Dawn Galusha](#)  
**Cc:** [Doug Brown](#)  
**Subject:** [External] MPAC response for 591201000118005 - Work Object id: ENQ-0091691  
**Date:** Thursday, January 7, 2021 1:22:17 PM

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[EXTERNAL] Don't click links or attachments unless you recognize the sender and know the content is safe. You can forward suspicious messages to [support@fortfrances.ca](mailto:support@fortfrances.ca).

Thank you for your enquiry received on 2021/01/04. As per your submission, please find the response(s) below:

Question - 1

We recently received a charity rebate request for the Fort Frances Volunteer Bureau and in reviewing it I noticed that it is classed as Residential. I am wondering if you can provide us with some insight as to why this property is Residential and not commercial.

Regards,  
Dawn

Dawn Galusha, CPA, CGA  
Treasurer  
Town of Fort Frances  
807-274-5323 Ext 1225

Response - 1

Many 'community club' type properties are classed as residential.  
Under Section 3 of the Assessment Act:

(1) The residential property class consists of the following:

2. Land not used for residential purposes that is,

iv. land owned and occupied by a non-profit service organization, a non-profit private club, a non-profit cultural organization or a non-profit recreational sports club, other than land used as a golf course or ski resort,

(2.1) In subparagraph 2 iv of subsection (1),

“cultural organization” means an organization that is established and maintained for cultural activities for Canadians of a specific ethnic origin, including First Nations peoples; (“organisme culturel”)

“service organization” means an organization whose primary function is to provide services to promote the welfare of the community and not only to benefit its members. (“organisme de services”) O. Reg. 356/00, s. 1 (3)

Hoping that this information suffices for your enquiry,

Mark Cawston  
Property Valuation Analyst  
Valuation & Customer Relations  
Office: (807) 270-0013  
Mobile: (807) 271-2829

[mpac.ca](http://mpac.ca)  
Municipal Property Assessment Corporation  
281 Second St East, Suite C  
Fort Frances ON P9A 1M7

Regards,



MPAC

[MPAC-TOP-2021-EMPLOYER]

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**Fort Frances Volunteer Bureau  
2020 Charity Rebate**

Address: 140 Fourth St W  
Roll # 1.1.18005

RTC/ RTQ	Assessment	Municipal Rate	School Rate	BIA Levy	Municipal Levy	Education Levy	BIA Levy	Capping Adjustment	Total Final Levy
RTEP	171,000	0.01750367	0.00153		\$ 2,993.13	\$ 261.63	\$ -	\$ -	\$ 3,254.76
	Charity Rebate 40%				\$ 1,197.25	\$ 104.65	\$ -	\$ -	\$ 1,301.90

**G/L Distribution - CT**

10-020-0265-1210-54512 \$ 1,197.25  
10-010-0151-0122-50028 \$ 104.65  
**Total \$ 1,301.90**

**Approved by:** \_\_\_\_\_ **Date:** \_\_\_\_\_

<b>Final</b>	<b>2020</b>
<b>Mailing Date</b>	<b>July 17, 2020</b>

Roll No. 010-001-18005-0000					Bill No. 221271			
Mortgage Company					Mortgage No.			
Name and Address					Municipal Address/Legal Description			
FORT FRANCES VOLUNTEER BUREAU 140 FOURTH ST W SUITE 1 FORT FRANCES ON P9A 3B8					00140 FOURTH ST W M68 BLK F PLAN M74 48R3656 PART 1 PCL BLK 4-1-0			
Assessment			Municipal Levy		County Levy		Education Levy	
Class	Value	Class/Educ. Support	Tax Rate(%)	Amount	Tax Rate(%)	Amount	Tax Rate(%)	Amount
RTEP	\$171,000.00	Res/Farm Tx:Full - EPubSup	0.01750367	\$2,993.13			0.00153000	\$261.63
Sub Totals >>>			Municipal Levy	\$2,993.13	County Levy	\$0.00	Education Levy	\$261.63
Special Charges					Installments		Summary	
By Law #	Description	Amt	Exp Year	Due Date	Amount			
				2020-08-31	\$851.51	Sub-Total - Tax Levy		\$3,254.76
				2020-09-30	\$850.00	Special Charges/Credits		\$0.00
						2020 Tax Cap Adjustment		\$0.00
						Final 2020 Levies		\$3,254.76
						Less Interim Tax Notice		\$1,553.25
						Past Due Taxes/Credit		\$0.00
Total Special Charges			\$0.00			Total Amount Due		\$1,701.51

**Schedule 2**  
Explanation of Tax Changes 2019 to 2020

Final 2019 Levies	Final 2020 Levies	Total Year Over Year Change
\$3,106.51	\$3,254.76	\$148.25

Final 2019 Levies	\$3,106.51
* 2019 Annualized Taxes	\$3,106.51
2020 Local Municipal Levy Change	\$148.72
2020 County Levy Change	
2020 Provincial Education Levy Change	
2020 Tax Change Due to Reassessment	-\$0.47
** Final 2020 Levies	\$3,254.76

\*\* Adjusted and final tax amounts apply only to the property or portion(s) of property referred to in this notice and may not include some special charges and credit amounts.

**Schedule 3**  
Explanation of Property Tax Calculations

	Commercial	Industrial	Multi-Res.
2020 CVA Taxes	\$0.00	\$0.00	\$0.00
* 2019 Annualized Taxes	\$0.00	\$0.00	\$0.00
2020 Tax Cap Amount	\$0.00	\$0.00	\$0.00
2020 Provincial Education Levy Change	\$0.00	\$0.00	\$0.00
2020 Municipal Levy Change	\$0.00	\$0.00	\$0.00
** 2020 Adjusted Taxes	\$0.00	\$0.00	\$0.00

\* An annualized tax figure is used in this analysis to compensate for mid-year adjustments in tax treatment or assessment value. If a property did not have any mid-year adjustments the annualized taxes should equal the Final tax amount listed above.

**Town of Fort Frances**  
320 Portage Avenue  
Fort Frances Ontario P9A 3P9

(807) 274-5323 Ext. 0000

Payment may be made at a financial institution by mail or in person at the Town of Fort Frances. The Town credits payment to accounts on the day it is received by our office. Payments must be received by closing time at the Civic Centre. Penalty at 1.25% will be added on the 1st day of the month following default and on the 1st day of each calendar month thereafter.  
An NSF charge of \$33.80 will apply to all returned cheques.

**Town of Fort Frances**  
320 Portage Avenue  
Fort Frances Ontario P9A 3P9

(807) 274-5323

Payment may be made at a financial institution, by mail or in person at the Town of Fort Frances. The Town credits payment to accounts on the day it is received by our office. Payments must be received by closing time at the Civic Centre. Penalty at 1.25% will be added on the 1st day of the month following default and on the 1st day of each calendar month thereafter.  
An NSF charge of \$33.80 will apply to all returned cheques.

PLEASE DETACH AND SUBMIT WITH PAYMENT THANK YOU

<b>Received from:</b>	
<b>Roll #</b>	010-001-18005-0000
<b>Name</b>	FORT FRANCES VOLUNTEER BUREAU
<b>Address</b>	140 FOURTH ST W SUITE 1 FORT FRANCES, ON P9A 3B8
<b>Due Date</b>	<b>Total Due</b>
September 30, 2020	\$850.00

PLEASE DETACH AND SUBMIT WITH PAYMENT THANK YOU

<b>Received from:</b>	
<b>Roll #</b>	010-001-18005-0000
<b>Name</b>	FORT FRANCES VOLUNTEER BUREAU
<b>Address</b>	140 FOURTH ST W SUITE 1 FORT FRANCES, ON P9A 3B8
<b>Due Date</b>	<b>Total Due</b>
August 31, 2020	\$851.51

# STATEMENT OF ACCOUNT

Town of Fort Frances  
320 Portage Avenue  
Fort Frances, Ontario  
P9A 3P9

Date Issued: December 10, 2020

Issued To: FORT FRANCES VOLUNTEER BUREAU  
140 FOURTH ST W SUITE 1  
FORT FRANCES, ON  
P9A 3B8

Roll #: 010- 001- 18005- 0000

Owners:  
FORT FRANCES VOLUNTEER  
BUREAU

Property Address: 00140 FOURTH ST W

Legal Description: F M74  
M66 BLK F PLAN M74 48R3656  
PART 1 PCL BLK 4-1-0

District(s):

Frontage: Lot 0.45 Acres, Front 330 Feet, Front 67 Feet

Zone: C2

## LOCAL IMPROVEMENTS

## PROPERTY ASSESSMENT

Taxation Year: 2020

Assessment Code	Description	Amount
RTEP	Res/Farm Tx:Full - EPubSup	\$171,000.00
<b>Total Assessment:</b>		<b>\$171,000.00</b>

## ACCOUNT BALANCE

Year	Tax Amount	Interest/Penalty	Total Balance
2020	\$0.00	\$0.00	\$0.00
2019	\$0.00	\$0.00	\$0.00
2018	\$0.00	\$0.00	\$0.00
2017	\$0.00	\$0.00	\$0.00
2016 and prior	\$0.00	\$0.00	\$0.00

## TRANSACTION SUMMARY

Year	Tax Levy	Supplemental Taxation	Penalty	Adjustment	Payment	Installments Not Yet Due	Balance
2020	\$3,254.76	\$0.00	\$31.91	\$0.00	(\$3,286.67)	\$0.00	\$0.00
2019	\$3,106.51	\$0.00	\$139.43	\$0.00	(\$3,245.94)	\$0.00	\$0.00
2018	\$3,226.63	\$0.00	\$371.53	\$0.00	(\$3,598.16)	\$0.00	\$0.00
2017	\$3,204.66	\$0.00	\$512.91	(\$508.68)	(\$3,208.89)	\$0.00	\$0.00
2016 and prior	\$33,514.67	\$0.00	\$1,729.70	(\$1,674.24)	(\$33,570.13)	\$0.00	\$0.00
							<b>\$0.00</b>

## TRANSACTIONS

December 10, 2020 - December 10, 2020

**CORPORATION OF THE TOWN OF FORT FRANCES  
TAX REBATE FOR CHARITABLE ORGANIZATIONS**

**Application Form**

Request for Tax Rebate for Taxation Year 20 20

Name of Organization: Fort Frances  
Volunteer Bureau

Charitable Registration No: 118928043 RR0001

Location: 140 Fourth Street West  
Fort Frances, ON P9A 3B8

Telephone No: 807-274-9555

Contact Name: John Sus

Length of Time at the Address: 40 years

Date of Occupancy if Less Than One Year:

Previous Address if Occupancy is Less Than One Year:

Mailing Address if Different from Location Above:

Name of Landlord: N/A

Telephone No:

Type of Lease: (Please Check One)

Net Lease: ☐

Gross Lease: ☐

Note: The building at 140 Fourth Street West, Fort Frances, ON P9A 3B8 is  
owned by the Fort Frances Volunteer Bureau

### Requested Documentation

- a) See attached files in email
- b) The old CN train station located at 140 Fourth Street West in Fort Frances is owned by the Fort Frances Volunteer Bureau (FFVB). This building is 7.37 m wide by 55.30 m long or approximately 24' wide by 180' long for a total of 4,320 sq ft. There is a partial second floor area measuring 24' wide by 24' long adding another 576 sq ft. The total usable floor space is 4,896 sq ft.

The FFVB rents offices located in the west side of the building. The area for rental offices, including connecting hallways, is the full 24' width of the building running a length of 60' eastward to the public washrooms for a total rental area of 1440 sq ft. The rental area represents approximately 30% (actual is 29.41%) of the usable floor space. The remainder of the building is used by the FFVB.

- c) Not applicable
- d) Not applicable
- e) Not applicable

Government  
of CanadaGouvernement  
du Canada

# Canada Revenue Agency

Sign out

[Home](#) > [My Business Account](#)

## Program account details

This is the information that CRA currently has on file for your organization. Review it for accuracy and completeness

### Business number (BN) information

To update information listed here go to the homepage and, if available, submit a request through "Update registered charity or RCAA information". To learn more about the types of changes you can make to your business account, go to [Changes to your business](#).

Program account  
number:

**118928043RR0001**

Organization name:

**FORT FRANCES VOLUNTEER BUREAU**

Operating/Trade  
name:

**Fort Frances Volunteer Bureau**

Program account  
type:

**Charity**

Language for  
correspondence:

**English**

## Program account information (post-registration only)

To request a change to any of this information go to the homepage and, if available, submit a request through "Update registered charity or RCAA information".

Account status:

**Active**

Registration date  
(YYYY-MM-DD):

**1980-11-01**

Fiscal period end  
(MM-DD):

**03 - 31**

Designation:

**Charitable organization**

## Program account address information

To update this information, return to the homepage and, if available, select "Manage address".

Physical location address

**140 4TH STREET W  
FORT FRANCES, ON  
P9A3B8  
CANADA**

Mailing address

Care of:

**140 FOURTH STREET W**



**FORT FRANCES, ON  
P9A3B8  
CANADA**

Books and records address

***(Must be an address in Canada and cannot be a post office box)***

**Care of:**

**140 4TH STREET W  
FORT FRANCES, ON  
P9A3B8  
CANADA**

## **Public contact information (post-registration only)**

The following information may be available to the public on the List of charities webpage. To make a change go to the homepage and, if available, submit a request through "Update registered charity or RCAA information".

### **Email**

#### **Email**

fortfrancesvb@gmail.com

### **Website**

#### **Website**

No data is available in the table

## Social media

Social media type	Social media account name
No data is available in the table	

## Phone number

Phone number	Extension
(807) 274-9555	

## Business account owners

These are the owners, partners, or directors currently associated with your organization's business number. These individuals are able to receive information and make amendments associated with your business number and program account. They may be different than the directors, trustees, and like officials that you list in your annual return.

To request a change of your business account owners go to the homepage and, if available, submit a request through "Update registered charity or RCAA information". To learn other ways to update this information, go to [Change of owner, partners or directors](#).

## List of owners

First name	Last name
Carrie	Atatise-Norwegian
Laura	Bruyere
GABRIEL	HANZUK
JOEL	MORRIS

First name	Last name
JOHN	SUS

## Authorized representatives

An individual, firm or group may have been granted authority to receive information or make changes to your business account. To view or update your organization's authorized representatives go to the homepage and select the "Authorize or manage representatives" option within the Business profile tab.

[Previous](#)

**Screen ID:** MBA-DTLS

**Date modified:** 2019-05-08

History of Fort Frances Volunteer Bureau  
(Last updated April 1991)

The Fort Frances Volunteer Bureau was formed in 1980 and incorporated in 1983, to enable and encourage citizens to serve the community and region through volunteer participation; and to help other community organizations to optimize their usefulness through effective liaison with volunteers. At first FFVB recruited for larger organizations; and screened and placed volunteers in one-to-one situations with the elderly, shut-ins, new immigrants and the disadvantaged. Since that time our mandate has included Big Buddies for lonely boys; Assoc. for Community Living; Family and Children's Services; Raincrest Home for the Elderly; LaVerendrye Hospital visitors; Nursery School drivers; Boy Scout/Girl Guide volunteers; Substitute Grandparents; Library Helpers; Income Tax Helpers; Skills Exchange; Office Help; Board Members for Non-Profit Organizations.

Even before special funding became available, the Bureau was helping people with literacy needs. In 1985 the FFVB had 22 literacy tutors who volunteered a total of 926 hours. Since that time, with the help of the Ministries of Community and Social Services, and of Skills Development, more has been done every year to help people who have had literacy needs. We have since worked very hard to provide a service that recognized and addressed the needs of many categories of literacy client. Currently we offer ABE, ABL, ESL, Computer Assisted Learning, Sash Readers Programs and Supplementation, a Jail Visitations and Follow-Up Program, a Students Helping Students Program, and a Night School Program. Other programming options include Numeracy and Success with Money, and Keyboarding and Basic Word Processing. We also offer free testing and needs assessments, to those who request them. We hope to be adding a Family Literacy Program to this catalogue of services, in the near future. Further, we wish to provide an access ramp for physically handicapped people within the next fiscal year.

During the past two years, we have worked hard to help promote International Literacy, not just for 1990, but for every year, and for every person. Our Literacy Sash became a product of this effort. Now there is a product that is recyclable, does not threaten our forests (because it is made of nylon), and whose colours and texture present less discomfort to many learners who have had negative experiences with the traditional methods and materials. Our ancillary materials are more encouraging than many conventional materials as well.

We are all very proud of the good work we produce through the Fort Frances Volunteer Bureau.

Provincial Incorporation Number: 560279  
Charitable Organization Number: 0604124-09-20

## Report to Council

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**TO:** Administrative and Finance Executive Committee

**FROM:** Karyn Haney, Deputy Clerk

**DATE:** January 19, 2021

**SUBJECT:** 2021 Moffat Family Fund Grant Allocations

---

The Town of Fort Frances received a \$93,750.00 charitable grant in 2021 from the Winnipeg Foundation, through a generous contribution from the Moffat Family Fund.

The Town of Fort Frances coordinates the application process through its' Moffat Family Fund Steering Committee and will subsequently make recommendations to The Winnipeg Foundation for grant allocations within the community. This committee is responsible for ensuring that the funding allocations effectively support the Moffat Family Fund mandate within our community, which is to "support and advance the economic, social, physical and intellectual well-being of children and families".

Moffat Fund grant requests will be accepted from 0830 hrs on February 22<sup>nd</sup> to 1600 hrs on March 26<sup>th</sup>. Our committee will submit its' recommendations to the Winnipeg Foundation by April 15<sup>th</sup>.

To be considered for funding, applications must include a valid Canadian charity number. Successful applicants from prior years who have failed to complete their final reporting obligations will not be considered. The deadline for interim/final report submission for grant funding received in 2020 is January 31, 2021.

Respectfully submitted,

*Karyn Haney*

Karyn L Haney, Deputy Clerk

Moffat Family Fund Steering Committee:

Mayor: June Caul

Councillor: Mike Behan

Councillor: John McTaggart

Mrs. Linda Hamilton, Community Chest

Mrs. Marie Howells, Rainy River District Social Services Administration Board.

Resource: Doug Brown, CAO

Resource: Karyn Haney, Deputy Clerk



# FIRE RESCUE SERVICE

"PRIDE & HONOUR"

Leadership - Commitment - Empower - Engage - Succeed - Continual Improvement



## DECEMBER 2020 REPORT FROM: TYLER MOFFITT – FIRE CHIEF/CEMC

Total Hours: Incidents; Training; Public Education; and Public Service	Training Sessions:	Public Ed & Prevention; Public Events; Public Service:	Fire Safety Standards and Enforcement Inspections / Re-inspections for 2020:	Fire Drills	EMS Calls:	Fire Calls:	Fire Loss estimated values in Dollars:
13.7	2	0	98	0	1	2	0
Alarm Calls:	MVC Calls:	Water Related Rescue Calls:	(CO) Carbon Monoxide / Gas Leak Calls:	Hazmat Calls:	Mutual Aid Calls:	Other Calls:	Tickets Issued:
3	2	0	1	0	0	0	0

**TEAM MEMBERS RESPONDED TO 9 CALLS FOR SERVICE DURING DECEMBER 2020.**

### Total Hours:

- **9.7 Hours** was spent on responding to Emergency Incidents.
- **4 Hours** was spent on Training.

### Time of Day:

During this month, **44%** of our calls for service occurred on the Day Shift between 07:00 & 19:00 and **56%** of our calls for service occurred during the Night Shift between 19:00 & 07:00.

### Fire Safety Standards and Enforcement Inspections / Re-inspections:

Since March 13, 2020, fire safety standards and enforcement inspections had been suspended due to the COVID-19 pandemic. On August 17, 2020 they were re-instated. 12 fire safety standards and enforcement inspections were completed in December, which were completed in a safe manner with all the PPE and Health and Safety protocols in place.

As well, Wayne Riches our Captain of Fire Prevention and Education completed an updated count of inspections. For 2020, only **98** inspections/re-inspections were completed due to the **COVID-19 pandemic**. This number represents **133** less inspections from the previous year, which translates to **136%** less. **Note: 231** inspections/re-inspections were completed in 2019.



# FIRE RESCUE SERVICE

"PRIDE & HONOUR"

Leadership - Commitment - Empower - Engage - Succeed - Continual Improvement



## DECEMBER 2020 REPORT FROM: TYLER MOFFITT – FIRE CHIEF/CEMC

**Fire Calls: 2** calls. One involved a tripped breaker and melting electrical outlet. Another call involved unattended cooking. Thanks goes out to the attentive neighbours, as well as the quick response of our team members. A friendly reminder to all ... LOOK WHILE YOU COOK. As well, remember ... when you leave home ... make sure the oven and stove are off!

**Fire Alarms: 3** False Fire Alarm Calls.

**MVC (Motor Vehicle Crashes): 2** calls. One MVC was in the Town of Fort Frances, while another MVC occurred outside the town.

**CO (Carbon Monoxide) Call: 1** actual call, which consisted of CO present at a residence.

**EMS Calls: 1** call.

### Public Fire Safety Education:

Weekly Fire & Life Safety Tips continue to be published in the Thursday edition of the Fort Frances Bulletin. As well, we continue to post a weekly Safety Share on our towns official Facebook Page.

### Fire Rescue Service Operational Update

On December 22, 2020 I informed our team members the following protocols would be implementing until further notice:

- All Fire Training Sessions and Fire Practices are cancelled.
- All Fire Safety Inspections are cancelled; in the event of a life safety issue such as an Immediate Threat to Life, inspections will occur with all the PPE and protocols in place.
- Limit visits to the fire hall other than working shifts and call outs.

**NOTE:** The rationale behind these updated protocols was due to ensuring the Health and Safety of all team members, as well as taking every precaution reasonable in the circumstances for the protection of a worker.