



City of Hamilton

GENERAL ISSUES COMMITTEE REVISED

Meeting #: 22-002(g)
Date: February 4, 2022
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:

<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:

<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
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12. ADJOURNMENT



**GENERAL ISSUES COMMITTEE
(OPERATING BUDGET)
MINUTES 22-002(f)**

9:30 a.m.

Thursday, January 27, 2022

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

Present: Mayor F. Eisenberger, Deputy Mayor L. Ferguson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, R. Powers, T. Jackson,
E. Pauls, J. P. Danko, B. Clark, M. Pearson, B. Johnson,
A. VanderBeek, J. Partridge

Absent: Councillor T. Whitehead - Personal
Councillor S. Merulla – Other City Business

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised of the following change to the agenda:

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

3.1 January 26, 2022

(Jackson/Danko)

That the agenda for the January 27, 2022 General Issues Committee (Budget) meeting, be approved, as amended.

Result: Motion, CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Absent	-	Ward 3 Councillor Ninder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko

Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson, Deputy Mayor
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) January 26, 2022 (Item 3.1)

(Johnson/Pauls)

That the Minutes of the January 26, 2022 meeting of the General Issues Committee, be approved, as presented.

Result: Motion, CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Absent	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson, Deputy Mayor
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(d) STAFF PRESENTATIONS (Item 6)

(i) Healthy & Safe Communities – 2022 Tax Supported Operating Budget (Item 6.1)

Angela Burdon, General Manager, Healthy & Safe Communities, provided the presentation respecting the Healthy & Safe Communities Department's 2022 Tax Supported Operating Budget, and answered questions of Committee.

(Pearson/Nann)

That the presentation respecting the Healthy & Safe Communities Department's 2022 Tax Supported Operating Budget, be received.

Result: Motion, CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Yes	-	Ward 5 Councillor Russ Powers
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson, Deputy Mayor
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(d) ADJOURNMENT (Item 12)

(Clark/Pauls)

That there being no further business, the General Issues Committee (Budget) be adjourned at 11:58 a.m.

Result: Motion, CARRIED by a vote of 13 to 1, as follows:

No	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla

**General Issues Committee (Budget)
Minutes 22-002(f)**

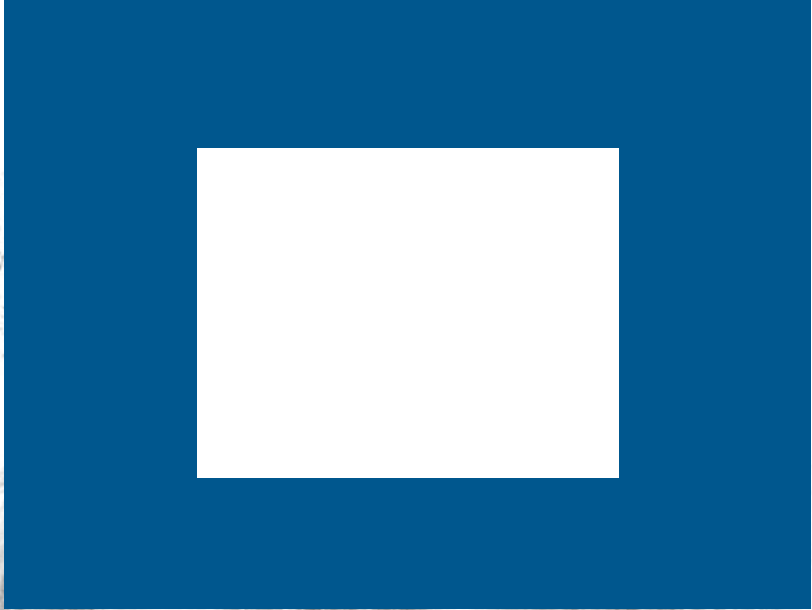
**January 27, 2022
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Yes	-	Ward 5	Councillor Russ Powers
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson, Deputy Mayor
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

Respectfully submitted,

Lloyd Ferguson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk



CITY MANAGER'S OFFICE

February 4, 2022



CITY MANAGER'S OFFICE

Advance Corporate Strategy and Term of Council Priorities

Advance Equity, Diversity and Inclusion Strategies

Deliver Proactive and Responsive Communications

Enhance Data Use and Digital Technologies

Recruit, Develop and Retain a Diverse and Talented Workforce

Support a Culture of Innovation and Continuous Improvement

Promote and Support Employee Health and Wellness

Promote and Manage Risk, Transparency and Compliance

Advance Intergovernmental Relations

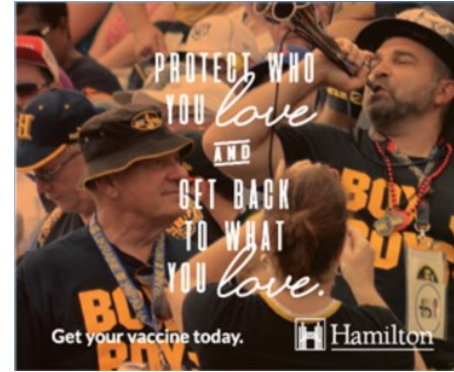
Supporting City's COVID-19 Emergency Response

- Directed **staff redeployment** to critical services - **36** resource requests from divisions resulting in the redeployment of **433** staff
- Supported hiring efforts by posting **39** positions, screening **26,544** applications and **456** new employees for Emergency Response and Vaccination programs
- Processed more than **15,600** rapid antigen tests test results
- Performed **2670** HR transactions (including hire, rehire, transfers and leaves of absences) in support to COVID-19 operations
- Answered **335** COVID-related staff inquiries through AskHR

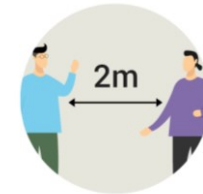
COVID-19 Emergency Response

Supporting our Community

- Supported all advertising, promotion, media and information delivery for pandemic response and vaccination efforts
- Aided community groups in locating and accessing external COVID funding and support opportunities
- Development and maintenance of COVID-19 virtual memorial on City’s website
- **40** COVID-19 media briefings and **153** media releases



WASH YOUR HANDS



KEEP A 2M DISTANCE



DON'T GATHER



Supporting our Employees to Ensure Continued Service Delivery

- Managed **11,130** employee COVID-19 rapid antigen tests
- Developed **21** NEW policies, procedures and guidelines around COVID-19 protocols
- Implemented **Mandatory Vaccine Verification Policy** and confirmed **93%** of staff fully vaccinated
- Developed and launched online tracking tool to manage COVID testing for employees
- Developed and launched **COVID Vaccine Education Program**

- Developed a comprehensive strategy for the City of Hamilton's future of work, including guiding principles, policy amendments, new health and safety procedures and employee supports
- New strategy includes four work models designed to help Hamilton maximize technology, flexibility and ensure its ongoing competitiveness in attracting and retaining employees.
- Models include:
 - Office employees
 - Home-based employees
 - Hybrid employees
 - Mobile and Frontline Employees

Term of Council Priorities

- Climate Change
- Multi-Modal Transportation
- Homelessness & Affordable Housing
- Integrated Growth & Development
- Fiscal Health & Financial Management
- Equity, Diversity & Inclusion
- Trust & Confidence in City Government
- A Healthy, Respectful & Supportive Workplace



Climate Change, Multi-Modal Transportation and Housing

- Worked with provincial government and Metrolinx on new MOU for Hamilton LRT
- Government Relations support for funding:
 - Year 5 of City's transit strategy
 - Supportive housing
 - Climate change adaptation & mitigation
- Advancing corporate-wide climate change planning and implementation
- Promotion of climate lens in programs and policy development



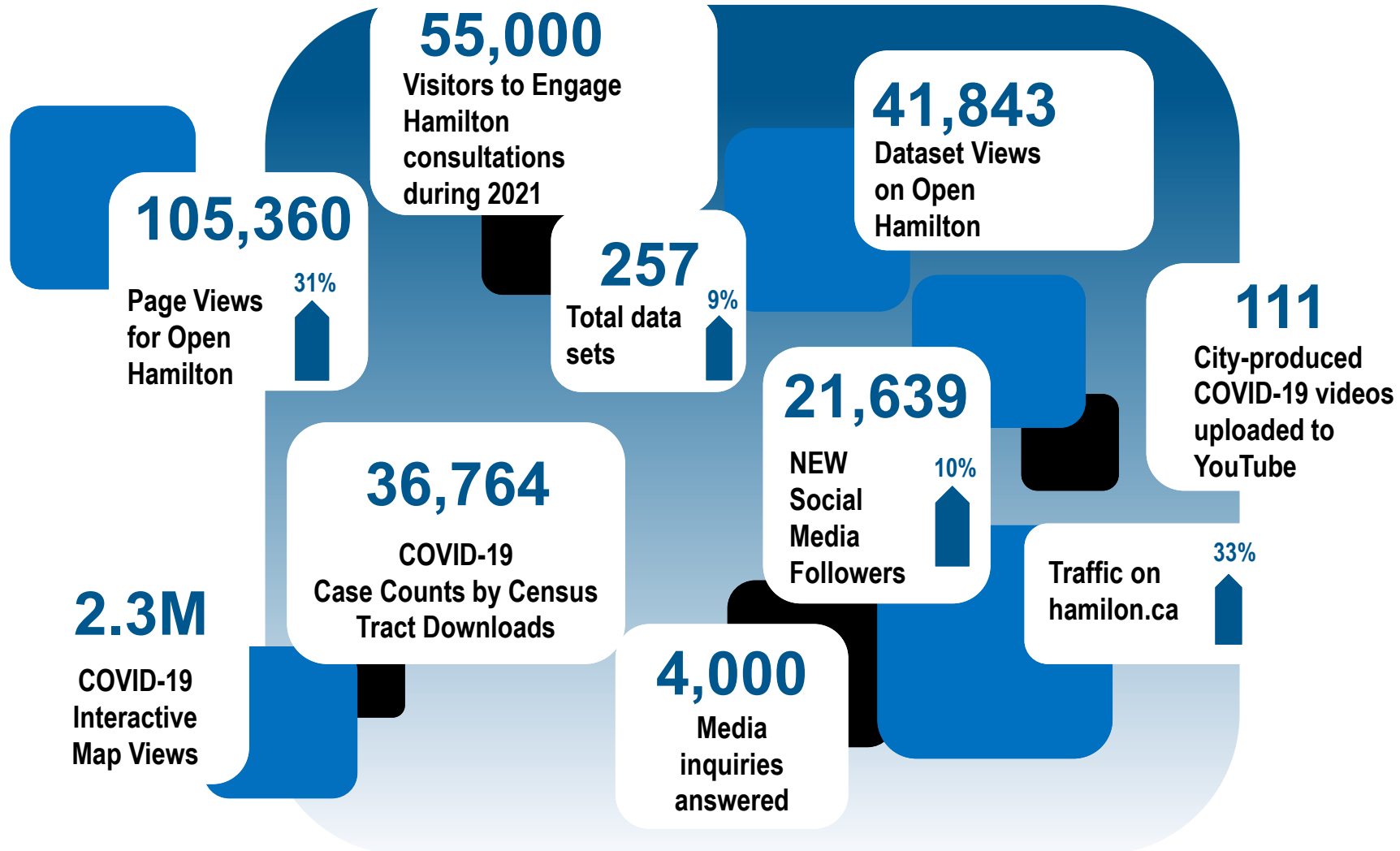
Community Equity, Diversity and Inclusion Initiatives

- Assisted in the re-establishment of the Hamilton Anti-Racism Resource Centre and hiring new Executive Director
- Finalized hate prevention, mitigation and community initiatives action plan
- Ongoing engagement with community equity-seeking groups
- Hosted an annual Municipal Anti-Hate Symposium in December 2021
- Collaborated with City of Hamilton anchor institutions (HAIL)
- Municipal network to create a better understanding of EDI issues

Corporate Equity, Diversity and Inclusion Initiatives

- Developed City's EDI Framework and implementation and training plans which were approved by Council in September 2021
- Conducted employment equity survey garnering **4220** responses
- Conducted cultural assessment survey with **2321** responses
- Development of dedicated team to support dedicated EDI initiatives

Trust & Confidence in City Government – Sharing information



July 2020 to June 2021

Accountable Hamilton

95%
Audit
Recommendations
Accepted

32%
Overall
Substantiation
Rate

Cyber Security Audit

Investigation of Alleged Illegal Dumping
Scheme (Waterdown Gardens)

Roads Value for Money Audit

Road Maintenance Small Tools
and Equipment Inventory Audit

Hamilton Future Fund Audit

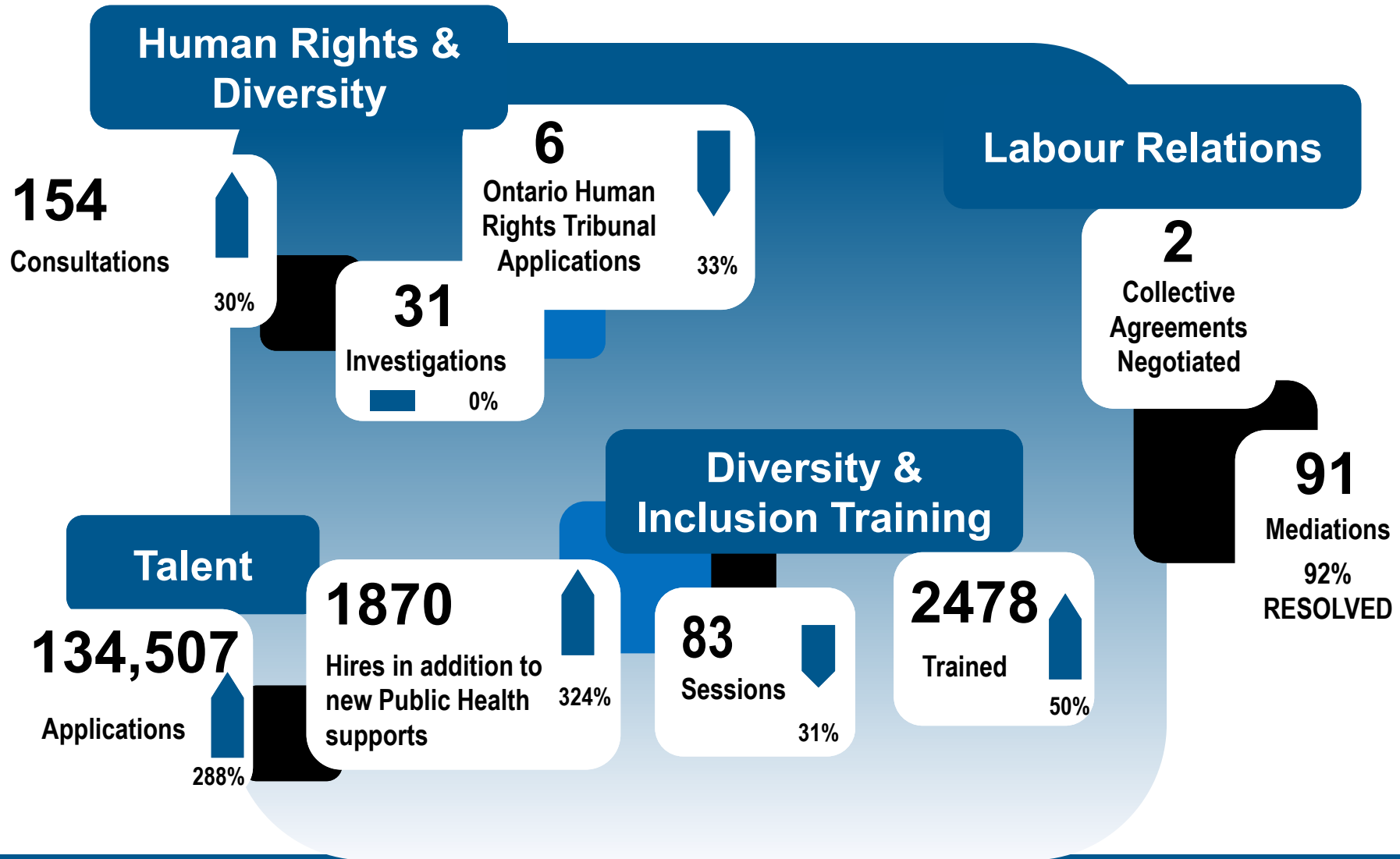
24
Investigations
Launched

\$235K
Loss or Waste Substantiated
\$2K – Fraud
\$233K Waste
\$5k in losses recovered

3
Serious Matters
Reported to
Council in 2021



A Healthy, Respectful & Supportive Workplace



A Healthy, Respectful & Supportive Workplace

Supporting Our Employees

3955

LifeSpeak
OnDemand

Top 5 Topics Accessed

4

Employee
Virtual
Townhalls

20

All Staff
Emails

28

Hamilton
Responds
Weekly
Emails

346

Mental Health



88%

277

Physical Health

New to top 5

666

Resilience and Mindfulness

New to top 5

953

Financial Health

New to top 5

2182

Professional Development

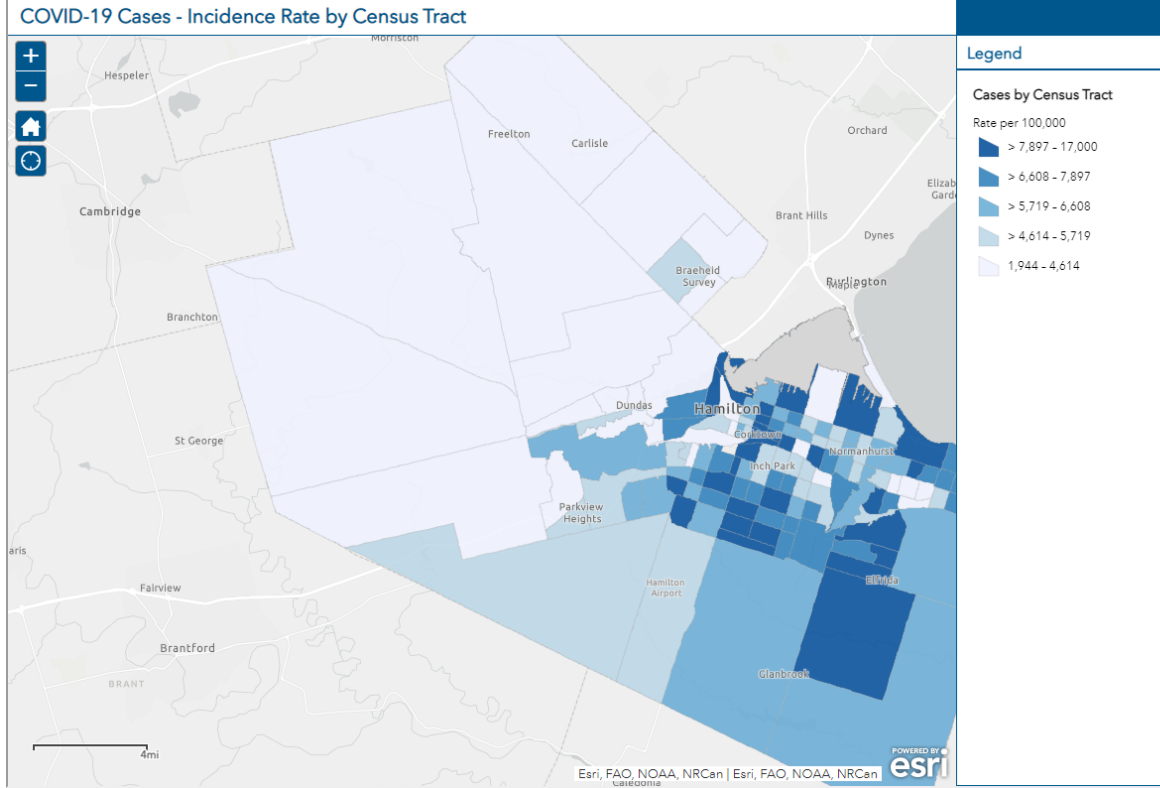


235%

Developed
future
workplace
models to
better
support and
clarify remote
work

Other 2021 Highlights – COVID-19 Data Analytics

Data Analytics

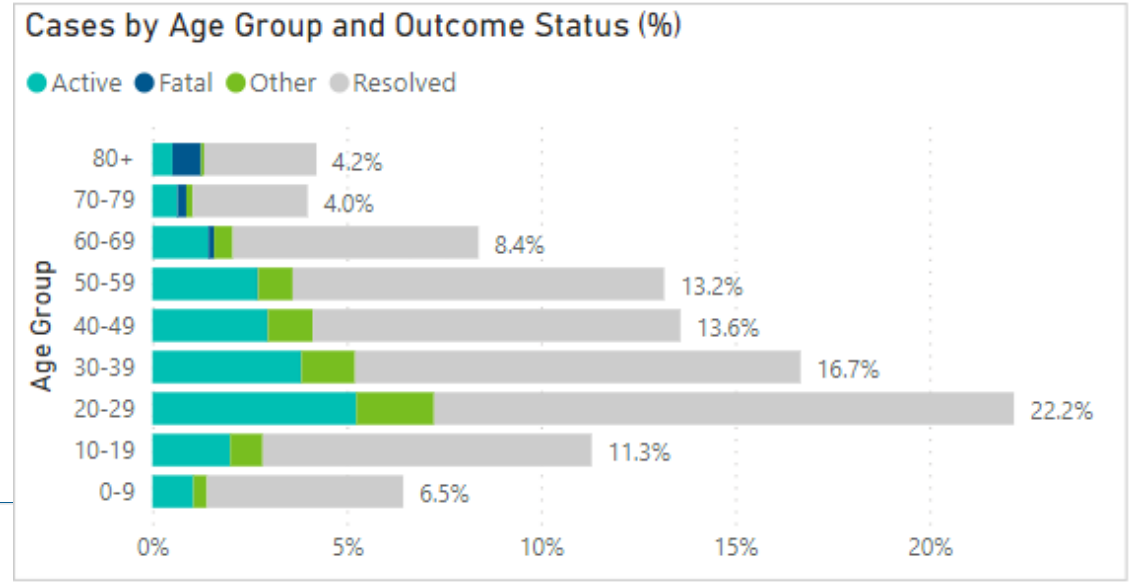


Status of Cases in Hamilton

COVID-19 Case Characteristics

The following section contains demographic, case outcomes, hospital interventions, and transmission characteristics for confirmed and probable cases of COVID-19 identified within the City of Hamilton.

Total Cases	Fatalities	Ever Hospitalized %	Active Cases	Resolved %	New Cases: 7 Day Avg	Current Reproductive #	Percent Positivity
37,137	428	5.0%	7,577	71.1%	634	1.84	31.2%
530 <small>Cases: Change from Previous</small>	1 <small>Fatalities: Change from Previous</small>						



Other 2021 Highlights

Strategic Partnerships & Revenue Generation



\$930k
cash revenues

\$1.3M
in-kind contributions

HR Data & Analytics

312
Requests for HR Data Reports

Our People Survey

62%
Employee Response Rate

CityLAB (since 2017)

2,405
Students

88
Staff

68
Instructors

145
Projects

City Enrichment Fund

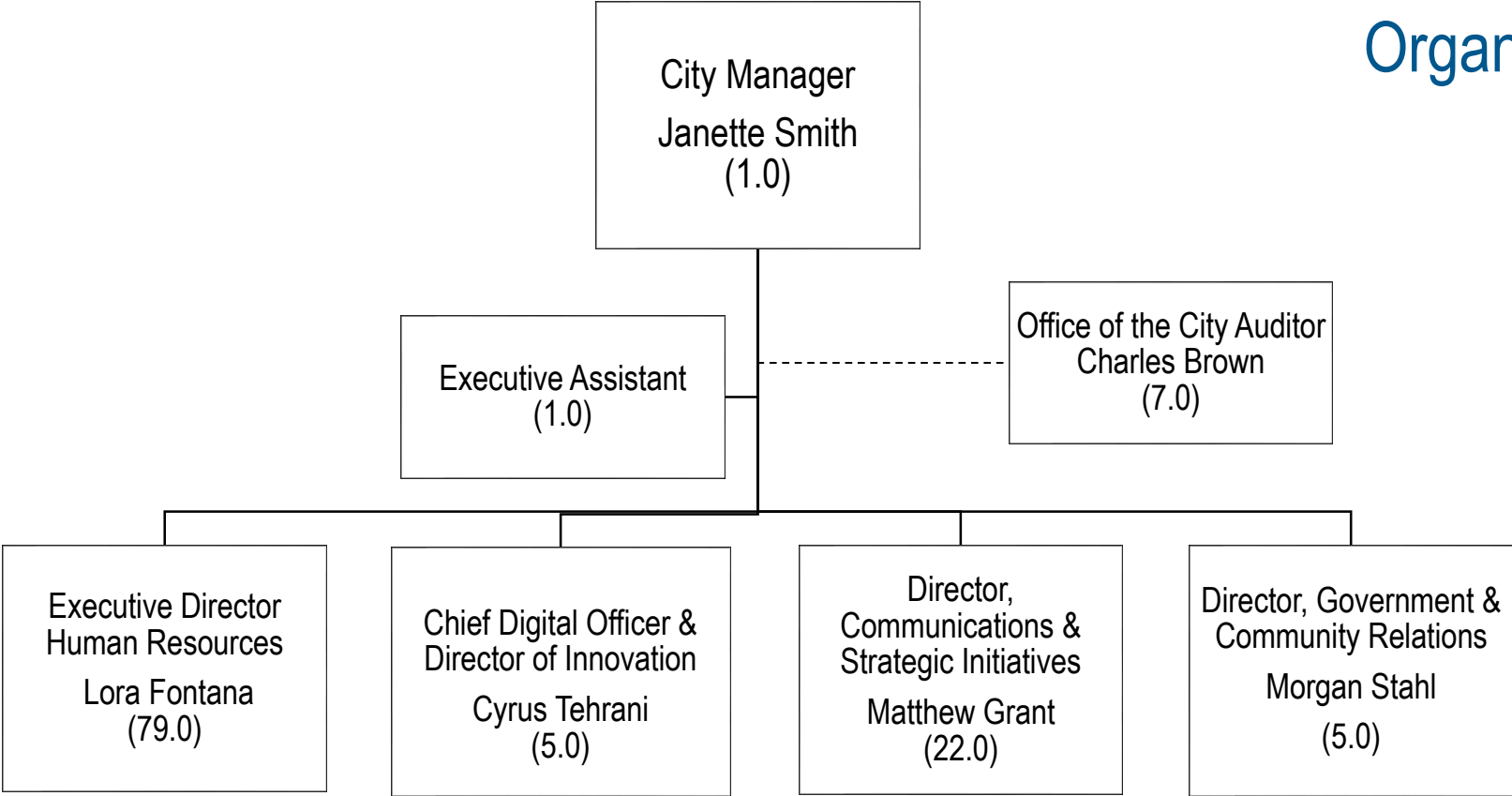
\$5.6 M

286 programs and events funded and launched new online grant platform

2022 PRELIMINARY TAX OPERATING BUDGET

City Manager's Office

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	18.0	101.5	119.5	5.6:1
2022	21.0	99.0	120.0	4.7:1
Change	3.0	(2.5)	0.5	

2022 Operating Budget by Division

City Manager

	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Office of the City Auditor	1,175,130	1,231,240	1,201,240	26,110	2.2%
CMO - Admin	209,270	233,520	233,520	24,250	11.6%
Communication & Strategic Initiatives	2,421,370	2,547,060	2,517,060	95,690	4.0%
Digital & Innovation Office	201,620	858,810	206,250	4,630	2.3%
Government & Community Relations	851,540	868,500	868,500	16,960	2.0%
Human Resources	8,163,030	10,541,910	8,589,490	426,460	5.2%
Sub-total City Manager	13,021,960	16,281,040	13,616,060	594,100	4.6%
<i>CRI-06 Digital & Innovation (CityLab)</i>		<i>141,300</i>	<i>36,900</i>	<i>36,900</i>	
Total City Manager	13,021,960	16,422,340	13,652,960	631,000	4.8%

2022 Departmental Budget Drivers

Item	Impact (\$000s)
Employee Related costs (COLA, benefit increases, job re-evaluations), 2 additional FTE as approved by Council)	\$648
Corporate Allocations and Rent	\$64
Reserves and Indirect Recoveries	\$(122)

- Continue supporting City's Emergency COVID-19 response and recovery planning
- Launch new version of City website, Hamilton.ca
- Implementation of online platform for Community Enrichment Fund for 2022 applications
- Development of Public Engagement Policy and framework
- Initiate stormwater management and continue Code Red audit. Complete Grightmire, Growth division road, traffic inventory follow up, Phase 1 EDI, and personal use of City vehicles audits
- Develop and implement corporate government relations strategy
- Develop and implement digital services strategy

- Implement EDI framework and training plan by engaging organizational teams, employee communications, structured performance management, data measurement, metrics and analytics
- Implement senior staff level recruitment strategy and hiring resources
- Implement **Hamilton@Work** flexible work models
- Communication and implementation plan for new Non Union benefit plan
- Launch learning management system to deliver corporate and mandatory training
- 2022 provincial election priorities and related strategy
- Review and management response to Our People Survey results

LOOKING AHEAD

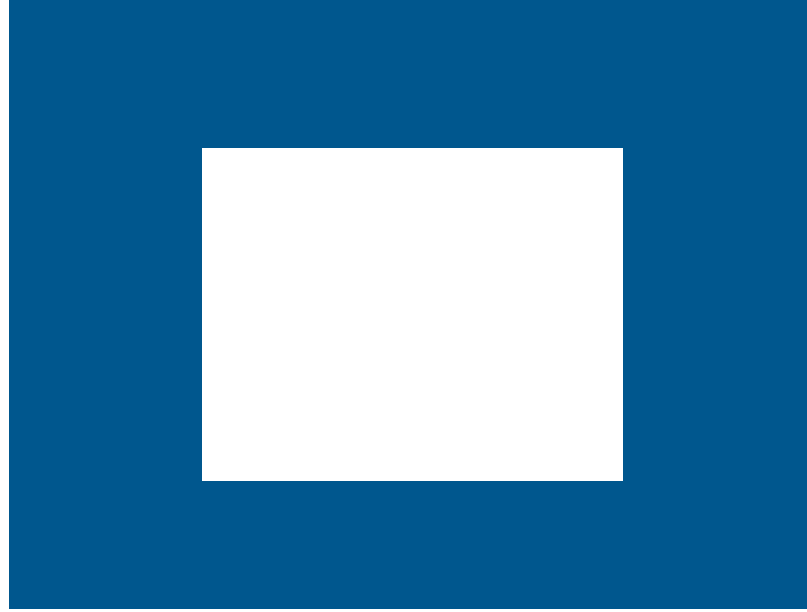
2023 - 2025

Multi-Year Outlook by Division

	2022	2023		2024		2025	
	Preliminary Budget	\$	%	\$	%	\$	%
CITY MANAGER							
Office of the City Auditor	1,201,240	1,229,040	2.3%	1,254,370	2.1%	1,276,480	1.8%
CMO - Admin	233,520	243,810	4.4%	252,810	3.7%	262,760	3.9%
Communication & Strategic Initiatives	2,517,060	2,587,490	2.8%	2,651,960	2.5%	2,710,340	2.2%
Digital & Innovation Office	206,250	217,790	5.6%	228,000	4.7%	237,440	4.1%
Government & Community Relations	868,500	884,650	1.9%	899,330	1.7%	911,950	1.4%
Human Resources	8,589,490	8,776,680	2.2%	8,941,120	1.9%	9,094,610	1.7%
TOTAL CITY MANAGER	13,616,060	13,939,460	2.4%	14,227,590	2.1%	14,493,580	1.9%

- Review of Strategic Plan and development of Term of Council Priorities with new Council
- Integrate EDI framework into City programs and service delivery models
- Expand implementation of the City's learning management system
- Commence the collective bargaining cycle including CUPE Local 5167 and ATU Local 107
- Establish Audit workplan for new term of Council
- Evaluate Fraud and Waste Hotline pilot

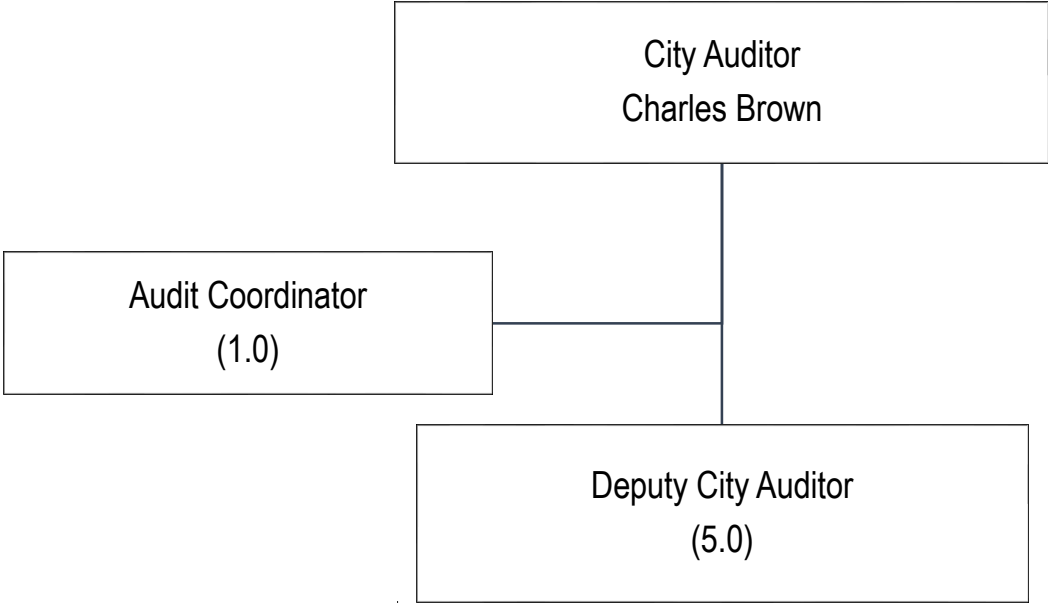
- Develop and implement citizen communications subscription strategy
- Develop and implement new content management strategy to guide City storytelling to align with new Term of Council Priorities
- Implementation of Phase 4 of Our People Survey
- Administration and implementation of new Non Union Benefit Plan
- Enhance City's Performance Accountability and Development Process and Tools



THANK YOU

2022 PRELIMINARY TAX OPERATING BUDGET

Office of the City Auditor



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	2.0	5.0	7.0	2.5:1
2022	2.0	5.0	7.0	2.5:1
Change	0.0	0.0	0.0	

2022 Operating Budget by Section

Office of the City Auditor

	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Audit Services	1,175,130	1,231,240	1,201,240	26,110	2.2%
Total Office of the City Auditor	1,175,130	1,231,240	1,201,240	26,110	2.2%

2022 Office of the City Auditor Budget Drivers	Impact (\$000)
Employee Related Costs – COLA and Benefit increases	\$25

2022 PRELIMINARY TAX OPERATING BUDGET

Communications & Strategic Initiatives

Communications & Strategic Initiatives



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	2.0	20.0	22.0	10:1
2022	4.0	18.0	22.0	4.5:1
Change	2.0	(2.0)	0.0	

2022 Operating Budget by Section

Communication & Strategic Initiatives

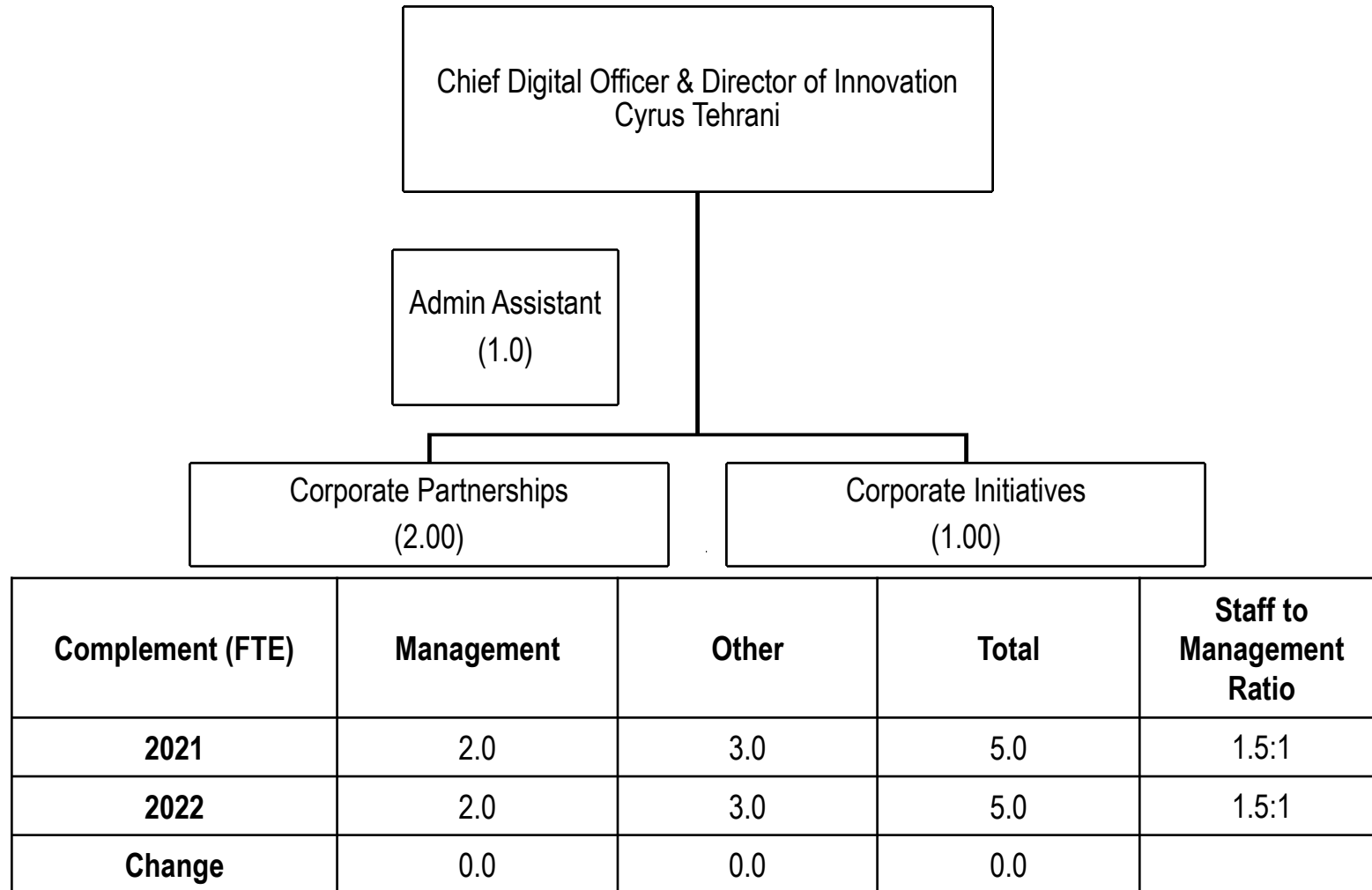
	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Communications	2,421,370	2,547,060	2,517,060	95,690	4.0%
Total Communication & Strategic Initiatives	2,421,370	2,547,060	2,517,060	95,690	4.0%

2022 Communications & Strategic Initiatives Budget Drivers	Impact (\$000)
Employee Related Costs – COLA and Benefit increases and job re-evaluations	\$99

2022 PRELIMINARY TAX OPERATING BUDGET

Digital and Innovation Office

Digital & Innovation Office



2022 Operating Budget by Section

Digital & Innovation Office

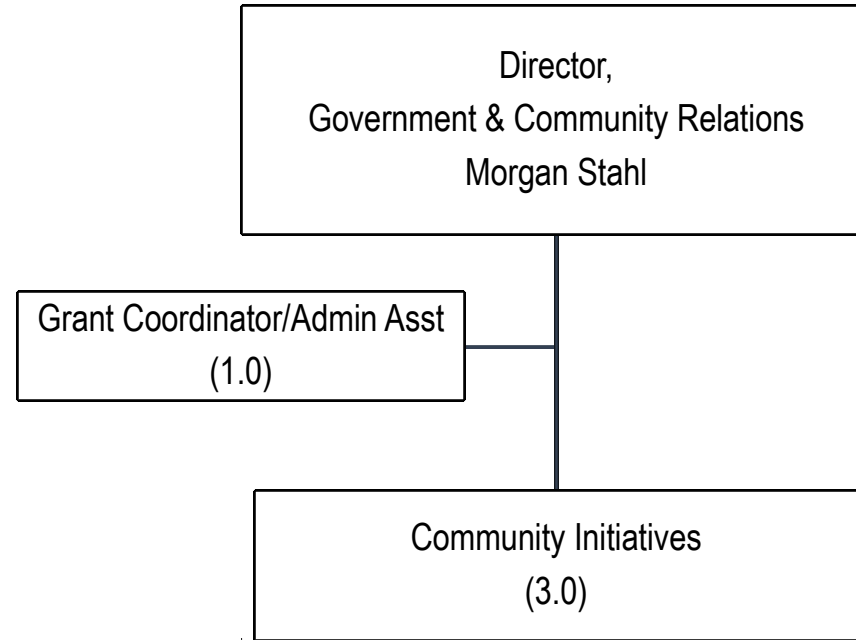
	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Corporate Initiatives	283,350	285,190	285,190	1,840	0.6%
Corporate Partnership	(400,000)	252,560	(400,000)	0	0.0%
Digital & Innovation Office Admin	318,270	321,060	321,060	2,790	0.9%
Total Digital & Innovation Office	201,620	858,810	206,250	4,630	2.3%

2022 Digital & Innovation Office Budget Drivers	Impact (\$000)
Employee Related Costs – COLA and Benefit increases	\$9
Sponsorship Revenues	(\$4)

2022 PRELIMINARY TAX OPERATING BUDGET

Government & Community Relations

Government & Community Relations



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	2.0	3.0	4.0	1.5:1
2022	2.0	3.0	4.0	1.5:1
Change	0.0	0.0	0.0	

2022 Operating Budget by Section

Government & Community Relations

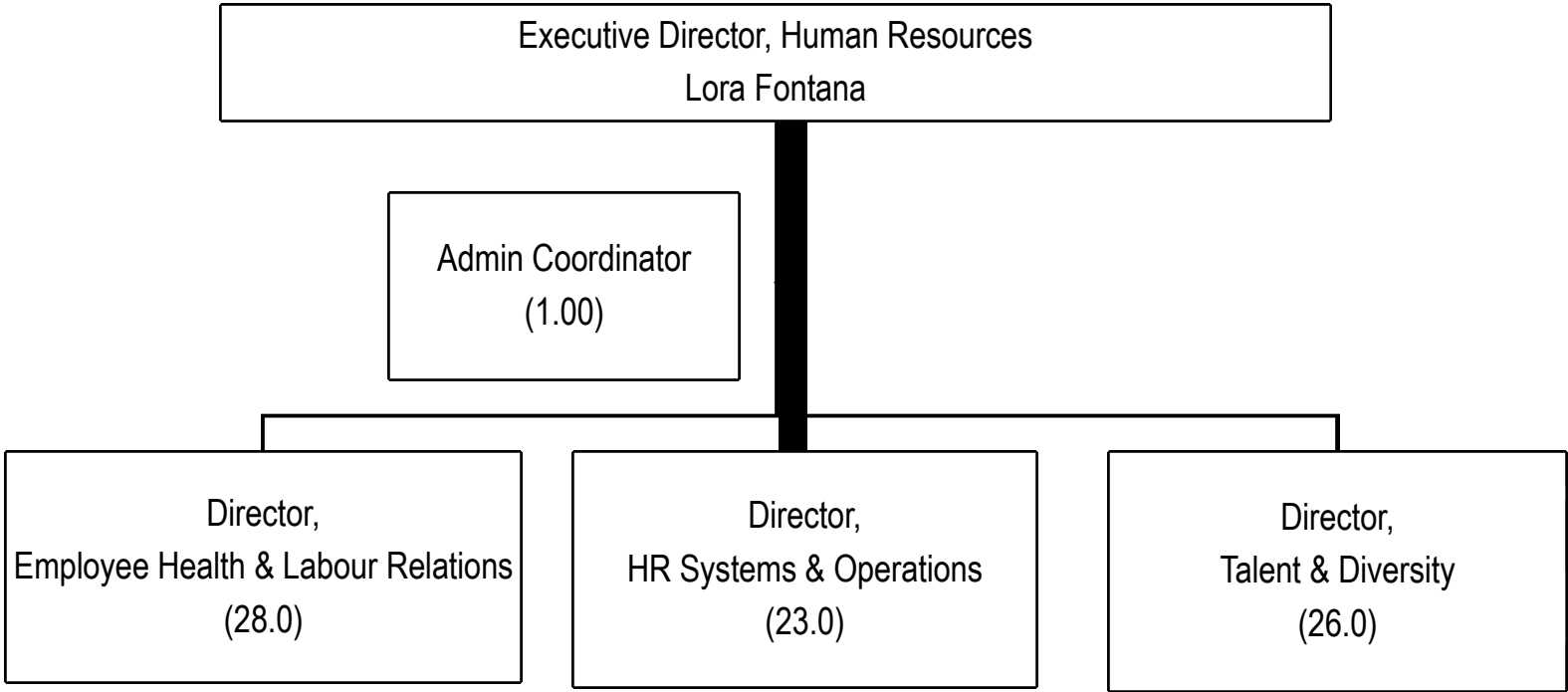
	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Government & Community Relations	530,460	542,480	542,480	12,020	2.3%
Community Initiatives	321,080	326,030	326,030	4,950	1.5%
Total Government & Community Relations	851,540	868,510	868,510	16,970	2.0%

2022 Government & Community Relations Budget Drivers	Impact (\$000)
Employee Related Costs – Merit and Benefit increases	\$12
Corporate Costs (Facilities, PCs, IP Phones)	\$5

2022 PRELIMINARY TAX OPERATING BUDGET

Human Resources

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	9.0	69.5	78.5	7.7:1
2022	10.0	69.0	79.0	6.9:1
Change	1.0	(0.5)	0.5	

2022 Operating Budget by Section

Human Resources

	2021 Restated Net	2022 Preliminary Budget Gross	2022 Preliminary Budget Net	2022 Preliminary Budget vs. 2021 Restated	
				Change \$	Change %
Employee Health & Labour Relations	3,030,850	4,370,550	3,088,030	57,180	1.9%
HR Systems & Operations	2,260,270	2,956,730	2,312,470	52,200	2.3%
Human Resources Admin	245,050	260,020	238,890	(6,160)	(2.5)%
Talent & Diversity	2,626,860	2,954,620	2,950,120	323,260	12.3%
Total Human Resources	8,163,030	10,541,920	8,589,510	426,480	5.2%

2022 Human Resources Budget Drivers	Impact (\$000)
Employee Related Costs– COLA, Benefit increases, job re-evaluations and 2 FTEs	\$484
Rent and Corporate charges	\$48
Recovery from WSIB & Benefit reserves	(\$114)

Item 6.2



Hamilton

**2022 PRELIMINARY TAX OPERATING
BUDGET- CORPORATE FINANCIALS
& NON PROGRAM REVENUES**

GIC- FEBRUARY 4, 2022

**CORPORATE FINANCIALS AND NON PROGRAM REVENUES
2022 OPERATING BUDGET**

Corporate Financials and Non-Program Revenues

- Includes expenditures and revenues related to corporate-wide programs such as insurance, employee health and safety, audit fees, dividends from the Hamilton Utilities Corporation, Ontario Lottery and Gaming Corporation shared revenues, Provincial Offences Act revenues, tax revenues and write-offs
- The preliminary budget includes \$3.4M in Operating Impacts of Capital that, if approved, would be distributed to the appropriate departmental budgets

Corporate Financials – Corporate Expenditures

\$'000s

Category	2021 Restated Budget	2022 Preliminary Budget	Change (\$)	Change (%)
Corporate Initiatives	3,354.6	7,628.3	4,273.7	127.4%
Corporate Pensions, Benefits & Contingency	15,654.0	15,785.4	131.4	0.8%
Total Expenditures	19,008.6	23,413.7	4,405.1	23.2%

3

Corporate Financials – Corporate Expenditures

Cost Drivers \$'000s

Category	2021 Restated Budget	2022 Preliminary Budget	Change (\$)	Change (%)
Corporate Initiatives				
Area Rated Levy	2,123.9	2,540.2	416.3	19.6%
Operating Impact of Capital		3,372.2	3,372.2	n/a
Cost Recovery Adj	(446.5)	-	446.5	-100.0%
Other	1,677.2	1,715.9	38.7	2.3%
Sub Total	3,354.6	7,628.3	4,273.7	127.4%
Corporate Pensions, Benefits & Contingency				
Contingency Adj	150.0	190.0	40.0	26.7%
Employee Benefits, Sick and Vac Pay	1,890.0	2,162.0	272.0	14.4%
Retiree Benefits	13,614.0	13,433.4	(180.6)	-1.3%
Sub Total	15,654.0	15,785.4	131.4	0.8%
Total Corporate Financials	19,008.6	23,413.7	4,405.1	23.2%

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Non-Program Revenues -Tax Adjustments

Tax Adjustments - 2022 Budget				\$'000
Category	2021 Restated Budget	2022 Preliminary Budget	Change (\$)	Change (%)
Payment In Lieu	(16,399.7)	(17,108.4)	(708.7)	4.3%
Penalties And Interest	(11,000.0)	(11,400.0)	(400.0)	3.6%
Right of Way	(3,227.0)	(3,228.9)	(1.9)	0.1%
Senior Tax Credit	537.0	529.8	(7.2)	-1.3%
Supplementary Taxes	(9,925.0)	(10,130.0)	(205.0)	2.1%
Tax Remissions and Write Offs	7,770.0	7,950.0	180.0	2.3%
Tax - ERASE Grant	600.0	600.0	-	0.0%
Tax - ENTERPRISE Grant	900.0	900.0	-	0.0%
Tax - LEED Grant	300.0	300.0	-	0.0%
Total Tax Adjustments	(30,444.7)	(31,587.5)	(1,142.8)	3.8%

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Non-Program Revenues - Other

Other Revenues - 2022 Budget				\$'000
Category	2021 Restated Budget	2022 Preliminary Budget	Change (\$)	Change (%)
Hydro Dividend and Other Interest	(5,281.5)	(5,281.5)	-	0.0%
Investment Income	(4,100.0)	(4,100.0)	-	0.0%
Slot Revenues	(5,200.0)	(5,200.0)	-	0.0%
POA Revenues	(2,365.8)	(2,302.2)	63.5	-2.7%
Total Other Revenues	(16,947.3)	(16,883.7)	63.5	-0.4%

Non-Program Revenues - Trend Analysis - \$'M

Category	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Proj. Actual 2021	Budget 2022	Actuals 5 Yr Ave 2017-21
Tax Adjustments							
Payment In Lieu	(16.0)	(16.4)	(16.6)	(17.3)	(16.4)	(17.1)	(16.6)
Penalties and Interest	(11.5)	(11.2)	(12.0)	(11.3)	(11.0)	(11.4)	(11.4)
Right of Way	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)
Senior Tax Credit	0.6	0.6	0.6	0.5	0.5	0.5	0.6
Supplementary Taxes	(11.2)	(10.4)	(10.5)	(13.0)	(9.9)	(10.1)	(11.0)
Tax Remissions/Write Offs	24.5	11.3	5.0	9.9	9.6	9.8	12.0
Sub Total:Tax Adjustments	(16.8)	(29.4)	(36.8)	(34.5)	(30.4)	(31.6)	(29.6)
Corporate Revenues							
Hydro Dividend/Other Interest	(10.3)	(2.6)	(4.8)	(4.2)	(5.3)	(5.3)	(5.4)
Investment Income	(4.1)	(4.1)	(4.1)	(5.0)	(4.1)	(4.1)	(4.3)
POA Revenues	(2.9)	(3.0)	(3.1)	0.3	(4.7)	(2.3)	(2.7)
Slot Revenues	(5.3)	(5.3)	(5.5)	(5.2)	(5.2)	(5.2)	(5.3)
Sub Total:Corporate Revenues	(22.5)	(15.0)	(17.4)	(14.1)	(19.3)	(16.9)	(17.7)
NET LEVY	(39.3)	(44.4)	(54.2)	(48.5)	(49.8)	(48.5)	(45.1)

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THANK YOU

