



2012 OPERATING BUDGET NOTES

DEPARTMENT: G100 – GENERAL MUNICIPAL REVENUES

DEPARTMENT OVERVIEW:

This budget reflects corporate revenues that cannot be assigned to one individual department or division.

CHANGES FROM 2011 BUDGET:

New Programs/Costs: None of any materiality.

Options for Reductions: Given that this is a revenue budget, we look for increases for a reduction in the City's bottom line.

GENERAL COMMENTS:

Revenue from FHI and FHSI can be summarized as follows:

Interest on Demand Loan of \$15,600,000 at 7.25%	\$ 1,131,000
FHI Common Share Dividend	775,000
FHI Preferred Share Dividend	305,000
FHSI Demand Note of \$372,000	27,900
FHSI Common Share Dividend	24,500
TOTAL	\$2,263,500

All other matters are without discretion.

ADMINISTRATOR'S COMMENTS:

In discussions with Festival Hydro Inc. and Festival Hydro Services Inc., they have advised that they do not expect that they will be in a position to increase dividends this year, given the significant investments that they must make in a new transformer station and in the new Rhyzome network.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

We have added an increase in the Festival Hydro Services Inc. in each of the subsequent years.

ADMINISTRATOR'S COMMENTS:

We are confident that the investment in Rhyzome Networks will translate into future dividends for City of Stratford.

There is one other matter that requires consideration although not with this budget. We are considering whether the City should cash in its demand loan with Festival Hydro Inc. This will allow the City to avoid having to enter into long term financing for much of this project and avoid the principal and interest payments on such financing. However, it will mean the loss of annual interest in the amount of \$1,131,000. We intend to fully analyze both options and report to Council in 2012.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G101 – MAYOR

DEPARTMENT OVERVIEW:

This budget contains normal expenditures for the Mayor including remuneration, travel and special initiatives.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

There are no changes proposed to this budget.

Service Reductions:

There are no changes proposed to this budget.

Revenue Increases:

There are no revenue opportunities in this budget.

Other:

None noted.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Other than inflationary increases, there are no trends of note.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G102 – COUNCIL

DEPARTMENT OVERVIEW:

This budget contains such matters as remuneration, travel, conferences and public receptions. It also includes long service awards and special events.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

Meals and meeting costs and conferences have been reduced slightly based on historical actuals.

Service Reductions:

No service reductions proposed. Costs are up somewhat for long service awards, memorial donations and memberships (AMO and FCM).

Revenue Increases:

There are no revenue opportunities in this budget.

Other:

Nothing of note.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

The projected costs are in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G111 – OFFICE OF THE CAO

DEPARTMENT OVERVIEW:

The Office of the Chief Administrative Officer is responsible for the general management of the City of Stratford, coordinating the advice that is provided to City Council and providing administrative services to the Mayor and Council. This department consists of the CAO and two support staff. Additional funds are included for legal fees that cannot be attributed to a single department and consulting fees for various initiatives that come up throughout the year such as the use of a communications consultant to develop key messages for key initiatives and to undertake small studies that come up through the year that are not otherwise in the budget.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

To achieve a zero increase in the net budget, I have further reduced the following accounts:

- Consultants - \$8,500 to \$8,000
- Legal - \$6,000 to \$5,840
- Training - \$6,255 to \$6,000

Service Reductions:

In order to accommodate these reductions, I will need to be cautious on the use of these expenditures. Much of this allotment is for unforeseen matters so it is partly a matter of risk and partly a matter of finding alternative ways of seeking this information or in seeking expert advice. In any event, it will mean that we will need to use fewer of these services.

Revenue Increases:

There are no revenue opportunities in this department.

Other:

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

No further comment.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES DEPARTMENT: G112 - HUMAN RESOURCES

DEPARTMENT OVERVIEW:

Human Resources assists in the achievement of corporate priorities by advocating for human resource policies, programs and practices that enhance the effectiveness and satisfaction of individuals, groups and teams in the City's administration and contribute to an effective and efficient organization.

Consultancy services are provided to both Council and departments in labour and employee relations; compensation and benefits administration; health, safety and wellness; recruitment and selection; organizational and policy development; performance consulting; employee administration.

Without restricting its corporate responsibility to maximize the effectiveness of the City's employees, Human Resources informs, advises, guides, consults and recommends with due regard to consistency of practice, fairness of treatment, equity in application and legislative compliance.

Services provided:

Administration and Policy Development

Provide HR advice and guidance to support the achievement of corporate and departmental objectives by individuals, groups and teams.

Ensure legislative and collective agreement compliance in all corporate and departmental policies and practices that affect employees.

Manage confidential employee records in accordance with corporate policies.

Provide workforce data analysis to support decision making.

Labour Relations

Negotiate six collective agreements with our bargaining units with a view to maintaining positive, functioning and financially viable relationships with our employees.

Minimize legal risk in employment and labour matters.

Administer the grievance process.

Ensure that labour and employee relations governed by collective agreements, policies, practices and legislation contribute to the effectiveness of individuals, groups and teams in achieving corporate goals and objectives.

Provide skills development for management staff in collective agreement administration and employee relations.

Provide consultative services within HR and for Senior Management on employee and labour relations.

Recruitment

Develop, recommend and implement recruitment and selection policies, programs, practices and strategies that attract and secure the best qualified applicants to achieve corporate goals and objectives.

Organizational Development

Provide opportunities for individuals, groups and teams to develop their potential and effectively contribute to the achievement of departmental and corporate goals and objectives.

Priorities include the enhancement of the organization's culture; learning and development; change management; legal compliance, interventions to address specific issues and organizational needs assessments and analysis.

Compensation and Recognition

Attract, retain and motivate employees in achieving corporate goals and objectives through job satisfaction, competitive total compensation policies and other recognition.

Ensure internal equity and compliance with The Pay Equity Act, and negotiated Job Evaluation Plans.

Benefits Administration

Monitor and recommend employee benefit programs and providers that reflect best practices, are cost efficient and effective and that are compliant with corporate policies, collective agreements and legislative requirements.

Health, Safety and Wellness

Support management in their understanding of, and ability to respond to, current health and safety issues to ensure all employees work in a healthy and safe environment, preventing accidents, illnesses and injuries; review and improve individual, group and corporate compliance with the Occupational Health and Safety Act.

Support managers in the administration of WSIB programs, attendance, disability and Return to Work Programs for occupational and non-occupational injuries, illness and disability accommodation.

Manage the Employee Assistance Program and provide administrative support to the Joint Health & Safety Committee.

Provide health and safety training & education.

Corporate Training

Provide Corporate training initiatives including Workplace Violence and Harassment training and Customer Service training.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

Reduced 2nd Human Resource Assistant position to part-time and eliminated benefit costs.

Service Reductions

No service reductions in 2012. Have increased consultants' cost by \$16,000 to cover costs associated with policy development and HRIS technology.

Revenue Increases:

No revenue opportunities for 2012.

Other:

Corporate training is the same level as 2011.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

Our cost for human resources should be seen as an investment in the effectiveness of our corporation to promote a productive workforce and workplace, corporate consistency and cost containment. It is an important and strategic investment.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G121 – CLERK'S OFFICE

DEPARTMENT OVERVIEW:

The Clerk's Office is a Division of the Corporate Services Department and is responsible for the following key activities:

- to operate the Clerk's Office in accordance with the statutory requirements of the Municipal Act, Planning Act and other related statutes, as well as directions from City Council, the CAO and Director of Corporate Services;
- to provide legislative support to Council and Committees;
- to prepare Agendas, Minutes, By-laws and Agreements and related corporate documents;
- to commission documents, issue marriage licenses, conduct civil ceremonies, issue burial permits;
- to record Council and Committee proceedings and maintain the official records of the City (by-laws, minutes, agreements etc);
- to respond to requests for access to municipal records received under the *Municipal Freedom of Information and Protection of Privacy Act*;
- to serve as a general information office with respect to a broad range of inquiries from the public;
- to conduct municipal and school board elections;
- to provide business licensing, bicycle licensing, pet licensing programs; municipal lottery licensing program.

Whether attending meetings, making an inquiry for information, renewing a business license, or getting married, Clerk's Office staff are recognizable to many Stratford residents and businesses.

The Clerk's Office is also responsible for parking by-law enforcement and crossing guards which are budgeted separately.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

- None proposed

Service Reductions:

- None proposed

Revenue Increases:

- Business Licensing fees will increase for 2012, based on the 2011 CPI (once determined based on October CPI Index and actuals from 2011).

Staff recommend the implementation of the following new user fees:

1. Parade Route/Street Event Application Fee

\$75.00 for an event where the completed application is received more than 3 months prior to the event; \$150.00 for expedited service when the event is less than 3 months prior to receipt of the completed application. In addition to the staff time to review each application, the Ministry of Transportation mandates 8 weeks prior notice to approve any temporary road closures for connecting links (i.e. Ontario Street, Erie Street or Huron Street).

Year	# of Parade/ Temporary Street Applications	Received > 3 months in advance	Received < 3 months in advance
2009	48	19	29
2010	49	10	39
*2011	36 *as of July	*16	*11

In reviewing each application, staff consider the following: neighbourhood impact or concerns, noise by-law requirements, business licensing, parking issues, safety of the public and risk management for the City, scheduling of municipal reconstruction or repair projects that may impact on the temporary road closure or event.

Estimated 2012 Revenue: \$5,000 in application fees based on 2010 applications received.

2. Municipal Information Form for Liquor License Application Fee

\$35.00 per application and \$70.00 for *expedited service (*submitted to AGCO by the City within 5 business days of receipt of complete application)

Estimated 2012 Revenue: \$280 in application fees.

3. Issuance of Burial Permits to Funeral Homes

No change to current fee of \$20 when issued by the Clerk's Office; however, recommend a higher fee of \$40 for burial permits issued through the Fire Department.

The Fire Department was authorized to issue burial permits when the Clerk's Office is closed on weekends and holidays and a burial is scheduled for the weekend/holiday. In recent years, this service is being well used to the point where a large number of permits are issued by the Fire Department when the Clerk's Office is open.

While this is a convenience for the funeral homes, it does create additional work for Clerk's Office to follow up with the funeral home for corrections etc. Therefore, while it is recommended that the City continue with this service, a higher fee for burial permits issued by the Fire Department would cover the additional staff time required to administer this part of the vital statistics requirements.

Estimated 2012 Revenue: \$4,000.

Other:

- The \$3,100 shown for Bill 130 is the amount budgeted for In-Camera Investigation Services. **Staff recommend that any amount remaining at the end of each year be reserved to off-set investigation costs in subsequent years.**
- A new Integrated Accessibility Standards have been legislated by the Province that came into effect in June 2011. These Integrated Accessibility Standards cover information and communications standards, employment standards and transportation standards. Built Standards will be legislated shortly. Staff are preparing an information report to be presented at Sub-committee and working to meet the compliance deadlines set out in the Standards. There will be policy development and mandatory training requirements for Council, staff, volunteers and third-party service providers.
- \$27,000 is budgeted to Transfer to Election Reserve to fund the 2014 Election Budget. [see also General Comments under 2013-2014-2015 Projected Budgets for additional information regarding communications and election equipment]

GENERAL COMMENTS:

The Clerk's Office provides corporate, customer and statutory services to other departments, the public and external agencies. Statutory services are mandated through provincial legislation and options for reductions in these areas are hampered by their very nature.

It is difficult to identify options for future budget reductions without a reduction in services which would also result in a reduction in future revenue for the City.

Table 1 is a comparison of data of some of the services provided through the Clerk's Office.
*2011 – as of end of July, 2011

TABLE 1	2008	2009	2010	*2011
Number of Council/Committee Meetings	122	114	95	24
Number of Sub-committee Meetings	78	75	61	42
Number of In-Camera Sessions	32	31	23	14
Number of Advisory Committee Meetings	42	41	47	24
Business Licences Issued	37	33	38	33
Marriage Licences Issued	283	252	222	137
Death Registrations	468	455	434	256
Civil Ceremonies Conducted	40	38	35	16
By-laws Adopted	169	233	157	75
Commissioning of Documents (# of)	154	119	148	76
Temporary Street Closure Applications	28	41	60	41
Lottery Licences Issued		133	143	104
Number of Auditorium Bookings – events held	19	28	32	15

ADMINISTRATOR'S COMMENTS:

While the net or bottom line budget has increased by 6%, it is important to note that the division's total expenditures have increased only 4.25%. The difference, of course, is that the revenue has not been able to grow at the same time. Accordingly, the clerk's office has provided some opportunities for revenue generation. If adopted in time for January 1st implementation, they would reduce the net budget by \$9,280 for a net increase of 3.75%.

Furthermore, I would recommend that the cost of the part time recording secretary be reallocated to each committee. While not a decrease in the overall city budget, it would highlight the cost of this service to each committee. Currently, it is a hidden cost to these committees. The time they ask for this service is not expensed against their budgets.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Possible reduction in revenue of \$10,000 in 2012 or 2013 if the Province proceeds to up-load vital statistic registrations to the Province and funeral homes.

For the 2014 election, the estimate for the amount needed to conduct the municipal and school board election is \$100,000, excluding amounts for a communications plan and for vote counting equipment.

If vote counting machines are required for the 2014 election, an additional amount of \$25-\$30,000 is required to purchase or rent equipment. The existing city-owned machines are no longer serviced or maintained by the supplier. By 2014, the machines will have been unused for 8 years. This additional amount would be reflected in the capital budget, if required.

The \$100,000 election reserve does not include an amount to conduct a city-wide communication plan for electors. In reviewing the feedback from electors and election staff, communications was a factor in the 2010 election with an implementation of a new voting system. Whether or not the City proceeds with e-voting or traditional paper ballot in 2014, a communications plan will be important in effectively communicating with electors. To address this, \$20,000 is requested in 2014 in addition to the \$100,000 already in the election reserve. This amount for a communications plan could be spread over 2012, 2013 and 2014 by increasing the annual election reserve amount by an additional \$6,700 per year starting in 2012.

ADMINISTRATOR'S COMMENTS:

It is important to consider the issue of what kind of voting we plan to do in the next election now in order that we can ensure that adequate financing will be in place for 2014.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G131 – FINANCIAL SERVICES

DEPARTMENT OVERVIEW:

Reflects operations of Finance, Payroll, Purchasing, and Taxation.

CHANGES FROM 2011 BUDGET:

New Programs/Costs:

All changes reflect actual experience and inflationary impacts.

Options for Reductions:

The budget reflects a reduction from full time to part time of one payroll position.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

Finance, payroll, purchasing and tax are pretty much core services with no real opportunity for further cost reduction.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

The budget reflects normal inflationary increases.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G134 - ITS Division

DEPARTMENT OVERVIEW:

As a Division of the Corporate Services Department, ITS provides technology support to the entire City organization.

ITS budget requests are primarily technology requests as submitted/requested by various operations departments within the City of Stratford.

In addition to departmental/divisional requests, technology considerations are administered by ITS as a Corporate directive.

Additional consideration to this year's budget submission due to;

- the new ITS Services & Support Contract
- the new ITS Manager City Staff position

An 'estimate' has been provided in the ITS Operating Budget for the ITS Manager City Staff position. This amount is to be adjusted based on the findings of the Job Evaluation Committee.

Additional consideration may be required to add Operating Expenses for the new ITS Manager's participation in external Industry and Professional Working groups.

- Additional budget dollars for participation in "Conferences & Training" (*unknown values*)
- Travel expenses may need to be increased (*unknown values*)
- Additional professional membership fees may be required (*unknown values*)
- Additional professional development dollars may be required (*unknown values*)

CHANGES MADE FROM 2011 BUDGET

Operating Cost Increases:

\$ 90,000	ITS Manager – City Staff Position (estimated)
\$ 22,500	F.T. Benefits – ITS Manager (estimated)
\$ 100	Active Networks – Class Module Increase, Maintenance & Support
\$ 1,650	ESRI – GIS Maintenance & Support (2011-Additional licenses)
\$ 1,675	Kaseya - AntiVirus
\$ 3,750	Symentac – Backup Exec Maintenance & Support (New disk backup solution)
\$ 1,050	Works Manager Maintenance Increase
\$ 32	Communications – HA DSL for Internet/Email connectivity
\$ 1,205	Communications – HDSL, Data Lines (Bell) Cost increases
<u>\$121,962</u>	Total Operating Cost Increases

Cost Reductions:

\$ 61,956	ITS Contract Decrease
\$ 15,000	Contribution to Reserves
\$ 750	Divisional Supplies
<u>\$ 77,706</u>	Total Cost Reductions

Service Reductions:

None.

Revenue Increases:

\$ 37,375 Contribution from Reserves
\$ 37,375 Total Revenue Increases

Other:

\$ 6,881 NET Operating Cost Increase

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

This budget shows a net increase of about 1%. However, it also reflects a significant change in operations. We have accepted a new contract for the supply of IT services and, with the savings, have been authorized to hire an IT manager that will represent the City's interests and deal with the strategic issues including social media.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years reflect normal inflationary increases.

ADMINISTRATOR'S COMMENTS:

No further comment.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G135 - PARKING

DEPARTMENT OVERVIEW:

The Parking division collects monies from meters and the new pay and display machines. Staff enforces certain provisions of the traffic and parking by-law, receives payments for fines and issues parking permits for certain parking lots. Approximately 90 percent of the parking functions are automated with hand held ticketers and a receipting system. Enforcement is performed by an outside company.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

The increase in revenue shown is the increased revenue the City has received as a result of the fine increases previously approved.

Other:

GENERAL COMMENTS:

The last of the three Pay and Display machines have been installed at the Erie and Kalbfleisch parking lots. Staff continue to monitor activity at the machines and down time as this has a direct impact on parking revenues.

The City was approached by the City Centre Committee, the Stratford Tourism Alliance and the Stratford Festival to meet bi-annually to discuss parking issues. Based on these discussions the City will prepare reports for consideration by the Protection to Persons and Property Subcommittee. The general public will be encouraged to provide their comments on parking issues directly to staff or at via the Sub-Committee or City Council.

Consideration will be given to increasing hourly rates, enforcement issues, restricting parking passes, two to three hour parking, the reorganization of parking in the Cooper Street Lot by the new University of Waterloo site as well as the promotion of parking alternatives in the Downtown core.

ADMINISTRATOR'S COMMENTS:

Traditionally, the City of Stratford has allocated the revenue budgeted for fines to general revenues of the City and the revenue from the metres to the fund. The fund then pays out all parking related activity such as parking staff wages, parking lot maintenance, equipment, etc. The fund also pays for capital improvements such as land purchase, new parking lots, resurfacing, etc.

As you can see from the budget, the parking division revenue from meters is not expected to result in any net transfer of revenue to the reserve. One of the important tasks that the clerk's office will be undertaking is a financial analysis and forecast of parking needs and revenues in order to determine what kind of increase in the rates is required to meet the operational needs as well as future capital requirements.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

As noted above, the forecast for these years requires further consideration.

ADMINISTRATOR'S COMMENTS:

My comments for 2012 bear repeating here.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G136 – CROSSING GUARDS

DEPARTMENT OVERVIEW:

The Crossing Guard Division provides safe crossings for students who walk to and from school. We have 18 full time crossing guards and three spare crossing guards to fill in for the full time guards who are unable to attend the crossing due to illness, etc.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

Please see the general notes about the adjustments that took place in 2011.

Service Reductions:

None proposed.

Revenue Increases:

Not available.

Other:

GENERAL COMMENTS:

Crossing Guard locations were revisited in 2011 and hours were adjusted to better reflect school hours and walking patterns of students. A new crossing was added at the corner of Norfolk and Borden and a crossing guard was hired for September 2011. Two long standing service crossing guards retired and were replaced along with the spares who have been reassigned or left due to other employment. The Stratford Police continue to be on record that the City does not have enough spares to cover absences. Budgeting for spare guards is not necessary as crossing guards are only paid for actual hours worked.

A new request has been received for a crossing guard on Louise by St. Ambrose School. A Traffic Warrant Study will be required to determine the necessity of a guard. The study will be conducted in the fall and recommendations will be provided to Protection to Persons and Property Sub-committee. If additional crossing guard locations are warranted, this will impact the budget at an estimated cost of \$7,000.

Other considerations include offering the crossing guards a wage increase of up to \$1.00 per hour which would impact the budget by an estimated \$9,000 in an effort to attract and retain staff. In the past year there were two crossing guards off for an extended period so our parking enforcement officer had to be redeployed as necessary and the Commissioners were asked to provide an officer for a one month period. In emergency situations where spare guards were not available the Clerk and Deputy Clerk attended intersections to provide coverage.

ADMINISTRATOR'S COMMENTS:

No further comment.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

No further comment.

ADMINISTRATOR'S COMMENTS:

No further comment.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G139 – GENERAL FINANCIAL SERVICES

DEPARTMENT OVERVIEW:

This budget reflects revenues and expenses of a corporate nature.

CHANGES FROM 2011 BUDGET:

New Programs/Costs:

- Gross debt servicing increased \$ 683,000 to reflect debt servicing for Storm Water Ponds (Erie and Downie)

Options for Reductions:

There are no options to reduce this budget as they reflect commitments that have already been made.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

Much of this budget is consistent with the previous year. However, two issues deserve to be highlighted.

One is that, apart from further financing costs associated with the contribution to the University of Waterloo and the expropriation of Cooper Site, this budget reflects the last of the principal and interest payments for our current commitments. As I note in my covering report, we need to be wary of future long term capital commitments for a while.

Two is that it reflects the good news associated with the City's aggressive strategy to invest in the diversification of the City's economy. Specifically, the budget reflects an additional \$400,000 in tax revenue from the RBC back country support facility. This is net of revenue for school purposes and money that will be shared with the Township of Perth South.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

The projections reflect what we know about existing commitments for long term debt. One of the reasons for the big jump in 2013 is that the 2013 G139 budget does not show the additional tax revenue. Rather, it will be reflected elsewhere in the new total assessment figures for 2013.

ADMINISTRATOR'S COMMENTS:

Of note in the long term projections is that no new long term financing is projected beyond our existing commitment for the new University of Waterloo campus. While some may be needed to support servicing for new development, those costs are projected to be supported by future development charges. Accordingly, once we have absorbed the current financial commitments, we recommend that attention should be paid by council to consider increases to the capital budgets for public works and parks and recreation in particular. Further that money should start to be invested into reserves for future capital expenditures to reduce the reliance on long term financing when repairing and replacing aging infrastructure.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G141 – CITY BUILDING & MAINTENANCE

DEPARTMENT OVERVIEW:

Costs for the operation and maintenance of City buildings, other than those assigned to a specific department, are dealt with in this budget.

CHANGES FROM 2011 BUDGET:

New Programs/Costs:

No new programs are proposed.

Options for Reductions:

Same level of service is proposed.

GENERAL COMMENTS: The budget includes the following significant changes:

- \$2000.00 increase in revenue for City Hall Auditorium,
- \$55,869.00 (reflects market value for rent to Social Services) increase in revenue at 82 Erie St.,
- \$5000.00 increase in services for City Hall, 82 Erie, Justice Building and 47 Downie St.
- \$16,918.00 transfer to reserves to provide funds for future leasehold improvements.
- no expenditures proposed for 39 George St. as we intend to demolish the building.

ADMINISTRATOR'S COMMENTS:

The additional revenues noted will allow the department to start contributing to the building reserve that will help pay for other large renovation and repair projects in the future.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are inflationary.

\$9,131.00 and \$1,201.00 are being recommended as transfers to reserves for 2013 and 2014 respectively.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G-211 - FIRE

DEPARTMENT OVERVIEW:

The Fire Department provides general fire services for the community including prevention and suppression. Training is also a critical component of the Department. Dispatching services are provided to Huron and Perth County Fire Departments.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

As Fire Chief, I cannot propose cost reductions as service delivery is currently below the minimum acceptable standard set by the Ontario Fire Marshal's Public Fire Safety Guidelines. Stratford City Council is responsible for setting the level of fire protection services to be delivered. Options available to City Council for service delivery reduction are listed below.

Service Reductions:

Options that can be considered by City Council:

1. Reduce reserves for vehicle replacement up to \$125,000.
2. Reduce reserves for equipment replacement up to \$3,000.
3. Remove capital funding building maintenance – \$42,000.
4. Staff reductions as per the Collective Agreement; (i.e. Dispatcher/secretary) - \$65,900/position
5. Not replace the next firefighter that retires.

Revenue Increases:

There is a modest increase in total revenue of \$1,000 through an increase in dispatching service fees.

Other:

Benefits have increased an additional 1% over 2011 rates as a result of OMERS and other increases. All non-salary accounts meet the 0% target.

GENERAL COMMENTS:

The arbitration award may require additional funds to pay percentage increases, retention pay, dispatcher grid increases, platoon chief ranks and additional benefits.

The absence of funding Vehicle/Equipment and Building Reserve accounts will definitely impact service delivery levels in the future. If these shortfalls are not made up in subsequent years, the municipality may need to pay for these with long term financing.

Starting in 2013, \$20,000 has been transferred from the Capital Budget to the Operating Budget so that it may increase the reserve account for future building expansion or renovations. The capital allocation has been reduced to compensate.

The BMA Core Services Review also recommends that City Council consider the following two issues:

1. Increasing firefighter staffing levels in order to meet the Fire Marshal's Public Fire Safety Guideline.
2. Reserve funds for building maintenance and future expansion.

ADMINISTRATOR'S COMMENTS:

I will comment on each of the options in the order that they are presented:

1. I cannot support this option. This sustainable program has been put in place to allow the City to replace needed equipment without borrowing.
2. I cannot support this option. We need to replace equipment used in life and death situations on a regular basis. It is simply good risk management.
3. This can be taken out of the budget if Council either feels that the buildings do not need to be upgraded or you are prepared to borrow when they are.
4. The collective agreement provides that, in the event of layoffs, it is the dispatcher/secretary positions that are laid off first.
5. Setting the level of service is a decision that only City Council, as an elected body, can make.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases reflect inflationary pressures.

ADMINISTRATOR'S COMMENTS:

No further comment.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G231 – POLICE

Revised Nov 15/11

DEPARTMENT OVERVIEW:

The Stratford Police Service provides 24/7 police protection and service to both the visitors and citizens of Stratford. The Service's governance body is the five-member Stratford Police Services Board which is comprised of two city councillors, two provincial appointees and a municipal citizen appointee. The Board passes the annual operating and capital budgets for the police service.

The Service has an authorized strength of 56 sworn members as well as 19 full-time and 2 part-time civilian members. It is administered by its Chief, Deputy Chief and senior staff. The Service provides adequate and effective policing to the community by complying with the Police Services Act and its Regulations.

The major cost of operating the police service is tied to salaries and benefits. Only about seven percent of the entire budget can be described as "discretionary spending" and even some of that portion is essentially fixed costs. Resultantly, close fiscal management and oversight is maintained in an effort to remain within the Service's allotted budgets.

CHANGES MADE FROM 2011 BUDGET:

The CAO of the City of Stratford has previously advised the Finance Sub-Committee that emergency service budgets traditionally come with a higher percent increase than other departments. This is largely due to the fact that, using police as an example, approximately 85% of their operating budgets are tied to salaries and benefits which are often negotiated subsequent to budget submissions and have the right of arbitration.

You will see that several of our accounts have achieved 0% target. We believe we can operate in 2012 within the limits of those accounts.

Unfortunately, we were not able to achieve 0% target on the following accounts.

Full Time Salaries and Wages- Salaries up from \$6,386,869 to \$6,565,023. (Increase \$178,154 or 2.71%). Increase due to contract negotiations settlement.

Part Time Salaries and Wages- Salaries up from \$62,000 to \$70,355. (increase \$8,355 or 13.5%). Increase due to contract negotiations settlement.

Full Time Benefits- FT Benefits up from \$ 1,498,937 to \$1,651,650 (Increase \$152,713 or 9.25%) increase reflective of 25% of FT salaries in 2012 as instructed by the Director of Corporate Services.

Part Time Benefits- PT Benefits up from \$5,100 to \$7,044. (Increase \$1,944 or 38.1%).

Payroll-EAP, WSIB Expense-Up from \$10,000 to \$15,000 (Increase \$5,000 or 50%). Increased to build account balance back up from last year's \$15,000 cut (\$25,000 to \$10,000); 2012 anticipated expenses.

Clothing- Up from \$20,000 to \$22,000 (Increase \$2,000 or 10%). Increase due to 1 additional member in Street Crimes Unit and SOPA Collective Agreement increase.

Publications & Subscriptions-Down from \$3,000 to \$2,200 (Decrease \$800 or 26.7%)
Decreased due to cancellation of subscriptions.

Uniforms- Up from \$32,500 to \$33,000 (Increase \$500 or 1.5%). Reflects increased costs for uniforms.

Vehicle Fuel-Up from \$87,500 to \$115,000 (Increase \$27,500 or 31.4%). Increase due to projected usage and higher gasoline costs.

Vehicle Repairs-Up from \$31,000 to \$31,500 (Increase \$500 or 1.6%). Increased to accommodate anticipated vehicle repair expenses.

Conferences-Expenses-Up from \$2,500 to \$3,500 (Increase \$1,000 or 28.57%). Increase reflects anticipated expenses.

Conferences-Registration-Down from \$6,500 to \$6,000 (Decrease \$500 or -7.7%). Decrease reflects anticipated expenses.

Conferences-Travel/Mileage-Down from \$5,000 to \$4,500 (Decrease \$500 or -10%). Decrease reflects anticipated expenses.

Contracted Services- Up from \$70,000 to \$85,000 (Increase \$15,000 or 21.4%). Increased costs reflect increased taxes and anticipated project hours/costs.

Maintenance Contracts- Up from \$18,150 to \$18,800 (Increase \$650 or 3.6%) for additional coverage for CID recording equipment plus software support.

Training Memberships-Down from \$5,253 to \$4,500 (Decrease \$753 or -14.3%). Decrease reflects anticipated expenses.

Telephone- Up from \$31,000 to \$38,200 (Increase \$7,200 or 23.2%). Increase reflects, higher costs for monthly telephone expenses, maintenance contract. 2012-Replace telephone system's UPS.

Training Supplies-Up from \$18,500 to \$19,000 (Increase \$500 or 2.7%). Increased due to higher costs of ammunition, etc.

Leased Office Equipment-Xerox-Down from \$6,800 to \$6,200 (Decrease \$600 or -8.8%). Decreased to reflect current expenses.

Bicycle Auction Sale Receipts-Up from \$5,000 to \$7,000 (Increase \$2,000 or 40%). Increased to reflect actual receipts from 2011.

Bicycle Auction Sale Services Other-Up from \$1,800 to \$11,000 (Increase \$9,200 or 511%). Increased to reflect actual usage.

Taxi Licencing Revenue-Up from \$15,000 to \$16,000 (Increase \$1,000 or 7%). Increased to reflect 2011 experience.

Materials - Law Enforcement Equipment-(Account now separate from Containment account, and each has their own line item). Budget amount in 2011 was \$20,000. Up from \$20,000 to

\$28,400 (Increase \$8,400 or 42%) Body armour must be replaced (6-8) in 2012 and we must replace our Intoxilyzer 5000 with an Intoxilyzer 8000 as our current model is out of date, repairs are problematic and training is no longer available.

Materials – Containment- (Account now separate from Law Enforcement Equipment account, and each has their own line item). Budget amount in 2011 was \$13,500. Up from \$13,500 to \$13,750 (Increase \$250 or 2%) Increased to cover anticipated equipment costs.

Pride Operating-Up from \$190,352 to \$196,000 (Increase \$6,000 or 3%). Increase reflects PRIDE increased costs passed on to us for salaries, line costs, maintenance contracts, line speed.

Communications Revenue- Up from \$38,000 to \$40,000 (Increase \$2,000 or 5%) Increase reflects anticipated revenue for 2012.

Communications Centre-Equipment-Purchases-Down from \$70,000 to \$18,500 (Decrease \$51,500 or -278.38%) Decrease due to fewer purchases to be made in 2012. Projects include Door security system.

Police Services Board-Salaries and Wages-Up from \$20,000 to \$20,700 (Increase \$700 or 4%) Increased to cover anticipated salaries and wages for 2012.

Police Services Board-Services-Other-Up from \$13,000 to \$15,600. (Increase \$2,600 or 20%) Increased to cover anticipated annual expenses.

PRIDE Capital-Equipment Purchases-Down from \$102,500 to \$101,800 (Decrease \$700 or -1%). Decrease due to fewer computers being replaced in 2012.

Police Capital - Vehicle Lease- Up from \$59,500 to \$65,000 (Increase \$5,500 or 9%) to cover higher costs to lease vehicles.

Transfer from Reserves (from City Sick Leave) -Up from \$140,296 to \$162,516 (Increase \$22,220 or 16%). Payout of sick leave credits for SPS members eligible to retire in 2012.

Transfer from Reserves -(Communications)-Down from \$70,000 to \$18,500 (Decrease \$51,500 or -278.38%) Decrease reflects 2012 equipment purchases.

Transfer from Reserves (PRIDE Equipment)- Down from \$102,500 to \$101,800 (Decrease \$700 or -1%) to reflect 2012 equipment purchases.

Transfer to Reserves (Bicycle Auction)-Down from \$3,200 to \$0 (Decrease \$3,200 or -100%). Decreased to \$0, as the past few years experience indicates that there will be no remaining funds available to transfer to reserve in 2012.

Transfer to Reserves (Investigations)-Up from \$0 to \$5,000 (Increase \$5,000). To build reserve.

Transfer to Reserves (Communications)-Down from \$70,000 to \$53,000 (Decrease \$17,000 or -32.08%). Decrease reflects future planned expenses.

Transfer to Reserves (Vehicles)-Up from \$97,000 to \$105,000 (Increase \$8,000 or 8%). Increase reflects expected expenses.

Transfer to Reserves (PRIDE Capital) - Up from \$25,000 to \$50,000 (Increase \$25,000 or 100%). Increase reflects future planned expenses.

GENERAL COMMENTS:

These are the costs to maintain the current operation of the department. Given that the vast majority is wages and that these wages are set by either negotiation or, failing that, arbitration, there is little of discretion other than to reduce transfers to reserves which is not sustainable.

The BMA study has noted that the City is not putting money aside annually for building maintenance and replacement.

ADMINISTRATOR'S COMMENTS:

Emergency services are the areas of the budget that traditionally have higher increases. The right to arbitration has traditionally meant that wage increases are generally higher and, as the chief points out, wages are the vast majority of the budget.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

Projects Year 2013

Communications Project-Replace video audio system server

PRIDE Capital - Decreased expenses reflect planned projects equipment

Glentel Maintenance- Drug mobiles and portables are added to maintenance contract, and tower inspection due.

Telephone-Maintenance contract is due.

Materials - Law Enforcement Equipment Purchase 12 sets of body armour.

Projects Year 2014

Communications Project- Dictation System server upgrade, Telephone system sets, software

PRIDE Capital- Decreased expenses for planned projects equipment

Projects Year 2015

Maintenance Contracts- Decreased expenses for planned projects equipment.

Communications Centre-Equipment- Phase one of radio hardware replacement, portables, mobiles, base stations.

Pride Operating- Our RMS systems will be 10 years old and require upgrade or replacement.

The Stratford Police Service and the Board will continue to seek out improved efficiencies and cost saving opportunities that will be fiscally responsible and compliment the City's austerity measures while not diminishing our service delivery or public safety.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: BUILDING AND PLANNING

DEPARTMENT OVERVIEW:

The Building and Planning department issues building permits, processes development applications, develops planning policy and enforces various City by-laws. It is also responsible for facility maintenance and custodial services for various City buildings.

The department's budget is significantly influenced by the amount of revenue received from permit and application fees. Because the types of applications the department processes provide a benefit to users, the department attempts to establish fees that are user pay.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

No cost reductions proposed although the department has held the line on a number of its accounts.

Service Reductions:

No service reductions proposed.

Revenue Increases:

In 2010, all application fees were reviewed and new rates set to enable cost recovery of these applications. These fees will be indexed for 2012. Council set a three year phased in increase for Bed and Breakfast licence applications. Fees for B&B licences will be collected at the year three rate of the phase in 2012.

Other:

The Department does not charge building permit fees for City projects. Due to this practice, the following fees were not received by the Department:

2006	\$14,938
2007	\$60,590
2008	\$20,963
2009	\$4,382.04
2010	\$30,130.52
2011	\$967.05

In addition, in 2005, the City implemented a policy and incentives for homeowners to replace defective sewers and isolate basement plumbing/weeping tile from possible sanitary and storm surges. The policy also waived fees for permits to construct these systems. The following plumbing fees were not received:

2006	\$4,039
2007	\$3,223
2008	\$2,735
2009	\$3,849.96
2010	\$4,376.00
2011	\$1050.24

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

The budgeted transfer of reserves to replace the amount transferred for the Wal-Mart defense has been extended to four years from three. Accordingly, instead of \$100,000 for each of 2011, 2012 and 2013, we propose to budget \$100,000 for 2011, \$80,000 for 2012, \$65,000 for 2013 and \$55,000 for 2014 and zero beyond that. This will allow for a more orderly transition.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are generally in line with inflation and the decreasing transfer to reserves keeps the budget at a lower level.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G310 - ENGINEERING

DEPARTMENT OVERVIEW:

Engineering's role is either to directly plan and manage or provide support to all areas of responsibility of the Engineering and Public Works Department. This includes our municipal road and sidewalk network, water supply & distribution system, sanitary collection & treatment system, storm collection system, garbage collection & landfill, recyclables pickup, and subdivision development approval.

Engineering staff work at 82 Erie St.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

Engineering had two vacancies in 2011, and the duties of these two positions have been combined so that for 2012, a reduction in one position has been budgeted.

Service Reductions:

No proposed service reductions.

Revenue Increases:

The Engineering budget has traditionally generated revenue through Project Fees (design, administration and inspection) and this has been budgeted at an amount of 47.3 % of total staff salaries for 2012.

Other:

No further comment.

GENERAL COMMENTS:

Salaries and wages for 2012 have been budgeted at approved increases, while the majority of other expenses have been budgeted at previous 2011 amounts. The overall net Engineering budget is 6.6 % less than 2011.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G320 - ROADS

DEPARTMENT OVERVIEW:

The Roads budget covers staffing and materials required for functions relating to the City's road network: pavement patching and repair, bridge and culvert maintenance, street sweeping, sidewalk repairs, railway crossing maintenance (purchased), traffic signal and signs maintenance, pavement marking maintenance, animal control (purchased), vehicle and equipment maintenance and winter snow plowing and removal on roads and sidewalks. In addition, street lighting operational costs (billed by Festival Hydro) are also included under the Roads budget.

Roads staff are based at the works yard and are assigned to work in the various required areas.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

Projected overtime savings due to new shift schedules in winter maintenance were incorporated.

Service Reductions:

None proposed.

Revenue Increases:

None proposed.

Other:

GENERAL COMMENTS:

A significant impact on the budget is an additional \$85,000 that has been added for streetlighting, resulting in an overall increase of 4.27% over 2011. Without this increase, the overall net roads budget would have been 1.52 % over 2011.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted expenditures are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G330 – SANITARY

DEPARTMENT OVERVIEW:

The Sanitary budget covers staffing and materials required for functions relating to the collection and treatment of wastewater. This includes sanitary sewer and pumping station operations as well as the operation of the Wastewater Pollution Control Plant, which is contracted out to OCWA (Ontario Clean Water Agency).

Staff working in this area are based at the works yard and 5 staff are primarily assigned for the required work.

It should also be noted that funding for the ongoing Sanitary Trunk Sewer Upgrade program is housed within this budget and that this budget is covered entirely (no tax levy impact) by the revenue provided through the Sewer Surcharge fee, which is proposed to at 153% of the water rate. This is a proposed increase for 2012, and while there is also a proposed water rate increase, because of declining water consumption, the increase in sewer surcharge revenue for 2012 has not increased.

CHANGES MADE FROM 2011 BUDGET

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

The Sewer Surcharge fee will increase from 150% to 153% of the water rate, but revenue will not see an increase over 2011.

Other:

GENERAL COMMENTS:

Salaries and wages for 2012 have been budgeted as per increases, while other expenses have been budgeted as per anticipated costs (OCWA).

ADMINISTRATOR'S COMMENTS:

It is important that the City maintain its infrastructure.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, revenue increases have been budgeted for 2013 to 2015.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G340 - STORM

DEPARTMENT OVERVIEW:

The Storm budget covers staffing, materials and services required for functions relating to the City's storm water collection system, which encompasses the road network, catch basins, storm sewers, creeks and culverts.

Roads staff are based at the works yard and as well as working on road maintenance, also work in the various required storm related areas.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

None proposed.

Other:

GENERAL COMMENTS:

Expenses, other than salaries have been budgeted at 2011 amounts. The overall 2012 budget is a 2 % increase over the 2011 budget.

ADMINISTRATOR'S COMMENTS:

It is important to maintain our infrastructure.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted expenditures are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G350 – WATER

DEPARTMENT OVERVIEW:

The water budget covers staffing and materials required for functions relating to the supply, treatment and distribution of water. This includes operation and maintenance of all related water infrastructure, namely the two water towers, 11 wells, seven pumping stations and all watermains, valves and hydrants.

First line staff working in this area are based at Festival Hydro and nine staff work out of that location.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

Funding for this budget is entirely through Water rates (no tax levy implications). The 2011 and proposed 2012 rates are:

	2011	2012
First 3 cubic metres	\$2.40/m ³	\$2.40/m ³
All additional cubic metres	\$0.94/m ³	\$0.97/m ³
Minimum consumption charge	\$7.20	\$7.20

For the average residential property utilizing 20 m³ monthly, this represents an increased monthly billing from \$23.18 to \$23.69 or \$0.51 per month.

Other:

The budgeted 2012 revenue is almost the same as the 2011 budgeted amount. Because of the downward trend in sales volume, the projected sales volume has been reduced from that budgeted in 2011, so rates are proposed to increase to maintain the same revenue level.

GENERAL COMMENTS:

New Drinking Water regulations require budgeting for compliance related issues, adding additional costs to the budget. Other cost increases represent negotiated wages and assigned inflationary increases.

Capital infrastructure replacement and upgrading is funded from the Water Reserve. Projected capital expenditures will be significant as projects such as the Dufferin Tower recoating come on line. These expenditures will impact the reserve considerably, and proposed rate increases are necessary to continue to maintain a sufficient reserve for these future costs.

Taking into account the downward trend in water volume, results in having to increase rates to maintain annual revenue and contributions to the reserve.

ADMINISTRATOR'S COMMENTS:

As we know, water is a highly regulated service that the City provides. There is little choice but to provide the necessary resources to meet the requirements of these regulations.

In 2011 water usage again declined from 3,800,000 cubic metres to 3,700,000 cubic metres.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, anticipated revenues have not been budgeted to increase for 2013 to 2015.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G360 - WASTE

DEPARTMENT OVERVIEW:

The Waste budget covers staffing and materials required for functions relating to garbage collection, recyclables collection and operation of the landfill.

Waste staff are based at the landfill while the waste reduction coordinator works from 82 Erie St.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

Funding for this budget is entirely through Waste rates (no tax levy implications). The current 2011 rates and proposed 2012 rates are:

	<u>2011</u>	<u>2012</u>
Bag Tag	\$ 2.30	\$ 2.35
Bag or Can at Landfill Site	\$ 2.60	\$ 2.75
Minimum scale rate	\$13.00	\$15.00
Tip Fee – regular	\$72.00/tonne	\$73.50
Tip Fee – large hauler	\$66.50/tonne	\$68.00
Scale down – car	\$13.00	\$15.00
Scale down – truck	\$15.00	\$20.00
Scale down – trailer	\$15.00	\$20.00
Recycle Box	\$ 5.00	\$ 5.00
White Goods – freon removal	\$40.00	\$40.00
Televisions & computer monitors	\$ 5.00	\$ 0.00

Other:

Revenue increases will be as a result of increasing bag tag fees and tipping fees. These increases will enable a reserve contribution of \$116,000 whereas keeping the fees the same as 2011 would result in only a \$63,000 contribution.

GENERAL COMMENTS:

This budget is not tax funded and revenues are budgeted to cover annual operating costs as well as contributing to a reserve to pay for ongoing and future capital costs. The methane gas collection system is required (MOE requirement) to be installed in 2012, and, even with the adoption of the proposed increase in fees, the current reserve will not cover the full construction cost.

ADMINISTRATOR'S COMMENTS:

Because the City has operated the landfill site as a utility where revenues are to support both annual operating expenses as well as ongoing capital requirements, it is important that we deal with both with the operating budget as the level of both annual revenue and expenditure directly impact the amount we accumulate in the fund to pay for either capital expenditures or any principal and interest payments for capital projects that require financing.

It is on this point that we need to consider now the impact of upcoming capital expenditures of which there are two that are imminent. The first is a Landfill Gas Collection and Control System required to be installed in 2012 by the Ministry of the Environment in the amount of \$1,721,000. The second is the next cell development which should be constructed in 2013 in the amount of \$1,200,000. We anticipate that the fund balance at the end of 2011 will be approximately \$1,000,000 which means that, as a starting point, we need to find \$721,000 for the Landfill Gas Collection and Control System and \$1,200,000 for the new cell.

If we were to finance the capital improvements at current rates over ten years, we would need to budget approximately \$126,000 annually for P & I payments annually for every million dollars.

Financially, at the highest level, here is a projection of year end balances for the landfill reserve under two scenarios:

1. Status Quo and paying for the necessary capital improvements.
2. Financing the capital improvements.

This projection assumes that there will be an annual modest increase in rates to retain an annual net contribution to reserves of \$115,000 before consideration of capital and/or P & I payments.

Year	1. Status Quo	2. Financing capital costs
	\$	\$
2012	(600,000)	0
2013	(1,690,000)	19,750
2014	(1,575,000)	(112,900)
2015	(1,460,000)	(245,550)
2016	(1,345,000)	(378,200)
2017	(1,230,000)	(510,850)

As you can see, under either scenario, Council will have to increase the net budget through either an increase in rates and a decrease in expenditures or subsidize this fund through a further increase in taxes.

Here are some of the options to allow the fund to continue to sustain itself:

1. Further increase bag tags. We have allowed in the budget an increase of five cents per bag. Each increase of five cents brings in an additional **\$15,000 in revenue annually.**
2. Reduce hours that the landfill is open during the day to reduce overtime costs (close at 4:00 p.m.). This will **save \$21,000 annually.**
3. Close the landfill one hour earlier on Saturdays. This will **save \$8,000 to \$12,000 annually.**
4. Close the landfill every second Saturday. This will **save \$11,500 to \$18,000 annually.**

5. We believe that we will receive an excellent price for the sale of our recycled materials. We are letting tenders now for strictly pick and transfer of the materials and we are hopeful that the tender prices will produce significant savings. We won't know until they are received in December.

Please note that if options 3 and/or 4 are chosen, these will require a significant minimum charge at the landfill to reduce volumes of traffic in order to achieve the higher savings. A significant increase in the minimum charge would discourage small loads that could be left at the curbside.

As you can see it is a big hill to climb with an annual deficit of \$132,500 to fund. While the budget can in fact be passed this year, decisions are needed during 2012 in order to address the inevitable. Accordingly, staff will prepare a report with options for Council to consider early in the New Year. At that time, we will have the information from the new tender.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, no increase in revenues has been shown to illustrate what the projected reserve contribution for years 2013 to 2015 would be without fee increases.

ADMINISTRATOR'S COMMENTS:

In addition to my comments for the 2012 budget, there are future capital expenditures of which we should be aware. A fourth cell will be required in the latter part of this decade and a new landfill site will be needed down the road. The expected life of our landfill site is 20 to 25 years. The Environmental Assessment process as well as the construction costs of a new site will be costly. In addition, there will be costs to close this site.

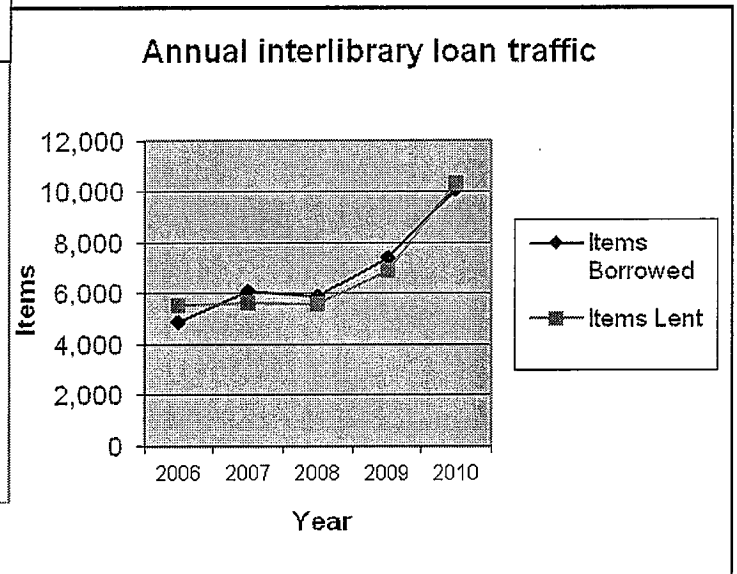
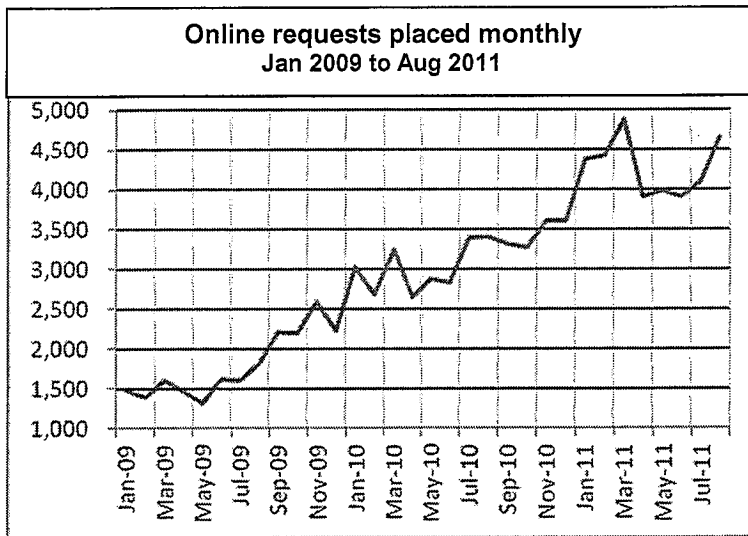


2012 OPERATING BUDGET NOTES

DEPARTMENT: Stratford Public Library

DEPARTMENT OVERVIEW:

Users are using the library differently and more frequently than in the past. The number of online SPL visits now exceeds the number of in person visits; and yet, walk-in traffic is not declining. Customers explore and browse SPL 24/7online from work and home. Borrowing decisions are often made very efficiently, locating desired selections online ahead of time, placing an automated "request" (hold) and asking to be notified when the requested item is available for them. Accordingly, online request figures have skyrocketed since 2009, and continue to climb upward each month.



As the trend continues, we will see more growth in interlibrary loans and online requests.

On-line traffic is more labour intensive than walk-in traffic.

CHANGES MADE FROM 2011 BUDGET:

Demands on staff time will increase as these trends continue. To support these important services, the 2012 operating budget proposes increasing two key positions from four days/week to five beginning in April, for a total added cost of \$20,303.

The additional day for the first key position, the Sunday Supervisor, will translate directly into more time devoted to filling online requests and related public service duties. Increasing work time for the second key position, the Volunteer Resource Manager, will allow for the development of additional library volunteers.

The cost of living increase for all Library staff is based on the City's increases for its administrative staff. Benefits are increased by a full percentage point because of OMERS' increase, but no more because of the decision to change providers.

Some costs have been moved from the capital budget to operating because individual costs are less than \$5,000.

Revenue Increases:

The enclosed budget includes an increase in the amount paid by the Township of Perth South for library service equal to the increased amount the Township is paying in 2011.

Other:

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

This is pretty much the cost to maintain the current level of service. To reduce this budget, City Council will need to ask that Library how service levels can be adjusted to achieve savings.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G511 - ECONOMIC DEVELOPMENT

DEPARTMENT OVERVIEW:

Economic development can be defined as "the process used to stimulate or maintain business activity and employment, which will improve the economic and social well-being of the community and create balanced growth." The Stratford Economic Development Department is responsible for economic development initiatives and activities. The Department promotes business growth through the solicitation, retention, expansion and formation of industrial, commercial and service industries, resulting in a growing economy incorporating business diversification, an expanded tax assessment base and new job opportunities.

The City of Stratford's Economic Development Department manages the development of the Wright Business Park. The business park has been established to provide an environment where business can foster and create employment opportunities for the residents of Stratford.

In 2007, the Department was expanded to include a small business enterprise centre. This initiative was possible through a partnership with the Provincial government (Ministry of Economic Development and Trade) and the Federal government through the Perth County Community Futures Corporation. Stratford Economic Development and the Stratford|Perth Centre for Business is the key point of contact for business development and investment. The Economic Development Department and Centre for Business connects individuals to information and networks vital to their location and expansion decisions in Stratford. The Centre is a free one-stop source for one-on-one business coaching, financing, expansion planning, and multi-national branch planning. We will provide information and identify solutions that will enhance business prospects. We will also leverage our community and business relationships to provide guidance and support before and after a decision to invest in Stratford.

The Economic Development Department consists of the Director of Economic Development, the Economic Development Officer and a part-time Clerk Secretary. The Stratford|Perth Centre for Business consists of two contracted staff provided through a service level agreement with the Perth County Community Futures Corporation.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

Staff reviewed the historical trends for annual costs to find efficiencies and to determine actual cost patterns. Slight reductions were made in several areas. With the growing influence of social media, the department has reduced some of the traditional marketing methods (i.e. print material, travel expenses) in favour of digital media outreach.

The contingency budget for potentially unknown business expenses has been eliminated. When and if these unknown business expenses arise, staff will evaluate the potential expense and determine an appropriate source for funds.

Service Reductions:

No service reductions proposed.

Revenue Increases:

There are few revenue opportunities in economic development. It is hoped success will result in increased tax revenue for the City.

Other:**GENERAL COMMENTS:**

Full time benefits have increased significantly from 2011 to reflect actual costs attributed to the department. Staff adjusted the budget to accommodate the increase by eliminating the department's contingency. Any special projects will be taken from the Special Initiatives Fund. The budget increase for 2012 for the Economic Development Department is strictly the increase associated with staff wages.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS**GENERAL COMMENTS:**

The projected budgets reflect potential salary increases for each year.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G512 - AIRPORT

DEPARTMENT OVERVIEW:

The Stratford Airport is operated under contract with Stratford Air Services. It is a full service airport providing service to Stratford and area residents and business and industrial personnel.

Revenue is generated from fuel sales, land lease agreements, aircraft parking, farm land rental, and terminal building rental.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

3 % increase for hangar land lease agreements.

10 % increase for aircraft parking and corporate landing fees.

Other:

GENERAL COMMENTS:

Asphalt reserve contribution increased to \$75,000 in order to provide sufficient funding for ongoing resurfacing of the airport's runways without the need for long term financing.

The MNR has reduced their rabies program and will no longer be operating from our airport. This loss of jet fuel sales will have a net revenue decrease of approximately \$9,000.

Flight activity / fuel sales have increased during the last 12 – 18 months therefore it is our hope that the loss of the MNR revenue will be offset by the increase in other airport activities.

The current airport management contract will expire July 31 / 2012 and will need to be re-negotiated.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Asphalt reserve contribution increased by \$10,000 per year for 2013, 2014 and 2015

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G611 - Ontario Works/Social Services

DEPARTMENT OVERVIEW:

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

Funding announcement on October 31, 2008 reduces the cost of social assistance payments resulting in the new municipal share of 17.2%.

Service Reductions:

None proposed.

Revenue Increases:

The City of Stratford and the County of Perth entered into a new cost sharing agreement that commences on January 1, 2012. The new funding split is 48.28% for the City of Stratford and 51.72% for the County of Perth of 96% of the administration budget (4% paid by St Marys).

Other:

GENERAL COMMENTS:

The Ontario Works caseload has remained at a historical high, netting an average of just over 703 cases per month. The Ministry projection for 2011 is 754.

There will be a 1% social assistance benefit increase in December 2011.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Funding announcement on October 31, 2008 further reduces the cost of social assistance payments working toward the goal of 100% ministry funding in 2018. The municipal share for Ontario Works benefits is 14.2% in 2013, 11.4% in 2014, 8.6% in 2015 and 5.8% in 2016, from the historical 20% share.

It is anticipated that there will be an additional 1% benefit increase in December 2013 and onward annually.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G613 - Anne Hathaway Day Care

DEPARTMENT OVERVIEW:

Anne Hathaway is a full day childcare centre that is licensed by the Province of Ontario under the Day Nurseries Act. It falls under the jurisdiction of The Ministry of Education and is licensed by the Ministry of Children and Youth. The Social Services Department of The Corporation of the City of Stratford operates the daycare centre.

The program is a fully inclusive program that provides a creative, enriching early years experience to children between the ages of 18 months and 5 years. The centre is licensed with 10 toddler spaces (18 months to 2.5 years) and 60 pre-school (2.5 - 5 years) spaces. The vast majority of children attend the program on a full time basis while their parents attend work or school. Centre staff work closely with community agencies regarding any families that may have children who are at risk of developmental difficulties.

Hours of operation are 7:00 a.m. to 5:30 p.m. Monday to Friday for 12 months of the year. Families pay for all scheduled days and there is no reimbursement for vacation or sick days.

The centre also offers a Flexcare /Emergency Care program to the community based on available space on any given day.

The centre employs 10 full time staff and six permanent part-time staff as well as a number of supply staff.

CHANGES MADE FROM 2011 BUDGET:

Cost Reductions:

No reductions proposed.

Service Reductions:

No service reductions proposed.

Revenue Increases:

A 5% increase to parent fees.

Other:

GENERAL COMMENTS:

In some areas program expenses have been aligned to more closely reflect 2010 actuals with the understanding that this is a budget for 2012.

Administration

There has been a change to administrative staff salary allocations where there is no longer an opportunity to re-allocate administrative salaries elsewhere.

Regular Day Care Programs

- Increase to parent fees of 5%.
- Flexcare and Before/After Program revenue has decreased to reflect less 4 & 5 year old children needing childcare before/after school as they enter the school system full time.
- In recognizing that it is difficult to ensure all our subsidized spaces are full, the budget is based on 90% occupancy – down from 95% in 2011 and aligns with our Parent Fee occupancy of 90%.

Regular Daycare Occupancy

Uniform allowance has been discontinued. Uniforms provided by home department.

Regular Daycare Dietary

Salaries have increased in response to the job equity which resulted in the cook/housekeeper moving up on Schedule A.

Program Assistants

This is revenue neutral to the daycare program. Program Assistants are hired to facilitate the inclusion of children with significant special needs into the regular daycare program. The full costs of salaries and benefits for these staff are invoiced back to the Special Needs Resourcing Program within the Childcare Division. They vary from year to year depending on the individual needs of the children we have in the program at any given time.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

As the province continues to move toward full day kindergarten enrollment, the day care program may be affected.

Our waiting list would support the need for care of younger children, however the cost to provide this service, based on smaller legislated staff/student ratio's for toddlers, will be higher. It is estimated the cost to provide more toddler care would result in an increase of approx \$21,000 for each group of 4/5 year olds that we converted into a toddler group. However, it is believed we will be unable to fill 60 spaces with 2.5 and 3 year olds so the other option would be to reduce capacity. Both of these options will be examined in more detail and a report will be forward for council's consideration.

Anne Hathaway has participated a county wide review of childcare programs conducted by the childcare division of the CMSM. We continue to look at the opportunities and challenges of caring for children 0-3 years of age.

ADMINISTRATOR'S COMMENTS:

There will be some difficult choices before Council in 2012.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G615 - HOUSING

DEPARTMENT OVERVIEW:

The Housing Division is responsible either directly or as an intermediary for a total Housing portfolio of 1,247 units:

- The Housing division directly administers 663 public housing units geographically spread across the County.
- In addition Housing acts as a intermediary and overseer of the 415 social housing units in the county that operate either as non-profit housing corporations or cooperative housing corporations.
- The Rent Supplement program allows us to work with private enterprise landlords who house people who qualify for RGI on our behalf. The Housing Division then pays the landlord the variance between the tenants RGI calculation and the market rent charged by the landlord. We currently have 169 rent supplement units.

The impact of the recession is still being felt by families and individuals across the county. Many people who were just getting by before have been thrown into greater poverty and many are still struggling to turn things around. As a result, applications for housing have increased significantly and the RGI subsidy costs have grown as tenants ability to pay has decreased.

CHANGES FROM 2011 BUDGET:

Key Revenue Decreases:

Social Assistance Payments from the Ministry as based on indexes published annually.

- 1) The LHC Rent Supplement Grant has been reduced by \$30,280.

Key Expenses Increases:

- 1) Materials & Services have increased from \$660,000 to \$742,950, but reflect year-end realities more accurately than previous budgets. (\$92,334)
- 2) Utilities & Taxes are expected to increase from \$1,468,800 - \$1,550,000 (\$81,200, of which over \$70,000 is hydro costs)
- 3) In 2012 our Division Offices Rent will increase \$9,384.
- 4) Based on Ministry indexes for Social Housing Provider subsidies, our 2012 local costs are increasing by \$112,216 while the Ontario Grant to us remains the same.

Service Reductions:

No service reduction in services proposed.

Options for Reductions:

No options for reductions proposed.

GENERAL COMMENTS:

We are experiencing a direct correlation with our increased maintenance costs and the increasing age of our properties.

Budget reflects a 1% increase in benefits.

The City of Stratford and the County of Perth entered into a new cost sharing agreement that takes effect on January 1, 2012. The new formula results in 9.63% paid off the top by St. Marys. In the old formula the 2012 share to the City would have been 45.54%. The impact of the new formula has resulted in a cost savings to the City where the City share will now be 43.63% which helped us absorb some of the increased costs.

ADMINISTRATOR'S COMMENTS:

No further comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Capital budget for public housing will require ongoing increases to address the issue of aged buildings.

The capital, maintenance and staff costs continue to increase annually and the funding provided from the province has been reduced or remains stagnant. This causes reduction in other account lines and could result in reduction of services in the future. The projected years' budgets have been calculated using a 1% annual increase in costs of services and administration.

ADMINISTRATOR'S COMMENTS:

When housing was downloaded to municipalities, our concern was that it was a downloading of future costs for an aging building stock. We can see that in these figures. We have the responsibility to provide this service as well as the obligation to provide a certain number of housing units.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G616 - Child Care Division

DEPARTMENT OVERVIEW:

In its role as the child care service system manager, the City of Stratford Child Care division plans and manages several funding programs within the parameters of legislation, regulations, standards and policies established by the Ministry.

The Fee Subsidy funding from Early Learning and Child Care (ELCC) and Day Nursery Act (DNA) provide financial assistance for families' child care expenses. To determine the level of funding an income test procedure is used.

Child care agencies directly receive funding in the form of wage subsidies. This funding assists with the sustainability of agencies services.

In the administrative role the child care division manages the Children's Resource Consultant program and allocation of funding for program assistance in all Perth County programs in support of inclusive environments for children.

CHANGES FROM 2011 BUDGET:

Cost Reductions:

No cost reductions proposed.

Service Reductions:

Salaries and benefits costs with annual increases does not allow for any administrative expenses to be covered in this funding line. The administrative costs have been transferred to the Early Learning and Child Development Program in some areas. This will not be able to be sustained in future years and may result in a reduction of funds for child care programs for program assistant services.

Revenue Increases:

The child care division was notified after the 2011 budget had been approved of new 100% provincial funding in the amount of \$3,200 for child care stabilization capital (63FC). As of the preparation of the 2012 budget there has been no verification of continued funding in the account.

Other:

Repair and Maintenance is no longer a funding account from the province. The change is a calculated allocation towards Health and Safety can be made if the funding from that line has not been exhausted by year end. The municipality has been given the flexibility from the Ministry of Education to reallocate funds in the DNA Fee Subsidy line but not increased the amount of government financial support.

GENERAL COMMENTS:

The municipal shares are calculated in two different methods, for St Marys using actual caseload figures and for Perth County and Stratford using municipal assessment percentages. The caseload figures used for the 2012 budget year are from 2010 actual figures and will be adjusted in the third quarter to 2011 actuals.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

The occupancy and staff costs continue to increase annually and the funding provided from the province has been stagnant. This causes reduction in other account lines and could result in reduction of services in the future if further funding is not provided. The projected years budgets have been calculated using a 2% annual increase in costs of services and administration.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G617 – EARLY LEARNING AND CHILD DEVELOPMENT-ELCD

DEPARTMENT OVERVIEW:

The Child Care Division utilizes the funds from this program to provide wage subsidy financial support to agencies to improve salaries. Funding is allocated to provide financial assistance directly to agencies for families' child care expenses. All families are processed through an Income Test.

The Child Care Division maximizes the funding available to put towards administrative costs. Program development funding has been budgeted when available to support any initiatives expanding their services, improving their programs or in program development that is in line with the child care plan of the county.

Funding for special needs resourcing is a component of the ELCD budget. The provincial budget allocates a small portion for planning. The planning funding is directed to service integration.

ELCD is funded 100% by the Province and currently there are no municipal contributions to the total budget.

CHANGES FROM 2011 BUDGET:

Cost Reductions:

No cost reductions proposed.

Service Reductions:

The planning account was reallocated by the province to include targeted funds for Aboriginal planning with a result of a reduction in the total allocation annually.

Revenue Increases:

The Extended day fee subsidy has been combined with Fee Subsidy by the Ministry and with the combining of these two budget lines there was a small increase in the total amount of funding. Child Care Stabilization was increased to \$59,895 annualized.

The additional of \$50,000 per year from reserves will exhaust the reserve account by 2016.

Other:

The Wage Improvement funding has not been increased by the province. Child Care programs use these funds to assist with wage expenses that increase annually. This area of funding is stagnant and may need to be addressed in future year budgeting.

GENERAL COMMENTS:

The Provincial funding for all accounts with the exception of Planning will be from the Ministry of Education and no longer from the Ministry of Children and Youth Services.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

There have been many changes to the system of children services for four and five year old children and in 2011 and in 2012 there is anticipated a larger scale of changes. It will be dependent upon these service guideline changes and the resulting pressures on funding/budgets and service levels. The capital required for the forecasted changes may need to be allocated from reserve accounts.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G711 - Parks and Forestry Division

DEPARTMENT OVERVIEW:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (24 neighborhood, 16 city parks, and five specialty parks), 29 playground structures, natural areas, and eight km of pathways, sport fields and tree maintenance as well as horticulture and maintenance of all city gardens. In addition, this division is also responsible for garbage collection in the parks and facilities on a daily basis with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

Services are provided through a combination of full-time, temporary staff and contracted services. Grass cutting, tree removal and some pruning are undertaken through contracted services. Grass cutting on the boulevards is undertaken by staff. In the spring the Horticultural Society assists in planting flowers but the ongoing maintenance is provided by full-time staff and temporary labourers. During the winter months this Division also assists in snow plowing and removal at recreation locations, furniture repair and care of the swans.

CHANGES FROM 2011- BUDGET:

Full and part time wages and benefits have increased in accordance with the collective agreement.

Slight hydro and fuel increases based on 2011 actual.

Materials and Services for both Parks and Forestry will remain at 2011 rate.

With the opportunity for a morning shift included in the new collective agreement, overtime can now be limited to emergency calls, Sunday garbage collection at sport facilities and parks, weekend winter snow clearing and swan care.

OPTIONS FOR REDUCTIONS:

No options for reduction proposed.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G721 - Recreation Facilities

DEPARTMENT OVERVIEW:

This Division is responsible for the maintenance of all municipal recreation and community facilities including:

- Two single pad arenas (Allman and Dufferin)
- Stratford Rotary Complex twin pad arena and community hall
- Kiwanis Community Centre
- Lions Pool
- Two outdoor sports complexes, SERC – 2 lit soccer fields, 2 lit baseball fields, 1 rugby field and Packham Rd – 5 lit ball diamonds and pavilion. Both facilities have irrigation systems.
- Three public washrooms
- Tom Patterson theatre
- Several Ball and Sports fields, tennis courts and misc. facilities
- Stratford Art Gallery
- Parks Offices
- Transit buildings

This Division includes 15 full time positions including a Manager, a Clerk Secretary, a Facilities Maintenance Operator, a Facilities Operator II/Lead Hand, and 11 Recreation Facilities Operator I, four part time custodians with additional casual and part-time employees.

The Division provides most services internally but contracts out some services such as concessions, plumbing, electrical, ammonia refrigeration plants and HVAC periodic maintenance and repairs.

CHANGES FROM 2011 BUDGET:

Revenues show an increase as our Fees and Charges will increase for the second half of the 2012 arena season. In addition to this we have acquired a special event- provincial curling championship. Minor sports are now utilizing more ice earlier in the season. This reduces the amount of hours rented outside the municipality and assists the department in achieving its budget projection.

OPTIONS FOR REDUCTIONS:

The facility department will continue to retrofit, wherever possible, large energy consumers with more efficient technologies. These projects will be presented in the capital request proposals.

GENERAL COMMENTS:

The department is limited in its reserves to maintain the demand for long term maintenance; it would be a general rule to contribute 3% of the total facility asset towards a facility reserve. This issue will prove to be more acute in coming years as many major maintenance items that have been receiving temporary fixes will need to be addressed.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

A larger contribution to building reserves is required to support a stronger maintenance program.

ADMINISTRATOR'S COMMENTS:

Either we save up for these expenses now or we fund them with long term financing when they are needed to be done. Please refer to my covering report on corporate budget strategy.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G721 - Recreation Programs

DEPARTMENT OVERVIEW:

The recreation program budget consists of operating dollars to support the following:

Service	Particulars	Allocation
Child & Youth Programs	Day camp, p.a. days, holiday break, community dances	Staff time, program materials, labour
Stratford Youth Centre	Lease of facility, agreement to support staff/program services offered through YMCA	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest, MovingON, inMotion, Trails/Bike, etc.	Staff time
55+ Active Adults Programs	Management of 700 member volunteers, and coordination, implementation, supervision, and evaluation of 25 peer-to-peer lead programs and activities	Staff time
Stratford Agriplex Fieldhouse	Coordination/management of regular bookings and special events during sport season	Staff time
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives describing programs and services delivered through the department's 6 divisions	Marketing dollars and staff time
Kiwanis Community Centre	Coordination/management of facility bookings/tenants, and mechanical operating systems	Staff time
Public Access Defibrillation	Coordination, management and weekly evaluation of the City's AED program (8 units currently deployed)	Staff time

CHANGES MADE FROM 2011 BUDGET:

Service Reductions:

None proposed at this time.

Revenue Increases:

- Elderly Persons Centre special grant from Ministry of Long Term Health & Care may increase. Unknown at this time.
- Noted revenue increase based on fee increase in 2012

Other:

- Budget increase mostly related to Salary and Benefit increases.

GENERAL COMMENTS:

- The Stratford Youth Centre accounts for 25% of the Recreation Program budget; \$80,000 in expenditures with no revenues generated.
- The agreement between the City and YMCA runs until November 2011, and it is expected that another two-year term will be negotiated and renewed.
- When compared to 2011, full-time salaries and benefits account for the increase in the Recreation Program budget.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G731 - Cemetery

DEPARTMENT OVERVIEW:

Avondale Cemetery is 105 acres; 65 are active acres and 40 are yet to be developed.

The Cemetery offers a variety of interment options:

- Traditional burial
- Cremation lots
- Columbarium's
- Mausoleums
- Interment rights (burials)
- Interment rights certificates
- Disinterment
- Chapel memorial services

CHANGES FROM 2011 BUDGET:

The interest earned from the perpetual fund is lowered based on historical returns at low interest rates.

The portion of the overall Community Services administration costs to the cemetery continues to be redistributed throughout the division in a more equitable manner.

The amount for fuel has also been increased based on 2011 experience.

Benefit increase reflects the percentage increase in benefit costs.

Salary increase reflects the percentage increase in wages.

OPTIONS FOR REDUCTIONS:

No reductions proposed.

GENERAL COMMENTS:

A proposed increase in revenues will be realized with the implementation of the new fee schedule for a entire 2012 year. If not approved, revenues will have to be lowered.

ADMINISTRATORS COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

ADMINISTRATORS COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G750 - Transit

DEPARTMENT OVERVIEW:

Transit operates six days a week from 6 am to 10 pm Monday to Friday – Saturday 6 am to 8 pm; six routes cover the city with four school specials covering the heavy student traffic. Transit has a fleet compliment of 13 buses.

CHANGES FROM 2011 BUDGET:

An increase shown for fuel is based on the pricing experience of 2011.

Benefit increase reflects the percentage increase in benefit costs as a result of an increase in OMERS contributions.

Transit continue to share in the overall Community Services administration costs.

Salaries and wages reflect the current increase based on the collective agreement.

Transit continues to reflect a 25% share of the Cemetery/Transit Manager Salary expenses.

We expect to continue a modest fare increase in 2012, 2013, 2014.

Options for Reductions:

Reduce evening service to hourly; other reductions of costs are being reviewed as per Council's direction.

GENERAL COMMENTS:

Accessibility for Ontarians with Disabilities Act may have budget impact in 2012, but at this time we are unsure of the imposed time lines of implementation. We will continue to implement according to the guidelines set out in the AODA Act.

ADMINISTRATOR'S COMMENTS:

The department is examining the options for service re-alignment in the evenings.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G751 - Parallel Transit

DEPARTMENT OVERVIEW:

Parallel Transit operates a door to door service with a fleet of five vehicles; operating a seven day operation Monday to Friday 8:20 am to 4:40 pm Friday evening 6:20 to 10:40 Saturday and Sunday 8:40 am to 4 pm

CHANGES FROM 2011 BUDGET:

The increase in Salaries and Wages reflects the provisions in the collective agreement.

Benefit increase reflects the percentage increase in benefit costs.

Parallel Transit continues to share in the overall Community Services administration costs.

Parallel Transit reflects a 25% share of the Cemetery/Transit Managers Salary expenses.

Increase in Vehicle Fuel based on historical data.

OPTIONS FOR REDUCTIONS:

If hours of operation are reduced in regular transit this could result in a reduction of costs if Parallel Transit hours are matched.

GENERAL COMMENTS:

The fees charged do not reflect an increase as the Accessibility for Ontarians with Disabilities Act will require the fares between the two transit systems to be equal. This could result in a reduction of revenues.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G810 – REQUISITIONS FROM OTHERS

DEPARTMENT OVERVIEW:

Reflects expenses paid to outside agencies.

CHANGES FROM 2011 BUDGET:

New Programs/Costs:

No new programs proposed.

Others:

Options for Reductions:

Most are not matters of discretion. As in other years, the numbers are predicted based on last year's actual and known trends. These numbers can be adjusted, which is a matter of risk.

GENERAL COMMENTS:

The Municipal Liaison Committee will be meeting to review the joint board budgets in December.

ADMINISTRATOR'S COMMENTS:

You will note some significant changes in this budget as a result of the shared services agreement with the County of Perth. You will note that our share has increased for services such as County roads, ambulance and the health unit and gone down for Spruce Lodge and Social Services. It does result in an overall increase in cost to the City, which was acknowledged in the annexation and shared services negotiations.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Our increased contributions for roads as a result of the shared services agreement are phased in over five years.

ADMINISTRATOR'S COMMENTS:

No additional comments.



2012 OPERATING BUDGET NOTES

DEPARTMENT: G820 – OTHER MUNICIPAL SERVICES

DEPARTMENT OVERVIEW:

Reflects expenses of Ad Hoc Committees and miscellaneous City services.

CHANGES FROM 2011 BUDGET:

New Programs/Costs:

\$30,000 has been included for meeting the Provincial accessibility requirements.

Communities in Bloom is requesting the City provide a \$2,000 contribution to The Town of Goderich garden.

Options for Reductions:

Festival Hydro Inc. has advised that we will not have to contribute to the Energy Conservation Officer in 2012. We will undertake our initiatives using our own resources.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

We have budgeted \$30,000 to meet provincial accessibility requirements for 2012. Please refer to the attached report from the Chief Building Official.

2013-2014-2015 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted expenditures are generally in line with inflation.

ADMINISTRATOR'S COMMENTS:

The accessibility requirements are a multi-year program. We will continue to analyze the financial resources required to meet our obligations under the legislation.