



2014 OPERATING BUDGET

Approved by City Council

On January 27, 2014

**CITY OF STRATFORD
2014 OPERATING BUDGET INDEX**

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CITY OF STRATFORD 2014 BUDGET

| <u>GENERAL REVENUES - G100</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Bill 79 Adjustment | -8,500 | 0 | 0 | 0 | 0 |
| University of Waterloo | -1,275 | -2,000 | -3,000 | -4,000 | -5,000 |
| Stratford General Hospital | -22,200 | -22,000 | -22,000 | -22,000 | -22,000 |
| Perth County Jail | -3,750 | -3,750 | -3,750 | -3,750 | -3,750 |
| Education P.I.L. | -140,000 | -140,000 | -140,000 | -140,000 | -135,000 |
| Railway Taxable | -5,600 | -5,600 | -5,600 | -5,600 | -5,600 |
| Area Openings | 0 | -12,000 | -12,000 | -12,000 | -12,000 |
| Fest. Hydro Investment Income | -2,382,615 | -2,409,441 | -2,437,073 | -2,465,533 | -2,494,847 |
| TOTAL GENERAL REVENUES | -2,563,940 | -2,594,791 | -2,623,423 | -2,652,883 | -2,678,197 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -2,563,940 | -2,594,791 | 1.20% |
| Expenditures | 0 | 0 | 0 |
| Net | -2,563,940 | -2,594,791 | 1.20% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Beatty that the 2014 G100 General Revenues operating budget be adopted as presented at the October 29, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of -\$2,594,791. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#39)
By-Law # 12-2014 approved by Council Jan.27/14

General Revenues - G100 Net Budget (\$2,594,791)



2014 OPERATING BUDGET NOTES

DEPARTMENT: G100 – GENERAL REVENUES

DEPARTMENT OVERVIEW:

This department reflects corporate revenues that cannot be otherwise assigned to one Department or Division.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

- Taxation – Area Openings is mostly made up of encroachment agreements, an increase of \$3,500 has been included relating to an increase in encroachment agreements. Administration of these agreements is provided through the Clerk's office.
- University of Waterloo PIL has been increased slightly to reflect the expected increase in students.
- A 3% increase on the Festival Hydro common share dividends has been included.

Options for Reductions:

None noted.

GENERAL COMMENTS:

The Province of Ontario is currently reviewing the OMPF (Ontario Municipal Partnership Fund). While we are optimistic this may lead to the City receiving a portion of this grant again in the future, no details of this review are currently available.

Festival Hydro Inc. and Festival Hydro Services Inc. Revenues are outlined below:

| | 2013 Budget | 2014 Budget |
|--|------------------------|------------------------|
| Interest on Demand Loan of \$15,600,000 at 7.25% | \$ 1,131,000 | \$ 1,131,000 |
| FHI Common Share Dividend | 894,215 | 921,041 |
| FHI Preferred Share Dividend | 305,000 | 305,000 |
| FHSI Demand Note of \$372,000 | 27,900 | 27,900 |
| FHSI Common Share Dividend | 24,500 | 24,500 |
| TOTAL | \$2,382,615 | \$2,409,441 |

ADMINISTRATOR'S COMMENTS:

There is little of discretion in this budget. They are mostly finite calculations. We increased the common share dividend last year significantly for Festival Hydro and are projecting a more regular increase this year.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Slight incremental increases have been included to take into account the ramp up of the University of Waterloo Stratford campus.

ADMINISTRATOR'S COMMENTS:

The interest rate on the short term note from Festival Hydro Inc. is carried on at the current rate. This could change with changes in regulations at the Provincial level.

CITY OF STRATFORD 2014 BUDGET

MAYOR'S OFFICE - G101

EXPENDITURES

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Conferences | 7,300 | 7,300 | 7,300 | 7,300 | 7,300 |
| Administration | 75,675 | 76,954 | 78,297 | 79,571 | 80,870 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 82,975 | 84,254 | 85,597 | 86,871 | 88,170 |
| NET BUDGET G101 | 82,975 | 84,254 | 85,597 | 86,871 | 88,170 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 82,975 | 84,254 | 85,597 | 86,871 | 88,170 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | 0 | 0 | 0.00% |
| Expenditures | 82,975 | 84,254 | 1.54% |
| Net | 82,975 | 84,254 | 1.54% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Seconded by Councillor Ritsma that the 2014 G101 Mayor's Office operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$84,254. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#72)
By-Law # 12-2014 approved by Council Jan.27/14

Mayor's Office - G101 Net Budget \$84,254



2014 OPERATING BUDGET NOTES

DEPARTMENT: G101 – MAYOR'S OFFICE

DEPARTMENT OVERVIEW:

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

CHANGES MADE FROM 2013 BUDGET

Cost Reductions:

There are no significant changes proposed to this budget.

Service Reductions:

There are no significant changes proposed to this budget.

Revenue Increases:

There are no revenue opportunities in this budget.

Other:

None noted.

GENERAL COMMENTS:

There are no significant changes to this budget.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

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

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

CITY COUNCIL - G102

EXPENDITURES

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Administration | 189,525 | 192,470 | 198,574 | 197,638 | 202,763 |
| Meetings | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Receptions & Events | 32,500 | 32,500 | 32,500 | 32,500 | 32,500 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 229,525 | 232,470 | 238,574 | 237,638 | 242,763 |
| NET BUDGET G102 | 229,525 | 232,470 | 238,574 | 237,638 | 242,763 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 229,525 | 232,470 | 238,574 | 237,638 | 242,763 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | 0 | 0 | 0.00% |
| Expenditures | 229,525 | 232,470 | 1.28% |
| Net | 229,525 | 232,470 | 1.28% |

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Seconded by Councillor Smythe that the 2014 G102 Council operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$232,470. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#73)
By-Law # 12-2014 approved by Council Jan.27/14

City Council - G102 Net Budget \$232,470



2014 OPERATING BUDGET NOTES

DEPARTMENT: G102 – CITY COUNCIL SERVICES

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

No accounts have been increased. A net of \$1,500 has been budgeted for the Blue Jays event for payment of the expenses incurred for that specific event.

Service Reductions/Increases:

There are no cost reduction opportunities.

Revenue Reductions/Increases:

No service reductions are proposed.

Options for Reductions:

There are no revenue opportunities in this budget.

GENERAL COMMENTS:

No comments of note.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

CAO'S OFFICE - G111

REVENUE

Recoverable

TOTAL REVENUES

EXPENDITURES

Administration

Amortization

TOTAL EXPENDITURES

NET BUDGET G111

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Recoverable | 0 | -25,000 | 0 | 0 | 0 |
| TOTAL REVENUES | 0 | -25,000 | 0 | 0 | 0 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 474,205 | 459,565 | 469,360 | 481,635 | 489,415 |
| Amortization | 2,920 | 2,920 | 2,920 | 2,920 | 2,920 |
| TOTAL EXPENDITURES | 477,125 | 462,485 | 472,280 | 484,555 | 492,335 |
| NET BUDGET G111 | 477,125 | 437,485 | 472,280 | 484,555 | 492,335 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

Less Amortization

Less Transfer from Reserves

Plus Transfer to Reserves

TOTAL ADJUSTMENTS

TOTAL TAX LEVY

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | (2,920) | (2,920) | (2,920) | (2,920) | (2,920) |
| Less Transfer from Reserves | (60,000) | | | | |
| Plus Transfer to Reserves | 0 | 20,000 | 20,000 | 20,000 | 20,000 |
| TOTAL ADJUSTMENTS | -62,920 | 17,080 | 17,080 | 17,080 | 17,080 |
| TOTAL TAX LEVY | 414,205 | 454,565 | 489,360 | 501,635 | 509,415 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | (60,000) | (25,000) | 0.00% |
| Expenditures | 474,205 | 479,565 | 1.13% |
| Net | 414,205 | 454,565 | 9.74% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Seconded by Councillor Ritsma that the 2014 G111 C.A.O.'s Office operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$454,565. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#74)
By-Law # 12-2014 approved by Council Jan.27/14

CAO's Office - G111 Net Budget \$454,565



2014 OPERATING BUDGET NOTES

DEPARTMENT: G111 – CITY ADMINISTRATOR'S OFFICE

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 full time support staff with one student intern. 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 studies that come up through the year that are not otherwise in the budget.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

None proposed.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

There are no revenues associated with this office.

Options for Reductions:

Further reduce legal fees, consultants and training by \$7,500 to achieve a 2% increase and eliminate the student intern position beyond our existing commitment of June 2014.

GENERAL COMMENTS:

It is wages and benefits that account for the increase in this budget. All other accounts are normal increases.

ADMINISTRATOR'S COMMENTS:

The inclusion of additional money for consultants last year has allowed us to move forward with some important projects such as reviewing our strategic priorities and an updated communications plan. We are thinking or moving forward with some work on establishing corporate values, branding and succession planning in 2014; however, those recommendations will be finalized following the strategic priorities exercise.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Unless we qualify for a further grant for the AMCTO internship program, which is unlikely, there will be a further increase in 2015 to make up for the lost revenue should the city continue with this program.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>HUMAN RESOURCES - G112</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>EXPENDITURES</u> | | | | | |
| Administration | 477,012 | 494,461 | 504,350 | 514,437 | 524,726 |
| Labour Relations | 14,550 | 12,284 | 12,529 | 12,780 | 13,036 |
| Training | 30,000 | 30,350 | 30,957 | 31,576 | 32,208 |
| Employee Medicals/Assistance | 10,000 | 24,000 | 24,480 | 24,970 | 25,469 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 531,562 | 561,094 | 572,316 | 583,763 | 595,438 |
| NET BUDGET G112 | 531,562 | 561,094 | 572,316 | 583,763 | 595,438 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |

| | | | | | |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| TOTAL TAX LEVY | 531,562 | 561,094 | 572,316 | 583,763 | 595,438 |
|-----------------------|----------------|----------------|----------------|----------------|----------------|

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | 0 | 0 | 0.00% |
| Expenditures | 531,562 | 561,094 | 5.56% |
| Net | 531,562 | 561,094 | 5.56% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Beatty and Seconded by Councillor Nickel that the 2014 G112 Human Resources operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$561,094. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#42)
By-Law # 12-2014 approved by Council Jan.27/14

Human Resources - G112 Net Budget \$561,094



2014 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. Human Resources provides resources and advice to Festival Hydro, the Stratford Public Library and other community organizations with regard to Human Resource matters.

In 2013 a number of projects commenced and will be continue into 2014 including:

- Health and Safety Strategic Plan
- Attendance Management policy development, implementation and training
- Administrative Compensation Market Review
- HRIS (Human Resources Information System) review, resource and development

Services provided by Human Resources include:

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.
- Develop and implement Human Resources Information System (HRIS) to provide workforce data analysis and trending, allowing for more efficient and objective decision making.

Health, Safety and Wellness

- Support management in their understanding and ability to respond to health and safety concerns to ensure all employees work in a healthy and safe environment; prevent accidents, illnesses and injuries; review and improve corporate compliance with the Occupational Health and Safety Act and Regulations.
- Proceed with Attendance Management Program including program development, implementation and organizational training for attendance and sick time, disability and

return to work programs for occupational (WSIB) and non-occupational injuries, illness and disability accommodation.

- Provide and coordinate health and safety training & education. Increased focus on expanding the Joint Health & Safety Committee (JHSC) skill set through proactive training for example workplace hazard identification.
- Manage the Employee Assistance Program.

Labour Relations

- Negotiate six collective agreements with our bargaining units with a view to maintaining positive, functioning and financially viable relationships with our employees.
- In 2014 negotiations will commence for CUPE Local 1385 and IBEW 636 Parallel Transit. Currently Fire negotiations are underway.

| | |
|---|--|
| CUPE Local 1385 – Inside Staff | Expiries December 31, 2013 |
| CUPE Local 197 – Outside Staff | Expiries December 31, 2014 |
| Professional Firefighter’s Association | Expiries December 31, 2012 (in progress) |
| IBEW Local 636 – Parallel Transit Staff | Expiries December 31, 2013 |
| IBEW Local 636 – Transit Staff | Expiries April 30, 2015 |
| IBEW Local 636 – Water Staff | Expiries April 30, 2015 |

- 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.
- As of October 2013 the Human Resources Department has posted approximately 50 jobs resulting in over 130 hires or transfers for non-unionized, unionized and casual positions noted by group below:

| | |
|--------------------|--|
| Administrative – 4 | CUPE Local 1385 - 13 |
| CUPE Local 197 – 4 | Parallel Transit – 1 |
| Transit – 1 | Stratford Professional Fire Fighters – 2 |
| Casual - 115 | |

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. Job Evaluation Maintenance projects: implementation date for CUPE 1385 project March 1, 2012; implementation date for CUPE 197 project March 1, 2009.

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.

Corporate Training

- Provide and coordinate corporate training initiatives.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

Increases:

- Corporate Employee Assistance Program (EAP)
- Health & Safety

Reductions:

- Labour relations material

Service Reductions/Increases:

Same service level.

Revenue Reductions/Increases:

No revenue reductions/increases.

Options for Reductions:

None noted.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

The increase in this budget can be attributed to expected increase in costs for a new EAP program that will be brought forward later this year and for a phased implementation of health and safety initiatives identified in the workplace audit.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Further costs in subsequent years for the implantation of further health and safety programs in the City's workplaces.

ADMINISTRATOR'S COMMENTS:

We have identified worker safety as a key priority for the City and are committed in continuous improvement for safe workplaces.

CITY OF STRATFORD 2014 BUDGET

| <u>CLERKS - G121</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Fees | -42,000 | -40,950 | -42,150 | -42,250 | -42,350 |
| Accessibility Training Recovery | -4,500 | 0 | 0 | 0 | 0 |
| Licencing/Permits | -136,000 | -120,720 | -121,740 | -122,760 | -124,760 |
| TOTAL REVENUES | -182,500 | -161,670 | -163,890 | -165,010 | -167,110 |
| <u>EXPENDITURES</u> | | | | | |
| Council Initiatives | 5,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Administration | 513,893 | 520,100 | 532,700 | 543,300 | 555,900 |
| Notices & Advertising | 40,500 | 40,000 | 40,000 | 40,000 | 40,000 |
| Legal | 23,000 | 20,000 | 21,000 | 22,000 | 23,000 |
| Election Services | 2,000 | 120,000 | 2,000 | 2,000 | 2,000 |
| Amortization | 4,379 | 4,379 | 4,379 | 4,379 | 4,379 |
| TOTAL EXPENDITURES | 588,772 | 708,479 | 604,079 | 615,679 | 629,279 |
| NET BUDGET G121 | 406,272 | 546,809 | 440,189 | 450,669 | 462,169 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | (4,379) | (4,379) | (4,379) | (4,379) | (4,379) |
| Less Transfer from Reserves | 0 | (120,000) | 0 | 0 | 0 |
| Plus Transfer to Reserves | 30,000 | 38,000 | 37,000 | 37,000 | 37,000 |
| TOTAL ADJUSTMENTS | 25,621 | -86,379 | 32,621 | 32,621 | 32,621 |
| TOTAL TAX LEVY | 431,893 | 460,430 | 472,810 | 483,290 | 494,790 |

BUDGET COMPARISON 2013-2014

| | 2013 BUDGET | 2014 BUDGET | % CHANGE |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -182,500 | -281,670 | 54.34% |
| Expenditures | 614,393 | 742,100 | 20.79% |
| Net | 431,893 | 460,430 | 6.61% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Seconded by Councillor Henderson that the 2014 G121 Clerk's Office operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$460,430. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#45)
By-Law # 12-2014 approved by Council Jan.27/14

Clerk's Office - G121 Net Budget \$460,430



2014 OPERATING BUDGET NOTES

DEPARTMENT: G121 – CITY 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;
- to provide secretarial services and administrative support to City advisory committees, ad-hoc committees and working groups as determined by Council.

Whether attending meetings, making an inquiry for information, renewing a business license, or getting married, Clerk's Office staff is 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 FROM 2013 BUDGET:

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

- Subject to Council direction, a separate report to be prepared for Council's consideration during 2014 budget deliberations of the cost to establish a new ad-hoc committee. This is a proposal from citizens to commemorate World War I by conducting a competition for a sculpture to be installed on municipal property in the downtown core. The report will outline the cost for secretarial services, administrative support and operating expenses of the Ad- Hoc Committee. The cost to establish a landscaped area and future maintenance costs have not been identified at this time.

Revenue Reductions/Increases:

- Proposal for Increase in fee for use of municipal property for Outdoor Cafés
- Proposal for Increase in Application Fee for Holiday Opening Application

Options for Reductions:

None proposed.

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.

*2013 – Projected for 2013

| TABLE 1 | 2008 | 2009 | 2010 | 2011 | 2012 | *2013 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Number of Council/Committee Meetings | 122 | 114 | 95 | 110 | 108 | 112 |
| Number of Sub-committee Meetings | 78 | 75 | 61 | 63 | 47 | 68 |
| Number of In-Camera Sessions | 32 | 31 | 23 | 19 | 19 | 19 |
| Number of Advisory Committee Meetings | 42 | 41 | 47 | 53 | 47 | 46 |
| Business Licences Issued | 37 | 33 | 38 | 39 | 45 | 40 |
| Marriage Licences Issued | 283 | 252 | 222 | 219 | 247 | 221 |
| Death Registrations | 468 | 455 | 434 | 437 | 463 | 430 |
| Civil Ceremonies Conducted | 40 | 38 | 35 | 28 | 33 | 30 |
| By-laws Adopted | 169 | 233 | 157 | 140 | 170 | 147 |
| Commissioning of Documents (# of) | 154 | 119 | 148 | 124 | 130 | 124 |
| Temporary Street Closure Applications | 28 | 48 | 60 | 41 | 39 | 43 |
| Lottery Licences Issued | 305 | 146 | 143 | 134 | 124 | 136 |
| Number of Auditorium Bookings | 19 | 28 | 32 | 15 | 21 | 23 |

ADMINISTRATOR'S COMMENTS:

The real issue driving up the bottom line in this budget is a loss in revenue for lottery licensing due to a decline in bingos in the City. Costs have been contained effectively. 2014 is an election year.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Possible reduction in revenue of \$10,000 in 2014 if the Province proceeds to up-load vital statistic registrations to the Province and funeral homes.

For the 2018 election, the estimate for the amount needed to conduct the municipal and school board election is a minimum \$160,000.

If vote counting machines are required for the 2018 election, an additional amount is required to purchase or rent equipment. The existing city-owned machines are no longer serviced or maintained by the supplier.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>FINANCIAL SERVICES - G131</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Tax Certificates | -22,000 | -23,500 | -24,000 | -24,500 | -25,000 |
| Recoverables | -106,942 | -154,564 | -157,655 | -160,808 | -164,025 |
| Interest on Accounts | -2,000 | -2,200 | -2,200 | -2,200 | -2,200 |
| TOTAL REVENUES | -130,942 | -180,264 | -183,855 | -187,508 | -191,225 |
| <u>EXPENDITURES</u> | | | | | |
| Treasury Administration | 953,500 | 981,750 | 1,000,690 | 1,021,459 | 1,040,111 |
| Tax Administration | 329,450 | 334,450 | 341,228 | 348,232 | 355,363 |
| Tax Billing & Collections | 3,000 | 2,500 | 3,000 | 3,000 | 3,000 |
| Amortization | 9,852 | 9,600 | 9,600 | 9,600 | 9,600 |
| TOTAL EXPENDITURES | 1,295,802 | 1,328,300 | 1,354,518 | 1,382,290 | 1,408,074 |
| NET BUDGET G131 | 1,164,860 | 1,148,036 | 1,170,663 | 1,194,782 | 1,216,850 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -9,852 | -9,600 | -9,600 | -9,600 | -9,600 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | -9,852 | -9,600 | -9,600 | -9,600 | -9,600 |
| TOTAL TAX LEVY | 1,155,008 | 1,138,436 | 1,161,063 | 1,185,182 | 1,207,250 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -130,942 | -180,264 | 37.67% |
| Expenditures | 1,285,950 | 1,318,700 | 2.55% |
| Net | 1,155,008 | 1,138,436 | -1.43% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Nickel that the 2014 G131 Financial Services operating budget be adopted as presented at the October 29, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,138,436. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#40)
By-Law # 12-2014 approved by Council Jan.27/14

Financial Services - G131 Net Budget \$1,138,436



2014 OPERATING BUDGET NOTES

DEPARTMENT: G131 – FINANCIAL SERVICES

DEPARTMENT OVERVIEW:

The Financial Services budget includes five core functions: Finance, Taxation, Purchasing, Payroll, and Budget. Being service oriented, 85% of the total expenditures are salaries and benefits with the balance of expenditures being auditors, postage, office supplies, telephone, and training. There are some revenues coming from tax certificates and an internal transfer from the Social Services Department. The budget includes status quo staffing of 13.5 FTEs.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

This budget is status quo. Salaries are up 2.4% which is made up of step changes and 2% cost of living increase. FT Benefits are up 6.3% to take into account retiree benefits which were not adequately budgeted for in the prior year. All other line items have remained relatively stable with some slight increases and decreases. While the overall G131 Budget is down 1.43% (due to shared services admin fee increases discussed below), the true budget is increased by 2.5% as per items noted above.

Service Reductions/Increases:

None specified.

Revenue Reductions/Increases:

Shared services administration fees have been increased based on a revised formula to match the formula used at the County. This change will reduce the Financial Services budget; however increases the budgets for IT, OW, and Housing. The net affect will be approximately \$25,000 in savings to the City.

Options for Reductions:

There is very little opportunity for reductions without decreasing core service levels.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

The projected future budgets reflect inflationary costs. No major changes are expected in the near future.

ADMINISTRATOR'S COMMENTS:

No further increases.

CITY OF STRATFORD 2014 BUDGET

**INFORMATION
TECHNOLOGY - G134**

REVENUE

Social Services PC Leasing

TOTAL REVENUES

EXPENDITURES

Administration

Maintenance & Support

Amortization

TOTAL EXPENDITURES

NET BUDGET G134

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Social Services PC Leasing | -55,280 | -39,904 | -40,702 | -41,516 | -42,346 |
| TOTAL REVENUES | -55,280 | -39,904 | -40,702 | -41,516 | -42,346 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 468,640 | 498,725 | 505,606 | 512,695 | 519,845 |
| Maintenance & Support | 267,093 | 268,400 | 271,838 | 275,325 | 278,863 |
| Amortization | 166,031 | 166,031 | 166,031 | 166,031 | 166,031 |
| TOTAL EXPENDITURES | 901,764 | 933,156 | 943,475 | 954,051 | 964,739 |
| NET BUDGET G134 | 846,484 | 893,252 | 902,772 | 912,535 | 922,393 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -166,031 | -166,031 | -166,031 | -166,031 | -166,031 |
| Less Transfer from Reserves | 0 | -15,000 | -10,000 | -5,000 | 0 |
| Plus Transfer to Reserves | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| TOTAL ADJUSTMENTS | -91,031 | -106,031 | -101,031 | -96,031 | -91,031 |
| TOTAL TAX LEVY | 755,453 | 787,221 | 801,741 | 816,504 | 831,362 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -55,280 | -54,904 | -0.68% |
| Expenditures | 810,733 | 842,125 | 3.87% |
| Net | 755,453 | 787,221 | 4.21% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Seconded by Councillor Beatty that the 2014 G211 Information Technology operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$787,221. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#44)
By-Law # 12-2014 approved by Council Jan.27/14

Information Technology - G134 Net Budget \$787,221



2014 OPERATING BUDGET NOTES

DEPARTMENT: G134 – INFORMATION TECHNOLOGY

DEPARTMENT OVERVIEW:

Information Technology Services (ITS) provides technology support to the entire City organization. It is a division within the Corporate Services Department.

A few of the key activities of the division include:

- Create and update Corporate Information Technology Strategy and Vision in coordination with CAO, Director of Corporate Services, City Departments and City Council
- Create, deliver and execute IT related policies and procedures
- Maintain and Update Corporate Website framework
- Identify, recommend, plan, develop, implement, and support cost effective enterprise wide Information and Geographic Intelligence Systems
- Provide vision and leadership for the developing and implementing of Information Technology initiatives across all areas of the organization
- Develop bid requirements for all hardware, software, telecommunication and technology consulting services
- Provision of end-user services, including help desk and technical support services
- Keep current with trends and issues in the IT industry, including current technologies and prices
- Manage IT Projects and Project portfolio as they relate to selection, acquisition, development, updates and installation of major information systems
- Ensure that disaster recovery and business continuation strategies and resources are in place to deal with natural and/or man-made disasters
- Maintain an inventory of all City IT resources and licences
- Ensure that the appropriate levels of network security are in place to protect the City against accidental loss and hostile attack

Keeping up with these activities and mandate of information technology division, these key projects were successfully completed in 2013:

- Corporate Website (www.stratfordcanada.ca)
- Microsoft Office Upgrade & Training
- New Antivirus and Anti-Spam Implementation
- Backup System upgrade
- Technology Training Lab

A number of projects were initiated in 2013 and will continue in 2014. These projects are:

- Information Technology Strategy
- Geographic Information Systems Upgrade
- Treekeeper Management Software Implementation
- Parking System/Devices Upgrade
- Human Resource Information Systems
- Asset Management initiative
- Firewall Upgrade

- Storage Upgrade
- Core Switch Upgrade
- Paperless Council Agenda
- Council Mobile Devices
- Amanda application enhancements/upgrades
- Amanda & GIS Integration

The development of an Information Technology Strategy will link to City's priorities and will help create a plan for sustainable yet advance cutting edge and cost saving IT initiatives for next three to five years. As part of the IT Strategy being developed, a detailed business case for a position is tabled to the City's Finance and Labor Relations Sub-committee for consideration. The creation of an Applications Specialist position will provide us with a justifiable minimum in IT staffing and allow these important projects to be taken on.

The increase in the overall budget is 4.21% due to the change in shared services calculation; the actual budget increase for 2014 is **2.02%**.

CHANGES MADE FROM 2013 BUDGET:

Operating Cost Increases:

- This budget shows normal inflationary increases.
- As discussed above, the operational cost of the additional IT resource obtained in 2013 has been increased in 2014 to provide full time services, a transfer from the capital reserve has offset the expense as the resource is expected to reduce future capital costs.
- The interfunctional transfer from social services has decreased due to the changes in the calculation of the administration charge referred to in the G131 Financial Services budget.

Service Reductions:

- No Service Reduction or increases.

Cost Reduction:

- No Cost Reduction or increases.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years reflect normal inflationary increases.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

PARKING - G135

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Parking Meters | -360,000 | -370,000 | -380,000 | -380,000 | -380,000 |
| Parking Ticket/Fines/Hood Rental | -250,000 | -250,000 | -250,000 | -250,000 | -250,000 |
| Provincial Offences | -16,431 | 0 | 0 | 0 | 0 |
| TOTAL REVENUES | -626,431 | -620,000 | -630,000 | -630,000 | -630,000 |

EXPENDITURES

| | | | | | |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Parking Control Administration | 258,950 | 300,800 | 300,000 | 300,000 | 300,000 |
| Parking Lot Facilities | 128,790 | 77,600 | 72,600 | 72,600 | 72,600 |
| Amortization | 34,570 | 34,570 | 34,570 | 34,570 | 34,570 |
| TOTAL EXPENDITURES | 422,310 | 412,970 | 407,170 | 407,170 | 407,170 |
| NET BUDGET G135 | -204,121 | -207,030 | -222,830 | -222,830 | -222,830 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -34,570 | -34,570 | -34,570 | -34,570 | -34,570 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 6,600 | 22,400 | 22,400 | 22,400 |
| TOTAL ADJUSTMENTS | -34,570 | -27,970 | -12,170 | -12,170 | -12,170 |

| | | | | | |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| TOTAL TAX LEVY | -238,691 | -235,000 | -235,000 | -235,000 | -235,000 |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -626,431 | -620,000 | -1.03% |
| Expenditures | 387,740 | 385,000 | -0.71% |
| Net | -238,691 | -235,000 | -1.55% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Ritsma that the 2014 G135 Parking operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of -\$235,000. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#46)
By-Law # 12-2014 approved by Council Jan.27/14

Parking - G135 Net Budget (\$235,000)



2014 OPERATING BUDGET NOTES

DEPARTMENT: G135 - PARKING

DEPARTMENT OVERVIEW:

The Parking division collects monies from meters and the pay and display machines. The Division is responsible for enforcing 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 FROM 2013 BUDGET:

Cost Reductions/Increases:

None specified.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

None specified.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

The current estimates have remained status quo as the Parking Review, which was initiated in 2011, is in the final phases of review. Discussions are ongoing for such things as level of enforcement, hourly rate, refurbishing of existing downtown lots and permit rates.

Staff continues to meet with the Parking Task Force which consists of members of the City Centre Committee, the Stratford Tourism Alliance and the Stratford Festival to discuss parking initiatives and make recommendations on basic philosophies.

New signs were made and posted at all the Municipal Parking lots in the downtown core in 2012 identifying the name of the parking lot as well as maximum hours of parking. Comments received as a result of the new signs was positive.

Once decisions are made on remaining items such as resurfacing of lots, replacement strategies for meters and pay and display machines as well as necessity for a parking garage or additional surface parking due to the loss of market square parking the new hourly rates will be confirmed and updates made to the hourly rate.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>CROSSING GUARDS - G136</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>EXPENDITURES</u> | | | | | |
| Administration | 1,060 | 1,200 | 1,200 | 1,200 | 1,200 |
| Protection | 156,116 | 153,117 | 156,057 | 157,668 | 160,697 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 157,176 | 154,317 | 157,257 | 158,868 | 161,897 |
| NET BUDGET G136 | 157,176 | 154,317 | 157,257 | 158,868 | 161,897 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 157,176 | 154,317 | 157,257 | 158,868 | 161,897 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | 0 | 0 | 0.00% |
| Expenditures | 157,176 | 154,317 | -1.82% |
| Net | 157,176 | 154,317 | -1.82% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Beatty that the 2014 G136 Crossing Guards operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$154,317. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#47)
By-Law # 12-2014 approved by Council Jan.27/14

Crossing Guards - G136 Net Budget \$154,317



2014 OPERATING BUDGET NOTES

DEPARTMENT: G136 – CROSSING GUARDS

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

The casual wage rate for crossing guards increased in the summer, however the proposed increase have been accommodated in the operating budget.

Service Reductions/Increases:

City Council has eliminated the lunch/nutrition hours for the Huron Street Guards. Additionally, the two locations on Huron Street have been combined and the decision has been to continue with the two guards at the one location until long term measures for Huron are investigated and implemented.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

Staff are reviewing options for contracting out the school crossing guard administration. This could be done within the current budgets and create efficiencies in the Clerks department – a report will be provided to Council for review.

GENERAL COMMENTS:

City Council combined the two crossings on Huron Street and eliminated the lunch/nutrition hours effective in September. There continues to be two guards at the Huron and Huntingdon location until a decision is made on crossing devices on Huron Street by Avon School.

Traffic studies have also been conducted at the four remaining locations that continue to provide nutrition/lunch hour coverage (West Gore and Mowat, West Gore and Church, John and Charles, and Britannia and Briarhill). A staff report will be considered by the Protection of Persons and Property Sub-Committee to determine whether the mid-day service is still necessary.

There have also been discussions with a firm that works for other municipalities that coordinates the school crossing guard coverage. In speaking with their representatives, it has been conveyed that the firm retains the municipalities existing guards and their current wage rate.

In the 2012/2013 school year there were 188 days of class. There were 420 occurrences where a casual crossing guard was called in to cover an intersection. This is up considerably from 220 days for the 2011/2012 school year.

The City Clerk, Deputy Clerk and Parking Enforcement Officers have continued to provide coverage at crossings in emergency situations. It is anticipated that this would be eliminated with contracting out this service.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

No unusual increases anticipated.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

**GENERAL FINANCIAL
SERVICES - G139**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Tax Supplementaries | -1,400,000 | -800,000 | -800,000 | -800,000 | -800,000 |
| Interest Income | -15,000 | -15,000 | -16,000 | -17,500 | -20,000 |
| Debt Servicing | -50,000 | -50,000 | 0 | 0 | 0 |
| Provincial Offences | -210,000 | -200,000 | -200,000 | -200,000 | -200,000 |
| Tax Interest | -425,000 | -430,000 | -430,000 | -430,000 | -430,000 |
| Surplus (Unaudited) | 0 | 0 | 0 | 0 | 0 |

TOTAL REVENUES

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| -2,100,000 | -1,495,000 | -1,446,000 | -1,447,500 | -1,450,000 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

EXPENDITURES

| | | | | | |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| Tax Adjustments | 1,200,000 | 1,110,000 | 1,075,000 | 1,050,000 | 1,100,000 |
| Cash Management | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Debt Servicing | 3,029,888 | 2,840,000 | 2,638,700 | 2,454,600 | 2,257,500 |
| Bank/Financial Charges | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Insurance & Claims | 725,000 | 875,000 | 900,000 | 930,000 | 960,000 |
| WSIB Reserve | 175,000 | 0 | 0 | 0 | 0 |
| Services-Other | 105,000 | 0 | 0 | 0 | 0 |
| Payroll - EAP, WSIB | 0 | 200,000 | 225,000 | 250,000 | 275,000 |
| Provincial Offences | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |

TOTAL EXPENDITURES

| | | | | |
|------------------|------------------|------------------|------------------|------------------|
| 5,284,888 | 5,075,000 | 4,888,700 | 4,734,600 | 4,642,500 |
|------------------|------------------|------------------|------------------|------------------|

NET BUDGET G139

| | | | | |
|------------------|------------------|------------------|------------------|------------------|
| 3,184,888 | 3,580,000 | 3,442,700 | 3,287,100 | 3,192,500 |
|------------------|------------------|------------------|------------------|------------------|

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | -3,528,400 | -3,471,030 | -3,412,000 | -3,354,000 | -3,297,000 |
| Plus Transfer to Reserves | 0 | 450,000 | 475,000 | 500,000 | 525,000 |
| Plus Principal Repayment | 5,737,462 | 5,620,000 | 5,863,200 | 5,889,700 | 5,832,800 |
| TOTAL ADJUSTMENTS | 2,209,062 | 2,598,970 | 2,926,200 | 3,035,700 | 3,060,800 |
| TOTAL TAX LEVY | 5,393,950 | 6,178,970 | 6,368,900 | 6,322,800 | 6,253,300 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -5,628,400 | -4,966,030 | -11.77% |
| Expenditures | 11,022,350 | 11,145,000 | 1.11% |
| Net | 5,393,950 | 6,178,970 | 14.55% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Nickel that the 2014 G139 General Financial Services operating budget be adopted as presented at the December 3, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$5,978,970. Carried.

Motion by Councillor Brown and Seconded by Councillor Mark that the 2014 G139 General Financial Services operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$6,178,970. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#85)
By-Law # 12-2014 approved by Council Jan.27/14

General Financial Services - G139 Net Budget \$6,178,970



2014 OPERATING BUDGET NOTES

DEPARTMENT: G139 – GENERAL FINANCIAL SERVICES

DEPARTMENT OVERVIEW:

This budget reflects general corporate revenues and expenditures. The main revenue sources consist of tax supplementals/omits, penalties on tax, donations, POA revenue, and general investment income. The main expenditures consist of long term debt servicing, property tax adjustments/write-offs, insurance premiums and deductibles, interest & bank charges, and WSIB self insurance.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

The overall budget is up 10.85%, however the reduction in supplementary revenue accounts for 11.12%, as such the true year-over-year comparison is a slight decrease – That revenue is not lost, it is now absorbed in the general taxation.

- Property Tax adjustments have been reduced by \$100,000 as 2014 is the 2nd year of the 4 year assessment cycle; adjustments and appeals will slightly decrease until the next cycle in 2017.
- Net Long Term Debt principal & interest payments are down approximately \$240,000 based on current projections, allowing for an additional \$200,000 in capital expenditures in 2014
- Insurance premiums and claims are up 5.5% due to some high deductibles expected to be paid out for old insurance claims
- An extra \$250,000 is budgeted in 2014 to transfer to reserves for employee benefits (Sick/severance, WSIB, etc.)

Service Reductions/Increases:

Revenue Reductions/Increases:

- Supplementary Tax Revenue is back down to historical levels as previously noted (the 2012, and 2013 Budgets included one-time extraordinary commercial Supps that will be included in General Taxation in 2014 forward.

Options for Reductions:

- There are options available to lower the 2014 principal payments by amortizing some debt over a longer period of time. That will lower payments; however, total interest paid over the life of the debt will be more.

GENERAL COMMENTS:

The 2014 debt projections include an assumption for the sale price of the fairgrounds to be applied against the University debt – lower than expected proceeds from this sale may affect current estimates.

As previously mentioned in various reports, 2013 was the peak of long term debt principal and interest payments. It should be noted that further debt analysis is taking place to take advantage of any opportunities (lower interest rates, debt consolidation, borrowing from reserves) to reduce the future debt burden; while also taking into account future major capital improvements. It is recommended that future capacity as a result of long term debt payment retirement be used to increase capital budgets and/or capital reserves.

ADMINISTRATOR'S COMMENTS:

Please note that, as projected, principal and interest peaked last year and we are seeing positive movement in debt reduction and reduced principal and interest payments in 2014. As we have recommended previously, we are proposing that most of those savings be invested in additional capital projects for 2014.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

As this budget deals with many large unpredictable expenditures, an effort will be made to phase in transfers to reserves in order to smooth out large expenditure peaks and valleys over time.

ADMINISTRATOR'S COMMENTS:

As principal and interest payments continue to decline, we continue with our same advice that these savings be invested in capital budgets and building up capital reserves which we believe is a critical issue.

This is not to say that future borrowing is not required. As we previously reported, we can anticipate borrowing for projects that are supported by an independent source of revenue. For example, energy savings projects and extension of municipal services that will be funded by development charges. We also anticipate that we may be doing some additional storm sewer work as part of the Storm Water Environmental Assessment implementation. These are generally reflected in the projections.

CITY OF STRATFORD 2014 BUDGET

**CITY BUILDING
MAINTENANCE - G141**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| City Hall | -8,000 | -8,000 | -8,000 | -8,000 | -8,000 |
| Registry Office Rental | -26,365 | -12,500 | -12,500 | -12,500 | -12,500 |
| City Hall Annex | -236,905 | -244,554 | -249,444 | -254,434 | -259,522 |
| City Owned Land | -100 | 0 | 0 | 0 | 0 |
| 270 Water St. | -25,000 | -35,000 | -45,000 | -55,000 | -65,000 |
| Anne Hathaway Day Care | -55,983 | -57,014 | -58,066 | -59,140 | -60,234 |
| Justice Building | -213,861 | -213,861 | -218,138 | -222,501 | -226,951 |
| TOTAL REVENUES | -566,214 | -570,929 | -591,148 | -611,575 | -632,207 |

EXPENDITURES

| | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| City Hall | 267,611 | 271,926 | 275,156 | 278,449 | 281,809 |
| Justice Building | 281,952 | 287,879 | 291,997 | 296,195 | 300,481 |
| 47 Downie St. | 47,152 | 47,687 | 48,232 | 48,786 | 49,354 |
| 154 Downie St. | 19,532 | 19,879 | 20,277 | 20,593 | 20,961 |
| 39 George St. | 7,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 246 Railway Ave. | 1,556 | 1,556 | 1,556 | 1,556 | 1,556 |
| 270 Water St. | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Anne Hathaway Day Care | 55,983 | 57,014 | 58,066 | 59,140 | 60,234 |
| 73 Albert Street | 19,257 | 19,602 | 19,954 | 20,313 | 20,678 |
| City Hall Annex | 220,147 | 223,251 | 226,459 | 229,728 | 233,064 |
| Public Library | 26,740 | 26,875 | 27,012 | 27,153 | 27,295 |
| Amortization | 181,722 | 181,722 | 181,722 | 181,722 | 181,722 |
| TOTAL EXPENDITURES | 1,153,652 | 1,143,391 | 1,156,431 | 1,169,635 | 1,183,154 |
| NET BUDGET G141 | 587,438 | 572,462 | 565,283 | 558,060 | 550,947 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -181,722 | -181,722 | -181,722 | -181,722 | -181,722 |
| Less Transfer from Reserves | -7,000 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 10,058 | 30,000 | 40,000 | 50,000 | 60,000 |
| TOTAL ADJUSTMENTS | -178,664 | -151,722 | -141,722 | -131,722 | -121,722 |
| TOTAL TAX LEVY | 408,774 | 420,740 | 423,561 | 426,338 | 429,225 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -573,214 | -570,929 | -0.40% |
| Expenditures | 981,988 | 991,669 | 0.99% |
| Net | 408,774 | 420,740 | 2.93% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Mark that the 2014 G141 City Building Maintenance operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$420,740. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#64)
By-Law # 12-2014 approved by Council Jan.27/14

City Building Maintenance - G141 Net Budget \$420,740



2014 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 2013 BUDGET:

Cost Reductions/Increases:

10% of Chief Building Official Salary and 14% of Clerk Secretary II salary moved over from G251.

Service Reductions/Increases:

Same level of service is proposed.

Revenue Reductions/Increases:

The Registry Office Rental revenue has been reduced from \$26,365 to \$12,500.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

The core service review completed by the City recommends that the City put more money aside in reserves each year in order to provide funding to maintain its capital assets.

CITY OF STRATFORD 2014 BUDGET

FIRE - G211

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Fire Administration | -1,100 | -1,100 | -1,100 | -1,100 | -1,100 |
| Fire Protection Dispatching | -113,400 | -115,600 | -117,600 | -119,600 | -121,800 |
| Fire Dept Training | -1,200 | -1,200 | -1,200 | -1,200 | -1,200 |
| Fire Prevention | -7,300 | -7,300 | -7,300 | -7,300 | -7,300 |

| | | | | | |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| TOTAL REVENUES | -123,000 | -125,200 | -127,200 | -129,200 | -131,400 |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

EXPENDITURES

| | | | | | |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Fire Protection Administration | 436,101 | 524,772 | 452,308 | 465,265 | 498,505 |
| Fire Protection Dispatching | 535,659 | 566,673 | 593,949 | 611,291 | 629,342 |
| Fire Fighting Force | 4,902,754 | 4,981,022 | 5,359,637 | 5,520,279 | 5,685,089 |
| Fire Prevention | 283,867 | 290,635 | 302,358 | 311,333 | 320,492 |
| Fire Hall #1 | 30,000 | 30,600 | 31,200 | 31,800 | 32,400 |
| Fire Hall #2 | 21,100 | 21,500 | 21,930 | 22,360 | 22,790 |
| Training | 159,980 | 165,836 | 172,340 | 177,177 | 182,254 |
| Vehicles | 58,190 | 59,350 | 60,530 | 61,710 | 62,900 |
| Equipment Purchases | 10,500 | 10,700 | 10,900 | 11,000 | 11,200 |
| Amortization | 234,830 | 234,830 | 234,830 | 234,830 | 234,830 |

| | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL EXPENDITURES | 6,672,981 | 6,885,918 | 7,239,982 | 7,447,045 | 7,679,802 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|

| | | | | | |
|------------------------|------------------|------------------|------------------|------------------|------------------|
| NET BUDGET G211 | 6,549,981 | 6,760,718 | 7,112,782 | 7,317,845 | 7,548,402 |
|------------------------|------------------|------------------|------------------|------------------|------------------|

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -234,830 | -234,830 | -234,830 | -234,830 | -234,830 |
| Less Transfer from Reserves | 0 | -90,000 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 183,000 | 188,000 | 190,000 | 195,000 | 200,000 |
| TOTAL ADJUSTMENTS | -51,830 | -136,830 | -44,830 | -39,830 | -34,830 |
| TOTAL TAX LEVY | 6,498,151 | 6,623,888 | 7,067,952 | 7,278,015 | 7,513,572 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -123,000 | -215,200 | 74.96% |
| Expenditures | 6,621,151 | 6,839,088 | 3.29% |
| Net | 6,498,151 | 6,623,888 | 1.93% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Smythe and Seconded by Councillor McManus that the 2014 G211 Fire operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$6,718,603. Carried.

Motion by Councillor Mark and Seconded by Councillor Nickel that the 2014 G211 Fire operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$6,623,888. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#43)
By-Law # 12-2014 approved by Council Jan.27/14

Fire - G211 Net Budget \$6,623,888



2014 OPERATING BUDGET NOTES

DEPARTMENT: G211 - 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 FROM 2013 BUDGET:

Cost Reductions/Increases:

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/Increases:

- Service increase - Replacement of 41st firefighter deleted from 2013 budget.
- An Emergency Management Account has been added including an additional \$1,000.

Revenue Reductions/Increases:

- There is an increase in total revenue of \$2,200 through additional dispatching service fees.
- Fire Fighting Overtime has been reduced by \$25,000. A reserve account was started at the end of 2012 in order to fund the banked overtime liability.

Options for Reductions:

1. Reduce reserves for vehicle replacement up to \$155,000.
2. Reduce reserves for equipment replacement up to \$3,000.
3. Reduce building reserve transfer Station #2 up to \$30,000.
4. Staff reductions as per the Collective Agreement;
Do not add 41st firefighter 75,800
Dispatcher/secretary - \$70,000/position.

GENERAL COMMENTS:

Beginning in 2013, \$20,000 has been transferred from the Capital Budget to the Operating Budget in order to increase the reserve account for future building expansion or renovations.

Any reduction in funding Vehicle/Equipment and Building Reserve accounts will definitely impact service delivery levels in the future.

The BMA Core Services Review 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 cannot recommend a reduction in transfers to reserve in the face of our strategy to increase our transfers to reserves for capital asset management. This is an area where we have been successful and I would not want us to step back.

Council should seriously consider adding the additional firefighter. This should only be done if you are serious about adding another 4 or 8 firefighters (one per shift). It may be that a study should be done to review the minimum level of service needed in the community.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

- Trends in fire service contract settlements continue to outpace other public sector collective agreement settlements.
- Consideration needs to be given to addressing inadequate staffing level as addressed by Ontario Fire Marshal guidelines.
- As per the recommendations of the City's Core Service Review prepared in 2008/2009, funds should be put aside for future building replacement and maintenance.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

POLICE - G231

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Communications | -42,000 | -52,000 | -52,000 | -52,000 | -52,000 |
| Taxi Licencing | -16,000 | -17,000 | -17,000 | -17,000 | -17,000 |
| Bicycle Auction | -5,000 | -2,300 | -2,300 | -2,300 | -2,300 |
| Program Revenues | -336,817 | -298,125 | -298,125 | -298,125 | -298,125 |

TOTAL REVENUES

| | | | | |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| -399,817 | -369,425 | -369,425 | -369,425 | -369,425 |
|-----------------|-----------------|-----------------|-----------------|-----------------|

EXPENDITURES

| | | | | | |
|-----------------------------|-----------|-----------|-----------|-----------|------------|
| Administration | 9,216,287 | 9,405,674 | 9,690,526 | 9,912,141 | 10,153,705 |
| Bicycle Auction | 11,000 | 11,000 | 11,220 | 11,444 | 11,673 |
| Taxi Licencing | 580 | 610 | 617 | 622 | 629 |
| Law Enforcement Equipment | 35,000 | 35,400 | 35,850 | 36,800 | 37,250 |
| Investigations | 35,750 | 35,750 | 35,750 | 35,750 | 36,500 |
| Canine Unit | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| PRIDE Operating | 196,000 | 196,000 | 200,000 | 204,000 | 208,000 |
| Police Radios | 9,780 | 9,780 | 10,250 | 10,250 | 10,250 |
| Communications Centre | 20,000 | 80,000 | 195,000 | 235,000 | 75,000 |
| Community Relations & Youth | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Police Services Board | 38,550 | 38,866 | 39,200 | 39,850 | 40,300 |
| PRIDE Capital | 75,000 | 97,000 | 83,000 | 75,000 | 50,500 |
| Vehicle | 65,000 | 60,000 | 62,000 | 62,000 | 64,000 |
| Property | 6,200 | 6,200 | 6,200 | 6,200 | 6,200 |
| Police Capital | 60,000 | 60,500 | 61,000 | 61,500 | 62,000 |
| Amortization | 296,349 | 296,349 | 296,349 | 296,349 | 296,349 |

TOTAL EXPENDITURES

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| 10,077,496 | 10,345,129 | 10,738,962 | 10,998,906 | 11,064,356 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

NET BUDGET G231

| | | | | |
|------------------|------------------|-------------------|-------------------|-------------------|
| 9,677,679 | 9,975,704 | 10,369,537 | 10,629,481 | 10,694,931 |
|------------------|------------------|-------------------|-------------------|-------------------|

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | 2013 BUDGET | 2014 BUDGET | 2015 BUDGET | 2016 BUDGET | 2017 BUDGET |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Less Amortization | -296,349 | -296,349 | -296,349 | -296,349 | -296,349 |
| Less Transfer from Reserves | -250,170 | -177,000 | -394,426 | -310,000 | -178,602 |
| Plus Transfer to Reserves | 273,000 | 277,500 | 284,000 | 385,000 | 285,000 |
| TOTAL ADJUSTMENTS | -273,519 | -195,849 | -406,775 | -221,349 | -189,951 |
| TOTAL TAX LEVY | 9,404,160 | 9,779,855 | 9,962,762 | 10,408,132 | 10,504,980 |

BUDGET COMPARISON 2013-2014

| | 2013 BUDGET | 2014 BUDGET | % CHANGE |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -649,987 | -546,425 | -15.93% |
| Expenditures | 10,054,147 | 10,326,280 | 2.71% |
| Net | 9,404,160 | 9,779,855 | 3.99% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Seconded by Councillor Beatty that the 2014 G231 Police operating budget be adopted as presented at the October 29, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$9,779,855. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#33)
By-Law # 12-2014 approved by Council Jan.27/14

Police - G231 Net Budget \$9,779,855



2014 OPERATING BUDGET NOTES

DEPARTMENT: G231 – POLICE

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 3 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. Consequently, close fiscal management and oversight is maintained in an effort to remain within the Service's allotted budgets.

CHANGES FROM 2013 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 2014 within the limits of those accounts. Those accounts not at 0% are as follows:

Grant Revenue-CPP,RIDE,1000 Officers Partnership Program.& Court Security Funding Account G231-2200-1030 (Decreased \$38,692 or -11.49%). Police Officer Recruitment Fund grant now ended (\$70,000), Court Security Funding recovery up \$30,708 in 2014 (Provincial Grant).

Full Time Salaries and Wages- Salaries up from \$6,832,903 to \$6,931,038 (Increase \$98,135 or 1%). Collective agreement has now been settled.

Part Time Salaries and Wages- Salaries up from \$82,465 to \$85,868.00 (Increase \$3,403 or 4.13%). Collective Agreement has now been settled.

Full Time Benefits- FT Benefits up from \$1,753,546 to \$1,839,291 (Increase \$85,745 or 4.89%) increase reflective of 25% of FT salaries, 2 additional retirees & HCSA premium.

Part Time Benefits- PT Benefits up from \$7,373 to \$8,587. (Increase \$1,214 or 16.46%). Increase reflective of 10% of PT salaries, and 3% salary increase each year.

Payroll-EAP, WSIB Expense-Up from \$22,000 to \$23,000 (Increase \$1,000 or 4.55%). Increased to build account balance back up from recent year's cuts; 2014 anticipated expenses.

Clothing- Up from \$23,000 to \$24,000 (Increase \$1,000 or 4.35%). Changed to reflect actual expenses and contractual increases in clothing allowance.

Postage – Decrease from \$1,300 to \$1,200 (Decrease -\$100 or -7.69%) Decreased as 1/3 of Court File Recovery Costs Revenue applied to this account.

Printing-Up \$100 from \$12,900 to \$13,000. (Increase \$100 or 0.78%) Change reflects anticipated costs for printing.

Publications & Subscriptions- Decrease from \$2,700 to \$2,200 (Decrease -\$500 or 18.52%) Change to reflect subscriptions costs for 2014. Vernon Directories (\$500) purchased every other year.

Radio System Maintenance- Decrease from \$14,200 to \$12,600 (Decrease -\$1,600 or 11.27%) Change due to radio tower inspection not required this year.

Uniforms- Increase from \$33,500 to \$34,000 (Increase \$500 or 1.49%). Change reflects increased costs for uniforms.

Vehicle- Fuel-Increase from \$99,000 to \$102,000 (Increase \$3,000 or 3.03%). Change due to anticipated price of gasoline.

Vehicle Repairs-Up from \$34,650 to \$35,700 (Increase \$1,050 or 3.03%). Changed to accommodate anticipated vehicle repair expenses with 2 additional vehicles in our fleet.

Maintenance Contracts- Decrease from \$31,250 to \$23,500 (Decrease \$7,750 or -24.80%) Change due to no dictation system maintenance to purchase this year.

Memberships-Increased from \$4,500 to \$5,300 (Increase \$800 or 17.78%) Change to better reflect actual current usage.

Telephone-Increased from \$38,200 to \$42,420 (Increase \$4,220 or 11.05%) Change due to increased costs of phone plans.

Training Mileage- Increase from \$5,000 to \$5,500 (Increase \$500 or 10.0%) Increased to more accurately reflect recent usage.

Training Expenses-Decrease from \$40,000 to \$38,570 (Decrease \$1,430 or -3.58%). Change reflects anticipated expenses of training courses in 2014.

Training Supplies-Up from \$19,500 \$19,900 (Increase \$400 or 2.05%). Change due to 2% increase in 2014 purchasing group costs for ammunition, etc.

Bicycle Auction Sale Receipts-Decrease from \$5,000 to \$2,300 (Decrease \$2,700 or -54.00%). Change to reflect actual receipt amounts received in 2011 and 2012.

Taxi Licensing Revenue- Increase from \$16,000 to \$17,000 (Increase \$1,000 or 6.25%). Change due to increased taxi licensing fees/revenue.

Materials - Law Enforcement Equipment- Increase from \$21,000 to \$21,400 (Increase \$400 or 1.90%). Change to reflect anticipated expenses for body armour, ammunition.

Communications Revenue- Increase from \$42,000 to \$52,000 (Increase \$10,000 or 23.81%) Change reflects anticipated revenue for 2014. New vulnerable sector is main source of increased income.

Communications Centre-Equipment-Purchases-Increase from \$20,000 to \$80,000 (Increase \$60,000 or 300%) Change due to costs associated with replacement of the dictation system, telephone sets and speakers in building.

Police Services Board-Salaries and Wages-Increase from \$21,114 to \$21,430 (Increase \$316 or 1.5%) Change to cover anticipated salaries and wages for 2014.

PRIDE Capital-Equipment Purchases-Increase from \$75,000 to \$97,000 (Increase \$22,000 or - 29.33%). Changes reflect higher costs for purchasing a 3rd virtual server, licencing, and network storage devices expenses.

Police Capital- Lease/Exp.154 Downie/Warehouse-Increase from \$60,000 to \$60,500 (Increase \$500 or 0.83%). Change to cover anticipated higher lease, gas and electricity monthly expenses.

Vehicle Lease- Decrease from \$65,000 to \$60,000 (Decrease \$5,000 or 7.69%) Change to cover anticipated lease expenses in 2014.

Transfer from Reserves (from City Sick Leave) – Decrease from \$155,170 to 0 (Decrease \$155,170 or 100%). No payout of sick leave credits. No known members to retire in 2014.

Transfer to Reserves (Bicycle Auction)- Decrease from \$5,000 to \$2,500 (Decrease \$2,500 or 50%). Change reflects future planned expenses.

Transfer to Reserves (Law Enforcement Equipment)- Increase from \$5,000 to \$10,000 (Increase \$5,000 or 100%). Change reflects planned expenses.

Transfer from Reserves -(Communications)-Up from \$20,000 to \$80,000 (Increase \$22,000 or 29.33%) Change reflects 2014 equipment purchases.

Transfer from Reserves (PRIDE Equipment)- Increase from \$75,000 to \$97,000 (Increase \$22,000 or 29.33%). Change reflects 2014 equipment purchases.

Transfer to Reserves (Vehicles)-Increase from \$108,000 to \$110,000 (Increase \$2,000 or 1.85%). Increase reflects expected expenses.

Cost Reductions/Increases:

Service Reductions/Increases:

Revenue Reductions/Increases:

Grant Revenue-CPP,RIDE,1000 Officers Partnership Program.& Court Security Funding Account (Decreased \$38,692 or -11.49%). Police Officer Recruitment Fund grant now ended (\$70,000), Court Security Funding recovery up \$30,708 in 2014 (Provincial Grant).

Taxi Licensing Revenue- Increase from \$16,000 to \$17,000 (Increase \$1,000 or 6.25%). Change due to increased taxi licensing fees/revenue.

Communications Revenue- Increase from \$42,000 to \$52,000 (Increase \$10,000 or 23.81%) Change reflects anticipated revenue for 2014. New vulnerable sector is main source of increased income.

Options for Reductions:

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 wages are the vast majority of the budget.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

Projects Year 2015

- Communications Centre Equipment- Phase 1 of radio hardware replacement and microphones.
- Phone system-major version upgrade.
- Replace 50% of our computers.

Projects Year 2016

- Communications Centre – Equipment – Phase 2 of radio hardware replacement
- As a result of replacing radio hardware, 2 servers and 3 large monitors must be purchased.

Projects Year 2017

ADMINISTRATOR'S COMMENTS:

The Stratford Police Service and the Board report that they 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.

CITY OF STRATFORD 2014 BUDGET

| <u>BUILDING & PLANNING - G251</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Building | -474,450 | -475,200 | -484,600 | -494,188 | -503,968 |
| By-Law | -119,100 | -118,850 | -121,123 | -123,441 | -125,806 |
| Planning | -63,200 | -74,700 | -76,102 | -77,532 | -78,991 |
| Committee of Adjustment | -31,500 | -33,000 | -33,660 | -34,333 | -35,020 |
| TOTAL REVENUES | -688,250 | -701,750 | -715,485 | -729,495 | -743,785 |
| <u>EXPENDITURES</u> | | | | | |
| Building | 435,968 | 443,887 | 452,588 | 461,639 | 470,872 |
| By-Law | 244,655 | 248,782 | 253,666 | 258,739 | 263,914 |
| Planning | 230,808 | 239,969 | 244,721 | 249,615 | 254,607 |
| Committee of Adjustment | 90,212 | 88,449 | 90,170 | 91,973 | 93,813 |
| Amortization | 5,304 | 5,304 | 5,304 | 5,304 | 5,304 |
| TOTAL EXPENDITURES | 1,006,947 | 1,026,391 | 1,046,448 | 1,067,271 | 1,088,510 |
| NET BUDGET G251 | 318,697 | 324,641 | 330,963 | 337,776 | 344,726 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -5,304 | -5,304 | -5,304 | -5,304 | -5,304 |
| Less Transfer from Reserves | -500 | -500 | -500 | -500 | -500 |
| Plus Transfer to Reserves | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| TOTAL ADJUSTMENTS | -804 | -804 | -804 | -804 | -804 |
| TOTAL TAX LEVY | 317,893 | 323,837 | 330,159 | 336,972 | 343,922 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -688,750 | -702,250 | 1.96% |
| Expenditures | 1,006,643 | 1,026,087 | 1.93% |
| Net | 317,893 | 323,837 | 1.87% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Seconded by Councillor Ritsma that the 2014 G251 Building & Planning operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$323,837. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#65)
By-Law # 12-2014 approved by Council Jan.27/14

Building & Planning - G251 Net Budget \$323,837



2014 OPERATING BUDGET NOTES

DEPARTMENT: G251 - BUILDING AND PLANNING

DEPARTMENT OVERVIEW:

Formerly known as the Building and Planning Department, Building and Planning functions have been incorporated into the new Infrastructure and Development Services Department. Building and Planning's responsibilities are issuing building permits, processing development applications, developing planning policy and enforcing various City by-laws. Building and Planning is also responsible for facility maintenance and custodial services for various City buildings.

The Building and Planning's budget is significantly influenced by the amount of revenue received from permit and application fees. Because the types of applications processed provide a benefit to users, fees have been determined under a user pay principle.

CHANGES MADE FROM 2013 BUDGET:

Cost Reductions/Increases:

A minor increase in Part Time Employee expenses is proposed. The additional resources will allow for the development and maintenance of a Development Application Tracking system. As the proposed increase in number of hours is to an existing part time position, the overall increase can be absorbed within the budget.

A portion of the wages and salaries for the CBO and one Clerk Secretary II has been transferred to G141, City Building Maintenance.

No cost reductions are proposed throughout the remainder of the budget. On a number of accounts, no increase is proposed.

Service Reductions/Increases:

Enhanced service level will be provided to development application customers with the introduction of a tracking system. The system is expected to identify bottlenecks and keep applications moving thus increasing service levels.

Similar service levels are proposed for the remainder of the functions performed by Building and Planning and will be monitored in 2014 due to additional provincially mandated Building Code inspections.

Revenue Reductions/Increases:

Revenue is entirely dependent on building permit and development application volumes. No increase for building permit revenue or development application revenue is proposed. CPI increase for all other fees.

Options for Reductions:

None proposed.

Other:

New this year, Planning and Building functions have been separated into service areas: Building, Planning, By-law and Committee of Adjustment. This shows the real costs associated with each function. Some refinement of certain costs (such as legal and materials) may be required.

Revenue generated from Zoning Information Report requests and Publications and Sales is expected to remain constant as the Official Plan and Zoning By-law is available for viewing on the City's website. This has a minor impact on the overall budget in 2016 and beyond.

GENERAL COMMENTS:

The increase in the net overall budget is 1.87% over 2013.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS**GENERAL COMMENTS:**

A review of Building Permit fees will be undertaken in 2014.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>ENGINEERING - G310</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Administration | 0 | -14,500 | -14,500 | -14,500 | -14,500 |
| Sales | -3,200 | -4,000 | -4,000 | -4,000 | -4,000 |
| Operations | -43,550 | -44,841 | -45,738 | -46,653 | -47,586 |
| Recoverable | -509,130 | -554,150 | -737,450 | -758,816 | -774,249 |
| TOTAL REVENUES | -555,880 | -617,491 | -801,688 | -823,969 | -840,335 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 1,341,294 | 1,374,571 | 1,592,183 | 1,640,110 | 1,671,476 |
| Operations | 81,619 | 70,286 | 70,986 | 71,531 | 72,088 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 1,422,913 | 1,444,857 | 1,663,169 | 1,711,641 | 1,743,564 |
| NET BUDGET G310 | 867,033 | 827,366 | 861,481 | 887,673 | 903,230 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | -50,000 | -30,000 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 15,229 | 15,656 | 16,095 | 16,548 | 17,015 |
| TOTAL ADJUSTMENTS | -34,771 | -14,344 | 16,095 | 16,548 | 17,015 |
| TOTAL TAX LEVY | 832,262 | 813,021 | 877,577 | 904,221 | 920,244 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -605,880 | -647,491 | 6.87% |
| Expenditures | 1,438,142 | 1,460,512 | 1.56% |
| Net | 832,262 | 813,021 | -2.31% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Ritsma that the 2014 G310 Engineering operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$872,321. Carried.

Motion by Mayor Mathieson and Seconded by Councillor McManus that the 2014 G310 Engineering operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$813,021. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#66)
By-Law # 12-2014 approved by Council Jan.27/14

Engineering - G310 Net Budget \$813,021



2013 OPERATING BUDGET NOTES

DEPARTMENT: G310 - ENGINEERING

DEPARTMENT OVERVIEW:

Engineering's role is to directly plan and manage and/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.

CHANGES MADE FROM 2013 BUDGET

Cost Reductions:

None noted.

Proposed Cost Increase:

In 2012, two positions were combined into one, resulting in a cost reduction. However, with the steady increase in demand for locates, sustainability is not realistic. Therefore Engineering is now proposing:

That the City of Stratford re-establish and fill the vacant Locator/Construction Inspector position.

Justification Analysis:

Prior to 2011, the Engineering Department employed three Engineering Design Technicians, two Construction Inspectors, and one Locator/Construction Inspector. In April 2009, the Engineering Design Technician responsible for development projects and assisting the Development Engineer resigned. The City was unsuccessful in filling this position, even though the position was advertised twice internally, and twice externally. There were no qualified applicants.

The development division of Engineering continued to operate with no Engineering Design Technician for over two years, resulting in a severely reduced level of service and delays in responding to many developer and citizen requests and concerns.

In 2010, the position of Locator/Construction Inspector became vacant. An opportunity was recognized to create a new position that would be part time locator, and part time Engineering Design Technician for the Development division of Engineering. This resulted in the creation of the Development Coordinator position, which was filled internally in October of 2011. The intent of this position was to provide needed support to the Development Engineer on a part time basis, albeit with a staff member who is not as fully qualified as an Engineering Design Technician.

As shown in the table below, the number of locates completed by City staff has increased significantly over the past few years, in part due to the growth of the City, but in particular due to the implementation of the Ontario One Call system throughout Ontario. In the fall of 2011, the City of Stratford joined Ontario One Call, and the number of locates since that time have more than doubled.

| <u>Year</u> | <u># of locates</u> |
|-------------|--|
| 2003 | 453 |
| 2004 | 563 |
| 2005 | 690 |
| 2006 | 752 |
| 2007 | 827 |
| 2008 | 869 |
| 2009 | 1024 |
| 2010 | 910 |
| 2011 | 1103 |
| 2012 | 1857 |
| 2013 | 2432 projected, 1824 as of Sept 20, 2013 |

Currently, the Development Coordinator works almost exclusively doing locates. The position is based on 1820 annual hours. Each locate, including information gathering, paperwork and fieldwork, takes an average of 45 minutes to one hour. In particularly busy times, the Technical Services Coordinator and Survey Technician assist with the work load. This has resulted in the Development Coordinator spending almost no time with any of the duties associated with development. This position is not available to perform the majority of the tasks that the position was created to perform:

- Assists with various municipal engineering functions and locates municipal infrastructure.
- Assists with or undertakes engineering functions such as preparing maps, drawings, and design drafting.
- Provides assistance on development related projects and other projects as required.
- Performs duties related to soil or other testing, grading, coordinating traffic, transportation and accessibility data collection.
- Conducts research related to development, design specifications and tender documents.
- Liaises with consultants, developers, utilities, other departments as required.
- Responds to development engineering-related concerns from the public.
- Maintains and updates departmental records as required.
- Compiles information and prepares technical and other reports as required.

As a result, there is an ongoing, severely lowered level of customer service, as the majority of public, business and developer inquiries are experiencing long wait times and often delays in permitting etc.

The Locator/Construction Inspector was previously in Band O, with a current salary of \$53,069 - \$56,456.

The locator/construction inspector position should be reinstated, providing for a full time locator to deal with the increasing number of locates, and allowing the Development Coordinator to fulfill the tasks outlined in it job description.

Service Reductions:

None noted.

Revenue Increases:

None noted.

Other:

Nothing noted.

GENERAL COMMENTS:

Salaries and wages for 2013 have been budgeted at approved increases.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

The projected future budgets reflect inflationary costs. No major changes are expected in the near future.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>ROADS - G320</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Operations | -784,300 | -794,900 | -802,849 | -810,877 | -818,986 |
| Recoverable | -6,000 | -6,000 | -6,000 | -6,000 | -6,000 |
| TOTAL REVENUES | -790,300 | -800,900 | -808,849 | -816,877 | -824,986 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 648,039 | 673,169 | 687,075 | 701,218 | 715,605 |
| Operations | 1,563,143 | 1,560,461 | 1,608,332 | 1,644,251 | 1,679,370 |
| Road Winter | 1,045,431 | 1,057,037 | 1,053,762 | 1,067,400 | 1,081,103 |
| Animal Control | incl. in Operations | 88,000 | 92,000 | 97,000 | 101,850 |
| Street Lighting | 518,000 | 523,000 | 533,460 | 544,129 | 555,012 |
| Amortization | 2,199,303 | 2,199,303 | 2,199,303 | 2,199,303 | 2,199,303 |
| TOTAL EXPENDITURES | 5,973,915 | 6,100,970 | 6,173,932 | 6,253,302 | 6,332,242 |
| NET BUDGET G320 | 5,183,615 | 5,300,070 | 5,365,083 | 5,436,424 | 5,507,256 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -2,199,303 | -2,199,303 | -2,199,303 | -2,199,303 | -2,199,303 |
| Less Transfer from Reserves | -53,500 | -53,500 | -53,500 | -53,500 | -53,500 |
| Plus Transfer to Reserves | 280,000 | 280,000 | 280,000 | 280,000 | 280,000 |
| TOTAL ADJUSTMENTS | -1,972,803 | -1,972,803 | -1,972,803 | -1,972,803 | -1,972,803 |
| TOTAL TAX LEVY | 3,210,812 | 3,327,267 | 3,392,280 | 3,463,621 | 3,534,453 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -843,800 | -854,400 | 1.26% |
| Expenditures | 4,054,612 | 4,181,667 | 3.13% |
| Net | 3,210,812 | 3,327,267 | 3.63% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Brown and Seconded by Councillor McManus that the 2014 G320 Roads operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$3,327,267. Carried.

Motion by Councillor McManus and Seconded by Councillor Nickel that the 2014 G320 Roads operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$3,314,567. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#67)
By-Law # 12-2014 approved by Council Jan.27/14

Roads - G320 Net Budget \$3,327,267



2014 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 2013 BUDGET

Cost Reductions:

None noted.

Service Reductions:

No service reductions have been proposed.

Revenue Increases:

None noted.

Other:

Nothing noted.

GENERAL COMMENTS:

This is a status quo budget which is only impacted by normal year to year cost increases in areas such as fuel, labour and supplies.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years an approximate 1.5% annual increase has been budgeted for each of 2015, 2016 and 2017.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>SANITARY - G330</u> | <u>2013 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Sewer Surcharge Revenue | -5,861,432 | -5,861,432 | -5,861,432 | -5,861,432 | -5,861,432 |
| Recoverable | -14,000 | -14,000 | -14,000 | -14,000 | -14,000 |
| Operations | -96,457 | -96,787 | -97,271 | -97,757 | -98,246 |
| TOTAL REVENUES | -5,971,889 | -5,972,219 | -5,972,703 | -5,973,189 | -5,973,678 |
| <u>EXPENDITURES</u> | | | | | |
| Sanitary Administration | 340,437 | 346,996 | 353,686 | 360,509 | 367,470 |
| Sanitary Treatment | 1,236,877 | 1,265,399 | 1,294,604 | 1,324,511 | 1,355,136 |
| Sanitary Collect | 420,808 | 435,850 | 443,821 | 451,891 | 460,063 |
| Amortization | 581,773 | 581,773 | 581,773 | 581,773 | 581,773 |
| TOTAL EXPENDITURES | 2,579,894 | 2,630,017 | 2,673,884 | 2,718,685 | 2,764,442 |
| NET BUDGET G330 | -3,391,995 | -3,342,202 | -3,298,819 | -3,254,505 | -3,209,236 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -581,773 | -581,773 | -581,773 | -581,773 | -581,773 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 3,973,768 | 3,923,975 | 3,880,592 | 3,836,278 | 3,791,009 |
| TOTAL ADJUSTMENTS | 3,391,995 | 3,342,202 | 3,298,819 | 3,254,505 | 3,209,236 |
| TOTAL TAX LEVY | 0 | 0 | 0 | 0 | 0 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -5,971,889 | -5,972,219 | 0.01% |
| Expenditures | 5,971,889 | 5,972,219 | 0.01% |
| Net | 0 | 0 | 0.00% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Seconded by Councillor McManus that the 2014 G330 Sanitary operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$0. (\$5,972,219. revenue/expenditures) Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#68)
By-Law # 12-2014 approved by Council Jan.27/14

Sanitary - G330 Net Budget \$0



2014 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). There is an expected moderate increase in capital expenditures to maintain the plant at operating efficiencies.

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

It should also be noted that funding for ongoing Sanitary Sewer upgrades 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 currently at 156% of the water rate. There is no proposed increase for 2014.

Although surplus operating funds from the system are set aside into a reserve, the balance of the fund remains in a negative position due to the settlement of the class action law suit. Staff had originally aimed to have the fund return to a positive balance by 2017/18, but is now proposing a longer slower repayment strategy.

CHANGES MADE FROM 2013 BUDGET

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

The Sewer Surcharge fee will increase revenue raised as a result of the water rate being increased marginally. This will generate a modest increase in revenues.

Other:

GENERAL COMMENTS:

Salaries and wages for 2014 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. Moreover, as financing comes to and end for some projects, there will be more net revenue to bring the reserve back to a surplus position.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, revenue increases have been budgeted for 2015 to 2017.

ADMINISTRATOR'S COMMENTS:

No additional comments.

CITY OF STRATFORD 2014 BUDGET

| <u>STORM - G340</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Recoverables | -1,500 | -1,500 | -1,500 | -1,500 | -1,500 |
| TOTAL REVENUES | -1,500 | -1,500 | -1,500 | -1,500 | -1,500 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 200 | 200 | 200 | 200 | 200 |
| Treatment | 98,380 | 102,744 | 104,799 | 106,895 | 109,033 |
| Collection | 177,066 | 181,063 | 184,684 | 188,378 | 192,145 |
| Amortization | 824,370 | 824,370 | 824,370 | 824,370 | 824,370 |
| TOTAL EXPENDITURES | 1,100,017 | 1,108,376 | 1,114,053 | 1,119,842 | 1,125,748 |
| NET BUDGET G340 | 1,098,517 | 1,106,876 | 1,112,553 | 1,118,342 | 1,124,248 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -824,370 | -824,370 | -824,370 | -824,370 | -824,370 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | -824,370 | -824,370 | -824,370 | -824,370 | -824,370 |
| TOTAL TAX LEVY | 274,147 | 282,506 | 288,183 | 293,972 | 299,878 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -1,500 | -1,500 | 0.00% |
| Expenditures | 275,647 | 284,006 | 3.03% |
| Net | 274,147 | 282,506 | 3.05% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Mark that the 2014 G340 Storm operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$282,506. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#69)
By-Law # 12-2014 approved by Council Jan.27/14

Storm - G340 Net Budget \$282,506



2014 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.

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 2012 BUDGET

Cost Reductions:

None noted.

Service Reductions:

There are no service reductions proposed

Revenue Increases:

None noted.

Other:

GENERAL COMMENTS:

Salaries and wages for 2014 have been budgeted as per projected amounts, while other expenses have been budgeted at 2013. The overall 2013 budget is a 3 % increase over the 2013 budget.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years a modest annual increase of 2 % or less from the previous year's budget has been allocated for each of 2015, 2016 and 2017.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>WATER - G350</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Consumption | -4,162,023 | -4,162,023 | -4,162,023 | -4,162,023 | -4,162,023 |
| Recoverable | -30,000 | -30,000 | -30,000 | -30,000 | -30,000 |
| Operations | -150,000 | -150,000 | -150,000 | -150,000 | -150,000 |
| TOTAL REVENUES | -4,342,023 | -4,342,023 | -4,342,023 | -4,342,023 | -4,342,023 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 1,238,038 | 1,227,372 | 1,251,292 | 1,275,717 | 1,300,659 |
| Supply | 1,118,843 | 1,189,803 | 1,214,058 | 1,236,873 | 1,260,261 |
| Distribution | 869,099 | 931,896 | 950,362 | 966,552 | 981,551 |
| Amortization | 470,090 | 470,090 | 470,090 | 470,090 | 470,090 |
| TOTAL EXPENDITURES | 3,696,071 | 3,819,161 | 3,885,802 | 3,949,232 | 4,012,562 |
| NET BUDGET G350 | -645,952 | -522,862 | -456,221 | -392,791 | -329,461 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -470,090 | -470,090 | -470,090 | -470,090 | -470,090 |
| Less Transfer from Reserves | 0 | 0 | -640,189 | 0 | 0 |
| Plus Transfer to Reserves | 1,116,042 | 992,952 | 1,566,500 | 862,881 | 799,551 |
| TOTAL ADJUSTMENTS | 645,952 | 522,862 | 456,221 | 392,791 | 329,461 |
| TOTAL TAX LEVY | 0 | 0 | 0 | 0 | 0 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -4,342,023 | -4,342,023 | 0.00% |
| Expenditures | 4,342,023 | 4,342,023 | 0.00% |
| Net | 0 | 0 | 0.00% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Nickel that the 2014 G350 Water operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$0. (\$4,342,023. revenue/expenditures) Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#70)
By-Law # 12-2014 approved by Council Jan.27/14

Water - G350 Net Budget \$0



2014 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.

Funding for this budget is entirely through Water rates (no tax levy implications). The 2013 rates and proposed 2014 rates are:

| | <u>2013</u> | <u>2014</u> |
|-----------------------------|-----------------------|-----------------------|
| First 3 cubic metres | \$2.42/m ³ | \$2.50/m ³ |
| All additional cubic metres | \$0.98/m ³ | \$1.02/m ³ |
| Minimum consumption charge | \$7.26 | \$7.50 |

For the average residential property utilizing 20m³ monthly, this represents an increased monthly billing from \$23.92 to \$24.84 or \$0.92 per month which is 3.8%.

CHANGES MADE FROM 2013 BUDGET

Cost Reductions:

None noted.

Service Reductions:

None noted.

Revenue Increases:

The 2014 revenue has been targeted to the 2013 amount. However, taking into account the downward trend in sales volume over the past several years, the projected sales volume has been reduced, so rates are proposed to increase to maintain the same revenue level.

Other:

Nothing noted.

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 Forman Tower recoating will be required in the near future. These expenditures will impact the reserve considerably, and proposed rate increases are necessary to continue to maintain a sufficient reserve for these future costs, particularly if sales volumes continue declining.

The effective result is having to increase rates to maintain annual revenue contributions to the reserve.

ADMINISTRATOR'S COMMENTS:

Stratford enjoys one of the lowest water rates in the area.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, anticipated revenues have not been budgeted to increase for 2015 to 2017.

ADMINISTRATOR'S COMMENTS:

Our asset management process will help in determining what we need to plan and fund for future years.

CITY OF STRATFORD 2014 BUDGET

| <u>WASTE - G360</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Tipping Fees | -1,578,000 | -1,608,000 | -1,632,120 | -1,656,602 | -1,681,451 |
| User Fees | -705,000 | -705,000 | -715,575 | -726,309 | -737,203 |
| Recoverable | -201,100 | -201,100 | -201,100 | -201,100 | -201,100 |
| Operations | -270,000 | -270,000 | -270,000 | -270,000 | -270,000 |
| Sales | -4,000 | -4,000 | -4,000 | -4,000 | -4,000 |
| TOTAL REVENUES | -2,758,100 | -2,788,100 | -2,822,795 | -2,858,010 | -2,893,754 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 82,062 | 87,904 | 89,580 | 91,289 | 93,033 |
| Disposal | 1,211,483 | 1,236,102 | 1,251,022 | 1,266,221 | 1,281,703 |
| Collection | 288,709 | 297,208 | 305,902 | 314,855 | 324,076 |
| Amortization | 105,978 | 105,978 | 105,978 | 105,978 | 105,978 |
| Recycling | 809,335 | 827,102 | 844,525 | 862,462 | 880,928 |
| TOTAL EXPENDITURES | 2,497,566 | 2,554,294 | 2,597,006 | 2,640,805 | 2,685,718 |
| NET BUDGET G360 | -260,534 | -233,806 | -225,789 | -217,206 | -208,036 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -105,978 | -105,978 | -105,978 | -105,978 | -105,978 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 366,512 | 339,784 | 331,767 | 323,184 | 314,014 |
| TOTAL ADJUSTMENTS | 260,534 | 233,806 | 225,789 | 217,206 | 208,036 |
| TOTAL TAX LEVY | 0 | 0 | 0 | 0 | 0 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -2,758,100 | -2,788,100 | 1.09% |
| Expenditures | 2,758,100 | 2,788,100 | 1.09% |
| Net | 0 | 0 | 0.00% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Smythe and Seconded by Councillor Mark that the 2014 G360 Waste operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$0. (\$2,788,100. revenue/expenditures) Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#71)
By-Law # 12-2014 approved by Council Jan.27/14

Waste - G360 Net Budget \$0



2014 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 site while the waste reduction coordinator works from 82 Erie St.

Funding for this budget is entirely through Waste rates.

CHANGES MADE FROM 2013 BUDGET:

Cost Reductions:

None noted.

Service Reductions:

No service reductions proposed.

Revenue Increases:

Revenue increases are not forecast significantly to increase as a result of no increase to bag tag fees and only a modest increase to the tipping fees. The anticipated increase in revenue is \$30,000.

The overall fund appears to be healthy and should be able to bear the costs of the forthcoming cell expansion.

The current 2013 rates are:

| | <u>2013</u> | <u>2014</u> |
|---------------------------------|-------------|-------------|
| Bag Tag | \$2.40 | \$2.40 |
| Bag or Can at Landfill Site | \$2.80 | \$2.80 |
| Minimum scale rate | \$15.00 | \$15.00 |
| Tip Fee – regular | \$74.50 | \$76.00 |
| Tip Fee – large hauler | \$69.50 | \$71.00 |
| Scale down – car | \$15.00 | \$15.00 |
| Scale down – truck | \$20.00 | \$20.00 |
| Scale down – trailer | \$20.00 | \$20.00 |
| Recycle Box | \$5.00 | \$5.00 |
| White Goods – Freon removal | \$40.00 | \$40.00 |
| Televisions & computer monitors | \$0.00 | \$0.00 |

GENERAL COMMENTS:

This budget is funded through user fees and budgeting is done both to cover annual operating costs as well as contributing to a reserve to pay for ongoing and future capital costs. These capital costs include the landfill expansions and management as well as equipment.

Another cell construction is anticipated to start in 2014 and part of the cost will have to be borne by internal financing as the projected reserve will not fully cover the full construction cost.

However based on estimated revenues it is projected that the reserve will return to a positive balance by the end of year.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, minor increases in revenue have been shown to illustrate the need for cost of living increases to maintain the capital reserves and meet operating expenditures.

It is expected that fee increases will be required in each of these budget years to build up the reserve for future capital expenditures.

Council may wish to consider establishing a minimum target to transfer to the reserve and use this number to establish future rate increases as needed to meet the target.

ADMINISTRATOR'S COMMENTS:

Funds are needed to be set aside not only for planned expansion of the current site, but an eventual new site which will be very expensive given the extensive environmental process needed for approval.

CITY OF STRATFORD 2014 BUDGET

PUBLIC LIBRARY - G411

REVENUE

| | <u>2013 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Administration | -94,036 | -101,279 | -101,471 | -101,666 | -101,866 |
| Public Services | -44,000 | -35,000 | -36,000 | -36,000 | -36,000 |
| Operations | -102,040 | -103,424 | -20,869 | -20,869 | -20,869 |
| PCIN | -150,721 | -136,923 | -139,661 | -142,455 | -145,304 |
| TOTAL REVENUES | -390,797 | -376,626 | -298,001 | -300,990 | -304,039 |

EXPENDITURES

| | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Administration | 1,849,382 | 1,875,178 | 1,910,541 | 1,948,571 | 1,987,371 |
| Public Services | 4,700 | 5,700 | 5,700 | 5,700 | 5,700 |
| Library Board | 7,000 | 5,500 | 5,500 | 5,500 | 5,500 |
| Operations | 118,329 | 112,572 | 106,914 | 107,940 | 108,986 |
| Adult Program | 138,375 | 144,360 | 147,247 | 150,192 | 153,196 |
| Young Adult Program | 4,593 | 4,822 | 4,918 | 5,017 | 5,117 |
| Children's Program | 37,307 | 39,173 | 39,956 | 40,756 | 41,571 |
| PCIN | 128,721 | 136,923 | 139,661 | 142,455 | 145,304 |
| Building & Property | 20,125 | 21,266 | 21,691 | 22,125 | 22,568 |
| Amortization | 225,482 | 225,482 | 225,482 | 225,482 | 225,482 |
| TOTAL EXPENDITURES | 2,534,015 | 2,570,976 | 2,607,612 | 2,653,738 | 2,700,795 |
| NET BUDGET G411 | 2,143,217 | 2,194,350 | 2,309,611 | 2,352,747 | 2,396,756 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -225,482 | -225,482 | -225,482 | -225,482 | -225,482 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 24,000 | 11,772 | 11,772 | 11,772 | 11,772 |
| TOTAL ADJUSTMENTS | -201,482 | -213,710 | -213,710 | -213,710 | -213,710 |
| TOTAL TAX LEVY | 1,941,735 | 1,980,639 | 2,095,900 | 2,139,037 | 2,183,045 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -390,797 | -376,626 | -3.63% |
| Expenditures | 2,332,533 | 2,357,265 | 1.06% |
| Net | 1,941,735 | 1,980,639 | 2.00% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Mark that the 2014 G411 Public Library operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,980,614. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#41)
By-Law # 12-2014 approved by Council Jan.27/14

Library - G411 Net Budget \$1,980,639



2014 OPERATING BUDGET NOTES

DEPARTMENT: G411 – STRATFORD PUBLIC LIBRARY

DEPARTMENT OVERVIEW:

2013 has been a year of preparation and change for Stratford Public Library. In March, the SPL Board approved a new Strategic Plan for 2013-2018, which focuses on creating community connections, being a technological learning commons, launching a re-branding campaign, and addressing facility needs. Several significant changes to the organization in pursuit of the strategic directions will be operationalized in 2014.

North Perth Public Library became an official member of the Perth County Information Network in late 2012 and by May 2013, fully operational on the PCIN system. The increased diversity of the collection has been a success with Stratford Public Library customers, who have been increasing their use of the PCIN collection.

After 9 years as CEO, Sam Coghlan retired. Julia Merritt was appointed in June 2013 as his successor.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

- Wages and benefits increase to all positions.
- Training budget for staff increased for training related to the *Accessibility for Ontarians with Disabilities Act*.
- Increase of 5% to materials budget to accommodate increasing demand for digital materials.

Service Reductions/Increases:

- Sundays continue to be an extremely busy day for service. In 2014, as a pilot, SPL will remain open on Sundays throughout the year.

Revenue Reductions/Increases:

- The addition of North Perth Public Library to PCIN continues to reduce SPL's cost for technological services.

Options for Reductions:

- Significant reductions in the SPL budget would result in reduced staffing and decreased services available to the public, primarily, fewer open hours and decreased programming.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

- Projected budgets show 2% increase.

ADMINISTRATOR'S COMMENTS:

As the implementation of the 2013-2018 Strategic Plan takes shape, the library budgets may change to reflect changes to operations.

CITY OF STRATFORD 2014 BUDGET

| | Economic Development Corporation | | | | |
|---|---|---------------------------|---------------------------|---------------------------|---------------------------|
| <u>ECONOMIC DEVELOPMENT - G511</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
| <u>REVENUE</u> | | | | | |
| Recoverable | -22,000 | | | | |
| Ontario Grants | -80,000 | | | | |
| TOTAL REVENUES | -102,000 | 0 | 0 | 0 | 0 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 361,327 | | | | |
| Business Expenses | 15,000 | 15,000 | 0 | 0 | 0 |
| Trade Shows | 19,500 | | | | |
| Promotions | 83,500 | | | | |
| Marketing Development | 13,000 | | | | |
| Industrial Directories | 1,000 | | | | |
| Small Business Enterprise Centre | 202,000 | | | | |
| SEEDCO Levy | 0 | 591,000 | 602,820 | 614,876 | 627,174 |
| Amortization | 0 | | | | |
| TOTAL EXPENDITURES | 695,327 | 606,000 | 602,820 | 614,876 | 627,174 |
| NET BUDGET G511 | 593,327 | 606,000 | 602,820 | 614,876 | 627,174 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | -44,000 | | | | |
| Plus Transfer to Reserves | 5,000 | | | | |
| TOTAL ADJUSTMENTS | -39,000 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 554,327 | 606,000 | 602,820 | 614,876 | 627,174 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -146,000 | 0 | |
| Expenditures | 700,327 | 606,000 | |
| Net | 554,327 | 606,000 | 9.32% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Seconded by Councillor Beatty that the 2014 G511 Economic Development operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$626,000. Carried.

Motion by Councillor Beatty and Seconded by Councillor Mark that the 2014 G511 Economic Development operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$606,000. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#57)
By-Law # 12-2014 approved by Council Jan.27/14

Economic Development - G511 Net Budget \$606,000



2014 OPERATING BUDGET NOTES

DEPARTMENT: G511 – ECONOMIC DEVELOPMENT/SMALL BUSINESS CENTRE

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 Economic Development is responsible for economic development initiatives and activities. Economic Development 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.

Economic Development 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 Economic Development 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. Economic Development and the 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.

Economic Development currently consists of an 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. The proposed budget includes funding for a President and CEO.

In 2014, the newly formed Stratford Economic and Enterprise Development Corporation (SEEDCO) will be operational. SEEDCO will be responsible for fulfilling the City's mandate for Economic Development.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

There is a 12.93% increase in the operating budget for Economic Development. This increase represents the anticipated expenses required for the operation of the new Economic Development Corporation. Additional expenses include:

- Increased wage costs for the new CEO/President of the Corporation. Though costs would increase it would be anticipated that the new CEO would be able to generate more effective results for the City.

- Accounting for “hidden costs” – Costs related to other overhead costs such as IT support or finance support as well as capital items which were outside of the existing department budget and are now in the budget for the Corporation.
- New Costs – The cost of regulatory or governance expenses such as board member fees, audit fees, legal fees to keep the minutes etc. These costs are truly incremental to the new structure.
- HST – due to the classification of the new entity as an NPO, there is a difference in the HST eligible refund level.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

There are no real revenue sources for economic development other than those associated with individual programs such as the Centre for Business.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

2014 marks the inaugural year of operation for the recently formed Stratford Economic and Enterprise Development Corporation (SEED Co). Like any new venture, it is anticipated that there will be some unforeseen issues and expenses with the new Corporation but staff feel that the Deloitte study has captured these potential expenses.

ADMINISTRATOR’S COMMENTS:

This is a new venture for the City. The city effectively will control this corporation through its annual grant of money and through setting overall strategic priorities for the corporation. We anticipate that the new board members will bring strategic networks that will well serve this community.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

We have projected an annual 2% increase in the budget.

ADMINISTRATOR’S COMMENTS:

No additional comments.

CITY OF STRATFORD 2014 BUDGET

AIRPORT - G512

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Parking | -17,340 | -17,687 | -17,687 | -18,040 | -18,040 |
| Farm Land | -8,150 | -8,150 | -8,150 | -9,000 | -9,000 |
| Hanger Land | -29,264 | -29,952 | -30,650 | -31,263 | -31,388 |
| Landing Services | -1,680 | -2,000 | -2,000 | -2,000 | -2,200 |
| Fuel Services | -165,000 | -167,000 | -167,000 | -167,000 | -168,000 |
| Airport Terminal | -9,500 | -9,500 | -9,500 | -9,500 | -9,500 |
| TOTAL REVENUES | -230,934 | -234,289 | -234,987 | -236,803 | -238,128 |

EXPENDITURES

| | | | | | |
|---------------------------|----------------|----------------|----------------|----------------|----------------|
| Land Rental | 19,560 | 19,950 | 20,350 | 20,757 | 21,172 |
| Administration | 81,063 | 81,573 | 82,725 | 84,121 | 84,121 |
| Landing Services | 29,000 | 28,600 | 28,600 | 29,500 | 29,500 |
| Fuel Services | 129,300 | 131,000 | 130,000 | 130,200 | 130,450 |
| Airport Terminal | 24,500 | 24,000 | 24,000 | 24,100 | 24,300 |
| Vehicles & Equipment | 1,000 | 4,000 | 1,000 | 1,000 | 1,200 |
| Amortization | 86,294 | 86,294 | 86,294 | 86,294 | 86,294 |
| TOTAL EXPENDITURES | 370,717 | 375,417 | 372,969 | 375,972 | 377,037 |

NET BUDGET

| | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| | 139,783 | 141,128 | 137,982 | 139,169 | 138,909 |
|--|----------------|----------------|----------------|----------------|----------------|

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Less Amortization | -86,294 | -86,294 | -86,294 | -86,294 | -86,294 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 111,000 | 116,000 | 116,000 | 116,000 | 116,000 |
| TOTAL ADJUSTMENTS | 24,706 | 29,706 | 29,706 | 29,706 | 29,706 |
| TOTAL TAX LEVY | 164,489 | 170,834 | 167,688 | 168,875 | 168,615 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -230,934 | -234,289 | 1.45% |
| Expenditures | 395,423 | 405,123 | 2.45% |
| Net | 164,489 | 170,834 | 3.86% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Mark that the 2014 G512 Airport operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$170,834. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#58)
By-Law # 12-2014 approved by Council Jan.27/14

Airport - G512 Net Budget \$170,834



2014 OPERATING BUDGET NOTES

DEPARTMENT: G512 - AIRPORT

DEPARTMENT OVERVIEW:

46 aircraft are based at the airport. Revenue sources are fuel sales, farmland and terminal building rental, land lease agreements and aircraft parking fees.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

Expenses in several areas have been reduced to reflect current actual operational costs.

Service Reductions/Increases:

None Proposed.

Revenue Reductions/Increases:

- 3 % increase in aircraft parking fees
- 25 % increase in corporate landing fees

Options for Reductions:

None specified.

GENERAL COMMENTS:

\$100,000 contribution in the budget to asphalt reserve account.

ADMINISTRATOR'S COMMENTS:

The increase to the reserve is important in order to ensure that the money is there for the next resurfacing project in order to ensure that there is no demand for borrowing.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Asphalt reserve contribution will remain at \$100,000 per year in 2015, 2016, and 2017.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

**SOCIAL SERVICES/
ONTARIO WORKS - G611**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Administration | -1,677,319 | -1,635,178 | -1,619,733 | -1,619,814 | -1,619,895 |
| Ontario Works Stratford | -2,002,164 | -1,934,479 | -1,983,202 | -2,044,675 | -2,110,542 |
| Ontario Works Perth | -2,530,011 | -2,334,951 | -2,352,506 | -2,353,334 | -2,354,170 |
| Ontario Works St. Marys | -202,647 | -145,764 | -143,430 | -143,496 | -143,563 |
| OW Employment Support | -556,558 | -563,574 | -571,417 | -579,261 | -587,664 |
| Addiction Treatment | -133,342 | -133,510 | -135,368 | -137,226 | -139,217 |
| Emergency Planning | -7,036 | -7,474 | -8,027 | -8,581 | -9,135 |
| Homelessness Initiatives | -589,135 | -575,712 | -582,606 | -589,638 | -596,810 |
| Homemakers & Nursing | -27,582 | -41,296 | -45,884 | -50,472 | -55,061 |
| National Child Tax Benefit | -68,117 | -64,971 | -65,946 | -66,935 | -67,939 |
| Local Access Recreation Program | -27,644 | -27,549 | -27,962 | -28,382 | -28,808 |
| Social Planning Council | -13,485 | -10,592 | -13,240 | -13,240 | -13,240 |
| Grants | -20,191 | -19,824 | -19,824 | -19,824 | -19,824 |
| TOTAL REVENUES | -7,855,231 | -7,494,873 | -7,569,145 | -7,654,878 | -7,745,866 |

EXPENDITURES

| | | | | | |
|-------------------------|-----------|-----------|-----------|-----------|-----------|
| Administration | 2,082,562 | 2,110,890 | 2,110,890 | 2,110,890 | 2,110,890 |
| Ontario Works Stratford | 2,333,525 | 2,183,385 | 2,169,805 | 2,170,568 | 2,171,339 |
| Ontario Works Perth | 2,530,011 | 2,334,951 | 2,352,506 | 2,353,334 | 2,354,170 |
| Ontario Works St. Marys | 202,647 | 145,764 | 143,430 | 143,496 | 143,563 |
| OW Employment Support | 595,508 | 595,508 | 595,508 | 595,508 | 595,508 |

| <u>EXPENDITURES (cont'd.)</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Addiction Treatment | 141,075 | 141,075 | 141,075 | 141,075 | 141,075 |
| Emergency Planning | 12,500 | 13,500 | 14,500 | 15,500 | 16,500 |
| Homelessness Initiatives | 638,081 | 650,843 | 663,859 | 677,137 | 690,679 |
| Homemakers & Nursing | 30,000 | 45,000 | 50,000 | 55,000 | 60,000 |
| National Child Tax Benefit | 126,285 | 122,680 | 124,520 | 126,388 | 128,284 |
| Local Access Recreation Program | 51,250 | 52,019 | 52,799 | 53,591 | 54,395 |
| Social Planning Council | 25,000 | 20,000 | 25,000 | 25,000 | 25,000 |
| Grants | 37,432 | 37,432 | 37,432 | 37,432 | 37,432 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 8,805,876 | 8,453,046 | 8,481,324 | 8,504,919 | 8,528,835 |
| NET BUDGET G611 | 950,645 | 958,173 | 912,178 | 850,042 | 782,969 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 950,645 | 958,173 | 912,178 | 850,042 | 782,969 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -7,855,231 | -7,494,873 | -4.59% |
| Expenditures | 8,805,876 | 8,453,046 | -4.01% |
| Net | 950,645 | 958,173 | 0.79% |

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Seconded by Councillor Ritsma that the 2014 G611 Ontario Works operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$949,531. Carried.

Motion by Councillor Brown and Seconded by Councillor Henderson that the 2014 G611 Social Services/ G615 Housing/G616 Child Care operating budgets be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a total net increase for all 3 budgets of \$48,228. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#59)
By-Law # 12-2014 approved by Council Jan.27/14

Social Services/Ontario Works - G611 Net Budget \$958,173



2014 OPERATING BUDGET NOTES

DEPARTMENT: Social Services – Ontario Works (G611)

DEPARTMENT OVERVIEW:

The mandate of the Ontario Works Division is to administer the *Ontario Works Act*, in accordance with Legislation and Guidelines by the Ministry of Community and Social Services, and Policies set by the Municipal Liaison Committee and City Council.

The Ontario Works Division delivers the provincially cost shared program Ontario Works to eligible recipients residing in the City of Stratford, County of Perth and the separated Town of St Marys. The program provides basic needs, shelter, health and employment benefits to eligible clients and assists them to prepare a plan to become self-sufficient.

The following programs are operated within the Division:

- Ontario Works Intake and Case Management
- Ontario Works Employment Supports
- Eligibility Review, Audit and Appeal
- Family Support
- Enhanced Verification
- Homemaker's and Nurses Services
- Addictions Services Initiative
- Emergency Planning
- Community Homelessness Prevention Initiative

CHANGES FROM 2013 BUDGET

Cost Reductions:

A funding announcement on October 31, 2008 reduces the cost sharing of social assistance payments resulting in the new municipal share of 11.4% for 2014.

Service Reductions:

The Ministry of Community and Social Services removed the Community Start Up benefit in January 2013 which assisted Ontario Works participants to re-locate in community. These benefits have been replaced by the Community Homelessness Prevention Initiative (CHPI) and now administered by the Ministry of Municipal Affairs and Housing. Applicants for this program not only are limited to Ontario Works participants but also those from the Ontario Disability Support Program and low income applicants who all now apply through the Ontario Works office. The funding for this program has been cut and is supplemented by the municipality from the former Homelessness Prevention Program. Decisions on service reductions were made by Council in early 2013 and a cost-impact review will be completed in late 2013 for 2014 decision making.

Revenue Increases:

Other:

Funding for an in-house staff member (Outreach Worker) to provide outreach to Social Services clients and tenants would be provided through the Ontario Works administration budget at a 50-50 cost share with the partner municipalities and the Ministry of Community and Social Services however, supervision of this position would rest with the Manager of Housing.

Funding for a Housing and Homelessness Support Staff would be funded through the Consolidated Homelessness Prevention Initiative (CHPI) dollars provided by the Ministry of Municipal Affairs and Housing and supervision would rest with the Manager of Housing.

GENERAL COMMENTS:

The Ontario Works caseload has remained above historical highs, netting a current average of 647 cases per month. The Ministry projection for 2014 is 655.

There will be a 1% social assistance benefit increase in December 2013.

The Ministry will be launching a new computer system to replace the Services Delivery Model technology in 2014 and have provided some one-time administrative dollars for this project. The CMSM will be hiring temporary clerical support, to be funded from this Ministry grant, to assist with the data conversion requirements to transition to the new system.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

The 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 11.4% in 2014, 8.6% in 2015, 5.8% in 2016 and 2.8% in 2017, from the historical 20% share.

It is anticipated that there will be an additional 1% benefit increase in December 2015 and onward annually.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

**ANNE HATHAWAY
DAY CARE - G613**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Regular Day Care Programs | -1,013,238 | -1,029,633 | -1,049,197 | -1,069,652 | -1,091,043 |
| Program Assistants | -57,384 | -58,532 | -59,702 | -60,896 | -62,114 |
| TOTAL REVENUES | -1,070,622 | -1,088,165 | -1,108,899 | -1,130,548 | -1,153,157 |

EXPENDITURES

| | | | | | |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Administration | 67,675 | 68,955 | 70,406 | 71,857 | 73,326 |
| Regular Day Care Programs | 839,124 | 855,684 | 872,728 | 890,112 | 908,070 |
| Regular Day Care Occupancy | 89,091 | 87,950 | 75,650 | 63,850 | 51,250 |
| Regular Day Care Dietary | 94,216 | 94,879 | 97,065 | 98,777 | 100,685 |
| Program Assistants | 57,384 | 58,532 | 59,702 | 60,896 | 62,114 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 1,147,490 | 1,166,000 | 1,175,551 | 1,185,492 | 1,195,444 |
| NET BUDGET G613 | 76,868 | 77,835 | 66,652 | 54,944 | 42,287 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 76,868 | 77,835 | 66,652 | 54,944 | 42,287 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -1,070,622 | -1,088,165 | 1.64% |
| Expenditures | 1,147,490 | 1,166,000 | 1.61% |
| Net | 76,868 | 77,835 | 1.26% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Henderson that the 2014 G613 Anne Hathaway Day Care Centre operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$77,835. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#60)
By-Law # 12-2014 approved by Council Jan.27/14

Anne Hathaway Day Care Centre - G613 Net Budget \$77,835



2014 OPERATING BUDGET NOTES

DEPARTMENT: Social Services, 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 and falls under the jurisdiction of The Ministry of Education. The program is licensed by the Child Care Quality Assurance & Licensing Early Learning Division. 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 am to 5:30 pm Monday to Friday for 12 months of the year. Families pay a weekly fee for services. Invoices include 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 6 permanent part-time staff as well as a number of supply staff.

CHANGES MADE FROM 2013 BUDGET

Service Reductions: No service reduction.

Revenue Increases: A 5% increase to parent fees. The revenue from parent fees effects less than ½ of our revenue.

GENERAL COMMENTS:

All salaries/benefits are reflective of a 2% increase for 2014

Some very small changes throughout to reflect anticipated actuals in 2013

Administration

Office Supplies and Paper –With the implementation of the emergent curriculum documentation of children's play and development though the use of photo stories is required. The cost of printer ink and paper has resulted in increased costs.

Advertising –Increase to budget in anticipation of advertising/marketing available spaces for the fall of 2014.

Regular Day Care Programs

Parent Fees - Increase to parent fees of 5%. – affects less than ½ of our revenue

Fee Subsidy – Fee Subsidy payments are not anticipated to increase

Before/After School– As we move closer to the complete transition to full day learning I anticipate a decrease in our before/after school revenue.

Regular Daycare Occupancy

Interfunctional transfer for the purchase of custodial services from Infrastructure and Development Department (Building & Planning) is included.

Regular Daycare Dietary

No substantial changes

Although all staff are part-time the cook who works 30 hours a week is shown as full time. The supply/call in cook is shown as part time

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 further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

In September 2014 all 4 and 5 year old children will be in full day learning. September of 2013 has brought some challenges with enrolment and it is quite possible this will be intensified in the coming years. Alternative programs are under consideration and will be brought before council early in 2014

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>HOUSING - G615</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| St. Marys | -335,034 | -352,428 | -359,477 | -366,666 | -373,999 |
| Perth County | -1,636,115 | -1,687,311 | -1,721,057 | -1,755,478 | -1,790,587 |
| User Fees | -2,255,875 | -2,269,925 | -2,315,324 | -2,361,630 | -2,408,863 |
| Provincial Grant | -2,533,208 | -1,774,473 | -1,797,129 | -1,759,406 | -1,797,482 |
| Federal Grant | -64,497 | -64,497 | -64,497 | -64,497 | -60,719 |
| Housing Allowance | -86,750 | 0 | 0 | 0 | 0 |
| TOTAL REVENUES | -6,911,479 | -6,148,634 | -6,257,483 | -6,307,677 | -6,431,651 |
| <u>EXPENDITURES</u> | | | | | |
| Administration | 1,253,665 | 1,258,035 | 1,278,873 | 1,300,063 | 1,321,612 |
| Rent Supplements | 741,750 | 630,000 | 723,275 | 723,050 | 748,350 |
| Housing Providers | 2,037,060 | 1,999,000 | 2,038,980 | 2,079,760 | 2,121,355 |
| Affordable Housing | 883,300 | 177,350 | 159,575 | 160,676 | 187,329 |
| Properties | 3,579,755 | 3,705,390 | 3,779,498 | 3,855,088 | 3,932,190 |
| Amortization | 166,559 | 201,550 | 205,581 | 209,693 | 213,886 |
| TOTAL EXPENDITURES | 8,662,089 | 7,971,325 | 8,185,782 | 8,328,329 | 8,524,721 |
| NET BUDGET G615 | 1,750,610 | 1,822,691 | 1,928,299 | 2,020,653 | 2,093,070 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -166,559 | -201,550 | -205,581 | -209,693 | -213,886 |
| Less Transfer from Reserves | -75,000 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | -241,559 | -201,550 | -205,581 | -209,693 | -213,886 |
| TOTAL TAX LEVY | 1,509,051 | 1,621,141 | 1,722,718 | 1,810,960 | 1,879,184 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -6,986,479 | -6,148,634 | -11.99% |
| Expenditures | 8,495,530 | 7,769,775 | -8.54% |
| Net | 1,509,051 | 1,621,141 | 7.43% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Smythe that the 2014 G615 Housing operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,587,395. Carried.

Motion by Councillor Brown and Seconded by Councillor Henderson that the 2014 G611 Social Services/ G615 Housing/G616 Child Care operating budgets be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a total net increase for all 3 budgets of \$48,228. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#61)
By-Law # 12-2014 approved by Council Jan.27/14

Housing - G615 Net Budget \$1,621,141



2014 OPERATING BUDGET NOTES

DEPARTMENT: Social Services - Housing (G615)

DEPARTMENT OVERVIEW:

The Housing Division is responsible either directly or as an intermediary for both the Public and the Social Housing portfolios of 1247 units:

- **Co-ordinated Access:** The Housing Division is the Coordinated Access point for Social Housing applications in the City of Stratford, County of Perth and the separated Town of St Marys. As such, the Housing Division processes and determines eligibility for applications for rent-geared-to-income across the County. Ongoing local responsibility for the Provincial Housing Arrears database includes the uploading and monitoring of outstanding arrears and debts of all former and current tenants of local housing providers as per legislative requirements.
- In addition Housing acts as an **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 Housing Division operates the **Perth & Stratford Housing Corporation** and directly administers 663 public housing units geographically spread across the County. Including 18 apartment buildings and 164 Family units.
- The Housing Division operates a number of funding programs that comprise the **Rent Supplement** program whereby the Division works 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. Housing currently have 169 rent supplement units.
- **Investment in Affordable Housing:** The most recent initiative funded by the Investment in Affordable Housing is the Performing Arts Lodge (PAL) which celebrated its grand opening in April 2013.
- **Home Ownership (IAH):** The Home Ownership program provides interest free loans to first time home buyers. The program has supported local Habitat for Humanity homeowners and other service area residents to enter the home ownership market.
- **Housing Allowance Subsidy (IAH):** The housing Allowance funding is being utilized as a rental subsidy for eligible applicants currently on the housing waitlist. Payments are made directly to participants to off-set the private market rents they continue to pay while waiting for a subsidized unit to become available. This eases their financial struggle they face in the final weeks and months of waiting.
- **10-year Housing & Homelessness Plan:** The Housing Services Act requires the City as the Consolidated Municipal Service Manager to develop and implement a 10-year plan to strategically develop an integrated system of housing and homelessness supports that are planned and delivered locally, that are partnership-based and include roles for nonprofit organizations, the private sector, and the public sector. Plans must include the

provision of supports before and after obtaining housing to facilitate the transition from the street and/or shelters to safe, adequate, and stable housing. To support this work, funding for a Housing and Homelessness Support Staff would be funded through the Consolidated Homelessness Prevention Initiative (CHPI) dollars provided by the Ministry of Municipal Affairs and Housing, and supervision would rest with the Manager of Housing.

- **Outreach Worker:** The Outreach Worker provides support to tenants and OW recipients who are at risk of losing their Housing and/or OW. The goal of the position is to prevent and reduce homelessness.

Funding for an in-house staff member to provide outreach to Social Services clients and tenants would be provided through the Ontario Works administration budget at a 50-50 cost share with the partner municipalities and the Ministry of Community and Social Services however, supervision of this position would rest with the Manager of Housing.

Applications for housing have increased and the waitlist currently consists of 226 households.

CHANGES FROM 2013 BUDGET:

Key Revenue Decreases:

Ontario Grants (Properties G-615-6614-1130): Based on a schedule received from the Ministry, the amounts for 2015 through 2017 have been changed to \$408,208, \$367,016 and \$401,554. The actual Public Housing specific funding is decreasing as per the schedule is \$376,713 in 2014, \$360,011 in 2015, \$279,157 in 2016 and \$272,442 in 2017. This directly correlates with the reduction in debenture payments for mortgages. There is a line on the schedule called "Untargeted SHA Funding" which we have included in the budget numbers on this line. The amounts are \$12,240 in 2014, \$48,197 in 2015, \$87,895 in 2016 and \$129,112 in 2017.

Increase in Revenue, Ontario Grants (PH Administration) of \$5,740 which is mostly due to a decrease in the budgeted transfers from reserves (which is shown on this line if administrative transfers are being budgeted) which decreased from \$80,000 on the 2013 budget to \$35,000 on the 2014 budget.

Both Revenue and expenses decreased by \$750,000 due to Affordable Housing payout in 2013 which was one time funding from the government passed down to a specific project (PAL).

Increase in Ontario Grants (Affordable Housing) of \$112,350 which is expected government funding for Investment in Affordable Housing grants for Rent Supplement and Housing Allowance.

Decrease in Consulting expenses of \$47,000 due to 2013 budget including the cost of consulting for the new Housing and Homelessness policy as per requirements under the HSA.

Decrease in transfer from reserves totals \$120,000 (includes Affordable Housing & Administrative Ontario Grant).

Key Expenses Increases/Decreases:

- 1) Salaries & Wages (Full-time): Increase in full-time wages of \$12,715 and overall increase of \$17,031 in salaries and benefits attributed to 2% increase as directed. Addition of a second Tenant Review Officer position offset by inclusion of a third maintenance position in 2013 budget.

- 2) Increase in Insurance of \$14,500 to show consistency with a quote received from Orr Insurance which is less than the actual insurance premium paid to SOHO for the 2012/2013 period.
- 3) Travel: Decrease in Travel expenditures of \$6,700 primarily due to bringing the budget in line with actual expenditures.
- 4) Materials & Services: Increase in Material Costs (Operating) of \$108,920 due to several accounts:
 - Increase of \$70,000 to Contract Janitorial costs due to change in contract during the 2012 fiscal year.
 - Increase of \$25,000 due to the addition of an After Hours Contract which has not been budgeted for in the past
 - Decrease of \$4,500 in small inventoried purchases due to a change in policy where appliance purchases now come out of the Capital Budget
 - Increase of \$7,500 in HVAC expenses to bring in line with historical spending
- 5) Increase of \$25,000 in property taxes which represents 5.75% for 2012 actuals to compensate for the phase-in of the new MPAC property assessment rates as well as anticipated increases in tax levies.
- 6) Social Assistance Payments: \$38,000 decrease over 2013 to align with actual expected payments.

Service Reductions:

No service reductions are proposed.

Options for Reductions:

GENERAL COMMENTS:

We continue to experience a direct correlation with our increased maintenance costs and the increasing age of our properties.

Budget reflects a 2% increase in wages and benefits based on the collective agreement.

Funding for an in-house staff member to provide outreach to Social Services clients would be provided through the Ontario Works administration budget at a 50-50 cost share with the partner municipalities and the Ministry of Community and Social Services however, supervision of this position would rest with the Manager of Housing.

Funding for the Housing and Homelessness Support Staff would be funded through the Consolidated Homelessness Prevention Initiative (CHPI) dollars provided by the Ministry of Municipal Affairs and Housing and supervision would rest with the Manager of Housing.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 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:

The devolution of housing to the local level, while old news, remains essentially a transfer of net debt to municipalities.

The core service review completed by the City recommends that the City put more money aside in reserves each year in order to provide funding to maintain its capital assets.

CITY OF STRATFORD 2014 BUDGET

| <u>CHILD CARE - G616</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Child Care Program Subsidies | -1,742,909 | -1,746,105 | -1,746,105 | -1,746,105 | -1,746,105 |
| Child Care Administration | -152,549 | -152,142 | -154,329 | -156,559 | -158,835 |
| Special Needs Administration | -278,555 | -277,875 | -277,875 | -277,875 | -277,875 |
| Resource Centre | -70,241 | -67,737 | -69,253 | -69,253 | -69,253 |
| Child Care Water Works | -2,670 | -2,670 | -2,670 | -2,670 | -2,670 |
| OW Formal Child Care | -75,354 | -75,191 | -75,191 | -75,191 | -75,191 |
| OW Informal Child Care | -16,342 | -16,307 | -16,307 | -16,307 | -16,307 |
| TOTAL REVENUES | -2,338,620 | -2,338,026 | -2,341,729 | -2,343,960 | -2,346,235 |
| <u>EXPENDITURES</u> | | | | | |
| Child Care Program Subsidies | 1,916,107 | 1,946,107 | 1,946,107 | 1,946,107 | 1,946,107 |
| Child Care Administration | 196,617 | 196,617 | 200,302 | 204,062 | 207,897 |
| Special Needs Administration | 310,525 | 310,525 | 314,615 | 318,788 | 323,044 |
| Resource Centre | 116,725 | 114,170 | 116,725 | 116,725 | 116,725 |
| Child Care Water Works | 2,670 | 2,670 | 2,670 | 2,670 | 2,670 |
| OW Formal Child Care | 83,000 | 83,000 | 83,000 | 83,000 | 83,000 |
| OW Informal Child Care | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| Capital, Repairs, Maintenance | 30,000 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 2,673,644 | 2,671,088 | 2,681,420 | 2,689,352 | 2,697,442 |
| NET BUDGET G616 | 335,024 | 333,062 | 339,691 | 345,392 | 351,208 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |

| | | | | | |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| TOTAL TAX LEVY | 335,024 | 333,062 | 339,691 | 345,392 | 351,208 |
|-----------------------|----------------|----------------|----------------|----------------|----------------|

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -2,338,620 | -2,338,026 | -0.03% |
| Expenditures | 2,673,644 | 2,671,088 | -0.10% |
| Net | 335,024 | 333,062 | -0.59% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Smythe and Seconded by Councillor Nickel that the 2014 G616 Child Care operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$327,461. Carried.

Motion by Councillor Brown and Seconded by Councillor Henderson that the 2014 G611 Social Services/ G615 Housing/G616 Child Care operating budgets be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a total net increase for all 3 budgets of \$48,228. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#62)
By-Law # 12-2014 approved by Council Jan.27/14

Child Care - G616 Net Budget \$333,062



2014 OPERATING BUDGET NOTES

DEPARTMENT: G616 and G617 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 programs within the parameters of legislation, regulations, standards and policies established by the Ministry of Education and Ministry of Child and Youth Services.

The Fee Subsidy funding program is funding that is allocated to support families with their child care expenses. The process of determining eligibility and level of financial assistance is through an income test procedure.

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

Funds are allocated on a one time funding basis for Health and Safety, Stabilization and Capital expenses through an RFP process.

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.

The province has changed the portfolios of the Ministry of Education and the Ministry of Child and Youth Services with regards to administration of child care funding. The Ministry of Education has the responsibility of all but one funding category. Planning funding remains to be a Ministry of Child and Youth Services responsibility.

CHANGES FROM 2013 BUDGET

Service Cost Increases:

Funding accounts that include salaries and benefit costs have used an annual increase of 2% to match the commitments of the collective agreement.

New Program/costs:

GENERAL COMMENTS:

The Ministry of Education assumed the financial administration of child care and maintained the processes and allocation until a review was completed. In December of 2012 a New Funding approach was released and also there was a New calculation process to determine funding levels for CMSMs and DSSABs throughout the province. The result for the City of Stratford was no change in the total funding received.

The New Funding Formula also changed how funds were flowed to municipalities. Previously the funds were allocated in categories specific to what the funds could be applied to. Such as a Wage Subsidy allocation that was cost shared 80-20 funding allocation line. The New Funding approach flows funds in categories that are related to what the cost share category of the funds is allocated from. This new approach reduces the number of funding lines from 23 funding categories in 2013 to 15 categories in the 2014 budget.

The funding accounts are;

- Core Services 100% provincially funded
- Core Services 80-20 cost shared
- Core Services Administration 50-50 cost shared, and
- Capital 100% provincially funded.

The New Funding Formula also allows the municipality to have flexibility on how to allocate and account for funds that are dispersed. The budget year of 2014 will be a transition period from the previous to new funding formula approach.

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 2014 budget year are from 2012 actual figures.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 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. The projected years budgets have been calculated using a 2% annual increase in costs of services and administration.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

**EARLY LEARNING &
CHILD DEVELOPMENT - G617**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Child Care Programs Subsidies | -1,284,878 | -1,284,878 | -1,284,878 | -1,284,878 | -1,284,878 |
| Administration/Special Needs | -1,063,289 | -1,063,289 | -689,821 | -316,289 | -316,289 |
| Capital Retrofits | -37,334 | -53,204 | -53,204 | -53,204 | -53,204 |
| MCYS Planning | -24,555 | -24,555 | -24,555 | -24,555 | -24,555 |
| Capacity Building | -58,876 | -31,162 | -31,162 | -31,162 | -31,162 |
| Repairs & Maintenance | -11,076 | -13,301 | -13,301 | -13,301 | -13,301 |
| FDK Transition/Transformation | -175,298 | -124,225 | -124,225 | -124,225 | -124,225 |

TOTAL REVENUES

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| -2,655,308 | -2,594,614 | -2,221,146 | -1,847,614 | -1,847,614 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

EXPENDITURES

| | | | | | |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| Child Care Programs Subsidies | 1,284,878 | 1,284,878 | 1,284,878 | 1,284,878 | 1,284,878 |
| Administration/Special Needs | 1,063,289 | 1,063,289 | 689,821 | 316,289 | 316,289 |
| Capital Retrofits | 37,334 | 53,204 | 53,204 | 53,204 | 53,204 |
| MCYS Planning | 24,555 | 24,555 | 24,555 | 24,555 | 24,555 |
| Capacity Building | 58,876 | 31,162 | 31,162 | 31,162 | 31,162 |
| Repairs & Maintenance | 11,076 | 13,301 | 13,301 | 13,301 | 13,301 |
| FDK Transition/Transformation | 175,300 | 124,225 | 124,225 | 124,225 | 124,225 |

TOTAL EXPENDITURES

| | | | | |
|------------------|------------------|------------------|------------------|------------------|
| 2,655,308 | 2,594,614 | 2,221,146 | 1,847,614 | 1,847,614 |
|------------------|------------------|------------------|------------------|------------------|

NET BUDGET G617

| | | | | |
|----------|----------|----------|----------|----------|
| 0 | 0 | 0 | 0 | 0 |
|----------|----------|----------|----------|----------|

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | 2013 BUDGET | 2014 BUDGET | 2015 BUDGET | 2016 BUDGET | 2017 BUDGET |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 0 | 0 | 0 | 0 | 0 |

BUDGET COMPARISON 2013-2014

| | 2013 BUDGET | 2014 BUDGET | % CHANGE |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -2,655,308 | -2,594,614 | -2.29% |
| Expenditures | 2,655,308 | 2,594,614 | -2.29% |
| Net | 0 | 0 | 0.00% |

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Seconded by Councillor Brown that the 2014 G617 Early Learning & Child Development operating budget be adopted as presented at the November 19, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$0. (\$2,594,614. revenue/expenditures) Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#63)
By-Law # 12-2014 approved by Council Jan.27/14

Early Learning & Child Development - G617 Net Budget \$0

CITY OF STRATFORD 2014 BUDGET

PARKS - G711

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Operations | -129,000 | -133,000 | -135,000 | -137,000 | -139,000 |
| Forestry | -98,300 | -98,300 | -98,300 | -98,300 | -98,300 |
| TOTAL REVENUES | -227,300 | -231,300 | -233,300 | -235,300 | -237,300 |

EXPENDITURES

| | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Operations | 1,507,239 | 1,489,239 | 1,505,735 | 1,516,398 | 1,527,275 |
| Forestry | 530,992 | 574,336 | 580,536 | 586,860 | 593,310 |
| Amortization | 157,158 | 157,158 | 157,158 | 157,158 | 157,158 |
| TOTAL EXPENDITURES | 2,195,389 | 2,220,733 | 2,243,429 | 2,260,416 | 2,277,743 |
| NET BUDGET G711 | 1,968,089 | 1,989,433 | 2,010,129 | 2,025,116 | 2,040,443 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -157,158 | -157,158 | -157,158 | -157,158 | -157,158 |
| Less Transfer from Reserves | -15,000 | -15,000 | -15,000 | -15,000 | -15,000 |
| Plus Transfer to Reserves | 64,000 | 64,000 | 64,000 | 64,000 | 64,000 |
| TOTAL ADJUSTMENTS | -108,158 | -108,158 | -108,158 | -108,158 | -108,158 |

| | | | | | |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL TAX LEVY | 1,859,931 | 1,881,275 | 1,901,971 | 1,916,958 | 1,932,285 |
|-----------------------|------------------|------------------|------------------|------------------|------------------|

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -242,300 | -246,300 | 1.65% |
| Expenditures | 2,102,231 | 2,127,575 | 1.21% |
| Net | 1,859,931 | 1,881,275 | 1.15% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Seconded by Councillor Smythe that the 2014 G711 Parks operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,881,275. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#49)
By-Law # 12-2014 approved by Council Jan.27/14

Parks - G711 Net Budget \$1,881,275



2014 OPERATING BUDGET NOTES

DEPARTMENT: G711 - PARKS

DEPARTMENT OVERVIEW:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (24 neighbourhood, 16 city parks, and 5 specialty parks), 29 playground structures, swan care, natural arenas with 8 km of pathways, sport fields and tree maintenance throughout the city, 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 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, winter housing of the swans and continued forestry needs.

CHANGES FROM 2013 BUDGET:

- A small increase in rental and leases due to increase in user fees.
- Part-time staff parks changed by \$15,000.00 because amount has been relocated to forestry.
- Photocopier and postage have gone up based on 2013 actuals.
- Forestry services have increased \$20,000.00 to help fund Emerald Ash Bore removals and replacement costs.

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

Service level remain the same

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None proposed.

GENERAL COMMENTS: No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Increases appear in line with inflation.

ADMINISTRATOR'S COMMENTS:

The core service review completed by the City recommends that the City put more money aside in reserves each year in order to provide funding to maintain its capital assets.

CITY OF STRATFORD 2014 BUDGET

RECREATION - G721 SUMMARY - PROGRAMS/FACILITIES

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Programs | -167,000 | -169,000 | -172,000 | -177,000 | -182,000 |
| Facilities | -1,868,900 | -1,956,737 | -2,015,842 | -2,068,145 | -2,125,000 |
| TOTAL REVENUES | -2,035,900 | -2,125,737 | -2,187,842 | -2,245,145 | -2,307,000 |
| <u>EXPENDITURES</u> | | | | | |
| Programs | 504,645 | 513,950 | 520,490 | 530,899 | 540,721 |
| Facilities | 3,253,195 | 3,377,670 | 3,423,869 | 3,466,949 | 3,505,966 |
| Amortization | 969,063 | 969,063 | 969,063 | 969,063 | 969,063 |
| TOTAL EXPENDITURES | 4,726,903 | 4,860,683 | 4,913,422 | 4,966,911 | 5,015,750 |
| NET BUDGET G721 | 2,691,003 | 2,734,946 | 2,725,580 | 2,721,766 | 2,708,750 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -969,063 | -969,063 | -969,063 | -969,063 | -969,063 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 56,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| TOTAL ADJUSTMENTS | -913,063 | -919,063 | -919,063 | -919,063 | -919,063 |
| TOTAL TAX LEVY | 1,777,940 | 1,815,883 | 1,806,517 | 1,802,703 | 1,789,687 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -2,035,900 | -2,125,737 | 4.41% |
| Expenditures | 3,813,840 | 3,941,620 | 3.35% |
| Net | 1,777,940 | 1,815,883 | 2.13% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Ritsma that the 2014 G721 Recreation Summary operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,815,883. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#50)
By-Law # 12-2014 approved by Council Jan.27/14

Recreation - G721 Net Budget \$1,815,883

CITY OF STRATFORD 2014 BUDGET

**RECREATION
PROGRAMS - G721**

REVENUE

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Rentals | -167,000 | -169,000 | -172,000 | -177,000 | -182,000 |
| TOTAL REVENUES | -167,000 | -169,000 | -172,000 | -177,000 | -182,000 |

EXPENDITURES

| | | | | | |
|---------------------------|----------------|----------------|----------------|----------------|----------------|
| Salaries & Benefits | 365,497 | 374,998 | 380,739 | 388,353 | 395,324 |
| Services | 139,148 | 138,952 | 139,751 | 142,546 | 145,397 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 504,645 | 513,950 | 520,490 | 530,899 | 540,721 |
| NET BUDGET G721 | 337,645 | 344,950 | 348,490 | 353,899 | 358,721 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |

| | | | | | |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| TOTAL TAX LEVY | 337,645 | 344,950 | 348,490 | 353,899 | 358,721 |
|-----------------------|----------------|----------------|----------------|----------------|----------------|

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -167,000 | -169,000 | 1.20% |
| Expenditures | 504,645 | 513,950 | 1.84% |
| Net | 337,645 | 344,950 | 2.16% |

COMMITTEE RECOMMENDATIONS

Motion by Councillor Nickel and Seconded by Councillor Beatty that the 2014 G721 Recreation Programs operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$344,950. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#51)
see Recreation - G721 Summary - Programs/Facilities

Recreation - Programs - Net Budget \$344,950



2014 OPERATING BUDGET NOTES

**DEPARTMENT: COMMUNITY SERVICES
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, Leisure Activity Council, inMotion, etc. | Staff time. |
| Special Projects | Bike and Pedestrian Master Plan, Splash Pad, Skate Park, Fairgrounds Land Use. | Consulting fees and staff time. |
| 55+ Active Adults Programs | Management of 700 members, volunteers, coordination, implementation, supervision, and evaluation of 25 peer-to-peer lead programs and activities | Service contract with Community Living of Stratford and Area, and staff time. |
| Stratford Agriplex Fieldhouse | Coordination/management of regular bookings/special events during sport season (Oct – Apr), long-term leases of sport groups and Bingo Country, Fieldhouse maintenance and operations. | Staff time. |
| Marketing & Promotion | Strategic planning, coordination, implementation of communication initiatives describing programs and services delivered through the department's 5 divisions | Marketing dollars and staff time. |
| Kiwanis Community Centre | Coordination/management of facility bookings/tenants, operating systems, facility staff. | Staff time. |
| Public Access Defibrillation | Coordination, management and weekly evaluation of the City's AED program (9 units currently deployed) | Staff time. |

CHANGES MADE FROM 2013 BUDGET

Service Reductions:

None known at this time.

Revenue Increases:

Historically, a \$57,000 grant from the Ministry of Long Term Health & Care has been received to support the Active Adults (55+) recreation program; \$42,000 for operating and \$15,000 for special small capital projects. While there is no guarantee that the \$15,000 capital grant will be approved, this amount has been allocated to the "Ontario Grant" revenue line.

GENERAL COMMENTS:

The Stratford Youth Centre accounts for 25% of the Recreation Program budget; approximately \$82,000 in expenditures with no revenues generated.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases appear in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

RECREATION - G721 SUMMARY - FACILITIES

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Rentals | -1,868,900 | -1,956,737 | -2,015,842 | -2,068,145 | -2,125,000 |
| TOTAL REVENUES | -1,868,900 | -1,956,737 | -2,015,842 | -2,068,145 | -2,125,000 |
| <u>EXPENDITURES</u> | | | | | |
| Salaries & Benefits | 1,684,995 | 1,705,870 | 1,732,069 | 1,758,149 | 1,785,166 |
| Utilities | 841,200 | 883,800 | 893,800 | 910,800 | 920,800 |
| Vehicle | 18,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| Services & Materials | 709,000 | 766,000 | 776,000 | 776,000 | 778,000 |
| Amortization | 969,063 | 969,063 | 969,063 | 969,063 | 969,063 |
| TOTAL EXPENDITURES | 4,222,258 | 4,346,733 | 4,392,932 | 4,436,012 | 4,475,029 |
| NET BUDGET G721 | 2,353,358 | 2,389,996 | 2,377,090 | 2,367,867 | 2,350,029 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -969,063 | -969,063 | -969,063 | -969,063 | -969,063 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 56,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| TOTAL ADJUSTMENTS | -913,063 | -919,063 | -919,063 | -919,063 | -919,063 |
| TOTAL TAX LEVY | 1,440,295 | 1,470,933 | 1,458,027 | 1,448,804 | 1,430,966 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -1,868,900 | -1,956,737 | 4.70% |
| Expenditures | 3,309,195 | 3,427,670 | 3.58% |
| Net | 1,440,295 | 1,470,933 | 2.13% |

COMMITTEE RECOMMENDATIONS

Motion by Councillor Mark and Seconded by Councillor Smythe that the 2014 G721 Recreation Facilities operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,470,933. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#52)
see Recreation - G721 Summary - Programs/Facilities

Recreation - Facilities - Net Budget \$1,470,933



2014 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 miscellaneous facilities
- ❑ Stratford Art Gallery
- ❑ Parks Offices
- ❑ Transit buildings
- ❑ Tourism/boathouse
- ❑ Spashpad

This Division includes 15 full time positions including a Manager, 1 Clerk Secretary, 1 Facilities Maintenance Operator, 1 Facilities Operator II/Lead Hand, and 11 Recreation Facilities Operator I, 4 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 for periodic maintenance and repairs.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

- A relocation of service contracts (ice plant) to its own budget line, with a smaller offset reduction in services;
- Clothing now has its own budget line;
- Increase in Hydro due to the addition of a splashpad and our past years' averages;
- Increase in Water due to the addition of a splashpad and our past years' averages;
- Training - new budget line.

Service Reductions/Increases:

Service levels to remain the same as 2013.

Revenue Reductions/Increases:

Revenues show an increase, as our Fees and Charges will increase for the second half of the arena season. Small modifications to our scheduling of the ice surfaces are beginning to have a positive reflection in ice revenues. 2013 has shown an increase in summer bookings.

Options for Reductions:

The department is currently looking at a proposal for changing the lighting system in the Rotary complex to an LED lighting system. If the LED system can maintain appropriate lighting levels and the cost to recover is reasonable, a formal proposal will come to Council.

GENERAL COMMENTS:

An increase to the contribution to reserves is required to support a stronger maintenance program.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS**GENERAL COMMENTS:**

An increase to the contribution to reserves is required to support a stronger maintenance program.

ADMINISTRATOR'S COMMENTS:

The core service review completed by the City recommends that the city put more money aside in reserves each year in order to provide funding to maintain its capital assets.

CITY OF STRATFORD 2014 BUDGET

| <u>CEMETERY - G731</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Perpetual Care Fund | -96,000 | -60,000 | -60,000 | -60,000 | -60,000 |
| Operations | -340,000 | -340,000 | -340,000 | -340,000 | -340,000 |
| TOTAL REVENUES | -436,000 | -400,000 | -400,000 | -400,000 | -400,000 |
| <u>EXPENDITURES</u> | | | | | |
| Operations | 546,164 | 523,965 | 531,268 | 538,716 | 546,314 |
| Amortization | 99,141 | 99,141 | 99,141 | 99,141 | 99,141 |
| TOTAL EXPENDITURES | 645,305 | 623,106 | 630,409 | 637,857 | 645,455 |
| NET BUDGET G731 | 209,305 | 223,106 | 230,409 | 237,857 | 245,455 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -99,141 | -99,141 | -99,141 | -99,141 | -99,141 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 50,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| TOTAL ADJUSTMENTS | -49,141 | -59,141 | -59,141 | -59,141 | -59,141 |
| TOTAL TAX LEVY | 160,164 | 163,965 | 171,268 | 178,716 | 186,314 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -436,000 | -400,000 | -8.26% |
| Expenditures | 596,164 | 563,965 | -5.40% |
| Net | 160,164 | 163,965 | 2.37% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Seconded by Councillor Ritsma that the 2014 G731 Cemetery operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$163,965. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#53)
By-Law # 12-2014 approved by Council Jan.27/14

Cemetery - G731 Net Budget \$163,965



2014 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, including:

- Traditional Burial
- Cremation Lots
- Columbarium Niches
- Mausoleum
- Interment rights
- Disinterment
- Chapel memorial services

CHANGES FROM 2013 BUDGET:

The cemetery budget shows no change in service from 2013.

Cost Reductions/Increases:

- Cemetery revenues have been reduced to reflect a reduction in Perpetual Care Interest earned from investments.
- Facility Improvements has been eliminated for the 2014 budget.

Service Reductions/Increases:

No Change.

Revenue Reductions/Increases:

Cemetery Revenues and fees have been kept the same. However, sales are difficult to predict.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years appear to be in line with inflationary trends.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>CITY TRANSIT - G750</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Operations | -1,034,000 | -1,034,000 | -1,034,000 | -1,034,000 | -1,034,000 |
| TOTAL REVENUES | -1,034,000 | -1,034,000 | -1,034,000 | -1,034,000 | -1,034,000 |
| <u>EXPENDITURES</u> | | | | | |
| Operations | 2,258,115 | 2,287,331 | 2,331,278 | 2,376,103 | 2,421,825 |
| Amortization | 482,678 | 482,678 | 492,332 | 502,178 | 512,222 |
| TOTAL EXPENDITURES | 2,740,793 | 2,770,009 | 2,823,609 | 2,878,282 | 2,934,047 |
| NET BUDGET G750 | 1,706,793 | 1,736,009 | 1,789,609 | 1,844,282 | 1,900,047 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | -482,678 | -482,678 | -492,332 | -502,178 | -512,222 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | -482,678 | -482,678 | -492,332 | -502,178 | -512,222 |
| TOTAL TAX LEVY | 1,224,115 | 1,253,331 | 1,297,278 | 1,342,103 | 1,387,825 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -1,034,000 | -1,034,000 | 0.00% |
| Expenditures | 2,258,115 | 2,287,331 | 1.29% |
| Net | 1,224,115 | 1,253,331 | 2.39% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Seconded by Councillor Nickel that the 2014 G750 City Transit operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$1,253,331. Carried.

Motion by Councillor McManus and Seconded by Councillor Henderson that staff provide a report on adding City transit service to the Jennan and Bromberg Subdivisions. Carried. (Nov.5/13)

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#54)
By-Law # 12-2014 approved by Council Jan.27/14

City Transit - G750 Net Budget \$1,253,331



2014 OPERATING BUDGET NOTES

DEPARTMENT: G750 - TRANSIT

DEPARTMENT OVERVIEW:

Stratford Transit provides services to just under 650,000 riders per year, including:

- 6 regular Routes
- 3 School Routes
- 1 School and Industrial route Combination
- 14 Low Floor Accessible Buses are used to deliver services

CHANGES FROM 2013 BUDGET:

Only minor adjustments.

Service Reductions/Increases:

No service changes budgeted for 2014.

Revenue Reductions/Increases:

Predicting Revenues to remain the same from 2013.

Options for Reductions:

Reducing hours of service is an option for budget reductions.

GENERAL COMMENTS:

The AODA will become more involved with compliance in 2014.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases appear to be in line with inflation. Increases in the price of fuel will affect these budgets.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

| <u>PARALLEL TRANSIT - G751</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>REVENUE</u> | | | | | |
| Operations | -52,000 | -52,000 | -52,000 | -52,000 | -52,000 |
| TOTAL REVENUES | -52,000 | -52,000 | -52,000 | -52,000 | -52,000 |
| <u>EXPENDITURES</u> | | | | | |
| Operations | 380,270 | 386,911 | 394,649 | 401,379 | 408,244 |
| Amortization | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 380,270 | 386,911 | 394,649 | 401,379 | 408,244 |
| NET BUDGET G751 | 328,270 | 334,911 | 342,649 | 349,379 | 356,244 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2016 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Amortization | 0 | 0 | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 328,270 | 334,911 | 342,649 | 349,379 | 356,244 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|-------------------------------|-------------------------------|----------------------------|
| Revenue | -52,000 | -52,000 | 0.00% |
| Expenditures | 380,270 | 386,911 | 1.75% |
| Net | 328,270 | 334,911 | 2.02% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Seconded by Councillor Mark that the 2014 G751 Parallel Transit operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$334,911. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#56)
By-Law # 12-2014 approved by Council Jan.27/14

Parallel Transit - G751 Net Budget \$334,911



2014 OPERATING BUDGET NOTES

DEPARTMENT: G751 – PARALLEL TRANSIT

DEPARTMENT OVERVIEW:

- Operate accessible buses throughout the City of Stratford
- Fleet of 4 Para Transit Buses
- Provide Door to Door Service
- 17,000 rides per year

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

- The Parallel Transit budget is generally the same as 2013.
- We continue to work towards being fully compliant with the AODA requirement.

Service Reductions/Increases:

Our service level remains the same as we continue to work with an outside agency to offer and increased service that would mirror conventional Transit.

Revenue Reductions/Increases:

If Regular Transit fares are increased, Parallel Transit could and should be matched.

Options for Reductions:

Remove Sunday Service to match conventional transit service.

GENERAL COMMENTS:

Service levels and ridership have both remained constant.

ADMINISTRATOR'S COMMENTS:

No further comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years appear to be in line with inflation.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

**REQUISITIONS
FROM OTHERS - G810**

EXPENDITURES

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Property Assessment Services | 397,962 | 393,000 | 395,500 | 396,000 | 400,000 |
| Perth District Health Unit | 699,819 | 703,110 | 716,300 | 730,500 | 745,250 |
| Ambulance Service | 2,271,762 | 2,286,647 | 2,440,000 | 2,489,000 | 2,539,000 |
| Spruce Lodge | 333,408 | 367,380 | 346,000 | 353,000 | 360,000 |
| Stratford/Perth Archives | 226,924 | 253,960 | 266,250 | 285,000 | 305,000 |
| Stratford/Perth Museum | 135,960 | 136,228 | 141,500 | 144,300 | 147,200 |
| Stratford Tourism Alliance | 415,000 | 415,000 | 415,000 | 415,000 | 415,000 |
| Annexation Agreement | 144,375 | 555,000 | 435,000 | 440,000 | 450,000 |
| Annexation Agreement - Roads | 906,996 | 1,238,399 | 1,508,930 | 1,779,044 | 1,815,000 |
| TOTAL EXPENDITURES | 5,532,207 | 6,348,724 | 6,664,480 | 7,031,844 | 7,176,450 |
| NET BUDGET G810 | 5,532,207 | 6,348,724 | 6,664,480 | 7,031,844 | 7,176,450 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Less Transfer from Reserves | 0 | 0 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 5,532,207 | 6,348,724 | 6,664,480 | 7,031,844 | 7,176,450 |

BUDGET COMPARISON 2013-2014

| | 2013 BUDGET | 2014 BUDGET | % CHANGE |
|--------------|------------------------|------------------------|---------------------|
| Revenue | 0 | 0 | 0.00% |
| Expenditures | 5,532,207 | 6,348,724 | 14.76% |
| Net | 5,532,207 | 6,348,724 | 14.76% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Seconded by Councillor Ritsma that the 2014 G810 Requisitions from Others operating budget be deferred until more information from Stratford Tourism Alliance is provided. Carried.

Motion by Councillor Beatty and Seconded by Councillor Ritsma that the 2014 G810 Requisitions From Others operating budget be adopted as presented at the December 3, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$6,254,366. Carried.

Motion by Mayor Mathieson and Seconded by Councillor Smythe that the 2014 G810 Requisitions from Others operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$6,349,141. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#86)
By-Law # 12-2014 approved by Council Jan.27/14

Requisitions from Others - G810 Net Budget \$6,348,724



2014 OPERATING BUDGET NOTES

DEPARTMENT: G810 – REQUISITIONS FROM OTHERS

DEPARTMENT OVERVIEW:

This budget reflects required payments made to outside agencies.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

Regional Roads costs attributed to the City are phased in until 2016 – a large \$200,000 - \$300,000 increase will be expected for each of the next 3 years (2014, 2015, and 2016)

Annexation payments will increase substantially in 2014 due to the additional commercial assessment anticipated on the 2006 annexation lands. This cost is offset by new taxation revenue growth.

Stratford Tourism Alliance will again be eligible to receive destination marketing fees allowing the STA to freeze their levy request at \$415,000 for the next 3 years.

Service Reductions/Increases:

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

The City will receive the preliminary budgets from the outside boards at the November MLC meeting. The estimates for EMS, PDHU, Spruce Lodge, and Regional Roads are calculated based on the new 2012 shared services agreement based on notional assessment – Social Services budgets are also calculated on this basis. The notional assessment calculation will not be finalized until the new 2014 MPAC assessments are provided in December, however, it is not expected to significantly change.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

The new shared services agreement includes a phase in of county roads costs and those increases will continue until 2016, at which point the City of Stratford will fully share in those costs based on the notional calculation and the shared services agreement.

ADMINISTRATOR'S COMMENTS:

No additional comments.

CITY OF STRATFORD 2014 BUDGET

**OTHER MUNICIPAL
SERVICES - G820**

REVENUE

Communities in Bloom

TOTAL REVENUES

Parks Patrol

911 Dispatching

Accessibility Advisory Committee

Integrated Accessibility Standards

Energy & Environment Committee

Bike & Pedestrian Master Plan

Stratfords of the World

Communities in Bloom

Heritage Stratford

2017 Sesquicentennial

Municipal Liaison Committee

Stratford Town & Gown

Meth Special Project

Christmas Decorations

Chamber of Commerce

TOTAL EXPENDITURES

NET BUDGET G820

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Communities in Bloom | 0 | -2,000 | 0 | 0 | 0 |
| TOTAL REVENUES | 0 | -2,000 | 0 | 0 | 0 |
| Parks Patrol | 38,290 | 39,439 | 40,622 | 41,841 | 43,096 |
| 911 Dispatching | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| Accessibility Advisory Committee | 9,144 | 9,200 | 9,336 | 9,473 | 9,610 |
| Integrated Accessibility Standards | 67,000 | 67,000 | 67,000 | 67,000 | 67,000 |
| Energy & Environment Committee | 9,617 | 14,600 | 13,100 | 15,740 | 18,374 |
| Bike & Pedestrian Master Plan | 0 | 5,000 | 5,100 | 5,202 | 5,306 |
| Stratfords of the World | 2,900 | 3,640 | 3,780 | 3,914 | 4,051 |
| Communities in Bloom | 15,432 | 21,045 | 15,132 | 15,270 | 15,406 |
| Heritage Stratford | 22,888 | 23,500 | 23,636 | 23,773 | 23,910 |
| 2017 Sesquicentennial | 8,432 | 9,400 | 9,536 | 9,673 | 9,810 |
| Municipal Liaison Committee | 237 | 234 | 246 | 258 | 270 |
| Stratford Town & Gown | 0 | 7,900 | 8,036 | 8,173 | 8,310 |
| Meth Special Project | 0 | 20,000 | 0 | 0 | 0 |
| Christmas Decorations | 4,458 | 5,781 | 5,897 | 6,015 | 6,153 |
| Chamber of Commerce | 3,055 | 3,147 | 3,241 | 3,338 | 3,438 |
| TOTAL EXPENDITURES | 194,953 | 243,386 | 218,162 | 223,170 | 228,234 |
| NET BUDGET G820 | 194,953 | 241,386 | 218,162 | 223,170 | 228,234 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> | <u>2017 BUDGET</u> |
|----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Less Transfer from Reserves | -2,688 | -10,687 | 0 | 0 | 0 |
| Less Transfer from Reserve Funds | 0 | -20,000 | 0 | 0 | 0 |
| Plus Transfer to Reserves | 0 | 0 | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | -2,688 | -30,687 | 0 | 0 | 0 |
| TOTAL TAX LEVY | 192,265 | 210,699 | 218,162 | 223,170 | 228,234 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|------------------------|------------------------|---------------------|
| Revenue | -2,688 | -32,687 | 1116.03% |
| Expenditures | 194,953 | 243,386 | 24.84% |
| Net | 192,265 | 210,699 | 9.59% |

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Seconded by Councillor Mark that the 2014 G820 Other Municipal Services operating budget be adopted as presented at the November 5, 2013 Finance & Labour Relations Committee meeting, for a 2014 net budget of \$205,699. Carried.

Motion by Councillor Culliton and Seconded by Councillor Mark that the 2014 G820 Other Municipal Services operating budget be adopted as revised at the January 16, 2014, Finance & Labour Relations Committee meeting, and as outlined in the Management Report dated January 13, 2014, for a 2014 net budget of \$210,699. Carried.

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14 (#48)
By-Law # 12-2014 approved by Council Jan.27/14

Other Municipal Services - G820 Net Budget \$210,699



2014 OPERATING BUDGET NOTES

DEPARTMENT: G820 – OTHER MUNICIPAL SERVICES

DEPARTMENT OVERVIEW:

This budget reflects the expenses of Ad Hoc Committees and miscellaneous City services.

CHANGES FROM 2013 BUDGET:

Cost Reductions/Increases:

Most costs have changed only due to the changes in the administration charges from Clerks office with the following exceptions:

- 3% Increase Parks Patrol
- 10% Reduction to Accessibility Advisory Committee
- 14% Increase to Energy & Environment (increase educational and community programming)

Service Reductions/Increases:

- New Committee – Stratford Town & Gown – new budget of \$7,900.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

GENERAL COMMENTS:

In 2013, the Clerk's office has attributed the costs directly to the various Committees in order to properly identify the true cost involved with each of these committees.

ADMINISTRATOR'S COMMENTS:

No additional comments.

2015-2016-2017 PROJECTED BUDGETS

GENERAL COMMENTS:

Projections for future years are in line with inflationary trends.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2014 BUDGET

GRANTS - G872

EXPENDITURES

| | <u>2012 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> |
|---|-------------------------------|-------------------------------|-------------------------------|
| Regional HIV/AIDS Connection | 1,000 | 1,000 | 1,000 |
| Canada Day Celebration | 7,000 | 7,000 | 7,000 |
| Canadian Dairy XPO | 0 | 5,000 | 5,000 |
| Childhood Cancer Awareness | 0 | 1,000 | 0 |
| Civic Beautification Committee | 650 | 650 | 650 |
| Community Living Stratford & Area | 3,000 | 3,000 | 3,000 |
| Conference Allocation | 10,000 | 10,000 | 10,000 |
| Contingency | 3,000 | 13,000 | 38,000 |
| Doctors on Ice | 0 | 7,500 | 0 |
| Doors Open Stratford | 500 | 0 | 750 |
| Family Services Perth Huron | 9,500 | 9,500 | 9,500 |
| Gallery Stratford | 41,200 | 41,200 | 43,000 |
| Guthrie Award (City of Stratford) | 500 | 500 | 500 |
| Horticultural Society | 9,000 | 9,000 | 9,000 |
| House of Blessing | 6,000 | 0 | 0 |
| Huron Perth Healthcare Alliance | 3,000 | 0 | 0 |
| 2013 International Plowing Match | 5,000 | 8,500 | 0 |
| Junior Achievement of London & District | 2,000 | 2,000 | 2,000 |
| Kiwanis Club KCC Rental Reduction | 3,000 | 3,000 | 3,000 |
| Kiwanis Music Festival | 1,000 | 1,000 | 1,000 |
| L'Arche Stratford | 0 | 9,620 | 0 |
| Lawn Bowling Club | 4,000 | 4,000 | 4,000 |

| <u>GRANTS - G872 (cont'd.)</u> | <u>2012 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> |
|---|------------------------|------------------------|------------------------|
| ONE CARE Home & Community Support | 22,000 | 22,000 | 22,000 |
| Minor Sports Ice Subsidy | 128,190 | 126,795 | 126,795 |
| Off The Wall Stratford Artists Alliance | 1,000 | 2,000 | 2,000 |
| Ontario Special Olympics | 700 | 0 | 0 |
| Poppy Day Committee | 350 | 350 | 350 |
| Ribs/Blues Festival Kinsmen Club | 0 | 2,700 | 2,700 |
| Santa Claus Parade | 1,500 | 1,500 | 1,500 |
| Savour Stratford Perth Culinary Festival | 5,000 | 5,000 | to G810 |
| SpringWorks Festival | 0 | 3,201 | 3,200 |
| Stratford and Perth County Community Foundation | 5,000 | 5,000 | 5,000 |
| Stratford Chefs School | 2,500 | 2,500 | 2,500 |
| Stratford Dog Park Association | 0 | 2,622 | 2,300 |
| Stratford Symphony Orchestra | 5,200 | 5,200 | 5,200 |
| Stratford Concert Band | 3,000 | 3,000 | 3,000 |
| Stratford General Hospital Expansion | 300,000 | 300,000 | 300,000 |
| Stratford Int'l. Children's Theatre Festival | 0 | 5,000 | 8,000 |
| Stratford Summer Music | 18,000 | 18,000 | 20,000 |
| Stratford-Perth Shelter Link | 25,000 | to G611 | to G611 |
| United Way | 25,000 | 25,000 | 26,000 |
| Victorian Order of Nurses | 3,300 | 0 | 0 |
| Winterfest | 10,000 | 10,000 | 10,000 |
| Canadian Cancer Society-Relay for Life | 0 | 0 | 400 |

| <u>GRANTS - G872 (cont'd.)</u> | <u>2012 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> |
|---|------------------------|------------------------|------------------------|
| Stratford Arts Media | 0 | 0 | 10,000 |
| INNERchamber | 0 | 0 | 500 |
| 2012 Ontario Men's Curling Championship | 22,500 | 0 | 0 |
| TOTAL EXPENDITURES | 687,590 | 676,338 | 688,845 |
| NET BUDGET G872 | 687,590 | 676,338 | 688,845 |

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

| | <u>2012 BUDGET</u> | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> |
|-----------------------------|------------------------|------------------------|------------------------|
| Less Amortization | 0 | 0 | 0 |
| Less Transfer from Reserves | 0 | 0 | -10,000 |
| Plus Transfer to Reserves | 0 | 0 | 0 |
| TOTAL ADJUSTMENTS | 0 | 0 | -10,000 |
| TOTAL TAX LEVY | 687,590 | 676,338 | 678,845 |

BUDGET COMPARISON 2013-2014

| | <u>2013 BUDGET</u> | <u>2014 BUDGET</u> | <u>% CHANGE</u> |
|--------------|------------------------|------------------------|---------------------|
| Revenue | 0 | -10,000 | |
| Expenditures | 687,590 | 688,845 | |
| Net | 687,590 | 678,845 | -1.27% |

COMMITTEE RECOMMENDATIONS:

see Minutes of Budget Meetings-Finance & Labour Relations Committee-various dates

COUNCIL APPROVAL:

see Minutes-Finance & Labour Relations Committee recommendations adopted by Council Jan.27/14
(#1-32; #34-38; #75; #87-88)

By-Law # 12-2014 approved by Council Jan.27/14

Grants - G872 Net Budget \$678,845