



The Corporation of the City of Stratford FINANCE AND LABOUR RELATIONS COMMITTEE

AGENDA

The Finance and Labour Relations Committee will meet on Tuesday, November 10, 2015 at **4:45 pm** in the Council Chambers, City Hall, 1 Wellington Street, Stratford.

COMMITTEE PRESENT: Councillor Clifford - Chair presiding, Mayor Mathieson, Councillors Beatty, Brown, Bunting, Henderson, Ingram, McManus, Ritsma and Vassilakos.

REGRETS: Councillor Mark.

STAFF PRESENT: Ronald R. Shaw – Chief Administrative Officer, Charlene Lavigne – Deputy Clerk, Andre Morin – Director of Corporate Services, Wendy Partridge – Administrative Assistant to the Director of Corporate Services, Ed Dujlovic – Director of Infrastructure & Development Services, David St. Louis – Director of Community Services, Cindy McNair – Deputy CAO/Director of Human Resources, Carole Desmeules – Director of Social Services, John Paradis – Fire Chief.

ALSO PRESENT: Kimberly Richardson, Chair of 2017 Sesquicentennial Ad-Hoc Committee, Conroy Schelhaas, Chair of STA, Members of the Public and Media.

1.0 DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and Nature of Pecuniary Interest

Committee:

2.0 DELEGATIONS

2.1 2017 Sesquicentennial Ad-Hoc Committee

Kimberly Richardson, Chair
(see attached)

Staff Recommendation: That consideration of the 2016 budget request by 2017 Sesquicentennial Ad-Hoc Committee be considered following their presentation and when the 2016 G820 Budget is being considered.

Motion by

Committee recommendation: That

2.2 Stratford Tourism Alliance

Conroy Schelhaas, Chair
(see attached)

Staff Recommendation: That 2016 pre-budget approval be given for the Stratford Tourism Alliance budget request in the amount of \$

Motion by

Committee recommendation:

3.0 REVIEW OF DRAFT 2016 OPERATING BUDGETS BY DEPARTMENT

3.1 G121 City Clerk's Office (pg 17 binder)

Staff Recommendation: That the 2016 G121 City Clerk's Office operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$473,100.

Motion by

Committee recommendation:

3.2 G131 Financial Services (pg 21 binder)

Staff Recommendation: That the 2016 G131 Financial Services operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$1,203,900.

Motion by

Committee recommendation:

3.3 G134 Information Technology (pg 24 binder)

Staff Recommendation: That the 2016 G134 Information Technology operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$810,236.

Motion by

Committee recommendation:

3.4 G135 Parking (pg 29 binder)

Staff Recommendation: That the 2016 G135 Parking operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of (\$245,000.)

Motion by

Committee recommendation:

3.5 G136 Crossing Guards (pg 32 binder)

Staff Recommendation: That the 2016 G136 Crossing Guards operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$159,700.

Motion by

Committee recommendation:

3.6 G139 General Financial Services (pg 35 binder)

Staff Recommendation: That the 2016 G139 General Financial Services operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$6,083,085.

Motion by

Committee recommendation:

3.7 G810 Requisitions from Others (pg 141 binder)

Staff Recommendation: That the 2016 G810 Requisitions from Others operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$ (excluding Stratford Tourism Alliance)

Motion by

Committee recommendation:

3.8 G820 Other Municipal Services (pg 150 binder)

Staff Recommendation: That the 2016 G820 Other Municipal Services operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$241,075.

Motion by

Committee recommendation:

3.9 G872 Community Grants (pg 153 binder)

Staff Recommendation: That the 2016 G872 Community Grants operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$773,894.

Motion by

Committee recommendation:

3.10 G511 Economic Development (City) (pg 82 binder)

Staff Recommendation: That the 2016 G511 Economic Development (City) operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$0. (\$5,000. rev/exp)

Motion by

Committee recommendation:

3.11 G102 Council (pg 7 binder)

Staff Recommendation: That the 2016 G102 Council operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$222,239.

Motion by

Committee recommendation:

3.12 G111 Office of the C.A.O. (pg 10 binder)

Staff Recommendation: That the 2016 G111 Office of the C.A.O. operating budget be adopted as presented at the November 10, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$522,628.

Motion by

Committee recommendation:

**4.0 BUDGET 2016 – SUBSEQUENT INFORMATION TO
OCTOBER 27, 2015 BUDGET MEETING**

(see attached)

The Director of Corporate Services will provide a follow-up report from the October 27, 2015 budget meeting.

Staff recommendation: That the Budget 2016 – Subsequent Information report dated November 10, 2015 be received.

Motion by

Committee recommendation:

5.0 NEW BUSINESS

6.0 2016 BUDGET DATES

Committee members are reminded of these upcoming scheduled budget meeting dates:

DATE	TIME	LOCATION
Monday, November 16, 2015	5:30 pm est. (following S.S. Sub-committee)	City Hall Council Chambers
Wednesday, November 25, 2015 <i>**this date is now tentative**</i>	5:30 pm est. (following ITS Sub-committee)	City Hall Council Chambers
Monday, December 7, 2015	4:45 pm	City Hall Council Chambers

7.0 ADJOURNMENT

Motion by

That the Finance and Labour Relations Committee 2016 budget meeting adjourn.

Meeting Start Time:

Meeting End Time:



2016 Sesquicentennial Budget

Reserves		
	from 2014	\$ 3,000
Requested	from 2015	\$ 3,000
Requested	for 2016	<u>\$ 40,000</u>
	Total Reserves	\$46,000
Expenses		
	Flags, Banners & Bunting	\$ 7,500
	Milestone events - reception for Govenor General / props / proclamation / promotional costs	\$ 5,000
	Legacy Project - costs of developing request for proposal, matching funds for project	\$ 20,000
	Securing entertainment, airshow, etc for Canada Day 2017	\$ 7,500
	Staff cost to promote Sesquicentennial events	<u>\$ 6,000</u>
	Total Expenses	\$ 46,000



November 3, 2015

Joan Thompson
City Clerk
City of Stratford
City Hall
1 Wellington Street
Stratford, ON

Re: Annual Report from Sesquicentennial Ad-Hoc Committee

Dear Ms. Thompson:

As per your request, this report details the mandate, activities, accomplishments and plans for the Sesquicentennial Ad-Hoc Committee in point form.

- Mandate
 - The Ad-Hoc committee will consult with the community;
 - Liaison with sesquicentennial committees established by upper levels of government;
 - Ensure the MP and MPP are kept informed of the committee's deliberations and proposals;
 - Recommend to City Council a time-frame, cost estimates and funding opportunities for implementation of the sesquicentennial celebration plans and legacy project.
- Committee Structure
 - Accepted resignation of positions as Chair & Vice Chair in January 2015
 - Dave Gaffney, Chair
 - Keith Hillyer, Vice- Chair
 - Elected Chair and Vice Chair in January 2015
 - Kimberly Richardson, Chair
 - Graham Bunting, Vice-Chair
 - New Committee Members
 - City Centre
 - Cindy Hubert
 - Stratford Tourism Alliance
 - Larry McCabe
 - Stratford Festival
 - Jo-Anne Hood-Tidman
 - Community Members
 - Paul Shaw

- Mary O'Rourke
- Community Engagement
 - Sent out media release in March 2015 requesting public input on legacy projects
 - Reached out to and gathered information from community stakeholders regarding legacy projects and to begin discussions on plans for 2017
 - Updated Council and the public on committee activities and plans for 2017
 - Reached out to neighboring municipalities to determine if partnership / cross promotion is an option
- Funding
 - Investigated funding options for legacy project
 - Canada 150
 - Trillium
 - Various arts grants
 - Secured grant application expert to assist with grant application writing and process
- Legacy Project
 - Determined the scope of the project would include one or more of the following elements - living, digital, or static art legacy project to be showcased in the re-purposing of Market Square
 - University of Waterloo has expressed great interest in working with the committee on a digital project
- 2017 Milestone Recognition
 - September 1, 1864
 - First Charlottetown Conference; to bring forth the idea of a union of all provinces
 - Recognize Thursday, September 1, 2016 – proclamation or Town Crier
 - December 4, 1866
 - London Conference; last conference leading to Confederation
 - Recognize Monday, December 5, 2016 – proclamation
 - March 29, 1867
 - Queen Victoria gives her royal assent to the British North American Act
 - Extended an invitation to the Governor General to attend a reception
 - Town Crier
 - Marching Band
 - Formally recognize on Wednesday, March 29, 2017 – re-enactment involving local theatre groups
 - July 1, 1867
 - The Dominion of Canada was approved
 - Support City Centre Committee in celebrating Canada's birthday
 - Parade, fireworks, decorating the core and Lakeshore
 - November 6, 1867
 - First Canadian Parliament
 - Hold mock parliament on November 6, 2017 - with participation from local school children
 - Extend an invitation to local news anchors (Peter Mansbridge and Lloyd Robertson) to participate in the event

- 2016 Targets
 - Develop legacy project options for Council to select
 - Present and receive approval from council on legacy project, celebration plans, etc.
 - Begin and complete the selection process for the legacy project
 - Secure outside funding for the legacy project
 - Continue engagement with community stakeholders to ensure all events in 2017 will have a Canada theme and promote those events
 - Solidify social media strategy for 2017 in conjunction with STA and RTO 4
 - Partner with City Centre Committee for Canada Day 2017 Celebration and begin planning process
 - Finalize planning and execute 2016/2017 Milestone events
 - Finalize planning for 2017 events
- 2017 Celebration
 - Presented to City Centre Committee regarding partnering for 2017 celebrations
 - Investigated additional Canada Day celebration ideas (Canada Day Run, old time picnic games (3-legged race, potato sack races, etc.)
 - Encourage community partners to theme their events around Canada's 150th birthday
 - Enhance fireworks demonstration
 - Airplane demonstration
 - Host a Family picnic
 - Paint giant Canadian flag on the slope in lower Queen's park
 - Hang Canadian Flag banners and red & white bunting in the city
 - Create a time capsule with Grade 5 Students to be placed in Confederation Park
- Finances
 - Currently have \$3000 in reserve from 2014
 - Request the \$3000 allotted for 2015 to be placed into reserve
 - Request \$40,000 to be placed into reserves for 2016;
 - Refer to preliminary budget
 - Funds to be used as seed money for the development of the legacy project, milestone project, securing resources for 2017 celebrations; funds to be given as projects move forward

The Ad-Hoc Committee is diligently putting plans in place to create a distinct legacy project our community will enjoy for many generations. We are excited to have the opportunity to work with the City Centre Committee in creating a memorable Canada Day Celebration in 2017.

Thank you for considering our request.

Respectfully submitted,

Kimberly Richardson, Chair
Sesquicentennial Ad-Hoc Committee

cc Committee Members

2016 Budget Meeting - Finance and
Labour Relations Committee
November 10, 2015

The Stratford Tourism Alliance



2016



The 2016 budget for the Stratford Tourism Alliance (STA) is based on the following goals:

- To implement the review findings of the STA review commissioned by the City of Stratford in July of 2015.
- To re-examine the City's investment in the STA by allocating an additional \$200,000 annually to the existing apportionment.
- To re-examine the City's rescinding of the pay back provision of a recent municipal loan required to offset STA's operating deficit.
- To maintain and hold a reserve fund within the non-profit organization to off-set any funding fluctuations.
- To stabilize the funding model of the STA organization with the City of Stratford as the key stakeholder.

2016



- To adopt a budget that ensures more financial security to the organization and allows the organization to proceed with the hiring of a new Executive Director.

The STA budget presented to this committee last year, forecast a surplus in revenues over expenditures of approximately \$108,000. The purpose of the surplus was to make the first of four yearly payments of the STA loan due to the City in the amount of \$56,250 and to start a reserve fund of \$45,000 to be held by the STA for years subsequent. Based on cash flow, the 2015 loan payment could be made, however, we need to re-institute the programs that we had to cut and we are only asking for \$75,000 but need the \$200,000 suggested increase.

2016



The reserve was to be established because of the fluctuating revenues incurred each year. Membership income of the STA is somewhat uncertain year to year as many stores and restaurants open and close. In addition, the Stratford Tourism Supplement (STS), formerly known as the Destination Marketing Fee (DMF), is a source of revenue to the STA that is very unstable. In several provinces the STS/DMF is legislated and as such is a steady and reliable source of revenue for the tourism industry. In Ontario there is no provincial or municipal legislation and the STS/DMF remains a voluntary source of income. As such, the STA has no control over this income and is totally reliant on the participating members of STA to adopt and collect funds.

2016



The STA experienced the serious fluctuations in revenue from the STS/DMF last year by a more than \$75,000 shortfall in revenue and once again this year we are close but slowly falling short on STS revenue as once again a key contributor has pulled back from the STS revenue stream. A single question about unstable funding soon becomes threefold – do we maintain our budgeted reserve, do we make our loan payments, and thirdly, do we hire an Executive Director and if so can we do so in confidence?

2016



As noted in the recent tourism study conducted by the City, the study makes note and recommends that the relief of the loan should be given to the STA in total. It is the consensus of the STA board that we will not look at relief but will pay the loan back to the city entirely over the next five years. It is our concern that repayment of the loan too quickly this year may affect our reserve and our ambition to have a new Executive Director in place by the end of the year 2015. The STA organization needs to be on stable ground as we move forward and so we ask to defer the last three loan payments until next year and the STA will carry on with the final three years subsequent payments.

2016



You will find our proposed budget for 2016 on pages 23 and 24. Budget forecast revenues for memberships and the STS have been held to very conservative figures but as we have noted, they are unpredictable. Budget forecast expenditures have similarly been held to conservative figures but do show next year's loan repayment and reserve. Again, everything hinges on stability.

2016



As noted in this year's tourism study, it is recommended that the City support the STA with an additional level of funding of \$200,000. The STA board recognizes the serious need for this stable funding and is asking for initial support for the 2016 budget of \$75,000. The balance of \$125,000 will be budgeted in subsequent years to fulfill the tourism study recommendations.

In meeting with City staff the concern was raised that the STA was not proving the need for additional budget support from Council. Hopefully the discussion on STS/DMF funding has provided some clarity on the fundraising limitations of the STA; but the following level of 'buy in' or 'support' by the business community needs to be added to the discussion.

2016



During the eight years of operations of the STA, the City has increased their tourism funding from an initial \$367,500 to \$415,000. During the years 2007 through 2014 the STA leveraged these funds through STS/DMF and fixed fee memberships, applications for grants, sale of tourism products, etc. to the tune of an average budget of \$1,105,000 yearly (this average includes the Savour Stratford Perth County Culinary Festival revenues). Memberships soared to a high of 240 member businesses, more on average than any other city in Ontario (Ottawa has 332 members, Waterloo Region 125). This is attributed to good leadership and membership value but

2016



also indicates that the tourism business community stepped to the plate and bought in to STA participation. It should be added that the STA has used the STS/DMF funding model as often as possible to support their budget. The STA has also added on average \$200,000 worth of media value to its budget through media representation, media visits and in particular articles written about destination Stratford.

2016



All of our members have worked tremendously hard to achieve success. It is because of all the 1,000s of hours contributed by each medium and small business that the STA was successful. This is why Stratford is successful. In reading the STA annual reports it should be noted that a tremendous amount of product has been created including food trails, culinary guides and shopping guides; and website visits have increased over the past eight years from 161,000 to 368,000 of which 75% are new/unique. Social media followers on all platforms have increased from zero to over 25,000.



2016

Momentum, key to success, was on our side over the past seven years. However, the rigors involved in maintaining stable funding have taken their toll. We acknowledge the continuing support of the City, however, given the instability of the STS, the STA, to be a successful organization, needs a stable funding model that includes increased funds from the City of Stratford.

2016



Destinations that are much larger than Stratford, have key financial resources from other parts of their economy. They may be a university town, a town of political fortune, a banking and financial hub, a host to pro sports teams, slots and casinos, they may have an international airport, or simply large business and manufacturing bases to support their economy. Yes, we have a little of everything but simply put, because of our size, tourism is an important piece to the economy.

2016



An interesting case study can be found in Windsor. Not typically on the tourism radar with the exception of the Casino, the City of Windsor contributes to their tourism budget with the surrounding seven municipalities. These municipalities and the City of Windsor has a five year contract of support to provide stability. What is even more interesting is that the board of Tourism Windsor is comprised of four stakeholders and seven politicians.

2016



Of note, Niagara Regional Tourism actually makes a profit each year whereby they have reduced the debt burden of every household in the region by \$35 per year or 4.3%.

It is very important for the STA and City Council to also read the 2014 annual report, easily found online, from the City of Ottawa. Key to the report is the title, Stability & Momentum. After several years of uncertainty, 2014 was a year during which Ottawa Tourism gained a stable footing with a fully operational funding model.

2016



Stratford sees on average 75,000 people through its visitor centres, almost double the volume of other centres because of our small localized city size (London Tourism - Wellington Road 28,000). Our visitor centres are a tourist stop and the York Street Visitor Centre sees almost 40% of our guests stop in during a four month period versus 60% over the course of twelve months at the Downie Street location. It is an understatement to say we are understaffed during the key six month tourism period.

2016



We all need to pay more attention to the business of tourism. Tourism is a large part of our economy running intensely for six months. The following statistic will enable us to understand where we are at. Stratford's occupancy rate on the year sat at 28% in 2007 and has grown slightly to 34% in 2014. Business is better in general but the cycle of the U.S. Dollar and economy over the past eight years have also taken their toll. Compare this with the average occupancy rate of 60% across the Province. This tells us that we have the opportunity to grow our tourism business by another 50% resulting in an even better performing local economy. Stability and funding are key to the formula.

2016



In Stratford we have a downtown core where there is hardly an empty store, we have the new Bruce hotel, a couple of new B&Bs, a successful Museum and other signs of new tourism business. We know that we could look at the taxes paid by such establishments, the full and part time jobs created, the spin-off jobs realized, and the retail and restaurant sales that occur and this would help us to understand the growth potential of tourism.

2016



The visitor spend for tourism on average is \$89,000,000 based on visitor spending per room night as per $.34 \times 1200 \text{ rooms} \times 365 \text{ days} \times \600 . The Festival Theatre estimates \$175,000,000 in economic impact to the local economy. If we were all working on this we could increase our occupancy lets say by 15% in the shoulder and off season, a little closer to the provincial average. The net benefit to Stratford would be an additional \$23,500,000 in visitor spend ($1200 \times .15 \times 365 \times \350). The larger impact would be realized during the six month 'off' season and may have nothing to do with the theatre.

2016



Our social programs are maxed out, full-time jobs are scarce, winter sits on every doorstep for extended periods of time and many businesses simply close for the winter. We as a destination need to grasp the treasures we have and exercise the support and growth of the tourism industry that is needed to help Stratford function 365 days of the year together.

2016



It is my hope that the STA board, the Destination Think team, RTO4, the STA members, and the City of Stratford, envisions growing the business of tourism in Stratford into a year-round program. As these groups work closely together to bring Stratford's tourism assets together, we look forward to the investment of the City of Stratford, the re-commitment of all our partners, the hiring of a new Executive Director and moving forward to a new year-round vision for Stratford Tourism.

2016



The next few years are critical to Stratford's tourism industry as our core visitors to Stratford are an aging demographic; the U.S. economy has rebounded and is strong; the U.S. dollar is 25% in our favour; and gas prices are low. An investment in the STA will provide us with financial stability, the confidence to hire a new Executive Director and the leverage to begin the programming of Stratford into a year-round destination.

Thank you,
Conroy Schelhaas
Acting Chair, Stratford Tourism Alliance



2016 | Budget Forecast Revenues

	Quarter I	Quarter II	Quarter III	Quarter IV	Total
Revenues					
1 STS	8,000.00	15,000.00	53,000.00	21,000.00	97,000.00
2 Memberships	17,000.00	17,000.00	13,000.00	9,000.00	56,000.00
3 Marketing Sales	4,000.00	25,000.00	27,000.00	15,000.00	71,000.00
4 Partnerships	0.00	6,900.00	6,500.00	40,000.00	53,000.00
5 City of Stratford	350,000.00	150,000.00	0.00	0.00	500,000.00
6 Misc.	300.00	160.00	1,300.00	1,300.00	3,060.00
Total Revenues	379,300.00	214,060.00	100,800.00	86,300.00	780,460.00

Accumulated surplus from 2015 not noted in this revenue projection.



visit
STRATFORD

2016 | Budget Forecast Expenditures

	Quarter I	Quarter II	Quarter III	Quarter IV	Total
7 Media: Online	40,000.00	47,000.00	38,000.00	36,000.00	161,000.00
8 Publications/Print	4,800.00	35,000.00	3,300.00	4,900.00	48,000.00
9 Events/Programmes	3,300.00	4,200.00	0.00	0.00	7,500.00
10 Creative	2,600.00	9,600.00	1,500.00	2,100.00	15,800.00
11 Media Relations	2,300.00	3,300.00	3,600.00	2,300.00	11,500.00
12 Misc. Marketing	7,600.00	4,200.00	8,600.00	4,900.00	25,300.00
13 Salaries, Wages & Benefits	86,000.00	79,000.00	125,000.00	92,000.00	382,000.00
14 Overhead	4,600.00	5,700.00	5,100.00	5,000.00	20,400.00
15 Financial Services	3,300.00	2,000.00	8,700.00	2,200.00	16,200.00
16 Insurance	3,200.00	0.00	0.00	0.00	3,200.00
17 Travel	300.00	200.00	450.00	100.00	1,050.00
20 Bridge Financing	0	0	0	42,187.50	42,187.50
21 Bad Debt	0	0	1,500.00	1,500.00	3,000.00
22 Reserve	0	0	0	40,000.00	40,000.00
Total Expenditures	162,000.00	189,200.00	194,750.00	231,187.50	777,137.50
Revenues Less Expenditures	217,300.00	24,860.00	(93,950.00)	(144,887.50)	3,322.50

Thank you and we look forward to working with you in 2016



MANAGEMENT REPORT

Date: November 10, 2015
To: Finance and Labour Relations Committee
From: André Morin, Director of Corporate Services
Report#: FIN15-021
Attachments: 2016 Staffing Comparison
Tax Increase History 2008 to 2015
CPI Increase History 2010 to 2016
Operating Budget Comparison 2010 to 2016
Operating Budget Results 2010 to 2014

Title: Budget 2016 – Subsequent Information to October 27, 2015 Budget Meeting

Objective: To provide Committee with responses to questions and comments raised at the Budget Meeting held on October 27, 2015.

Background: On October 27, 2015, a 2016 Budget meeting was held. At that meeting, some further information was requested by Committee members.

Analysis: The following further information was requested:

- **2016 Staffing Comparison** – Attached is an updated report reflecting revisions noted at the October 27th meeting.
- **Tax Increase History** – Attached is a history of tax related rates and increases for years 2008 through 2015.
- **Consumer Price Index** – Attached is a summary of CPI increases for years 2010 through 2016.
- **Operating Budget Comparison** – Attached is a summary of operating budgets for years 2010 through draft 2016. Please note the draft budget numbers for 2016 do not include amendments made at the November 4th budget meeting re: Police and Development Services budgets.

- **Operating Budget Results** – Attached is a summary of operating budget results (budget vs. actual) by department for years 2010 through 2014.

Financial Impact: Not applicable.

Staff Recommendation: That the Budget 2016 – Subsequent Information report dated November 10, 2015 be received.



Director of Corporate Services



Ron Shaw, Chief Administrative Officer

City of Stratford				
2016 Budget - Staffing Comparison				
<i>updated Nov. 10/15</i>				
	DEPARTMENT	2015 BUDGET	2015 IN-YEAR APPROVED CHANGES	2016 DRAFT BUDGET
CAO's OFFICE				
	Full-Time	4		4
HUMAN RESOURCES				
	Full-Time	4		4
CORPORATE SERVICES				
Finance				
	Full-Time	10		10
	¹ Part-Time	1	1	2
	² Contract		1	1
Tax				
	Full-Time	3		3
Information Technology				
	Full-Time	2		2
	Part-Time	1		1
	Contract	3		3
Clerks				
	Full-Time	7		7
	Part-Time	1		1
	Contract - Parking	1.75		2.5
FIRE				
	Full-Time	53		52
POLICE				
	Full-Time	75		74
	Part-Time	3		3
LIBRARY				
	Full-Time	15		15
	Part-Time	17		17
	Contract	2		2

City of Stratford				
2016 Budget - Staffing Comparison				
<i>updated Nov. 10/15</i>				
	DEPARTMENT	2015 BUDGET	2015 IN-YEAR APPROVED CHANGES	2016 DRAFT BUDGET
INFRASTRUCTURE & DEVELOPMENT SERVICES				
Building				
	Full-Time	7		7
	Part-Time	2		2
Planning				
	Full-Time	14		15
	Part-Time	1		1
	Other	3		3
Engineering				
³	Full-time	14	-1	13
Public Works				
³	Full-Time	26	1	27
Sanitary				
	Full-Time	4		4
Water				
	Full-Time	12		12
	Summer Student			1
Waste				
	Full-Time	3		3
SOCIAL SERVICES				
Ontario Works				
	Full-Time	20		20
⁴	Contract	1	2	2
Daycare				
	Full-Time	12		12
	Part-Time	4		4
	Supply	6		6
Housing				
⁶	Full-Time	14	1	15
	Part-Time	0		1
	Contract	1		0
Childcare				
⁵	Full-Time	6	1	7

City of Stratford				
2016 Budget - Staffing Comparison				
<i>updated Nov. 10/15</i>				
	DEPARTMENT	2015 BUDGET	2015 IN-YEAR APPROVED CHANGES	2016 DRAFT BUDGET
COMMUNITY SERVICES				
Parks				
	Full-Time	8		8
	Seasonal	24		24
Recreation				
	Full-Time	3		3
	Seasonal	16		16
Facilities				
	Full-Time	16		16
	Part-Time	7		7
	Seasonal	23		23
Cemetery				
	Full-Time	5		4
	Seasonal	4		4
Transit				
	Full-Time	21		21
	Part-Time	14		12
Parallel Transit				
	Full-Time	3		3
	Part-Time	8		8
OUTSIDE BOARDS				
	¹ SEED Co. - Secoded Part-Time	1	-1	0
	STA - Secoded Full-Time	2		2
¹ Transfer of City Part-Time employee from SEED Co. to Corporate Services in 2015				
² Contract Asset Management Position approved August 10, 2015				
³ Fleet Supervisor added, Engineering Co-Ordinator removed, Project Engineer Added, Manager of Dev. Eng. Removed - Approved July 27, 2015				
⁴ Hire two temporary Caseworkers - Approved July 27, 2015				
⁵ Hire Full-Time Clerk Secretary II - Approved September 28, 2015				
⁶ Hire Full-Time Social Services Supervisor - Approved July 27, 2015				

**TAX INCREASE HISTORY
2008 to 2015**

	2008	2009	2010	2011	2012	2013	2014	2015
Residential Rate	0.01191	0.01191	0.01213	0.01213	0.01213	0.01213	0.01204	0.01209
Education Rate	0.00264	0.00252	0.00241	0.00231	0.00221	0.00212	0.00203	0.00195
Tax Budget Inc	6.06%	5.63%	6.64%	4.98%	4.67%	3.06%	6.05%	3.88%
Levy Inc (net of growth)	4.87%	4.10%	5.37%	4.07%	3.81%	1.49%	1.61%	2.59%
Residential Tax Inc	5.68%	4.74%	6.52%	4.46%	4.24%	2.30%	1.87%	2.85%
Residential Tax Inc incl. Educ	4.60%	3.87%	5.40%	3.74%	3.52%	1.65%	1.33%	2.22%

CONSUMER PRICE INDEX HISTORY 2010 to 2016

Period	Effective Date	CPI
Nov 2008 to Oct 2009	January 1, 2010	0.38%
Nov 2009 to Oct 2010	January 1, 2011	1.60%
Nov 2010 to Oct 2011	January 1, 2012	2.85%
Nov 2011 to Oct 2012	January 1, 2013	1.82%
Nov 2012 to Oct 2013	January 1, 2014	0.90%
Nov 2013 to Oct 2014	January 1, 2015	1.79%
Nov 2014 to Sept 2015	January 1, 2016	1.18%

Based on Total CPI Average:

[Consumer Price Index, 2000 to Present - Bank of Canada](#)

OPERATING BUDGET COMPARISON
Net Budgets 2010-2016

as at Nov 03 15

Dept #	Department	2010	2011	2012	2013	2014	2015	DRAFT 2016
101/102/111	Mayor/Council/CAO	680,395	680,395	693,385	726,705	771,289	810,965	830,769
	% change		0.00%	1.91%	4.81%	6.14%	5.14%	2.44%
112	Human Resources	483,962	483,940	482,990	531,562	561,094	564,188	569,037
	% change		0.00%	-0.20%	10.06%	5.56%	0.55%	0.86%
121/131/134-136	Corporate Services	2,224,541	2,185,400	2,176,950	2,260,839	2,305,404	2,311,953	2,401,936
	% change		-1.76%	-0.39%	3.85%	1.97%	0.28%	3.89%
G141/251/310-360	Infrastructure & Dev Services	5,079,290	5,021,130	5,104,036	5,043,889	5,167,373	5,562,120	5,706,025
	% change		-1.15%	1.65%	-1.18%	2.45%	7.64%	2.59%
211/512	Fire/Airport	5,705,507	5,950,123	6,447,918	6,662,640	6,794,722	6,934,170	7,072,184
	% change		4.29%	8.37%	3.33%	1.98%	2.05%	1.99%
231	Police	8,096,933	8,586,445	8,982,331	9,404,160	9,779,855	10,059,359	10,380,121
	% change		6.05%	4.61%	4.70%	3.99%	2.86%	3.19%
411	Library	1,780,167	1,807,319	1,925,898	1,941,736	1,980,640	2,047,875	2,098,968
	% change		1.53%	6.56%	0.82%	2.00%	3.39%	2.49%
511/514	Economic Dev/Small Business	510,831	510,092	516,220	554,327	606,000	-	-
	% change		-0.14%	1.20%	7.38%	9.32%	-100.00%	
611/613/615/616/617	Social Services	3,722,318	3,004,835	2,756,158	2,871,588	2,990,209	2,978,395	3,052,649
	% change		-19.28%	-8.28%	4.19%	4.13%	-0.40%	2.49%
711/721/731/750/751	Community Services	5,165,916	5,123,884	5,262,707	5,350,420	5,449,364	5,520,927	5,686,260
	% change		-0.81%	2.71%	1.67%	1.85%	1.31%	2.99%

OPERATING BUDGET COMPARISON
Net Budgets 2010-2016

as at Nov 03 15

Dept #	Department	2010	2011	2012	2013	2014	2015	DRAFT 2016
139/810/820	Other	7,858,402	9,532,051	10,339,895	11,118,421	12,738,393	13,751,388	14,652,200
	% change		21.30%	8.48%	7.53%	14.57%	7.95%	6.55%
872	Community Grants	698,227	672,990	687,590	676,338	678,845	773,894	773,894
	% change		-3.61%	2.17%	-1.64%	0.37%	14.00%	0.00%
	TOTAL NET BUDGETS	\$ 42,006,489	\$ 43,558,604	\$ 45,376,078	\$ 47,142,625	\$ 49,823,189	\$ 51,315,233	\$ 53,224,043
	% change		3.69%	4.17%	3.89%	5.69%	2.99%	3.72%

		2014 OPERATING BUDGET RESULTS			
Dept #	Department	Net Actual	Net Budget	% Diff	\$ Diff
101	MAYOR'S OFFICE	73,655	84,254	14.39%	10,599
102	CITY COUNCIL SERVICES	201,021	232,470	15.64%	31,449
111	CITY ADMINISTRATOR'S OFFICE	451,694	454,565	0.64%	2,871
112	PERSONNEL & HUMAN RESOUCES	558,401	561,094	0.48%	2,693
121	CITY CLERK'S OFFICE	439,010	460,430	4.88%	21,420
131	TREASURER'S OFFICE	1,053,941	1,138,436	8.02%	84,495
134	INFORMATION TECHNOLOGY SERV	780,937	787,221	0.80%	6,284
135	PARKING DIVISION	- 235,000	- 235,000	0.00%	-
136	CROSSING GUARD DIVISION	135,137	154,317	14.19%	19,180
139	GENERAL FINANCIAL SERVICES	6,075,954	6,178,970	1.70%	103,016
141	CITY BLDG/PROP OPERATION/MAIN	478,743	420,740	-12.12%	- 58,003
211	FIRE DEPARTMENT	6,432,682	6,623,888	2.97%	191,206
231	POLICE DEPARTMENT	9,476,657	9,779,855	3.20%	303,198
251	BUILDING & PLANNING DEPARTMENT	316,459	323,837	2.33%	7,378
310	ENGINEERING	713,295	813,021	13.98%	99,726
320	ROAD	3,864,559	3,327,268	-13.90%	- 537,291
330	SANITARY	-	-		-
340	STORM	151,192	282,507	86.85%	131,315
350	WATER	-	-		-
360	WASTE	-	-		-
411	STRATFORD PUBLIC LIBRARY	1,988,688	1,980,640	-0.40%	- 8,048
511	ECONOMIC DEVELOPMENT DEPT	277,793	606,000	118.15%	328,207
512	STRATFORD MUNICIPAL AIRPORT	161,588	170,834	5.72%	9,246
514	SMALL BUS ENTERPRISE CENTRE	77,134	-	-100.00%	- 77,134
611	SOCIAL SERVICES DEPARTMENT	927,401	958,172	3.32%	30,771
613	ANNE HATHAWAY DAY CARE CENTRE	78,604	77,835	-0.98%	- 769
615	PERTH & STRATFORD HOUSING	1,589,484	1,621,141	1.99%	31,657
616	CHILD CARE DIVISION	348,147	333,061	-4.33%	- 15,086
617	EARLY LEARNING & CHILD DEVELOP	134	-	-100.00%	- 134
711	PARKS DIVISION	1,663,310	1,881,275	13.10%	217,965
721	RECREATION DIVISION	1,755,825	1,815,883	3.42%	60,058
731	CEMETERY DIVISION	407,046	163,965	-59.72%	- 243,081
750	TRANSIT OPERATIONS	1,747,619	1,253,331	-28.28%	- 494,288
751	PARALLEL TRANSIT	384,033	334,910	-12.79%	- 49,123
810	REQUISITIONS FROM OTHERS	6,395,034	6,348,724	-0.72%	- 46,310
820	OTHER MUN SERVICES/PROGRAMS	170,192	210,699	23.80%	40,507
872	GENERAL GRANTS	649,381	678,845	4.54%	29,464
	TOTAL NET 2014 BUDGET	\$ 49,589,752	\$ 49,823,188	0.47%	\$ 233,436

		2014 OPERATING BUDGET RESULTS			
		SUMMARY - by department			
	Department	Net Actual	Net Budget	% Diff	\$ Diff
	Mayor/Council/CAO	726,370	771,289	6.18%	44,919
	Human Resources	558,401	561,094	0.48%	2,693
	Corporate Services	2,174,025	2,305,404	6.04%	131,379
	Infrastructure & Development Services	5,524,248	5,167,373	-6.46%	- 356,875
	Fire/Airport	6,594,270	6,794,722	3.04%	200,452
	Police	9,476,657	9,779,855	3.20%	303,198
	Library	1,988,688	1,980,640	-0.40%	- 8,048
	Economic Development/Small Business	354,926	606,000	70.74%	251,074
	Social Services	2,943,771	2,990,209	1.58%	46,438
	Community Services	5,957,833	5,449,364	-8.53%	- 508,469
	Other	12,641,181	12,738,393	0.77%	97,212
	Community Grants	649,381	678,845	4.54%	29,464
	TOTAL NET 2014 BUDGET	\$ 49,589,752	\$ 49,823,188	0.47%	-\$ 18,071

		2013 OPERATING BUDGET RESULTS			
Dept #	Department	Net Actual	Net Budget	% Diff	\$ Diff
101	MAYOR'S OFFICE	82,018	82,975	1.17%	957
102	CITY COUNCIL SERVICES	193,246	229,525	18.77%	36,279
111	CITY ADMINISTRATOR'S OFFICE	441,683	414,205	-6.22%	- 27,478
112	PERSONNEL & HUMAN RESOUCES	478,352	531,562	11.12%	53,210
121	CITY CLERK'S OFFICE	490,816	431,893	-12.01%	- 58,923
131	TREASURER'S OFFICE	1,146,428	1,155,008	0.75%	8,580
134	INFORMATION TECHNOLOGY SERV	717,095	755,453	5.35%	38,358
135	PARKING DIVISION	- 238,691	- 238,691	0.00%	-
136	CROSSING GUARD DIVISION	129,558	157,176	21.32%	27,618
139	GENERAL FINANCIAL SERVICES	4,479,809	5,393,950	20.41%	914,141
141	CITY BLDG/PROP OPERATION/MAIN	418,944	408,774	-2.43%	- 10,170
211	FIRE DEPARTMENT	6,492,782	6,498,151	0.08%	5,369
231	POLICE DEPARTMENT	9,154,361	9,404,160	2.73%	249,799
251	BUILDING & PLANNING DEPARTMENT	154,963	317,893	105.14%	162,930
310	ENGINEERING	776,602	832,263	7.17%	55,661
320	ROAD	3,647,405	3,210,812	-11.97%	- 436,593
330	SANITARY	-	-		-
340	STORM	204,628	274,147	33.97%	69,519
350	WATER	-	-		-
360	WASTE	-	-		-
411	STRATFORD PUBLIC LIBRARY	1,930,509	1,941,736	0.58%	11,227
511	ECONOMIC DEVELOPMENT DEPT	311,160	454,327	46.01%	143,167
512	STRATFORD MUNICIPAL AIRPORT	168,587	164,489	-2.43%	- 4,098
514	SMALL BUS ENTERPRISE CENTRE	67,055	100,000	49.13%	32,945
611	SOCIAL SERVICES DEPARTMENT	963,811	950,646	-1.37%	- 13,165
613	ANNE HATHAWAY DAY CARE CENTRE	142,346	76,867	-46.00%	- 65,479
615	PERTH & STRATFORD HOUSING	1,490,594	1,509,051	1.24%	18,457
616	CHILD CARE DIVISION	342,568	335,024	-2.20%	- 7,544
617	EARLY LEARNING & CHILD DEVELOP	- 56	-	-100.00%	56
711	PARKS DIVISION	1,748,698	1,859,931	6.36%	111,233
721	RECREATION DIVISION	1,898,551	1,777,940	-6.35%	- 120,611
731	CEMETERY DIVISION	270,362	160,164	-40.76%	- 110,198
750	TRANSIT OPERATIONS	1,590,702	1,224,115	-23.05%	- 366,587
751	PARALLEL TRANSIT	328,947	328,270	-0.21%	- 677
810	REQUISITIONS FROM OTHERS	6,261,756	5,532,206	-11.65%	- 729,550
820	OTHER MUN SERVICES/PROGRAMS	115,655	192,265	66.24%	76,610
872	GENERAL GRANTS	841,945	676,338	-19.67%	- 165,607
TOTAL NET 2013 BUDGET		\$ 47,243,186	\$ 47,142,625	-0.21%	-\$100,561

		2013 OPERATING BUDGET RESULTS			
		SUMMARY - by department			
	Department	Net Actual	Net Budget	% Diff	\$ Diff
	Mayor/Council/CAO	716,946	726,705	1.36%	9,759
	Human Resources	478,352	531,562	11.12%	53,210
	Corporate Services	2,245,206	2,260,839	0.70%	15,633
	Infrastructure & Development Services	5,202,543	5,043,889	-3.05%	- 158,654
	Fire/Airport	6,661,368	6,662,640	0.02%	1,272
	Police	9,154,361	9,404,160	2.73%	249,799
	Library	1,930,509	1,941,736	0.58%	11,227
	Economic Development/Small Business	378,215	554,327	46.56%	176,112
	Social Services	2,939,263	2,871,588	-2.30%	- 67,675
	Community Services	5,837,259	5,350,420	-8.34%	- 486,839
	Other	10,857,220	11,118,421	2.41%	261,201
	Community Grants	841,945	676,338	-19.67%	- 165,607
	TOTAL NET 2013 BUDGET	\$ 47,243,186	\$ 47,142,625	-0.21%	-\$100,561

		2012 OPERATING BUDGET RESULTS			
Dept #	Department	Net Actual	Net Budget	% Diff	\$ Diff
101	MAYOR'S OFFICE	89,288	81,025	-9.25%	8,263
102	CITY COUNCIL SERVICES	205,026	226,050	10.25%	21,024
111	CITY ADMINISTRATOR'S OFFICE	403,915	386,310	-4.36%	17,605
112	PERSONNEL & HUMAN RESOUCES	448,330	482,990	7.73%	34,660
121	CITY CLERK'S OFFICE	502,984	438,989	-12.72%	63,995
131	TREASURER'S OFFICE	1,105,729	1,141,812	3.26%	36,083
134	INFORMATION TECHNOLOGY SERV	680,314	680,314	0.00%	-
135	PARKING DIVISION	- 241,341	- 241,341	0.00%	-
136	CROSSING GUARD DIVISION	127,646	157,176	23.13%	29,530
139	GENERAL FINANCIAL SERVICES	5,530,273	4,717,515	-14.70%	812,758
141	CITY BLDG/PROP OPERATION/MAIN	340,408	395,774	16.26%	55,366
211	FIRE DEPARTMENT	6,251,258	6,312,701	0.98%	61,443
231	POLICE DEPARTMENT	8,953,136	8,982,331	0.33%	29,195
251	BUILDING & PLANNING DEPARTMENT	250,247	400,289	59.96%	150,042
310	ENGINEERING	789,421	817,534	3.56%	28,113
320	ROAD	3,221,668	3,221,668	0.00%	-
330	SANITARY	-	-		-
340	STORM	234,531	268,772	14.60%	34,241
350	WATER	- 10,848	- 1	-99.99%	10,847
360	WASTE	-	-		-
411	STRATFORD PUBLIC LIBRARY	1,967,227	1,925,898	-2.10%	41,329
511	ECONOMIC DEVELOPMENT DEPT	370,144	416,220	12.45%	46,076
512	STRATFORD MUNICIPAL AIRPORT	135,231	135,217	-0.01%	14
514	SMALL BUS ENTERPRISE CENTRE	88,275	100,000	13.28%	11,725
611	SOCIAL SERVICES DEPARTMENT	1,017,068	1,004,934	-1.19%	12,134
613	ANNE HATHAWAY DAY CARE CENTRE	80,072	69,995	-12.58%	10,077
614	SOCIAL HOUSING	1,284,490	-	-100.00%	1,284,490
615	PERTH & STRATFORD HOUSING	- 0	1,360,248		1,360,248
616	CHILD CARE DIVISION	248,428	320,981	29.20%	72,553
617	EARLY LEARNING & CHILD DEVELOP	- 230	-	-100.00%	230
711	PARKS DIVISION	1,680,318	1,854,605	10.37%	174,287
721	RECREATION DIVISION	2,005,552	1,801,621	-10.17%	203,931
731	CEMETERY DIVISION	275,939	161,880	-41.33%	114,059
750	TRANSIT OPERATIONS	1,509,056	1,181,154	-21.73%	327,902
751	PARALLEL TRANSIT	220,851	263,447	19.29%	42,596
810	REQUISITIONS FROM OTHERS	5,233,015	5,504,151	5.18%	271,136
820	OTHER MUN SERVICES/PROGRAMS	92,806	118,229	27.39%	25,423
872	GENERAL GRANTS	870,752	687,590	-21.03%	183,162
TOTAL NET 2012 BUDGET		\$ 45,960,977	\$ 45,376,078	-1.27%	-\$ 584,899

		2012 OPERATING BUDGET RESULTS			
		SUMMARY - by department			
	Department	Net Actual	Net Budget	% Diff	\$ Diff
	Mayor/Council/CAO	698,229	693,385	-0.69%	- 4,844
	Human Resources	448,330	482,990	7.73%	34,660
	Corporate Services	2,175,333	2,176,950	0.07%	1,617
	Infrastructure & Development Services	4,825,428	5,104,036	5.77%	278,608
	Fire/Airport	6,386,489	6,447,918	0.96%	61,429
	Police	8,953,136	8,982,331	0.33%	29,195
	Library	1,967,227	1,925,898	-2.10%	- 41,329
	Economic Development/Small Business	458,419	516,220	12.61%	57,801
	Social Services	2,629,827	2,756,158	4.80%	126,331
	Community Services	5,691,715	5,262,707	-7.54%	- 429,008
	Other	10,856,093	10,339,895	-4.75%	- 516,198
	Community Grants	870,752	687,590	-21.03%	- 183,162
	TOTAL NET 2012 BUDGET	\$ 45,960,977	\$ 45,376,078	-1.27%	-\$ 584,899

		2011 OPERATING BUDGET RESULTS			
Dept #	Department	Net Actual	Net Budget	% Diff	\$ Diff
101	MAYOR'S OFFICE	85,657	81,025	-5.41%	- 4,632
102	CITY COUNCIL SERVICES	200,231	225,050	12.40%	24,819
111	CITY ADMINISTRATOR'S OFFICE	370,306	374,320	1.08%	4,014
112	PERSONNEL & HUMAN RESOUCES	411,408	483,940	17.63%	72,532
121	CITY CLERK'S OFFICE	442,734	414,160	-6.45%	- 28,574
131	TREASURER'S OFFICE	1,107,756	1,140,631	2.97%	32,875
134	INFORMATION TECHNOLOGY SERV	665,516	673,433	1.19%	7,917
135	PARKING DIVISION	- 200,000	- 200,000	0.00%	-
136	CROSSING GUARD DIVISION	121,119	157,176	29.77%	36,057
139	GENERAL FINANCIAL SERVICES	4,656,113	4,898,085	5.20%	241,972
141	CITY BLDG/PROP OPERATION/MAIN	369,124	395,777	7.22%	26,653
211	FIRE DEPARTMENT	6,439,039	5,831,805	-9.43%	- 607,234
231	POLICE DEPARTMENT	8,805,044	8,586,445	-2.48%	- 218,599
251	BUILDING & PLANNING DEPARTMENT	489,206	400,814	-18.07%	- 88,392
310	ENGINEERING	815,162	871,533	6.92%	56,371
320	ROAD	3,089,645	3,089,645	0.00%	-
330	SANITARY	-	-		-
340	STORM	179,060	263,361	47.08%	84,301
350	WATER	-	-		-
360	WASTE	-	-		-
411	STRATFORD PUBLIC LIBRARY	1,833,940	1,807,319	-1.45%	- 26,621
511	ECOMOMIC DEVELOPMENT DEPT	434,217	409,556	-5.68%	- 24,661
512	STRATFORD MUNICIPAL AIRPORT	130,908	118,318	-9.62%	- 12,590
514	SMALL BUS ENTERPRISE CENTRE	85,190	100,536	18.01%	15,346
611	SOCIAL SERVICES DEPARTMENT	1,483,908	1,392,728	-6.14%	- 91,180
613	ANNE HATHAWAY DAY CARE CENTRE	59,215	62,597	5.71%	3,382
614	SOCIAL HOUSING	1,321,277	-	-100.00%	- 1,321,277
615	PERTH & STRATFORD HOUSING	-	1,212,395		1,212,395
616	CHILD CARE DIVISION	320,990	337,116	5.02%	16,126
617	EARLY LEARNING & CHILD DEVELOP	- 0	- 1	127.27%	- 1
711	PARKS DIVISION	1,792,351	1,832,790	2.26%	40,439
721	RECREATION DIVISION	1,640,170	1,719,169	4.82%	78,999
731	CEMETERY DIVISION	142,835	152,950	7.08%	10,115
750	TRANSIT OPERATIONS	1,433,407	1,167,125	-18.58%	- 266,282
751	PARALLEL TRANSIT	195,566	251,850	28.78%	56,284
810	REQUISITIONS FROM OTHERS	4,442,747	4,528,431	1.93%	85,684
820	OTHER MUN SERVICES/PROGRAMS	65,843	105,535	60.28%	39,692
872	GENERAL GRANTS	660,762	672,990	1.85%	12,228
TOTAL NET 2011 BUDGET		\$ 44,090,445	\$ 43,558,604	-1.21%	-\$ 531,841

		2011 OPERATING BUDGET RESULTS			
		SUMMARY - by department			
	Department	Net Actual	Net Budget	% Diff	\$ Diff
	Mayor/Council/CAO	656,194	680,395	3.69%	24,201
	Human Resources	411,408	483,940	17.63%	72,532
	Corporate Services	2,137,125	2,185,400	2.26%	48,275
	Infrastructure & Development Services	4,942,197	5,021,130	1.60%	78,933
	Fire/Airport	6,569,946	5,950,123	-9.43%	- 619,823
	Police	8,805,044	8,586,445	-2.48%	- 218,599
	Library	1,833,940	1,807,319	-1.45%	- 26,621
	Economic Development/Small Business	519,407	510,092	-1.79%	- 9,315
	Social Services	3,185,390	3,004,835	-5.67%	- 180,555
	Community Services	5,204,328	5,123,884	-1.55%	- 80,444
	Other	9,164,704	9,532,051	4.01%	367,347
	Community Grants	660,762	672,990	1.85%	12,228
	TOTAL NET 2011 BUDGET	\$ 44,090,445	\$ 43,558,604	-1.21%	-\$ 531,841

		2010 OPERATING BUDGET RESULTS			
Dept #	Department	Net Actual	Net Budget	% Diff	\$ Diff
101	MAYOR'S OFFICE	79,739	81,025	1.61%	1,286
102	CITY COUNCIL SERVICES	215,973	225,050	4.20%	9,077
111	CITY ADMINISTRATOR'S OFFICE	376,177	374,320	-0.49%	1,857
112	PERSONNEL & HUMAN RESOUCES	468,967	483,962	3.20%	14,995
121	CITY CLERK'S OFFICE	393,471	414,160	5.26%	20,689
131	TREASURER'S OFFICE	1,104,380	1,134,137	2.69%	29,757
134	INFORMATION TECHNOLOGY SERV	604,666	674,068	11.48%	69,402
135	PARKING DIVISION	- 155,000	- 155,000	0.00%	-
136	CROSSING GUARD DIVISION	125,141	157,176	25.60%	32,035
139	GENERAL FINANCIAL SERVICES	2,056,786	3,402,200	65.41%	1,345,414
141	CITY BLDG/PROP OPERATION/MAIN	386,056	395,744	2.51%	9,688
211	FIRE DEPARTMENT	5,172,014	5,587,161	8.03%	415,147
231	POLICE DEPARTMENT	8,098,933	8,096,933	-0.02%	2,000
251	BUILDING & PLANNING DEPARTMENT	400,814	400,814	0.00%	-
310	ENGINEERING	753,891	871,534	15.60%	117,643
320	ROAD	3,141,715	3,141,715	0.00%	-
330	SANITARY	- 290	-	-100.00%	290
340	STORM	218,310	269,483	23.44%	51,173
350	WATER	2,603	-	-100.00%	2,603
360	WASTE	-	-		-
411	STRATFORD PUBLIC LIBRARY	1,793,264	1,780,167	-0.73%	13,097
511	ECOMOMIC DEVELOPMENT DEPT	402,515	405,931	0.85%	3,416
512	STRATFORD MUNICIPAL AIRPORT	107,845	118,346	9.74%	10,501
514	SMALL BUS ENTERPRISE CENTRE	96,637	104,900	8.55%	8,263
611	SOCIAL SERVICES DEPARTMENT	2,433,013	2,124,097	-12.70%	308,916
613	ANNE HATHAWAY DAY CARE CENTRE	81,754	73,981	-9.51%	7,773
614	SOCIAL HOUSING	1,288,333	-	-100.00%	1,288,333
615	PERTH & STRATFORD HOUSING	-	1,187,143		1,187,143
616	CHILD CARE DIVISION	335,952	337,097	0.34%	1,145
617	EARLY LEARNING & CHILD DEVELOP	0	-	-100.00%	0
711	PARKS DIVISION	1,781,653	1,893,421	6.27%	111,768
721	RECREATION DIVISION	1,858,061	1,669,260	-10.16%	188,801
731	CEMETERY DIVISION	101,768	162,606	59.78%	60,838
750	TRANSIT OPERATIONS	1,238,347	1,194,905	-3.51%	43,442
751	PARALLEL TRANSIT	211,091	245,724	16.41%	34,633
810	REQUISITIONS FROM OTHERS	4,339,638	4,323,400	-0.37%	16,238
820	OTHER MUN SERVICES/PROGRAMS	84,662	132,802	56.86%	48,140
872	GENERAL GRANTS	664,869	698,227	5.02%	33,358
	TOTAL NET 2010 BUDGET	\$ 40,263,749	\$ 42,006,489	4.33%	\$ 1,742,740

		2010 OPERATING BUDGET RESULTS			
		SUMMARY - by department			
	Department	Net Actual	Net Budget	% Diff	\$ Diff
	Mayor/Council/CAO	671,890	680,395	1.27%	8,505
	Human Resources	468,967	483,962	3.20%	14,995
	Corporate Services	2,072,658	2,224,541	7.33%	151,883
	Infrastructure & Development Services	4,903,099	5,079,290	3.59%	176,191
	Fire/Airport	5,279,859	5,705,507	8.06%	425,648
	Police	8,098,933	8,096,933	-0.02%	2,000
	Library	1,793,264	1,780,167	-0.73%	13,097
	Economic Development/Small Business	499,152	510,831	2.34%	11,679
	Social Services	4,139,052	3,722,318	-10.07%	416,734
	Community Services	5,190,921	5,165,916	-0.48%	25,005
	Other	6,481,086	7,858,402	21.25%	1,377,316
	Community Grants	664,869	698,227	5.02%	33,358
	TOTAL NET 2010 BUDGET	\$ 40,263,749	\$ 42,006,489	4.33%	\$ 1,742,740