

City of Stratford - 2020 Draft Operating Budget

October 29, 2019

	2016	2017	2018	2019	2019	2020	% Change
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	BUDGET	BUDGET	
				YTD		Draft	
100 TAXATION AND GENERAL REVENUES	-55,836,411	-57,416,218	-58,883,849	-61,229,958	-61,606,670	-62,235,420	1.02%
101 MAYOR'S OFFICE	81,625	93,450	88,575	61,364	89,530	86,970	-2.86%
102 CITY COUNCIL	197,252	221,104	216,491	184,442	238,720	242,410	1.55%
111 CAO'S OFFICE	492,266	616,450	667,514	438,796	677,900	687,400	1.40%
112 HUMAN RESOURCES	608,620	568,731	583,784	469,698	614,810	633,250	3.00%
121 CITY CLERK	427,919	414,741	503,423	445,564	511,240	537,210	5.08%
131 FINANCE & TREASURY	1,211,680	1,140,900	1,246,239	1,073,653	1,333,000	1,314,620	-1.38%
134 INFORMATION TECHNOLOGY	795,673	821,135	868,702	747,308	965,470	1,162,760	20.43%
135 PARKING	-244,998	-249,996	-254,100	-529,872	-350,000	-350,000	0.00%
136 CROSSING GUARDS	136,866	135,213	204,627	140,654	238,990	238,480	-0.21%
139 GENERAL GOVERNMENT	5,585,938	5,780,539	5,602,569	1,178,483	2,090,450	2,629,010	25.76%
141 CITY BUILDINGS	440,769	352,981	703,340	427,617	549,390	757,070	37.80%
211 FIRE	6,885,103	7,232,316	7,486,676	5,896,992	7,609,110	7,783,020	2.29%
231 POLICE	9,881,963	10,263,381	10,454,719	8,069,350	11,248,510	11,585,970	3.00%
251 DEVELOPMENT SERVICES	327,486	234,413	350,587	455,827	381,600	348,840	-8.58%
310 ENGINEERING	861,903	1,235,066	1,340,176	1,091,104	1,041,460	988,920	-5.04%
315 FLEET	0	41,059	109,039	1,101,520	1,872,880	1,925,830	2.83%
320 ROADS	4,176,386	4,086,058	6,419,086	4,646,254	5,293,320	5,546,140	4.78%
330 SANITARY	0	0	0	15,408	0	0	
340 STORM	158,648	147,300	555,258	2,392,098	3,172,290	3,173,740	0.05%
350 WATER	0	0	0	443,013	0	0	
360 WASTE	0	0	0	-477,445	0	0	
411 STRATFORD PUBLIC LIBRARY	2,117,839	2,162,614	2,262,515	2,000,427	2,449,130	2,505,700	2.31%
511 ECONOMIC DEVELOPMENT DEPT	-54,215	104,928	0	0	0	0	
512 STRATFORD MUNICIPAL AIRPORT	183,974	164,149	230,619	157,432	175,140	178,230	1.76%
513 INDUSTRIAL LAND SERVICING	0	0	0	219,751	0	0	
610 SOCIAL SERVICES ADMINISTRATION	0	0	0	0	0	0	
611 ONTARIO WORKS	700,643	626,312	592,290	5,027	638,160	597,130	-6.43%
613 ANNE HATHAWAY DAY CARE CENTRE	213,884	90,099	-25,702	55,640	6,570	63,110	860.58%
615 HOUSING	0	0	0	228,682	2,035,450	2,081,130	2.24%
616 CHILDREN SERVICES	352,014	321,200	293,817	16,158	330,260	314,270	-4.84%
617 EARLY LEARNING & CHILD CARE	0	0	0	-2,461,547	0	44,450	
618 BRITANNIA ST APARTMENTS	0	0	0	84,137	0	0	
711 PARKS	1,772,259	1,821,503	2,001,728	1,579,871	2,110,620	2,557,610	21.18%
721 RECREATION	2,247,589	2,193,910	2,882,698	3,491,688	4,410,710	4,322,540	-2.00%
731 CEMETERY	248,091	175,789	181,635	266,513	188,520	266,910	41.58%
750 TRANSIT	1,644,005	1,889,991	1,761,961	1,255,369	1,711,730	1,855,230	8.38%
751 PARALLEL TRANSIT	400,199	401,039	389,866	282,779	478,730	367,260	-23.28%
810 REQUISITIONS FROM OTHERS	8,315,619	8,274,117	8,535,323	6,800,157	8,481,630	8,862,310	4.49%
820 COMMITTEES OF COUNCIL	198,107	205,934	160,980	-13,148	105,970	115,400	8.90%
872 COMMUNITY SUPPORT & GRANTS	746,935	546,576	778,159	536,401	905,380	904,050	-0.15%
CAPITAL FUNDING	4,724,370	5,303,220	0	0	0	0	
TOTAL CITY OF STRATFORD OPERATING BUDGET	0	0		-18,452,792	0	2,091,550	3.53%



2020 OPERATING BUDGET – WORK PLAN

Department:	Other
Budget Division:	G101 Mayor's Office

Department/Division Overview:

The budget for the Mayor's Office consists of salaries/benefits; conference expenses (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM) and others that may come up; expenses to attend conferences/meetings to speak; mileage expenses to attend meetings and events; cell phone and iPad expenses; advertising (messaging for Kiwanis Music Festival, hockey tournaments, programs for events, etc.); other expenses incurred for attending events/meetings not considered a conference; and miscellaneous office expenses such as postage, courier, supplies and equipment/furniture.

Key Activities for 2020:

Not known at this time.

How This Work Plan Reflects Council's Strategic Priorities

Significant Variances (2020 proposed budget vs prior year actuals):

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

101 MAYOR'S OFFICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
101 MAYOR'S OFFICE						
1011 ELECTED REPS. ADMINISTRATION						
G-101-1011-1770 RECOVERABLES	-2,239	-2,309	-2,271	0	0	0
G-101-1011-2100 F.T. SALARIES & WAGES	63,899	64,663	65,676	51,070	66,680	66,680
G-101-1011-2500 F.T. BENEFITS	2,765	2,800	2,847	3,352	3,500	3,500
G-101-1011-3070 OFFICE SUPPLIES AND PAPER	0	436	181	44	100	100
G-101-1011-3100 POSTAGE	176	229	128	86	150	150
G-101-1011-4010 ADVERTISING	2,507	2,231	1,664	1,387	2,500	2,500
G-101-1011-4036 CONFERENCES - EXPENSES	3,451	5,096	5,737	257	7,300	6,300
G-101-1011-4060 COURIER/FREIGHT	0	0	4	43	100	100
G-101-1011-4120 TELEPHONE - CELL PHONES	3,116	2,735	2,281	1,871	2,800	240
G-101-1011-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	2,983	2,931	2,593	1,378	2,000	2,000
G-101-1011-4160 SPECIAL PROJECTS	3,795	13,648	8,842	1,854	4,000	5,000
G-101-1011-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,172	848	893	0	400	400
Total 1011 ELECTED REPS. ADMINISTRATION	81,625	93,308	88,575	61,342	89,530	86,970
1021 COUNCIL ADMINISTRATION						
G-101-1021-3120 MEELS & MEETING COSTS	0	142	0	0	0	0
Total 1021 COUNCIL ADMINISTRATION	0	142	0	0	0	0
Total 101 MAYOR'S OFFICE	81,625	93,450	88,575	61,342	89,530	86,970
Total 101 MAYOR'S OFFICE	81,625	93,450	88,575	61,342	89,530	86,970



2020 OPERATING BUDGET – WORK PLAN

Department:	Other
Budget Division:	G102 City Council

Department/Division Overview:

The Council budget consists of salaries/benefits; promotional materials for silent auctions and gifts; conferences (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Ontario Small Urban Municipalities (OSUM); meals and meeting costs for sub-committee and council meetings held over lunch/dinner time including budget meetings; membership fees for the Association of Municipalities of Ontario and the Federation of Canadian Municipalities; travel/mileage expenses that are not from a conference.

The Public Receptions budget includes Long Service Awards for employees (25 years of service) and the amount varies from year to year depending on employee anniversaries; memorial donations which are given as set out in the donation policy (\$50 each); special events that include events held throughout the year organized by the Mayor's Office such as Civic Night, Stratford Day with the Blue Jays, Awards Night, Christmas events and events held within the community.

Key Activities for 2020:

Most expenses are similar year to year. The cost of conferences may change due to how many councillors would like to attend.

Stratfords of the World Reunion will be held here in 2020.

How This Work Plan Reflects Council's Strategic Priorities

Significant Variances (2020 proposed budget vs prior year actuals):

The membership fees for AMO and FCM continually increase each year.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

102 CITY COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
102 CITY COUNCIL						
1021 COUNCIL ADMINISTRATION						
G-102-1021-1770 RECOVERABLES	-4,478	-4,617	-5,542	0	0	0
G-102-1021-1810 CONTRIBUTION FROM RESERVE	0	0	0	0	-38,000	-38,000
G-102-1021-2100 F.T. SALARIES & WAGES	139,008	143,720	140,535	109,671	141,510	143,630
G-102-1021-2110 P.T. SALARIES & WAGES	0	832	0	0	0	0
G-102-1021-2500 F.T. BENEFITS	4,016	4,107	3,197	4,909	4,760	4,830
G-102-1021-3050 MATERIALS	0	0	452	1,079	1,500	1,500
G-102-1021-3070 OFFICE SUPPLIES AND PAPER	65	0	0	0	150	150
G-102-1021-3080 MISC EXPENSE - PROMOTIONAL MATERIAL	928	4,163	2,510	1,096	5,000	5,000
G-102-1021-3120 MEALS & MEETING COSTS	4,765	4,409	4,767	5,975	7,000	7,000
G-102-1021-4036 CONFERENCES - DETAIL BY COUNCILLOR	6,211	15,508	12,219	16,297	16,000	16,000
G-102-1021-4040 CONSULTANTS	0	0	665	10,184	38,000	38,000
G-102-1021-4090 LEGAL	0	0	11,670	0	0	0
G-102-1021-4097 MEMBERSHIPS	13,737	14,217	15,445	16,851	15,700	17,200
G-102-1021-4100 SERVICES - OTHER	232	3,256	0	0	0	0
G-102-1021-4150 TRAVEL/MILEAGE - DETAIL BY COUNCILLOR	0	187	49	159	200	200
G-102-1021-7810 TRANSFER TO RESERVE	0	0	0	10,000	10,000	10,000
Total 1021 COUNCIL ADMINISTRATION	164,484	185,782	185,967	176,221	201,820	205,510
1031 PUBLIC RECEPTIONS						
G-102-1031-1570 CITY COUNCIL -HOCKEY DAY-Donations	-25,928	0	0	0	0	0
G-102-1031-1571 CITY COUNCIL - Conference Hosting	-93,361	0	0	0	0	0
G-102-1031-1770 RECOVERABLES - HOCKEY DAY	834	-1,070	0	0	0	0
G-102-1031-1810 CONTRIBUTION FROM RESERVE	-15,209	-6,989	0	0	0	0
G-102-1031-3050 MATERIALS - LONG SERVICE AWARDS	2,714	2,784	1,709	800	2,400	2,400
G-102-1031-3080 MISC - SPECIAL EVENTS	25,933	30,404	23,708	0	0	0
G-102-1031-3081 BLUE JAYS DAY	1,602	1,257	242	-1,012	2,000	2,000
G-102-1031-4001 MEMORIAL DONATIONS	0	0	190	350	500	500

2020 DRAFT OPERATING BUDGET

102 CITY COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-102-1031-4100 SERVICES - MEMORIAL DONATIONS	529	877	256	0	0	0
G-102-1031-4164 SPECIAL EVENTS	0	0	4,420	8,082	32,000	32,000
G-102-1031-4165 CITY COUNCIL -HOCKEY DAY - expenses	37,803	6,989	0	0	0	0
G-102-1031-4166 INTELLIGENT COMMUNITIES EXPENSES	1,990	0	0	0	0	0
G-102-1031-4167 HOSTED CONFERENCE EXPENSES	95,861	0	0	0	0	0
G-102-1031-7810 TRANSFER TO RESERVES	0	1,070	0	0	0	0
Total 1031 PUBLIC RECEPTIONS	32,768	35,322	30,525	8,220	36,900	36,900
Total 102 CITY COUNCIL	197,252	221,104	216,492	184,441	238,720	242,410
Total 102 CITY COUNCIL	197,252	221,104	216,492	184,441	238,720	242,410



2020 OPERATING BUDGET – WORK PLAN

Department:	CAO Office
Budget Division:	G111 CAO's Office

Department/Division 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.

Key Activities for 2020:

- Implement Strategic Priorities for Council
- Continue leadership development and other corporate capacity-building initiatives with City staff
- Advance key infrastructure initiatives
- Support community vitality through a variety of other initiatives

How This Work Plan Reflects Council's Strategic Priorities

Strengthening our Plans, Strategies, and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage, and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Significant Variances (2020 proposed budget vs prior year actuals):

Salary and benefit adjustments account for additional costs over 2019.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

111 CAO'S OFFICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
111 CAO'S OFFICE						
1111 ADMINISTRATION						
G-111-1111-1130 ONTARIO GRANTS	0	0	0	-102,516	0	0
G-111-1111-1810 CONTRIBUTION FROM RESERVES	-27,987	-50,103	-50,000	-25,000	-40,000	-99,660
G-111-1111-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-5,000	-22,715	0	0
G-111-1111-2100 F.T. SALARIES & WAGES	328,410	401,581	408,329	367,603	494,950	502,730
G-111-1111-2500 F.T. BENEFITS	100,938	119,970	120,287	117,439	144,380	141,690
G-111-1111-3050 MATERIALS	0	0	0	0	300	300
G-111-1111-3070 OFFICE SUPPLIES AND PAPER	1,210	1,007	998	1,303	1,800	1,800
G-111-1111-3080 MISCELLANEOUS	1,808	1,720	1,767	15	200	250
G-111-1111-3090 PHOTOCOPIER EXPENSE	3,039	3,131	2,704	1,834	3,000	3,300
G-111-1111-3100 POSTAGE	38	8	32	3	200	100
G-111-1111-3120 MEALS & MEETING COSTS	1,494	1,241	863	496	1,400	1,400
G-111-1111-3130 PUBLICATIONS & SUBSCRIPTIONS	419	434	502	202	270	270
G-111-1111-4020 SERVICE CONTRACTS	0	0	0	350	1,500	1,500
G-111-1111-4035 CONFERENCES - ACCOMMODATIONS	513	2,179	1,758	2,508	2,000	2,000
G-111-1111-4036 CONFERENCES - EXPENSES	182	386	198	63	400	400
G-111-1111-4037 CONFERENCES - REGISTRATION	594	2,384	1,923	1,004	2,500	2,500
G-111-1111-4038 CONFERENCES - TRAVEL/MILEAGE	1,211	1,650	1,817	725	2,000	2,000
G-111-1111-4040 CONSULTANTS	34,215	17,285	33,988	44,037	40,000	99,660
G-111-1111-4060 COURIER/FREIGHT	22	11	4	4	150	70
G-111-1111-4090 LEGAL	11,872	37,488	15,847	550	5,000	0
G-111-1111-4097 MEMBERSHIPS	2,998	3,407	10,205	1,837	3,500	3,500
G-111-1111-4100 SERVICES - OTHER	1,737	2,539	1,639	0	0	0
G-111-1111-4110 TELEPHONE - BASIC	0	0	0	1,833	2,200	1,740
G-111-1111-4120 TELEPHONE - CELL PHONES	2,403	2,039	2,491	2,969	3,600	3,600
G-111-1111-4125 INTERNET	420	818	135	0	900	0
G-111-1111-4142 TRAINING - EXPENSES	4,734	6,007	307	450	4,200	4,200
G-111-1111-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	643	156	68	108	750	750
G-111-1111-4160 SPECIAL PROJECTS	0	0	0	33,108	0	0

2020 DRAFT OPERATING BUDGET

111 CAO'S OFFICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-111-1111-4164 SPECIAL EVENTS	0	0	0	572	1,600	1,800
G-111-1111-7810 TRANSFER TO RESERVES	20,000	10,000	10,000	10,000	0	10,000
G-111-1111-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,353	1,476	1,010	0	1,100	1,500
Total 1111 ADMINISTRATION	492,266	566,814	561,872	438,782	677,900	687,400
1115 COMMUNICATION						
G-111-1115-2100 F.T. SALARIES & WAGES	0	36,386	81,405	0	0	0
G-111-1115-2500 F.T. BENEFITS	0	11,066	23,433	0	0	0
G-111-1115-3070 OFFICE SUPPLIES	0	64	0	0	0	0
G-111-1115-4097 MEMBERSHIPS	0	1,730	0	0	0	0
G-111-1115-4120 CELL PHONE	0	390	806	0	0	0
Total 1115 COMMUNICATION	0	49,636	105,644	0	0	0
Total 111 CAO'S OFFICE	492,266	616,450	667,516	438,782	677,900	687,400
Total 111 CAO'S OFFICE	492,266	616,450	667,516	438,782	677,900	687,400



2020 OPERATING BUDGET – WORK PLAN

Department:	Human Resources
Budget Division:	G112 Human Resources

Department/Division Overview:

The Human Resources team serves as a strategic business partner that supports the Corporation, its leadership and staff to effectively deliver a wide range of public services in alignment with Council and Administrative strategic priorities.

The department is committed to building internal capacity that promotes and enables a vibrant city, leading the way in community driven excellence. Continuous development and improvement of Human Resources and Organizational Development policies, initiatives and practices focus on attracting and retaining talent that will be foundational to ensuring the Corporation can effectively provide services that support a sustainable, caring community with an exceptional quality of life.

The Human Resources Department is staffed by 4 FTE (Director, Manager of Health & Safety and 2 Human Resource Coordinators). Services provided include: Recruitment and Selection; Labour and Employee Relations; Compensation and Benefits; Return to Work and Disability Management; Employee Training and Development; Collective Bargaining and Occupational Health & Safety and Employee Wellness, as well as other related Corporate projects and initiatives as assigned.

Key Activities for 2020:

- Continued development of talent management strategy aimed at engaging and retaining staff:
 - Development and implementation of comprehensive attraction and retention strategy supported by Council inclusive of implementation of key market, engagement and survey information;
 - Foster and actively incorporate thoughtful leadership by embedding competencies into further organizational development initiatives and practice with input from the Corporate Leadership Team;
 - Incorporation of leadership competencies within core HR initiatives including position descriptions, performance management and recruitment and selection tools;
 - Corporate Work force planning relative to shifting internal and environmental demographics.
- Prepare for and negotiate Collective Agreement with International Brotherhood of Electrical Workers (IBEW) Local 636 (Parallel Transit – expires December 31, 2019);

- Completion of negotiations and/or implementation of negotiated settlements including Stratford Professional Firefighters Association (SPFFA) Local 534.
- Implement technological improvement through the acquisition of a Learning Management Systems (LMS) that can support the Corporation in the provision of professional development and the efficient and effective execution of training and development functions, business systems and records. This also ensures greater oversight and compliance with statutory requirements.

Continual improvement and maintenance of Health & Safety Program including:

- Implementation of Safe Driver Training;
- Update to Job Hazard Assessments;
- Refresh and train on Musculoskeletal Disorder Prevention (MSD) and supporting Ergonomic Program;
- Evacuation Planning with Project Team for City Buildings;
- Refresh to Early and Safe Return to Work Program;
- H&S Responsibility Training for new Corporate Management Team members;
- Ongoing Workplace Harassment and Workplace Violence Policy Awareness and Training inclusive of Respect in the Workplace and associated client risk training and strategies.

How This Work Plan Reflects Council's Strategic Priorities

A highly skilled and engaged workforce is essential to all aspects of Council's Strategic Priorities for the 2018-2022. Specifically, attracting and retaining a diversity of talent is integral to moving beyond our current state and fostering innovation for future growth. Additionally, a focus on technological improvement of a Learning Management System (LMS) is an essential and wise use of resources for future sustainability given limited resources available to meet the needs of a dynamic training and development environment requiring increased accountability, compliance and monitoring.

Significant Variances (2020 proposed budget vs prior year actuals):

- Advertising increased by \$1100 given increased recruitment resources required to attract talent with reduction in publications and subscriptions and mileage
- Conference and associated costs decreased by approximately \$4000 and dispersed to memberships, legal and consultants.
- Consultants increased based on anticipated increase in EAP based on utilization and disability management.
- Labour Relations meeting costs reduced by \$3000 and dispersed to legal.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

There may be indirect impact to Human Resources should there be staffing implications within other departments. This would result in additional time and resources to support departments impacted and facilitation of process in accordance with the respective collective agreements.

2020 DRAFT OPERATING BUDGET

112 HUMAN RESOURCES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
112 HUMAN RESOURCES						
1210 PERSONNEL ADMINISTRATION						
G-112-1210-2100 F.T. SALARIES & WAGES	349,688	335,379	324,798	284,657	370,450	376,030
G-112-1210-2110 P.T. WAGES	43,139	46,967	46,080	0	0	0
G-112-1210-2500 F.T. BENEFITS	102,673	102,780	100,096	88,406	110,800	112,140
G-112-1210-2510 P.T. BENEFITS	4,044	4,198	4,084	0	0	0
G-112-1210-3070 OFFICE SUPPLIES AND PAPER	1,845	1,964	1,826	1,114	2,500	2,000
G-112-1210-3090 PHOTOCOPIER EXPENSE	2,797	3,219	3,615	2,572	2,500	3,000
G-112-1210-3100 POSTAGE	62	50	159	31	200	100
G-112-1210-3120 MEALS & MEETING COSTS	0	0	35	31	0	100
G-112-1210-3130 PUBLICATIONS & SUBSCRIPTIONS	195	0	0	0	1,000	500
G-112-1210-4010 ADVERTISING	9,802	4,446	4,236	4,854	6,000	7,100
G-112-1210-4035 CONFERENCES - ACCOMMODATIONS	2,534	1,180	941	267	4,300	3,300
G-112-1210-4036 CONFERENCES - EXPENSES	279	98	379	48	1,200	1,200
G-112-1210-4037 CONFERENCES - REGISTRATION	4,061	1,208	706	533	7,100	6,010
G-112-1210-4038 CONFERENCES - TRAVEL/MILEAGE	1,319	1,277	1,397	692	3,600	1,600
G-112-1210-4090 LEGAL	0	0	0	1,246	0	0
G-112-1210-4097 MEMBERSHIPS	1,112	1,254	1,915	3,402	1,610	4,800
G-112-1210-4110 TELEPHONE - BASIC	0	0	0	1,425	1,900	1,400
G-112-1210-4120 TELEPHONE - CELL PHONES	1,710	2,479	4,363	3,137	4,200	3,600
G-112-1210-7900 INTERFUNCTIONAL TRANSFER	0	0	540	0	0	0
G-112-1210-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,460	1,371	599	6	2,000	2,000
Total 1210 PERSONNEL ADMINISTRATION	526,720	507,870	495,769	392,421	519,360	524,880
1212 LABOUR RELATIONS						
G-112-1212-3070 OFFICE SUPPLIES AND PAPER	0	0	93	0	0	0
G-112-1212-3110 PRINTING	841	426	492	335	600	600
G-112-1212-3120 MEALS AND MEETING COSTS	2,386	2,055	8,212	1,349	5,000	2,000
G-112-1212-4090 LEGAL	35,294	19,273	32,932	19,436	17,000	30,620
Total 1212 LABOUR RELATIONS	38,521	21,754	41,729	21,120	22,600	33,220

2020 DRAFT OPERATING BUDGET

112 HUMAN RESOURCES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
1214 TRAINING						
G-112-1214-4140 TRAINING REGISTRATION - CORPORATE	11,236	3,051	17,604	23,202	31,000	31,000
G-112-1214-4142 HEALTH & SAFETY EXPENSES	14,559	18,472	7,572	7,060	17,850	12,850
Total 1214 TRAINING	25,795	21,523	25,176	30,262	48,850	43,850
1216 BENEFIT ADMINISTRATION						
G-112-1216-4040 CONSULTANTS	17,584	17,584	21,110	21,722	24,000	31,300
Total 1216 BENEFIT ADMINISTRATION	17,584	17,584	21,110	21,722	24,000	31,300
Total 112 HUMAN RESOURCES	608,620	568,731	583,784	465,525	614,810	633,250
Total 112 HUMAN RESOURCES	608,620	568,731	583,784	465,525	614,810	633,250



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G100 General Revenues

Department/Division Overview:

This division contains taxation revenue in accordance with our returned roll and payment in lieu revenue from institutional and government-owned properties within the City.

This is also where we record the dividend receivable from Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) in recognition of our ownership stake in these companies, as well as the interest receivable on outstanding demand loans of \$15,600,000 to FHI and \$372,000 to FHSI.

Significant Variances (2020 proposed budget vs prior year actuals):

No expected variances.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget
FHI Interest on Demand Loan \$15,600,000 @ 7.25%	1,131,000	1,131,000	1,131,000	1,131,000	1,131,000
FHSI Interest on Demand Loan \$372,000 @ 7.5%	27,900	27,900	27,900	27,900	27,900
FHI Common Share Dividend	785,665	686,100	686,100	686,100	686,100
FHI Preferred Share Dividend	305,000	305,000	305,000	305,000	305,000
FHSI Common Share Dividend	0	0	0	0	0
TOTALS	\$2,249,565	\$2,150,000	\$2,150,000	\$2,150,000	\$2,150,000

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

100 TAXATION AND GENERAL REVENUES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
100 TAXATION AND GENERAL REVENUES						
1010 TAXATION, GENERAL GRANTS, FEST						
G-100-1010-1010 REG RESIDENTIAL & FARM	-38,562,150	-39,908,398	-41,183,386	-43,194,092	-43,360,250	-43,360,250
G-100-1010-1020 REG COMMERCIAL & INDUSTRIAL	-14,823,795	-15,155,464	-15,493,690	-16,026,115	-15,859,970	-15,859,970
G-100-1010-1030 BILL 79 ADJUSTMENTS	-579	-494	0	0	0	-627,800
G-100-1010-1042 TAXATION - AREA OPENINGS	-18,954	-7,827	-19,442	-19,530	-19,000	-19,500
G-100-1010-1044 TAXATION CITY CENTRE	0	-4,549	0	-290,733	0	0
G-100-1010-1050 TAXATION - STRATFORD GEN HOSPITAL	-22,200	-22,200	-22,200	-22,200	-22,200	-22,000
G-100-1010-1055 TAXATION- UNIVERSITY OF WATERLOO	-12,075	-13,875	-15,600	-18,675	-15,600	-15,600
G-100-1010-1060 TAXATION - PERTH COUNTY JAIL	-3,750	-3,750	-3,750	-3,750	-3,750	-3,750
G-100-1010-1070 TAXATION - RAILWAYS	-5,893	-5,893	-5,893	-10,638	-5,900	-5,900
G-100-1010-1080 EDUCATION PORTION PIL	-137,450	-143,768	-200,307	0	-170,000	-170,650
G-100-1010-1710 FESTIVAL HYDRO DIVIDENDS/INTEREST	-2,249,565	-2,150,000	-1,967,948	-1,166,310	-2,150,000	-2,150,000
G-100-1010-7810 TRANSFER TO RESERVE	0	0	28,366	0	0	0
Total 1010 TAXATION, GENERAL GRANTS, FEST	-55,836,411	-57,416,218	-58,883,850	-60,752,043	-61,606,670	-62,235,420
Total 100 TAXATION AND GENERAL REVENUES	-55,836,411	-57,416,218	-58,883,850	-60,752,043	-61,606,670	-62,235,420
Total 100 TAXATION AND GENERAL REVENUES	-55,836,411	-57,416,218	-58,883,850	-60,752,043	-61,606,670	-62,235,420



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G121 City Clerk

Department/Division Overview:

The Clerk’s Office provides support services to Council, committees and city departments. The Clerk’s Office also provides corporate document records management services, administers municipal and school board elections, and delivers provincially delegated services to the public such as vital statistics, licensing, civil ceremonies, and commissioning of documents.

In addition, through contracted services, the Clerk’s Office operates parking enforcement and crossing guard services.

Key Activities for 2020:

- Commence web casting of Council, Committee and Sub-committee meetings.
- Working on the development of a “Community Safety and Well Being Plan” in coordination with the CAO’s office, including development of a new Advisory Committee.
- Commencing 2022 Municipal Election preparation.
- Continuing migration of the current electronic records management system to a new system.
- Continuing the review of the business licence by-law.
- Providing support to the Office of the Integrity Commissioner.
- Identifying additional records for routine disclosure to the public.
- Implementing strategic plan direction and council initiatives.

Most services provided by the Clerk’s Office are prescribed in legislation such as the *Municipal Act, 2001*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Vital Statistics Act*, and *Commissioner for the Taking of Affidavits Act*.

How This Work Plan Reflects Council’s Strategic Priorities

This plan will increase communication and awareness of items considered by Council through the web casting initiative. The development of a community safety plan will strengthen partnerships with the community and the services provided will enhance the quality of life of Stratford residents.

Significant Variances (2020 proposed budget vs prior year actuals):

There is a continuing trend of revenue loss as a result of service and demand changes. For example, there have been changes to the types of documents that can be commissioned.

Will the Services Offered by this Department/Division be impacted by

any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

121 CITY CLERK

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
121 CITY CLERK						
1122 COUNCIL INITIATIVES						
G-121-1122-3050 MATERIALS	712	712	1,097	0	0	0
Total 1122 COUNCIL INITIATIVES	712	712	1,097	0	0	0
1126 CITY CLERK'S ADMINISTRATION						
G-121-1126-1405 CLERKS USER FEES- RENTALS/FOI/COMMISSIONING	-21,337	-17,466	-14,862	-14,115	-20,000	-17,000
G-121-1126-1434 CLERKS - ADMIN FEE	-3,370	-937	-1,734	-419	-1,500	-1,000
G-121-1126-1435 CLERK - COMMISSIONING	-4,050	-4,325	-4,105	-2,900	-3,900	-3,900
G-121-1126-1437 CLERK - FREEDOM OF INFORMATION	-2,477	-367	-3,369	-704	-750	-1,000
G-121-1126-1438 CLERK- CIVIL CEREMONY	-8,394	-13,681	-11,247	-12,221	-14,500	-14,000
G-121-1126-1439 CLERK - ENCROACHMENT FEE	-2,168	-15,700	-2,170	-551	-16,000	-16,500
G-121-1126-1441 CLERK - MARRIAGE LICENCE	-24,500	-29,250	-27,375	-9,300	-31,000	-30,000
G-121-1126-1442 CLERK - LOTTERY LICENCE	-56,506	-52,206	-53,254	-40,995	-55,000	-54,000
G-121-1126-1443 CLERK - PET LICENCING	-446	-2,108	-1,639	-2,385	-2,400	-2,200
G-121-1126-1444 CLERK - BUSINESS LICENCES	-23,042	-21,016	-28,049	-30,027	-37,500	-32,000
G-121-1126-1770 RECOVERABLES	-2	0	0	0	0	0
G-121-1126-1810 CONTRIBUTION FROM RESERVE	-4,922	-1,750	-280	0	0	0
G-121-1126-1900 INTERFUNCTIONAL TRANSFERS	0	0	0	0	0	-32,000
G-121-1126-2100 F.T. SALARIES & WAGES	314,455	355,016	389,883	325,154	401,050	434,970
G-121-1126-2110 P.T. SALARIES & WAGES	46,342	477	622	18,751	0	0
G-121-1126-2500 F.T. BENEFITS	83,896	94,191	101,971	87,205	120,170	133,250
G-121-1126-2510 P.T. BENEFITS	3,915	130	-183	5,352	0	0
G-121-1126-3050 MATERIALS	9,600	9,600	9,605	644	14,000	15,600
G-121-1126-3070 OFFICE SUPPLIES AND PAPER	-588	726	1,155	3,750	3,100	3,100
G-121-1126-3090 PHOTOCOPIER EXPENSE	5,147	4,735	5,834	3,600	6,000	6,000
G-121-1126-3100 POSTAGE	3,259	3,455	3,889	2,885	4,000	4,000
G-121-1126-3110 PRINTING	0	387	685	433	1,500	1,000
G-121-1126-3130 PUBLICATIONS & SUBSCRIPTIONS	1,419	1,181	1,585	759	1,500	1,500
G-121-1126-4020 SERVICE CONTRACTS	0	0	0	0	6,600	6,600
G-121-1126-4035 CONFERENCES- ACCOMMODATIONS	352	637	0	933	1,500	1,500
G-121-1126-4036 CONFERENCES - EXPENSES	48	0	0	5	300	300

2020 DRAFT OPERATING BUDGET

121 CITY CLERK

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-121-1126-4037 CONFERENCES - REGISTRATION	766	0	198	717	1,500	1,500
G-121-1126-4038 CONFERENCES- TRAVEL/MILEAGE	0	0	0	163	600	600
G-121-1126-4040 CONSULTANTS	0	0	0	336	0	0
G-121-1126-4060 COURIER/FREIGHT	0	0	0	1,758	3,200	3,200
G-121-1126-4090 LEGAL	26,308	15,189	34,511	24,764	27,000	30,000
G-121-1126-4097 MEMBERSHIPS	765	1,554	606	806	1,800	1,500
G-121-1126-4100 SERVICES - OTHER	7,557	6,833	4,469	0	0	0
G-121-1126-4110 TELEPHONE	0	0	0	2,153	2,870	1,740
G-121-1126-4120 CELL PHONES	0	390	806	667	900	900
G-121-1126-4130 TOWN CRIER	23,871	21,881	26,975	18,999	25,000	25,000
G-121-1126-4140 TRAINING - REGISTRATION	3,057	2,497	2,151	422	5,500	5,500
G-121-1126-4141 TRAINING - MILEAGE	300	211	0	0	600	500
G-121-1126-4142 TRAINING - EXPENSES	694	731	69	0	500	500
G-121-1126-4144 TRAINING - AODA	0	0	2,840	0	0	0
G-121-1126-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	102	318	61	500	500
G-121-1126-4164 SPECIAL EVENTS	0	0	0	0	1,600	0
G-121-1126-5010 BANK, COLLECTION, CREDIT CARD FEES	-49	50	-6	38	0	50
G-121-1126-7810 TRANSFER TO RESERVES	2,000	6,000	7,300	0	0	0
G-121-1126-9010 OFFICE EQUIPMENT AND FURNISHINGS	309	30	5,127	2,266	1,500	1,500
Total 1126 CITY CLERK'S ADMINISTRATION	382,209	367,197	452,326	389,004	450,240	477,210
1128 ELECTION SERVICES						
G-121-1128-1770 RECOVERABLES	0	0	0	-356	0	0
G-121-1128-1810 TRANSFER FROM RESERVES	0	0	-129,196	-3,100	0	0
G-121-1128-2550 HONORARIUM	0	0	10,520	0	0	0
G-121-1128-3050 MATERIALS	4,998	1,832	85,522	5,411	6,000	5,000
G-121-1128-4020 SERVICE CONTRACTS	0	0	2,250	0	0	0
G-121-1128-4040 CONSULTANTS	0	0	30,904	0	0	0
G-121-1128-7810 TRANSFER TO RESERVES	40,000	45,000	50,000	55,000	55,000	55,000
Total 1128 ELECTION SERVICES	44,998	46,832	50,000	56,955	61,000	60,000
Total 121 CITY CLERK	427,919	414,741	503,423	445,959	511,240	537,210
Total 121 CITY CLERK	427,919	414,741	503,423	445,959	511,240	537,210



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G131 Financial & Treasury

Department/Division Overview:

The Finance & Treasury division is part of the Corporate Services Department, and includes six core functions: Finance, Taxation, Purchasing, Payroll, Customer Switchboard and Budget. Corporate Services administration is also included in this budget. Being service-oriented, approximately 78% of total expenditures are salaries and benefits.

How This Work Plan Reflects Council's Strategic Priorities

We will continue to be fair, transparent and hold the public's best financial interest in all of our policies and procedures.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variances. Reduction in part time salaries/benefits due to position being transferred to Infrastructure & Development Services.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

131 FINANCE & TREASURY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
131 FINANCE & TREASURY						
1132 TREASURY ADMINISTRATION						
G-131-1132-1360 INTEREST ON A/R ACCOUNTS	-6,198	-152	-2,335	-6,708	-3,600	-6,000
G-131-1132-1380 TAX CERTIFICATES	0	0	0	-20,910	-24,000	-24,000
G-131-1132-1405 USER FEES	-120	-30	0	0	0	0
G-131-1132-1570 DONATIONS	0	0	-4,551	-4,620	0	0
G-131-1132-1770 RECOVERABLES	25	-9	18	-5,000	-4,690	-4,760
G-131-1132-1810 CONTRIBUTION FROM RESERVE	0	-30,270	0	0	-82,020	-88,000
G-131-1132-1900 INTERFUNCTIONAL TRANSFERS	-155,059	-162,914	-214,864	0	-219,750	-220,550
G-131-1132-2100 F.T. SALARIES & WAGES	645,404	661,966	703,712	739,611	985,870	1,008,800
G-131-1132-2110 P.T. SALARIES & WAGES	51,154	3,419	0	5,338	32,000	0
G-131-1132-2500 F.T. BENEFITS	165,540	187,566	223,841	223,218	289,490	283,000
G-131-1132-2510 P.T. BENEFITS	12,381	281	5,631	911	8,000	0
G-131-1132-2700 OTHER PAYROLL EXPENSES	0	70	80	125	150	0
G-131-1132-3050 MATERIALS	0	0	4,551	2,959	0	5,000
G-131-1132-3070 OFFICE SUPPLIES AND PAPER	6,010	8,804	7,939	11,494	10,900	15,900
G-131-1132-3090 PHOTOCOPIER EXPENSE	4,359	5,044	4,355	3,283	4,300	4,500
G-131-1132-3100 POSTAGE	10,361	3,649	7,080	20,904	32,000	32,000
G-131-1132-3120 MEETING COSTS	0	902	87	326	1,000	1,000
G-131-1132-3130 PUBLICATIONS & SUBSCRIPTIONS	1,816	1,725	1,277	129	1,750	1,250
G-131-1132-4010 ADVERTISING	-37	0	0	0	0	0
G-131-1132-4020 SERVICE CONTRACTS	0	0	0	0	1,500	0
G-131-1132-4030 AUDIT	48,000	49,000	50,000	0	64,000	64,000
G-131-1132-4035 CONFERENCES	345	608	330	0	0	0
G-131-1132-4036 CONFERENCES-EXPENSES	0	0	12	0	0	0
G-131-1132-4037 CONFERENCES- REGISTRATIONS	0	253	0	0	0	0
G-131-1132-4038 CONFERENCES- TRAVEL/MILEAGE	0	309	173	0	0	0
G-131-1132-4040 CONSULTANTS	0	0	1,908	62,735	151,000	158,000
G-131-1132-4060 COURIER/FREIGHT	0	0	35	0	0	0
G-131-1132-4090 LEGAL	1,143	223	5,308	0	0	0

2020 DRAFT OPERATING BUDGET

131 FINANCE & TREASURY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-131-1132-4095 MAINTENANCE CONTRACTS	6,763	7,429	14,523	10,229	37,200	38,000
G-131-1132-4097 MEMBERSHIPS	5,238	5,274	5,518	5,762	7,060	6,500
G-131-1132-4100 SERVICES - OTHER	449	3,472	1,243	0	0	0
G-131-1132-4110 TELEPHONE - BASIC	63,892	68,217	77,209	12,418	7,940	4,880
G-131-1132-4115 TELEPHONE - LONG DISTANCE	5,873	2,070	1,194	0	0	0
G-131-1132-4120 TELEPHONE - CELL PHONES	0	485	806	667	900	900
G-131-1132-4140 TRAINING	8,409	1,754	5,663	6,000	24,000	24,000
G-131-1132-4141 TRAINING - MILEAGE	464	401	97	0	0	0
G-131-1132-4142 TRAINING - EXPENSES	332	753	0	0	0	0
G-131-1132-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	116	167	0	500	200
G-131-1132-5010 BANK, COLLECTION, CREDIT CARD FEES	64	153	612	0	0	0
G-131-1132-9010 OFFICE EQUIPMENT AND FURNISHINGS	404	4,280	81	92	7,500	10,000
Total 1132 TREASURY ADMINISTRATION	877,012	824,848	901,700	1,068,963	1,333,000	1,314,620
1133 ASSET MANAGEMENT						
G-131-1133-1810 CONTRIBUTION FROM RESERVE	-78,198	-105,971	0	0	0	0
G-131-1133-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-16,367	0	0	0
G-131-1133-2100 F.T. SALARIES & WAGES	60,177	70,701	11,816	0	0	0
G-131-1133-2500 F.T. BENEFITS	5,941	5,836	1,164	0	0	0
G-131-1133-3120 MEETING COSTS	20	47	0	0	0	0
G-131-1133-4037 CONFERENCES-REGISTRATION	804	1,053	0	0	0	0
G-131-1133-4095 MAINTENANCE CONTRACTS	8,705	3,272	3,387	0	0	0
G-131-1133-4141 TRAINING - MILEAGE	101	62	0	0	0	0
G-131-1133-7900 INTERFUNCTIONAL	2,450	0	0	0	0	0
Total 1133 ASSET MANAGEMENT	0	-25,000	0	0	0	0
1136 TAX SERVICES ADMINISTRATION						
G-131-1136-2100 F.T. SALARIES & WAGES	259,095	262,040	265,997	0	0	0
G-131-1136-2500 F.T. BENEFITS	72,993	73,434	74,262	0	0	0
G-131-1136-2700 OTHER PAYROLL EXPENSES	0	70	65	0	0	0
G-131-1136-3070 OFFICE SUPPLIES AND PAPER	531	959	1,167	0	0	0
G-131-1136-3100 POSTAGE	24,033	21,178	21,787	0	0	0

2020 DRAFT OPERATING BUDGET

131 FINANCE & TREASURY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-131-1136-3130 PUBLICATION & SUBSCRIPTIONS	118	107	121	0	0	0
G-131-1136-4036 CONFERENCES - EXPENSES	2,303	2,536	1,507	0	0	0
G-131-1136-4040 CONSULTANTS	0	0	1,607	0	0	0
G-131-1136-4090 LEGAL	-391	5,252	305	0	0	0
G-131-1136-4097 MEMBERSHIPS	209	214	219	0	0	0
G-131-1136-4100 SERVICES - OTHER	10	0	0	0	0	0
G-131-1136-4140 TRAINING - REGISTRATION	1,018	0	0	0	0	0
G-131-1136-4142 TRAINING - EXPENSES	260	0	0	0	0	0
Total 1136 TAX SERVICES ADMINISTRATION	360,179	365,790	367,037	0	0	0
1138 TAX BILLING & COLLECTIONS						
G-131-1138-1380 TAX CERTIFICATES	-26,840	-27,575	-24,001	0	0	0
G-131-1138-3070 OFFICE SUPPLIES, PAPER & STATIONERY	1,329	2,837	1,502	0	0	0
Total 1138 TAX BILLING & COLLECTIONS	-25,511	-24,738	-22,499	0	0	0
Total 131 FINANCE & TREASURY	1,211,680	1,140,900	1,246,238	1,068,963	1,333,000	1,314,620
Total 131 FINANCE & TREASURY	1,211,680	1,140,900	1,246,238	1,068,963	1,333,000	1,314,620



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G134 Information Technology

Department/Division Overview:

Information Technology Services (ITS) provides technology support to the entire City organization. It is a division within the Corporate Services Department. The IT division provides solutions that empower residents and City departments. IT's day-to-day responsibilities include managing technology projects and ensuring that the enterprise systems, applications, networks, end user devices, and communications systems, which support the operations of the City, are continuously available and operating effectively.

Key Activities for 2020:

- Financial Software Upgrades
- Office and Windows Upgrades
- Citizen Portal Initiation

How This Work Plan Reflects Council's Strategic Priorities

The services provided by IT division help City departments to achieve their technological goals. As IT division does not directly influence or contribute towards Strategic Priorities, it is a division that significantly contributes towards all four Strategic Priorities.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variance except GIS Technician position is moved to IT division.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

134 INFORMATION TECHNOLOGY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
134 INFORMATION TECHNOLOGY						
1230 IT ADMINISTRATION						
G-134-1230-1810 CONTRIBUTION FROM RESERVE	-1,001	0	0	0	0	0
G-134-1230-2100 F.T. SALARIES & WAGES	151,770	167,409	209,972	222,758	239,890	319,100
G-134-1230-2110 P.T. SALARIES AND WAGES	25,508	25,927	33,473	26,029	38,130	37,600
G-134-1230-2500 F.T. BENEFITS	41,770	45,488	58,713	63,536	66,700	87,720
G-134-1230-2510 P.T. BENEFITS	4,824	4,819	3,736	4,509	8,020	9,630
G-134-1230-2700 OTHER PAYROLL EXPENSES	0	0	50	0	150	0
G-134-1230-3050 MATERIALS	0	6	0	0	0	0
G-134-1230-3070 OFFICE SUPPLIES AND PAPER	546	202	313	493	1,000	1,000
G-134-1230-3120 MEALS & MEETING COSTS---Meeting Costs	0	58	0	0	280	280
G-134-1230-4020 SERVICE CONTRACTS	0	0	0	169,827	248,700	248,700
G-134-1230-4035 CONFERENCES - ACCOMMODATIONS	1,096	1,275	0	756	5,100	6,000
G-134-1230-4036 CONFERENCES - EXPENSES	0	102	409	0	200	200
G-134-1230-4037 CONFERENCES - REGISTRATION	1,803	3,044	2,475	1,192	5,200	5,800
G-134-1230-4038 CONFERENCES - TRAVEL/MILEAGE	302	1,062	1,032	229	2,600	2,300
G-134-1230-4097 MEMBERSHIPS	0	908	0	15	12,100	4,000
G-134-1230-4100 SERVICES - OTHER	285,366	210,929	233,726	0	0	0
G-134-1230-4140 TRAINING - REGISTRATION	0	190	0	0	6,000	6,000
G-134-1230-4142 TRAINING - EXPENSES	112	0	397	0	0	0
Total 1230 IT ADMINISTRATION	512,096	461,419	544,296	489,344	634,070	728,330
1232 IT Services - Outside Agencies						
G-134-1232-1770 RECOVERABLES	-21,000	-8,400	-8,400	-6,300	0	0
Total 1232 IT Services - Outside Agencies	-21,000	-8,400	-8,400	-6,300	0	0
1234 IT MAINTENANCE & SUPPORT						
G-134-1234-1405 USER FEES	-54	-707	-497	-224	0	0
G-134-1234-1425 INFORMATION TECHNOLOGY -IT MAINTEN	-4,819	-4,819	-4,819	-4,016	0	0
G-134-1234-1770 RECOVERABLES	-6,571	-11,800	0	-5,080	-8,400	-9,620
G-134-1234-1900 INTERFUNCTIONAL TRANSFER	-86,661	-84,788	-148,696	-110,775	-205,600	-176,600

2020 DRAFT OPERATING BUDGET

134 INFORMATION TECHNOLOGY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-134-1234-3090 PHOTOCOPIES	255	670	230	154	650	650
G-134-1234-4036 CONFERENCES - Expenses	0	0	498	0	0	0
G-134-1234-4040 CONSULTANTS	0	0	0	0	60,000	60,000
G-134-1234-4095 SUPPORT & MAINTENANCE CONTRACTS	218,544	245,371	281,743	174,863	217,800	335,840
G-134-1234-4100 SERVICES - OTHER	0	8,610	0	0	0	0
G-134-1234-4110 TELEPHONE-BASIC	0	0	0	1,320	1,760	1,390
G-134-1234-4115 TELEPHONE - LONG DISTANCE	0	0	0	740	0	0
G-134-1234-4120 TELEPHONE - CELL PHONES	4,612	0	-48,081	-12,755	1,980	-13,140
G-134-1234-4122 DATA TELECOMMUNICATIONS	57,615	45,667	66,543	40,983	66,540	66,540
G-134-1234-4125 INTERNET	12,211	12,211	12,343	9,158	13,800	13,800
G-134-1234-7810 TRANSFER TO RESERVES	80,000	85,000	0	0	0	0
G-134-1234-7820 TRANSFER TO RESERVE FUNDS	0	0	133,081	155,570	155,570	155,570
G-134-1234-9030 EQUIPMENT PURCHASES-OTHER DEPTS	29,445	72,701	40,459	19,865	27,300	0
Total 1234 IT MAINTENANCE & SUPPORT	304,577	368,116	332,804	269,803	331,400	434,430
Total 134 INFORMATION TECHNOLOGY	795,673	821,135	868,700	752,847	965,470	1,162,760
Total 134 INFORMATION TECHNOLOGY	795,673	821,135	868,700	752,847	965,470	1,162,760



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G135 Parking

Department/Division Overview:

The Parking Division of the Clerk's Office/Corporate Services Department is responsible for enforcing certain provisions of the City's Traffic and Parking By-law 159-2008, receiving payments for fines and issuing monthly parking permits for municipal downtown parking lots.

A Downtown Parking Study was undertaken in 2016 and staff continues to work with the Infrastructure and Development Services Department and Information Technology to implement changes to downtown parking operations including use of technology, and upgrading infrastructure and signage.

Key Activities for 2020:

- Continue implementation of the Smart Parking Project and review of the analytics gathered to guide changes to parking time limits and rates.
- Implement mobile parking payment system in the downtown core.
- Continue review of the Erie Street parking lot improvement project, including finalizing a design and issuing a tender subject to Council direction.
- Review extension of parking enforcement until 8:00 pm Monday-Saturday and on Sundays.
- Review parking rates and fine amounts.
- Enhance the pay by licence plate machines by adding shelters and hard wiring units, where feasible.

How This Work Plan Reflects Council's Strategic Priorities

This work plan assists in meeting the "developing our resources" priority and the "mobility, accessibility and design excellence" priority. The goal of this work plan is to improve upon current assets while also implementing additional technologies to improve the "parking experience".

Significant Variances (2020 proposed budget vs prior year actuals):

Increased costs are associated with maintenance contracts as new technology is implemented and parking infrastructure continues to age.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

135 PARKING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
135 PARKING						
3411 PARKING CONTROL ADMINISTRATION						
G-135-3411-1335 PARKING REVENUE - PERMITS	-856,900	-869,421	-976,713	-677,867	-948,140	-900,000
G-135-3411-1480 PARKING TICKET/FINES/HOOD RENTAL	-188,707	-180,678	-170,669	-87,442	-170,000	-170,000
G-135-3411-1820 CONTRIBUTION FROM RESERVE FUNDS	-436,115	-423,739	0	0	0	0
G-135-3411-2100 F.T. SALARIES & WAGES	81,622	73,178	76,399	61,308	79,420	55,510
G-135-3411-2500 F.T. BENEFITS	27,787	30,059	30,584	23,959	27,990	21,100
G-135-3411-3040 HYDRO	395	409	366	249	500	500
G-135-3411-3050 MATERIALS	1,531	3,771	4,388	4,607	5,200	7,200
G-135-3411-3070 OFFICE SUPPLIES AND PAPER	13,089	7,487	6,085	4,086	6,500	8,700
G-135-3411-3090 PHOTOCOPIER EXPENSE	0	0	0	0	1,000	1,000
G-135-3411-3100 POSTAGE	3,573	3,330	3,471	1,318	3,500	3,500
G-135-3411-3180 VEHICLE - FUEL	0	0	0	292	0	0
G-135-3411-4010 ADVERTISING	0	267	1,191	0	1,500	1,000
G-135-3411-4040 CONSULTANTS	35,535	9,450	916	0	10,000	10,000
G-135-3411-4050 CONTRACTORS	105,439	115,448	107,477	83,446	188,140	187,570
G-135-3411-4090 LEGAL	0	0	1,988	448	3,000	3,000
G-135-3411-4095 MAINTENANCE CONTRACTS	8,150	39,178	33,712	23,898	19,900	76,800
G-135-3411-4100 SERVICES - OTHER	234	0	4,900	0	0	0
G-135-3411-4110 TELEPHONE	0	0	0	660	880	700
G-135-3411-4120 TELEPHONE - CELL PHONE	1,040	2,620	3,220	2,435	4,150	3,600
G-135-3411-4140 TRAINING-REGISTRATION	695	0	0	0	0	0
G-135-3411-5010 BANK, COLLECTION, CREDIT CARD FEES	0	2,438	934	5,369	5,650	7,700
G-135-3411-7820 TRANSFER TO RESERVE FUNDS	821,973	818,902	422,594	0	216,810	124,420
G-135-3411-7900 INTERFUNCTIONAL TRANSFER	75,681	53,649	70,901	0	128,500	137,200
Total 3411 PARKING CONTROL ADMINISTRATION	-304,978	-313,652	-378,256	-553,234	-415,500	-420,500

2020 DRAFT OPERATING BUDGET

135 PARKING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
3450 PARKING LOT FACILITIES						
G-135-3450-2100 F.T. SALARIES & WAGES	10,160	9,560	22,574	75	0	0
G-135-3450-2110 P.T. SALARIES & WAGES	58	464	52	0	0	0
G-135-3450-2500 F.T. BENEFITS	2,573	2,652	6,321	21	0	0
G-135-3450-2510 P.T. BENEFITS	9	111	8	0	0	0
G-135-3450-3050 MATERIALS	210	1,238	14,328	69	10,000	10,000
G-135-3450-3190 VEHICLE - REPAIRS & EXPENSES	1,708	0	0	0	0	0
G-135-3450-4050 CONTRACTORS	10,828	14,239	31,837	18,083	20,000	25,000
G-135-3450-4100 SERVICES - OTHER	1,203	1,476	9,042	0	0	0
G-135-3450-5040 RENTAL OF BLDG, MACHINERY & EQUIP	30,000	30,890	30,000	30,500	35,500	35,500
G-135-3450-7850 CITY OWNED RENTAL EXPENSE	3,231	3,026	9,996	6	0	0
Total 3450 PARKING LOT FACILITIES	59,980	63,656	124,158	48,754	65,500	70,500
Total 135 PARKING	-244,998	-249,996	-254,098	-504,480	-350,000	-350,000
Total 135 PARKING	-244,998	-249,996	-254,098	-504,480	-350,000	-350,000



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G136 Crossing Guards

Department/Division Overview:

Crossing Guards is a division within the Clerk's Office/Corporate Services Department. Crossing Guards provide safe crossing for students, from Junior Kindergarten to Grade 6, who walk to and from school.

Key Activities for 2020:

Conduct a crossing warrant at St. Vincent Street and Patricia Road.

How This Work Plan Reflects Council's Strategic Priorities

This work plan assists in meeting the mobility, accessibility and design excellence priority. By providing crossing guard services, the City is offering a safe way for children to cross specific intersections on their way to and from school which assists in reducing the number of parents driving their children to school.

Significant Variances (2020 proposed budget vs prior year actuals):

Funds in the amount of \$13,000 have been allocated for the purpose of securing a contractor to provide additional winter maintenance at crossing guard locations to address safety concerns.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

136 CROSSING GUARDS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
136 CROSSING GUARDS						
3191 CROSSING GUARD ADMINISTRATION						
G-136-3191-4100 SERVICES - OTHER	0	684	0	0	0	0
Total 3191 CROSSING GUARD ADMINISTRATION	0	684	0	0	0	0
3192 CROSSING GUARD PROTECTION						
G-136-3192-3050 MATERIALS	1,042	1,444	1,576	252	1,630	1,600
G-136-3192-4040 CONSULTANTS	0	0	0	0	5,000	0
G-136-3192-4050 CONTRACTORS	134,136	131,075	200,498	130,174	230,360	231,880
G-136-3192-4100 SERVICES - OTHER	0	0	355	0	0	0
G-136-3192-9030 EQUIPMENT PURCHASES	1,688	2,010	2,197	10,228	2,000	5,000
Total 3192 CROSSING GUARD PROTECTION	136,866	134,529	204,626	140,654	238,990	238,480
Total 136 CROSSING GUARDS	136,866	135,213	204,626	140,654	238,990	238,480
Total 136 CROSSING GUARDS	136,866	135,213	204,626	140,654	238,990	238,480



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G139 General Government

Department/Division Overview:

This budget reflects general corporate revenue and expenditures.

Significant Variances (2020 proposed budget vs prior year actuals):

- Reduced tax interest, supplementals and adjustments
- Increased debt servicing

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

139 GENERAL GOVERNMENT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
139 GENERAL GOVERNMENT						
1240 TAXES - INTEREST, SUPPS, ADJUST						
G-139-1240-1045 SUPPLEMENTARIES	-467,275	-1,111,130	-1,381,904	-1,513,064	-1,100,000	-1,000,000
G-139-1240-1510 PENALTIES AND INTEREST ON TAXES	-433,987	-404,342	-428,613	-345,282	-420,000	-402,000
G-139-1240-1810 TRANSFER FROM RESERVE	-300,000	0	0	0	0	0
G-139-1240-5010 BANK, COLLECTION, CREDIT CARD FEES	2,181	0	0	0	0	0
G-139-1240-5050 PROPERTY TAX ADJUSTMENTS	1,597,279	1,342,869	812,834	719,371	1,100,000	1,000,000
G-139-1240-7810 TRANSFER TO RESERVE	100,000	135,000	150,000	0	0	0
Total 1240 TAXES - INTEREST, SUPPS, ADJUST	498,198	-37,603	-847,683	-1,138,975	-420,000	-402,000
1241 DEBT SERVICING						
G-139-1241-1570 DEBT SERVICE-Donations	-49,286	-45,182	-35,240	-180	0	0
G-139-1241-1810 CONTRIBUTION FROM RESERVES	-2,616,723	-2,569,911	0	0	0	0
G-139-1241-1820 CONTRIBUTIONS FROM RESERVE FUNDS	-734,206	-635,832	-3,070,269	0	0	0
G-139-1241-3100 POSTAGE	0	0	10	0	0	0
G-139-1241-5010 BANK, COLLECTION, CREDIT CARD FEES	1,291	1,857	22,597	65,848	0	0
G-139-1241-5030 INTEREST ON LONG-TERM DEBT	2,511,119	2,318,042	2,144,659	251,427	429,300	507,490
G-139-1241-5035 PRINCIPAL REPAYMENT LT DEBT	6,056,120	6,017,001	5,973,638	740,918	1,115,320	1,497,840
G-139-1241-5036 UNFINANCED CAPITAL PAYMENT	0	0	302,708	0	0	0
Total 1241 DEBT SERVICING	5,168,315	5,085,975	5,338,103	1,058,013	1,544,620	2,005,330
1242 CASH MANAGEMENT						
G-139-1242-1560 INVESTMENT AND INTEREST INCOME	-223,571	-233,182	-380,359	-214,063	-318,260	-320,520
G-139-1242-5010 BANK, OPER LOAN INTEREST, COLLECTION &	14,539	16,447	46,814	0	0	0
Total 1242 CASH MANAGEMENT	-209,032	-216,735	-333,545	-214,063	-318,260	-320,520
1244 PROVINCIAL OFFENCES ACT						
G-139-1244-1250 POA REVENUE	-286,157	-150,000	-170,367	-26,040	-168,740	-168,730
G-139-1244-4100 SERVICES - OTHER	15,180	16,220	15,106	0	0	0
G-139-1244-5010 BANK, COLLECTION & CREDIT CARD FEES	0	0	0	9,686	16,600	16,600
Total 1244 PROVINCIAL OFFENCES ACT	-270,977	-133,780	-155,261	-16,354	-152,140	-152,130

2020 DRAFT OPERATING BUDGET

139 GENERAL GOVERNMENT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
1247 EMERGENCY EVENTS						
G-139-1247-2100 F.T. SALARIES & WAGES	0	0	0	13,501	0	0
G-139-1247-2500 F.T. BENEFITS	0	0	0	1,209	0	0
G-139-1247-3050 MATERIALS	0	0	0	1,315	0	0
G-139-1247-4040 CONSULTANTS	0	0	0	92,208	0	0
G-139-1247-4090 LEGAL	0	0	0	152,771	0	0
Total 1247 EMERGENCY EVENTS	0	0	0	261,004	0	0
1248 OTHER FINANCIAL SERVICES						
G-139-1248-1130 ONTARIO GRANTS	-3,900	3,900	-699,149	-1,225,730	0	0
G-139-1248-1560 INVESTMENT AND INTEREST INCOME	0	0	-546	0	0	0
G-139-1248-1570 GENERAL FINANCIAL-Donations	-5,000	0	0	0	0	0
G-139-1248-1750 SALES OF LAND	-266,884	-1,293,655	-4,495,703	-16,950	0	0
G-139-1248-1770 MISC. OTHER REVENUE	-97,809	-243,090	-193,409	-92,231	-14,230	-14,130
G-139-1248-1810 CONTRIBUTION FROM RESERVES	-825,442	-92,134	-19,807,268	0	0	0
G-139-1248-1820 CONTRIBUTION FROM RESERVE FUNDS	-111,871	0	-51,928	0	0	0
G-139-1248-1900 INTERFUNCTIONAL TRANSFERS	-105,000	-106,575	-107,910	-110,000	-119,940	-111,960
G-139-1248-2700 OTHER PAYROLL EXPENSES	-1,028	0	0	0	0	0
G-139-1248-4040 CONSULTANTS	5,851	0	7,663	1,297	0	0
G-139-1248-4050 CONTRACTORS	119,826	6,296	10,201	0	0	0
G-139-1248-4080 INSURANCE PREMIUMS	713,403	715,818	779,859	551,964	553,900	606,920
G-139-1248-4081 INSURANCE CLAIMS-ADJUSTER FEES	8,453	5,496	5,346	5,763	10,000	10,000
G-139-1248-4085 INSURANCE CLAIMS	209,320	133,033	169,039	115,828	170,000	186,000
G-139-1248-4090 LEGAL	46,740	55,341	77,408	73,000	165,000	150,000
G-139-1248-4100 SERVICES - OTHER	1,812	32,471	1,250	0	0	0
G-139-1248-4164 SPECIAL EVENTS/PROJECTS	0	0	5,183	42,682	0	0
G-139-1248-5010 BANK, COLLECTION, CREDIT CARD FEES	439	2,981	-4,158	31,196	46,500	46,500
G-139-1248-7810 TRANSFER TO RESERVES	439,854	612,755	941,820	1,122,447	625,000	625,000
G-139-1248-7820 TRANSFER TO RESERVE FUNDS	270,670	1,250,045	24,963,257	728,283	0	0
Total 1248 OTHER FINANCIAL SERVICES	399,434	1,082,682	1,600,955	1,227,549	1,436,230	1,498,330
Total 139 GENERAL GOVERNMENT	5,585,938	5,780,539	5,602,569	1,177,174	2,090,450	2,629,010
Total 139 GENERAL GOVERNMENT	5,585,938	5,780,539	5,602,569	1,177,174	2,090,450	2,629,010



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G513 Industrial Land Servicing

Department/Division Overview:

This department reflects revenue and expenditures related to the sale of the City's industrial land located on Wright Blvd. Net revenue (after deducting all costs for each transaction) is transferred to the Industrial Land Reserve at year-end.

The Industrial Land Reserve also pays the debt servicing costs that have been financed by long term debt with maturities in 2025 and 2026.

Key Activities for 2020:

As approved by Council.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variances.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

513 INDUSTRIAL LAND SERVICING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
513 INDUSTRIAL LAND SERVICING						
5130 ADMIN						
G-513-5130-1750 LAND SALES	0	0	0	0	-2,758,000	0
G-513-5130-1820 CONTRIBUTION FROM RESERVE FUND	0	0	0	-68,905	-409,910	-400,540
G-513-5130-4050 CONTRACTORS	0	0	0	68,905	0	0
G-513-5130-4090 LEGAL	0	0	0	4,054	137,900	0
G-513-5130-5030 INTEREST ON LTD	0	0	0	41,231	78,970	68,800
G-513-5130-5035 PRINCIPAL ON LTD	0	0	0	168,138	330,940	331,740
G-513-5130-7820 TRANSFER TO RESERVE FUND	0	0	0	0	2,620,100	0
Total 5130 ADMIN	0	0	0	213,423	0	0
Total 513 INDUSTRIAL LAND SERVICING				213,423		
Total 513 INDUSTRIAL LAND SERVICING				213,423		



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G810 Requisitions from Others

Department/Division Overview:

This budget reflects required payments made to outside agencies. The costs included in this budget are apportioned in different ways based on specific agreements or legislation.

Key Activities for 2020:

Municipal Property Assessment Services (MPAC):

- Cost is based on legislated provincial assessment apportionment.

Perth District Health Unit (PDHU), Ambulance Services and Spruce Lodge:

- Cost shared between the City of Stratford, the County of Perth and Town of St. Marys, based on weighted assessment.

Stratford-Perth Archives:

- Cost is based on agreement at 44% Stratford/56% County.

Stratford Perth Museum:

- Cost is based on agreement at 60% Stratford/40% County of Perth, with an annual increase based on CPI.

Stratford Tourism Alliance (STA):

- STA has requested the same level of funding from the City as 2019 (\$560,000) - the remaining amount in this budget (\$49,520) represents City costs to provide custodial services for STA location at 47 Downie St.

Annexation Agreement:

- Compensation payments are made under two annexation agreements to the Townships of Perth South and Perth East. New properties will be annexed in 2020.

County Roads Agreement:

- This cost is shared between the City of Stratford and the County of Perth and is based on weighted assessment.

Stratford Economic Enterprise Development Corporation (SEEDCo)

- SEEDCo has requested an increase of 2.2%, consisting of \$514,414 for provision of economic development services and \$108,202 for Stratford-Perth Centre for Business operations.

2020 DRAFT OPERATING BUDGET

810 REQUISITIONS FROM OTHERS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
810 REQUISITIONS FROM OTHERS						
1142 PROPERTY ASSESSMENT SERVICES						
G-810-1142-6030 MPAC	394,314	399,287	403,340	408,440	408,440	420,690
Total 1142 PROPERTY ASSESSMENT SERVICES	394,314	399,287	403,340	408,440	408,440	420,690
5100 PERTH DISTRICT HEALTH UNIT						
G-810-5100-6010 GRANTS TO CHARITIES AND OTHER ORGA	699,126	673,009	658,232	0	0	0
G-810-5100-6035 EXTERNAL AGENCIES	0	0	0	602,355	662,980	729,280
Total 5100 PERTH DISTRICT HEALTH UNIT	699,126	673,009	658,232	602,355	662,980	729,280
5300 AMBULANCE SERVICES						
G-810-5300-6010 GRANTS TO CHARITIES AND OTHER ORGA	2,667,033	2,658,684	2,785,085	0	0	0
G-810-5300-6035 EXTERNAL AGENCIES	0	0	0	2,320,904	2,667,850	2,747,890
Total 5300 AMBULANCE SERVICES	2,667,033	2,658,684	2,785,085	2,320,904	2,667,850	2,747,890
6200 SPRUCE LODGE						
G-810-6200-6010 GRANTS TO CHARITIES AND OTHER ORGA	485,478	491,923	490,289	0	0	0
G-810-6200-6035 EXTERNAL AGENCIES	0	0	0	367,663	490,210	504,920
Total 6200 SPRUCE LODGE	485,478	491,923	490,289	367,663	490,210	504,920
7500 STRATFORD/PERTH ARCHIVES						
G-810-7500-6010 GRANTS TO CHARITIES & OTHER ORGANI	285,332	297,822	307,504	0	0	0
G-810-7500-6035 EXTERNAL AGENCIES	0	0	0	256,253	320,710	330,330
Total 7500 STRATFORD/PERTH ARCHIVES	285,332	297,822	307,504	256,253	320,710	330,330
7504 STRATFORD PERTH MUSEUM						
G-810-7504-6010 GRANTS TO CHARITIES & OTHER ORGANI	139,922	142,422	144,600	0	0	0
G-810-7504-6035 EXTERNAL AGENCIES	0	0	0	147,800	147,800	152,230
Total 7504 STRATFORD PERTH MUSEUM	139,922	142,422	144,600	147,800	147,800	152,230

2020 DRAFT OPERATING BUDGET

810 REQUISITIONS FROM OTHERS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
8217 STRATFORD TOURISM ALLIANCE						
G-810-8217-2100 F.T. SALARIES & WAGES	0	331	349	14,255	0	0
G-810-8217-2500 F.T. BENEFITS	1,163	630	283	4,805	0	0
G-810-8217-6010 GRANTS TO CHARITIES & OTHER ORGANIZATIONS	500,000	535,000	545,500	0	0	0
G-810-8217-6035 EXTERNAL AGENCIES	0	0	0	560,000	560,000	560,000
G-810-8217-7900 INTERFUNCTIONAL	0	0	47,819	0	48,780	49,520
Total 8217 STRATFORD TOURISM ALLIANCE	501,163	535,961	593,951	579,060	608,780	609,520
8219 ANNEXATION AGREEMENT						
G-810-8219-6010 GRANTS TO CHARITIES AND OTHER ORGANIZATIONS	606,680	628,416	655,022	0	0	0
G-810-8219-6035 EXTERNAL AGENCIES	0	0	0	517,516	693,000	816,000
Total 8219 ANNEXATION AGREEMENT	606,680	628,416	655,022	517,516	693,000	816,000
8221 COUNTY ROADS AGREEMENT						
G-810-8221-6010 REQUISITIONS -COUNTY ROADS AGREEMENT	1,960,456	1,861,036	1,900,000	0	0	0
G-810-8221-6035 EXTERNAL AGENCIES	0	0	0	1,559,317	1,872,650	1,928,830
Total 8221 COUNTY ROADS AGREEMENT	1,960,456	1,861,036	1,900,000	1,559,317	1,872,650	1,928,830
8222 SEED CO						
G-810-8222-6010 GRANTS TO CHARITIES AND OTHER ORGANIZATIONS	576,115	585,557	597,300	0	0	0
G-810-8222-6035 EXTERNAL AGENCIES	0	0	0	0	609,210	622,620
Total 8222 SEED CO	576,115	585,557	597,300	0	609,210	622,620
Total 810 REQUISITIONS FROM OTHERS	8,315,619	8,274,117	8,535,323	6,759,308	8,481,630	8,862,310
Total 810 REQUISITIONS FROM OTHERS	8,315,619	8,274,117	8,535,323	6,759,308	8,481,630	8,862,310



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G820 Committees of Council

Department/Division Overview:

This budget reflects the expenses of the City's Ad Hoc Committees, including hours for 2 Clerk's Office staff members who function as Recording Secretaries for these committees.

Key Activities for 2020:

A brief summary is outlined below. 2019 Annual Reports for each Advisory Committee will be presented to the appropriate sub-committee.

Highlights of 2020 Advisory Committee Budget Requests:

Expenses for each committee such as salaries, benefits and office supplies represent costs incurred in G121 Clerks Office budget. Reserve balances for advisory committees have all been utilized in 2019 and 2020.

Committee budget requests are as follows:

Active Transportation Advisory Committee (ATAC):

The City was successful in securing \$60,000 through Green Communities Canada Ontario Active School Travel Fund in order to retain a temporary School Travel Planning Facilitator. Funding will flow to the City 50% in 2019 and 50% in 2020. The grant and relevant expenditures will be showing in the ATAC budget for those years.

ATAC is requesting \$9,000 as follows:

School Travel Plan – materials to support the activities and provide prizes for participation in the Walk and wheel events	\$3,000
Bike Racks – bike parking expansion including parks and playgrounds	4,000
Map – active transportation map design	2,000

Clerk's Office costs for this committee total an additional \$7,380.

Heritage Stratford Advisory Committee (HSAC):

HSAC are requesting \$12,930 as follows:

Designation/Historical Plaques, miscellaneous	\$2,200
Research, writing for designations, at-risk buildings, properties of heritage interest inventory, potential Heritage Conservation Districts; other research reports; photography	9,000
2020 Architectural Conservancy of Ontario Conference; other Heritage Workshops	1,500
Memberships - Architectural Conservancy of Ontario; National Trust for Canada	230

Clerk's Office costs for this committee total an additional \$7,470.

Shared Services Committee:

This committee is only allotted budget for Recording Secretary services in the amount of \$380.

Election Audit Compliance Committee:

This committee did not meet in 2019, as no complaints were filed. Recommending 0 budget for 2020.

Accessibility Advisory Committee (AAC):

AAC are requesting \$2,800 as follows:

Promotional Items	\$ 700
Travel expenses, meals for meetings	900
Accessibility events, shows, accessible items for citizen use within the City such as park benches, educational items	1,200

Clerk's Office costs for this committee total an additional \$6,950.

Energy & Environment Advisory Committee (E & E):

E & E are requesting \$18,500 as follows:

Promotional items for Home Show, Garden Show, educational items for schools, GREEN School Program, Bee City garden, zero waste promotion, plantings at Avon River Crib Wall	\$3,750
Miscellaneous meeting costs	500
Avon River Naturalization Projects in conjunction with Upper Thames River Conservation Authority	10,000
Partnerships in events such as Trashion Week, Green Week, SoupsOn, tree plantings, Terra Cycle, Invasive species at TJ Dolan	4,250

Clerk's Office costs for this committee total an additional \$6,610.

Stratford Youth Advisory Committee:

A budget has been estimated for this committee based on a full year of operation. Staff will be requesting Council's direction on the continuation of this committee, as we have been unsuccessful in securing members.

Stratford Town & Gown Advisory Committee (T & G):

T & G are requesting \$4,300 as follows:

Miscellaneous materials	\$ 200
Miscellaneous meeting costs	100
Annual Town & Gown Association Symposium registration, accommodations, travel	1,700
Membership – Town & Gown Association	300
Student Welcome & Engagement Events (fall and winter semester), promotional items	2,000

Clerk's Office costs for this committee total an additional \$5,710.

Ad Hoc Citizen's Advisory Committee on Council Remuneration:

This committee has reported to Council and completed its mandate. No budget has been included for 2020.

Stratfords of the World (SOW):

The 2020 Stratfords of the World Reunion will be held in Stratford Ontario. SOW have submitted the attached budget for the event in the amount of \$43,000. They are requesting \$17,000 to supplement their anticipated revenue, of which \$7,340 in reserves can be used, for a net 2020 budget request of \$9,660.

Clerk's Office costs for this committee total an additional \$3,030.

Communities in Bloom (CIB):

CIB are requesting \$10,000 as follows:

Miscellaneous Items for events such as trees, flowers, building materials, educational items	\$4,500
Miscellaneous meeting costs	500
Promotional items, committee pins, newspaper ads	1,000
Projects such as tree plantings, symposium costs, signage, flowerbed upgrades, beautification	4,000

Clerk's Office costs for this committee total an additional \$6,690.

An amount of \$700 has also been included in this budget to reimburse Community Services for electrical services to install and remove decorations.

A remaining reserve balance of \$6,360 will be used in 2020 to offset costs.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

Stratfords of the World Reunion Estimated costs 2020				Income	cost
Registrations	based on 80 delegates @ \$325			\$26,000	
City Budget request				\$9,660	
City Reserve				\$7,340	
Tours	2 all day buses and meals St Jacobs/Kettle Point Pow Wow				\$8,000
	theatre backstage/ warehouse/garden/ new theatre				\$2,500
	City bus to shuttle to venues for tours				\$400
	STA walking tours				\$1,500
	city tour on city bus				\$300
Meals	Paul Flek Marquee				\$5,000
	Lunch after garden dedication				\$2,000
	Lunch snack etc for arrival				\$2,000
	Water/snacks for days out and concert rehursals				\$3,000
	Farwell breakfast				\$2,000
	Museum BBQ				\$2,000
Room Rental	Paul Fleck for banquet				\$1,500
	country club registration				\$100
Production company for concert					\$500
Museum					\$500
Theatre Tickets					\$4,000
Shirts and bags					\$5,000
Printing/office supplies					\$1,500
Miscellaneous	decorations/flags/gifts/ other promotional items				\$2,000
				\$43,000	\$43,800
This is an estimate of our costs for 2020. We will be seeking sponsorships and advertizing to offset costs.					
These numbers are based on 2018/19 costs					

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
820 COMMITTEES OF COUNCIL						
2250 PARKS PATROL						
G-820-2250-2110 PART TIME SALARIES & WAGES	30,818	31,110	29,449	0	0	0
G-820-2250-2500 F.T. BENEFITS	297	305	289	0	0	0
G-820-2250-2510 P.T. BENEFITS	2,798	2,702	2,556	0	0	0
Total 2250 PARKS PATROL	33,913	34,117	32,294	0	0	0
2500 911 DISPATCHING						
G-820-2500-4100 SERVICES - OTHER	14,921	15,131	14,871	0	0	0
Total 2500 911 DISPATCHING	14,921	15,131	14,871	0	0	0
7260 ACTIVE TRANSPORTATION						
G-820-7260-1120 CANADA GRANT - GREEN COMMUNITIES	0	0	0	-30,000	0	-35,000
G-820-7260-1810 CONTRIBUTION FROM RESERVES	-2,939	-356	0	-9,393	-9,390	0
G-820-7260-2100 F.T. SALARIES & WAGES	0	0	0	0	0	30,610
G-820-7260-2110 P.T. SALARIES & WAGES	5,000	5,000	5,100	5,166	5,000	5,000
G-820-7260-2500 F.T. BENEFITS	0	0	0	52	0	2,960
G-820-7260-2510 P.T. BENEFITS	1,800	1,800	1,800	461	1,480	1,480
G-820-7260-3050 MATERIALS	0	0	0	44	1,000	9,000
G-820-7260-3070 OFFICE SUPPLIES AND PAPER	450	450	450	0	300	450
G-820-7260-3120 MEETING COSTS	0	0	0	0	500	0
G-820-7260-4036 CONFERENCES-EXPENSES	0	0	0	0	1,000	0
G-820-7260-4100 SERVICES - OTHER	2,939	7,856	1,541	0	0	0
G-820-7260-4130 TOWN CRIER	450	450	450	0	300	450
G-820-7260-4160 SPECIAL PROJECTS	0	0	0	501	15,000	4,390
G-820-7260-7810 TRANSFER TO RESERVES	7,500	0	0	0	0	0
Total 7260 ACTIVE TRANSPORTATION	15,200	15,200	9,341	-33,169	15,190	19,340

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7502 HERITAGE STFD (LACAC)						
G-820-7502-1810 CONTRIBUTIONS FROM RESERVES	-4,000	0	0	-4,350	-4,350	0
G-820-7502-2110 P.T. SALARIES & WAGES	4,376	4,278	4,900	0	4,930	5,060
G-820-7502-2510 P.T. BENEFITS	450	1,028	1,400	0	1,400	1,510
G-820-7502-3050 MATERIALS	0	0	0	1,451	4,400	12,930
G-820-7502-3070 OFFICE SUPPLIES AND PAPER	450	450	450	0	300	450
G-820-7502-3100 POSTAGE	0	145	0	0	0	0
G-820-7502-4020 SERVICE CONTRACTS	0	0	0	0	9,000	0
G-820-7502-4036 CONFERENCES-EXPENSES	0	0	0	0	3,000	0
G-820-7502-4097 MEMBERSHIPS	0	0	0	75	700	0
G-820-7502-4100 SERVICES - OTHER	9,888	4,131	1,312	0	0	0
G-820-7502-4130 TOWN CRIER	450	450	450	0	300	450
Total 7502 HERITAGE STFD (LACAC)	11,614	10,482	8,512	-2,824	19,680	20,400
7506 2017 SESQUICENTENNIAL						
G-820-7506-1570 DONATIONS	0	-2,000	0	0	0	0
G-820-7506-1580 2017 SESQUICENTENNIAL-SPONSORSHIP	0	-30,758	0	0	0	0
G-820-7506-1810 CONTRIBUTIONS FROM RESERVES	-2,809	-43,191	0	0	0	0
G-820-7506-2110 P.T. SALARIES & WAGES	3,705	3,837	0	0	0	0
G-820-7506-2510 P.T. BENEFITS	1,334	1,026	0	0	0	0
G-820-7506-3070 OFFICE SUPPLIES AND PAPER	450	450	0	0	0	0
G-820-7506-4100 SERVICES - OTHER	2,809	135,808	0	0	0	0
G-820-7506-4130 TOWN CRIER	400	400	0	0	0	0
G-820-7506-7810 TRANSFER TO RESERVES	40,000	0	0	0	0	0
Total 7506 2017 SESQUICENTENNIAL	45,889	65,572	0	0	0	0
7508 SHARED SERVICES COMMITTEE						
G-820-7508-2110 P.T. SALARIES & WAGES	0	228	0	0	250	290
G-820-7508-2510 P.T. BENEFITS	0	82	0	0	90	90
Total 7508 SHARED SERVICES COMMITTEE	0	310	0	0	340	380

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7513 ELECTION AUDIT COMPLIANCE COMM						
G-820-7513-2550 HONORARIUM	0	0	0	0	1,500	0
Total 7513 ELECTION AUDIT COMPLIANCE COMM	0	0	0	0	1,500	0
7514 ACCESSIBILITY ADVISORY COMMITY						
G-820-7514-1810 CONTRIBUTIONS FROM RESERVES	-1,775	-2,146	0	0	0	0
G-820-7514-2110 P.T. SALARIES & WAGES	4,016	3,922	4,400	0	4,600	4,660
G-820-7514-2510 P.T. BENEFITS	1,419	1,026	1,300	0	1,360	1,390
G-820-7514-3050 MATERIALS	0	0	0	0	700	2,800
G-820-7514-3070 OFFICE SUPPLIES AND PAPER	450	450	450	0	300	450
G-820-7514-3120 MEETING COSTS	0	0	0	479	300	0
G-820-7514-4100 SERVICES - OTHER	2,429	2,947	2,429	0	0	0
G-820-7514-4130 TOWN CRIER	450	450	450	0	300	450
G-820-7514-4160 SPECIAL PROJECTS	0	0	0	405	1,800	0
G-820-7514-7810 TRANSFER TO RESERVES	2,146	0	0	0	0	0
Total 7514 ACCESSIBILITY ADVISORY COMMITY	9,135	6,649	9,029	884	9,360	9,750
7515 INTEGRATED ACCESSIBILITY STAND						
G-820-7515-4040 CONSULTANTS	0	0	2,035	0	0	0
G-820-7515-4100 SERVICES - OTHER	12,935	14,761	19,085	0	0	0
Total 7515 INTEGRATED ACCESSIBILITY STAND	12,935	14,761	21,120	0	0	0
7516 ENVIRONMENTAL STUDY COMMITTEE						
G-820-7516-1570 DONATIONS	0	-150	0	0	0	0
G-820-7516-1810 CONTRIBUTION FROM RESERVES	-2,849	0	-17,000	-1,946	-1,950	0
G-820-7516-2110 P.T. SALARIES & WAGES	3,792	3,708	4,300	0	4,370	4,400
G-820-7516-2510 P.T. BENEFITS	1,365	1,026	1,200	0	1,300	1,310
G-820-7516-3050 MATERIALS	0	0	0	330	3,750	18,500
G-820-7516-3070 OFFICE SUPPLIES AND PAPER	450	450	450	0	300	450
G-820-7516-3120 MEETING COSTS	0	0	0	0	500	0
G-820-7516-4020 SERVICE CONTRACTS	0	0	0	10,000	10,000	0
G-820-7516-4100 SERVICES - OTHER	2,849	5,614	36,011	0	0	0

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-820-7516-4130 TOWN CRIER	450	450	450	0	300	450
G-820-7516-4160 SPECIAL PROJECTS	0	0	0	1,943	4,250	0
G-820-7516-7810 TRANSFER TO RESERVES	7,500	0	0	0	0	0
Total 7516 ENVIRONMENTAL STUDY COMMITTEE	13,557	11,098	25,411	10,327	22,820	25,110
7517 STFD YOUTH ADVISORY COMMITTEE						
G-820-7517-2110 P.T. WAGES	0	0	0	0	1,100	4,310
G-820-7517-2510 P.T. BENEFITS	0	0	0	0	400	1,280
G-820-7517-3050 MATERIALS	0	0	0	0	500	500
G-820-7517-3070 OFFICE SUPPLIES & PAPER	0	0	0	0	100	300
G-820-7517-4130 TOWN CRIER	0	0	0	0	300	300
Total 7517 STFD YOUTH ADVISORY COMMITTEE	0	0	0	0	2,400	6,690
7520 CHRISTMAS DECORATIONS						
G-820-7520-4050 CONTRACTORS	0	0	0	2,519	0	0
G-820-7520-4100 SERVICES - OTHER	5,645	3,269	8,126	0	0	0
Total 7520 CHRISTMAS DECORATIONS	5,645	3,269	8,126	2,519	0	0
7521 STFD TOWN & GOWN COMMITTEE						
G-820-7521-1810 CONTRIBUTION FROM RESERVES	0	-830	0	0	0	0
G-820-7521-2110 P.T. SALARIES & WAGES	3,282	3,209	4,400	0	3,670	3,710
G-820-7521-2510 P.T. BENEFITS	1,181	1,026	1,300	0	1,100	1,100
G-820-7521-3050 MATERIALS	0	0	0	0	200	4,300
G-820-7521-3070 OFFICE SUPPLIES AND PAPER	400	450	450	0	300	450
G-820-7521-3120 MEETING COSTS	0	0	0	0	100	0
G-820-7521-4036 CONFERENCES-EXPENSES	0	0	0	450	1,700	0
G-820-7521-4097 MEMBERSHIPS	0	0	0	0	300	0
G-820-7521-4100 SERVICES - OTHER	1,170	2,597	1,068	0	0	0
G-820-7521-4130 TOWN CRIER	450	450	450	0	300	450
G-820-7521-4167 HOSTED CONFERENCE EXPENSES	0	0	0	877	700	0
G-820-7521-7810 TRANSFER TO RESERVES	830	0	0	0	0	0
Total 7521 STFD TOWN & GOWN COMMITTEE	7,313	6,902	7,668	1,327	8,370	10,010

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7529 AD HOC CITIZENS COMMITTEE						
G-820-7529-3050 MATERIALS	0	0	0	0	500	0
Total 7529 AD HOC CITIZENS COMMITTEE	0	0	0	0	500	0
7536 STRATFORDS OF THE WORLD						
G-820-7536-1405 REGISTRATION REVENUE	0	0	-3,850	0	0	-26,000
G-820-7536-1810 CONTRIBUTION FROM RESERVES	0	0	0	-4,756	-4,200	-7,340
G-820-7536-2110 P.T. SALARIES & WAGES	1,575	1,540	3,500	0	1,840	1,870
G-820-7536-2510 P.T. BENEFITS	567	554	1,000	0	550	560
G-820-7536-3050 MATERIALS	0	0	0	0	250	0
G-820-7536-3070 OFFICE SUPPLIES AND PAPER	300	300	300	0	300	300
G-820-7536-3120 MEETING COSTS	0	0	0	0	250	0
G-820-7536-4010 ADVERTISING	0	0	0	382	0	0
G-820-7536-4100 SERVICES - OTHER	488	66	4,286	0	0	0
G-820-7536-4130 TOWN CRIER	250	250	300	0	300	300
G-820-7536-4167 HOSTED CONFERENCES	0	0	0	2,563	4,500	43,000
G-820-7536-7810 TRANSFER TO RESERVES	312	0	0	0	0	0
Total 7536 STRATFORDS OF THE WORLD	3,492	2,710	5,536	-1,811	3,790	12,690
8218 CHAMBER OF COMMERCE GRANT						
G-820-8218-4100 SERVICES	3,397	3,499	3,603	0	0	0
Total 8218 CHAMBER OF COMMERCE GRANT	3,397	3,499	3,603	0	0	0
8252 COMMUNITIES IN BLOOM						
G-820-8252-1570 DONATION REVENUE	0	-800	-250	0	0	0
G-820-8252-1571 CIB CONFERENCE HOST	-8,842	0	0	0	0	0
G-820-8252-1770 RECOVERABLES	-7,000	-2,824	0	0	0	0
G-820-8252-1775 MISCELLANEOUS GRANT REVENUE	0	0	-539	0	0	0
G-820-8252-1810 CONTRIBUTION FROM RESERVES	-2,124	-9,529	-524	0	0	-6,360
G-820-8252-2110 P.T. SALARIES & WAGES	3,821	3,922	4,500	0	4,400	4,460
G-820-8252-2510 P.T. BENEFITS	1,375	1,026	1,300	0	1,320	1,330
G-820-8252-3050 MATERIALS	0	0	0	0	4,500	10,000

2020 DRAFT OPERATING BUDGET

820 COMMITTEES OF COUNCIL

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-820-8252-3070 OFFICE SUPPLIES AND PAPER	450	450	450	0	300	450
G-820-8252-3120 MEETING COSTS	0	0	0	0	500	0
G-820-8252-4010 ADVERTISING	0	0	0	78	1,000	0
G-820-8252-4020 SERVICE CONTRACTS	0	0	0	0	700	700
G-820-8252-4038 CONFERENCES - TRAVEL/MILEAGE	0	0	0	66	0	0
G-820-8252-4100 SERVICES - OTHER	8,403	23,539	10,083	0	0	0
G-820-8252-4130 TOWN CRIER	450	450	450	0	300	450
G-820-8252-4160 SPECIAL PROJECTS	0	0	0	7,160	9,000	0
G-820-8252-4167 HOSTED CONFERENCE EXPENSES	8,642	0	0	0	0	0
G-820-8252-7810 TRANSFER TO RESERVES	15,921	0	0	0	0	0
Total 8252 COMMUNITIES IN BLOOM	21,096	16,234	15,470	7,304	22,020	11,030
Total 820 COMMITTEES OF COUNCIL	198,107	205,934	160,981	-15,443	105,970	115,400
Total 820 COMMITTEES OF COUNCIL	198,107	205,934	160,981	-15,443	105,970	115,400



2020 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G872 Community Support & Grants

Department/Division Overview:

The City provides monetary grants and in-kind support to a variety of community organizations and special events. This budget reflects those costs.

Key Activities for 2020:

Council approved an updated Community Grants Program policy in 2019. The 2020 Grant Program will be the first to use the parameters set out in the new policy.

Closing date for accepting 2020 multi-year grant applications was August 30, 2019. Applications were reviewed by the Community Grants Evaluation Team in September and its recommendations total \$327,800. for this budget. This includes an instalment of \$250,000 toward the City's \$1.5M commitment to the Stratford Perth Rotary Hospice.

Closing date for 2020 one-time grant applications will be November 30, 2019. The Evaluation Team will meet after the City's 2020 budget is finalized to review these applications and make its recommendations to Finance & Labour Relations Committee within the total 2020 approved budget. The 2020 annual grants budget has been estimated at \$233,070.

Also in this budget are fee waivers totalling \$343,180. These represent interest free loans and various community supports provided by City departments.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variances are expected.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
872 COMMUNITY SUPPORT & GRANTS						
5200 Stfd General Hospital Expansion						
G-872-5200-1810 CONTRIBUTION FROM RESERVES	-100,000	0	0	0	0	0
G-872-5200-6010 GRANTS TO CHARITIES	350,000	250,000	200,000	0	0	0
Total 5200 Stfd General Hospital Expansio	250,000	250,000	200,000	0	0	0
7250 MINOR SPORTS ICE SUBSIDY						
G-872-7250-6010 GRANTS TO CHARITIES AND OTHER ORG	155,175	0	0	0	0	0
Total 7250 MINOR SPORTS ICE SUBSIDY	155,175	0	0	0	0	0
7522 CONTINGENCY						
G-872-7522-6010 GRANTS TO CHARITIES & OTHER ORG	4,617	25,635	305,150	0	0	0
Total 7522 CONTINGENCY	4,617	25,635	305,150	0	0	0
7524 COMMUNITY LIVING STRFRD & AREA						
G-872-7524-6010 GRANTS TO CHARITIES AND OTHER ORG	0	3,000	3,000	0	0	0
Total 7524 COMMUNITY LIVING STRFRD & AREA	0	3,000	3,000	0	0	0
7528 UNITED WAY						
G-872-7528-6010 GRANTS TO CHARITIES AND OTHER ORG	27,000	28,000	29,000	0	0	0
Total 7528 UNITED WAY	27,000	28,000	29,000	0	0	0
7532 POPPY DAY COMMITTEE						
G-872-7532-6010 GRANTS TO CHARITIES AND OTHER ORG	350	350	350	0	0	0
Total 7532 POPPY DAY COMMITTEE	350	350	350	0	0	0
7534 KIWANIS MUSIC FESTIVAL						
G-872-7534-6010 GRANTS TO CHARITIES AND OTHER ORG	1,000	1,000	1,000	0	0	0
Total 7534 KIWANIS MUSIC FESTIVAL	1,000	1,000	1,000	0	0	0
7538 STRFRD-PERTH COMMUNITY FOUNDTN						
G-872-7538-6010 GRANTS TO CHARITIES AND OTHER ORG	5,000	5,000	10,000	0	0	0
Total 7538 STRFRD-PERTH COMMUNITY FOUNDTN	5,000	5,000	10,000	0	0	0
7544 STRATFORD FAMILY SERVICES						
G-872-7544-6010 GRANTS TO CHARITIES AND OTHER ORG	9,500	9,500	10,000	0	0	0
Total 7544 STRATFORD FAMILY SERVICES	9,500	9,500	10,000	0	0	0

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7548 STRATFORD SUMMER MUSIC						
G-872-7548-6010 GRANTS TO CHARITIES AND OTHER ORG	20,000	20,000	25,000	0	0	0
Total 7548 STRATFORD SUMMER MUSIC	20,000	20,000	25,000	0	0	0
7552 CIVIC BEAUTIFICATION						
G-872-7552-1570 DONATION REVENUE	-600	0	0	0	0	0
G-872-7552-1770 RECOVERABLES	-1,084	0	0	0	0	0
G-872-7552-1810 CONTRIBUTION FROM RESERVES	-2,349	0	0	0	0	0
G-872-7552-4100 CIVIC BEAUTIFICATION-Services Other	3,432	0	0	0	0	0
G-872-7552-6010 GRANTS TO CHARITIES AND OTHER ORG	10,700	700	700	0	0	0
G-872-7552-7810 TRANSFER TO RESERVES	600	0	0	0	0	0
Total 7552 CIVIC BEAUTIFICATION	10,699	700	700	0	0	0
7554 CANADA DAY CELEBRATIONS						
G-872-7554-6010 GRANTS TO CHARITIES AND OTHER ORG	7,000	10,000	9,500	0	0	0
Total 7554 CANADA DAY CELEBRATIONS	7,000	10,000	9,500	0	0	0
7556 SANTA CLAUS PARADE						
G-872-7556-6010 GRANTS TO CHARITIES AND OTHER ORG	1,500	1,500	1,500	0	0	0
Total 7556 SANTA CLAUS PARADE	1,500	1,500	1,500	0	0	0
7558 WINTERFEST						
G-872-7558-6010 GRANTS TO CHARITIES AND OTHER ORG	15,000	15,000	18,500	0	0	0
Total 7558 WINTERFEST	15,000	15,000	18,500	0	0	0
7562 LAWN BOWLING CLUB						
G-872-7562-6010 GRANTS TO CHARITIES AND OTHER ORG	6,000	4,543	4,500	0	0	0
Total 7562 LAWN BOWLING CLUB	6,000	4,543	4,500	0	0	0
7566 MEALS ON WHEELS						
G-872-7566-6010 GRANTS TO CHARITIES & OTHER ORG	17,387	13,975	13,975	0	0	0
Total 7566 MEALS ON WHEELS	17,387	13,975	13,975	0	0	0
7570 GALLERY STRATFORD						
G-872-7570-6010 GRANTS TO CHARITIES AND OTHER ORG	43,000	43,000	50,000	0	0	0
Total 7570 GALLERY STRATFORD	43,000	43,000	50,000	0	0	0

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7572 STRATFORD CONCERT BAND						
G-872-7572-6010 GRANTS TO CHARITIES & OTHER ORG	1,500	1,500	1,500	0	0	0
Total 7572 STRATFORD CONCERT BAND	1,500	1,500	1,500	0	0	0
7574 HORTICULTURAL SOCIETY						
G-872-7574-6010 GRANTS TO CHARITIES AND OTHER ORG	9,000	9,000	9,000	0	0	0
Total 7574 HORTICULTURAL SOCIETY	9,000	9,000	9,000	0	0	0
7578 STRATFORD CHEFS SCHOOL AWARD						
G-872-7578-6010 GRANTS TO CHARITIES AND OTHER ORG	500	0	0	0	0	0
Total 7578 STRATFORD CHEFS SCHOOL AWARD	500	0	0	0	0	0
7580 FESTIVAL-CITY OF STRTFD AWARD						
G-872-7580-6010 GRANTS TO CHARITIES AND OTHER ORG	500	500	500	0	0	0
Total 7580 FESTIVAL-CITY OF STRTFD AWARD	500	500	500	0	0	0
7585 OFF THE WALL - STFD ARTISTS						
G-872-7585-6010 GRANTS TO CHARITIES & OTHER ORG	2,000	2,000	2,000	0	0	0
Total 7585 OFF THE WALL - STFD ARTISTS	2,000	2,000	2,000	0	0	0
7592 KIWANIS CLUB						
G-872-7592-6010 GRANTS TO CHARITIES & OTHER ORG	3,000	3,000	3,000	0	0	0
Total 7592 KIWANIS CLUB	3,000	3,000	3,000	0	0	0
7594 STRATFORD SYMPHONY ORCHESTRA						
G-872-7594-6010 GRANTS TO CHARITIES & OTHER ORG	6,500	6,500	7,000	0	0	0
Total 7594 STRATFORD SYMPHONY ORCHESTRA	6,500	6,500	7,000	0	0	0
7603 CONFERENCE ALLOCATION						
G-872-7603-6010 GRANTS TO CHARITIES AND OTHER ORG	14,100	0	0	0	0	0
Total 7603 CONFERENCE ALLOCATION	14,100	0	0	0	0	0
7608 JUNIOR ACHIEVEMENT						
G-872-7608-6010 GRANTS TO CHARITIES AND OTHER ORG	2,000	2,000	2,500	0	0	0
Total 7608 JUNIOR ACHIEVEMENT	2,000	2,000	2,500	0	0	0
7609 RIB/BLUES FEST						
G-872-7609-6010 GRANTS TO CHAITIES AND OTHER ORG	0	0	4,000	0	0	0
Total 7609 RIB/BLUES FEST	0	0	4,000	0	0	0

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7614 CHILDREN'S FESTIVAL						
G-872-7614-6010 GRANTS-CHILDREN'S FESTIVAL	17,863	0	0	0	0	0
Total 7614 CHILDREN'S FESTIVAL	17,863	0	0	0	0	0
7619 SPRINGWORKS FESTIVAL						
G-872-7619-6010 GRANTS TO CHARITIES AND OTHER ORG	2,433	8,197	7,894	0	0	0
Total 7619 SPRINGWORKS FESTIVAL	2,433	8,197	7,894	0	0	0
7620 STRATFORD DOG PARK ASSOCIATION						
G-872-7620-6010 GRANTS TO CHARITIES AND OTHER ORG	2,108	2,102	1,937	0	0	0
Total 7620 STRATFORD DOG PARK ASSOCIATION	2,108	2,102	1,937	0	0	0
7623 INNER CHAMBER						
G-872-7623-6010 GRANTS TO CHARITIES AND OTHER ORG	500	500	500	0	0	0
Total 7623 INNER CHAMBER	500	500	500	0	0	0
7625 LOCAL COMMUNITY FOOD CENTRE						
G-872-7625-6010 GRANTS TO CHARITIES AND OTHER ORG	3,000	3,000	4,000	0	0	0
Total 7625 LOCAL COMMUNITY FOOD CENTRE	3,000	3,000	4,000	0	0	0
7627 STRATFORD ROLLER SPORT ALLIANC						
G-872-7627-6010 GRANTS TO CHARITIES AND OTHER ORG	4,453	0	0	0	0	0
Total 7627 STRATFORD ROLLER SPORT ALLIANC	4,453	0	0	0	0	0
7628 STRATFORD-PERTH HUMANE SOCIETY						
G-872-7628-6010 GRANTS TO CHARITIES AND OTHER ORG	25,000	25,000	25,000	0	0	0
Total 7628 STRATFORD-PERTH HUMANE SOCIETY	25,000	25,000	25,000	0	0	0
7629 RESIDENTIAL HOSPICE						
G-872-7629-1810 CONTRIBUTIONS FROM RESERVES	-2,797	-22,203	0	0	0	0
G-872-7629-6010 GRANTS TO CHARITIES AND OTHER ORG	27,797	47,203	0	0	0	0
Total 7629 RESIDENTIAL HOSPICE	25,000	25,000	0	0	0	0
7630 STRATFORD & DISTRICT AG SOCIET						
G-872-7630-1810 CONTRIBUTION FROM RESERVE	-5,000	0	0	0	0	0
G-872-7630-6010 GRANTS TO CHARITIES AND OTHER ORG	5,000	0	0	0	0	0
Total 7630 STRATFORD & DISTRICT AG SOCIET	0	0	0	0	0	0

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7633 CIP - BROWNFIELDS						
G-872-7633-6010 GRANTS TO CHARITIES AND OTHER ORG	7,050	15,000	0	0	0	0
Total 7633 CIP - BROWNFIELDS	7,050	15,000	0	0	0	0
7635 KIWANIS GARLIC FESTIVAL						
G-872-7635-6010 GRANTS TO CHARITIES AND OTHER ORG	500	0	500	0	0	0
Total 7635 KIWANIS GARLIC FESTIVAL	500	0	500	0	0	0
7636 MUSIC & OPERA APPRECIATION INC						
G-872-7636-6010 GRAANTS TO CHARITIES AND OTHER ORG	700	700	700	0	0	0
Total 7636 MUSIC & OPERA APPRECIATION INC	700	700	700	0	0	0
7637 STRATFORD CITY CENTRE COMMITTE						
G-872-7637-1810 CONTRIBUTIONS FROM RESERVES	0	-10,000	0	0	0	0
G-872-7637-1820 CONTRIBUTION FROM RESERVE FUND	0	0	-10,000	0	0	0
G-872-7637-6010 GRANTS TO CHARITIES AND OTHER ORG	500	11,074	15,953	0	0	0
Total 7637 STRATFORD CITY CENTRE COMMITTE	500	1,074	5,953	0	0	0
7638 CANADIAN JR CURLING CHAMPION						
G-872-7638-6010 GRANTS TO CHARITIES AND OTHER ORG	45,500	0	0	0	0	0
Total 7638 CANADIAN JR CURLING CHAMPION	45,500	0	0	0	0	0
7639 STRATFORD LIONS CLUB						
G-872-7639-6010 GRANTS TO CHARITIES AND OTHER ORG	0	4,301	0	0	0	0
Total 7639 STRATFORD LIONS CLUB	0	4,301	0	0	0	0
7640 OPTIMISM PLACE						
G-872-7640-6010 GRANTS TO CHARITIES AND OTHER ORG	0	4,999	5,000	0	0	0
Total 7640 OPTIMISM PLACE	0	4,999	5,000	0	0	0
7641 PLAYMAKERS - THEATRE SCHOOL						
G-872-7641-6010 GRANTS TO CHARITIES AND OTHER ORG	0	1,000	1,000	0	0	0
Total 7641 PLAYMAKERS - THEATRE SCHOOL	0	1,000	1,000	0	0	0
7642 SOCIAL RESEARCH & PLAN COUNCIL						
G-872-7642-6010 SOCIAL RESEARCH & PLANNING COUNCIL	0	0	14,000	0	0	0
Total 7642 SOCIAL RESEARCH & PLAN COUNCIL	0	0	14,000	0	0	0

2020 DRAFT OPERATING BUDGET

872 COMMUNITY SUPPORT & GRANTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
7643 MULTI YEAR GRANTS						
G-872-7643-6010 MULTI YEAR GRANTS	0	0	0	0	0	327,800
Total 7643 MULTI YEAR GRANTS	0	0	0	0	0	327,800
7644 ANNUAL GRANTS						
G-872-7644-6010 ANNUAL GRANTS	0	0	0	508,801	560,870	233,070
Total 7644 ANNUAL GRANTS	0	0	0	508,801	560,870	233,070
7645 FEE WAIVERS						
G-872-7645-6010 FEE WAIVERS	0	0	0	27,600	344,510	343,180
Total 7645 FEE WAIVERS	0	0	0	27,600	344,510	343,180
Total 872 COMMUNITY SUPPORT & GRANTS	746,935	546,576	778,159	536,401	905,380	904,050
Total 872 COMMUNITY SUPPORT & GRANTS	746,935	546,576	778,159	536,401	905,380	904,050



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G141 City Buildings

Department/Division Overview:

Costs for the operation and maintenance of City Buildings, other than those assigned to specific departments, are dealt with in this budget. This includes City Hall, City Hall Annex (82 Erie Street), Administration of Justice Building, Discovery Centre (270 Water Street), Stratford Tourism Alliance (47 Downie Street), 246 Railway Ave, and the Public Library.

Key Activities for 2020:

Continue to operate and maintain City Buildings.

How This Work Plan Reflects Council's Strategic Priorities

This work plan reflects on the strategic priorities as we will be ensuring that the facilities are maintained in a way that considers the well-being of the community and provides for innovative and proactive thinking in our maintenance and projects.

Significant Variances (2020 proposed budget vs prior year actuals):

With the newly created public washrooms at City Hall and the Transit Facility, there will be a need to expand custodial services in the division to maintain these new facilities and meet the service level expectations of the public.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
141 CITY BUILDINGS						
1250 ADMINISTRATION-CITY BUILDINGS						
G-141-1250-2100 F.T. SALARIES	0	0	0	0	0	327,520
G-141-1250-2110 P.T. SALARIES	0	0	0	0	0	41,600
G-141-1250-2500 F.T. BENEFITS	0	0	0	0	0	94,600
G-141-1250-2510 P.T. BENEFITS	0	0	0	0	0	6,440
G-141-1250-7820 TRANSFER TO RESERVE FUNDS	0	0	0	0	0	220,000
Total 1250 ADMINISTRATION-CITY BUILDINGS	0	0	0	0	0	690,160
1255 CITY HALL						
G-141-1255-1470 RENTALS AND LEASES	-16,060	-18,030	-16,728	-7,079	-18,000	-18,000
G-141-1255-1770 RECOVERABLE	0	-9,685	0	0	0	0
G-141-1255-2100 F.T. SALARIES & WAGES	103,794	106,451	104,361	90,441	112,650	0
G-141-1255-2110 P.T. SALARIES & WAGES	18,123	16,228	31,297	18,170	29,500	0
G-141-1255-2500 F.T. BENEFITS	28,170	28,334	28,709	23,693	32,710	0
G-141-1255-2510 P.T. BENEFITS	2,182	2,128	4,992	3,213	4,690	0
G-141-1255-2700 OTHER PAYROLL EXPENSES	0	0	0	50	0	0
G-141-1255-3030 HEAT	2,589	4,144	13,056	7,737	10,000	12,000
G-141-1255-3040 HYDRO	69,727	69,995	69,110	46,661	71,500	71,500
G-141-1255-3045 WATER / SEWAGE	3,071	4,221	5,463	3,027	5,200	5,200
G-141-1255-3050 MATERIALS	11,673	11,110	12,652	9,426	13,570	13,570
G-141-1255-3170 UNIFORMS	191	0	297	306	300	600
G-141-1255-4050 CONTRACTORS	0	0	0	330	5,430	5,430
G-141-1255-4100 SERVICES - OTHER	77,916	59,699	95,362	0	0	0
G-141-1255-4105 SNOW REMOVAL	3,058	0	11,814	13,684	4,640	10,000
G-141-1255-4107 BUILDING MAINTENANCE	0	0	0	29,082	45,000	55,000
G-141-1255-4120 TELEPHONE - CELL PHONES	1,896	2,219	2,654	6,342	2,800	2,820
G-141-1255-4124 CABLE/SATELLITE	0	0	0	1,380	0	0

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-141-1255-4142 TRAINING EXPENSES	0	90	457	128	750	750
G-141-1255-7820 TRANSFER TO RESERVE FUNDS	0	0	130,000	168,200	168,200	0
G-141-1255-9030 EQUIPMENT PURCHASES	217	663	1,839	1,007	1,000	0
Total 1255 CITY HALL	306,547	277,567	495,335	415,798	489,940	158,870
1256 270 Water St - Discovery Ctr						
G-141-1256-1470 RENTALS & LEASES	-55,000	-65,000	-75,000	-85,000	-85,000	-85,000
G-141-1256-4100 SERVICES-OTHER	13,862	3,573	1,868	0	0	0
G-141-1256-4107 BUILDING MAINTENANCE	0	0	0	1,526	30,000	30,000
G-141-1256-7810 TRANSFER TO RESERVES	41,138	61,427	0	0	55,000	0
G-141-1256-7820 TRANSFER TO RESERVE FUNDS	0	0	73,132	0	0	55,000
G-141-1256-9060 FACILITIES/BUILDINGS	0	0	0	0	0	5,000
Total 1256 270 Water St - Discovery Ctr	0	0	0	-83,474	0	5,000
1257 MARKET SQUARE						
G-141-1257-2100 F.T. SALARIES & WAFES	0	0	980	0	0	0
G-141-1257-2500 F.T. BENEFITS	0	0	274	0	0	0
G-141-1257-3045 WATER/SEWER	0	0	0	0	5,000	5,000
G-141-1257-3050 MATERIALS	0	0	898	0	250	250
G-141-1257-4090 LEGAL	0	0	1,343	0	0	0
G-141-1257-4105 MARKET SQUARE- SNOW REMOVAL	0	0	0	0	500	4,500
G-141-1257-4107 BUILDING MAINTENANCE/CUSTODIAL	0	0	0	687	2,000	2,000
G-141-1257-7850 CITY OWNED RENTAL EXPENSE	0	0	542	0	0	0
G-141-1257-9010 MARKET SQUARE-FURNISHINGS	0	0	5,753	64	0	0
Total 1257 MARKET SQUARE	0	0	9,790	751	7,750	11,750
1262 REGISTRY OFFICE RENTAL						
G-141-1262-1210 FEES AND CHARGES OTHER MUNICIPALIT	0	-12,688	25,188	0	0	0
Total 1262 REGISTRY OFFICE RENTAL	0	-12,688	25,188	0	0	0

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
1266 82 ERIE ST						
G-141-1266-1470 RENTALS AND LEASES REVENUE	0	0	0	0	0	-340,000
G-141-1266-1900 INTERFUNCTIONAL TRANSFERS	-245,235	-297,963	-319,768	-255,174	-361,230	-21,500
G-141-1266-2100 F.T. SALARIES & WAGES	94,236	87,386	88,601	68,538	100,820	0
G-141-1266-2110 P.T. SALARIES & WAGES	3,444	4,966	6,742	11,208	0	0
G-141-1266-2500 F.T. BENEFITS	20,355	19,892	20,235	16,394	29,410	0
G-141-1266-2510 P.T. BENEFITS	955	961	1,013	1,540	0	0
G-141-1266-3030 HEAT	4,785	7,439	7,484	3,994	8,000	8,000
G-141-1266-3040 HYDRO	61,552	63,867	57,571	38,106	65,000	65,000
G-141-1266-3045 WATER / SEWAGE	1,720	1,963	1,825	1,426	1,700	1,700
G-141-1266-3050 MATERIALS	6,802	8,358	9,514	6,359	6,700	6,700
G-141-1266-3170 UNIFORMS	381	0	314	193	300	300
G-141-1266-3180 VEHICLE - FUEL	0	119	57	0	150	150
G-141-1266-3190 VEHICLE - REPAIRS & EXPENSES	849	0	1,067	372	1,100	1,100
G-141-1266-4100 SERVICES - OTHER	37,414	26,779	15,496	0	0	0
G-141-1266-4105 SNOW REMOVAL	2,142	0	5,690	6,833	2,400	4,500
G-141-1266-4107 BUILDING MAINTENANCE	0	0	0	29,209	26,000	28,000
G-141-1266-4110 TELEPHONE	0	0	0	1,708	2,050	0
G-141-1266-4120 TELEPHONE - CELL PHONES	112	23	0	0	0	0
G-141-1266-4142 TRAINING EXPENSES	0	374	0	0	1,020	1,020
G-141-1266-7820 TRANSFER TO RESERVE FUNDS	0	0	56,000	40,000	40,000	0
G-141-1266-9030 EQUIPMENT PURCHASES	169	839	755	741	0	0
G-141-1266-9060 FACILITIES/BUILDINGS	0	0	0	0	0	8,000
Total 1266 82 ERIE ST	-10,319	-74,997	-47,404	-28,553	-76,580	-237,030
2230 ADMIN OF JUSTICE BLDG						
G-141-2230-1470 RENTALS AND LEASES	-227,800	-230,133	-239,303	-171,358	-228,470	-240,140
G-141-2230-1760 SALE OF EQUIPMENT	0	0	-55	0	0	0
G-141-2230-1770 RECOVERABLES	0	0	0	-600	0	0
G-141-2230-2100 F.T. SALARIES & WAGES	120,537	123,250	110,774	81,385	124,131	132,030

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-141-2230-2110 P.T. SALARIES & WAGES	2,544	8,632	14,363	8,318	0	0
G-141-2230-2500 F.T. BENEFITS	34,142	33,166	30,844	23,255	36,579	34,360
G-141-2230-2510 P.T. BENEFITS	228	1,048	1,810	1,301	0	0
G-141-2230-3030 HEAT	7,418	10,291	9,220	5,061	10,500	10,500
G-141-2230-3040 HYDRO	61,979	67,684	60,716	43,399	70,000	70,000
G-141-2230-3045 WATER / SEWAGE	2,001	2,585	4,477	1,983	2,880	2,880
G-141-2230-3050 MATERIALS	9,868	9,406	12,528	7,539	9,600	9,600
G-141-2230-3170 UNIFORMS	381	0	476	0	300	600
G-141-2230-4100 SERVICES - OTHER	40,272	54,975	54,364	0	0	0
G-141-2230-4105 SNOW REMOVAL	2,712	0	4,733	8,531	2,840	6,000
G-141-2230-4107 BUILDING MAINTENANCE	0	0	0	24,646	53,000	50,000
G-141-2230-4120 TELEPHONE - CELL PHONES	196	40	0	0	0	0
G-141-2230-4142 TRAINING EXPENSES	0	168	0	0	250	250
G-141-2230-7820 TRANSFER TO RESERVE FUNDS	0	0	90,000	0	0	0
G-141-2230-9030 EQUIPMENT PURCHASES	0	26	1,281	86	1,540	1,500
G-141-2230-9060 FACILITIES/ BUILDINGS	0	0	0	0	0	5,000
Total 2230 ADMIN OF JUSTICE BLDG	54,478	81,138	156,228	33,546	83,150	82,580
2252 154 DOWNIE ST						
G-141-2252-2100 F.T. SALARIES & WAGES	11,643	12,485	12,561	10,511	0	0
G-141-2252-2110 P.T. SALARIES & WAGES	4,751	0	0	0	0	0
G-141-2252-2500 F.T. BENEFITS	3,814	3,332	3,229	2,665	0	0
G-141-2252-2510 P.T. BENEFITS	1,113	0	0	0	0	0
G-141-2252-3050 MATERIALS	594	1,081	755	0	1,100	0
Total 2252 154 DOWNIE ST	21,915	16,898	16,545	13,176	1,100	0
6390 ANNE HATHAWAY BLDG						
G-141-6390-4100 SERVICES-OTHER	759	1,044	1,393	0	0	0
G-141-6390-4107 BUILDING MAINTENANCE	0	0	0	1,782	1,500	2,500
Total 6390 ANNE HATHAWAY BLDG	759	1,044	1,393	1,782	1,500	2,500

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
8216 47 DOWNIE STREET						
G-141-8216-1900 INTERFUNCTIONAL	0	0	-47,819	0	-48,780	-49,520
G-141-8216-2100 F.T. SALARIES & WAGES	17,021	16,511	16,906	12,747	13,520	0
G-141-8216-2500 F.T. BENEFITS	4,337	4,330	4,339	3,572	4,048	0
G-141-8216-3030 HEAT	2,173	3,289	2,701	1,681	3,260	3,260
G-141-8216-3040 HYDRO	5,843	5,399	4,202	2,514	4,700	4,700
G-141-8216-3045 WATER / SEWAGE	442	527	947	372	650	650
G-141-8216-3050 MATERIALS	1,096	1,694	968	508	1,500	1,500
G-141-8216-4100 SERVICES - OTHER	3,487	3,487	6,156	0	0	0
G-141-8216-4105 SNOW REMOVAL	987	0	2,437	2,343	1,050	3,000
G-141-8216-4107 BUILDING MAINTENANCE	0	0	0	13,631	5,000	30,000
G-141-8216-4120 TELEPHONE - CELL PHONES	28	6	0	0	0	0
G-141-8216-4142 TRAINING EXPENSES	0	0	0	0	250	250
G-141-8216-9030 EQUIPMENT PURCHASES	0	214	0	0	0	0
G-141-8216-9060 FACILITIES/BUILDINGS	0	0	0	0	0	5,000
Total 8216 47 DOWNIE STREET	35,414	35,457	-9,163	37,368	-14,802	-1,160
8290 246 RAILWAY AVE						
G-141-8290-3040 HYDRO	397	379	366	249	500	400
G-141-8290-4100 SERVICES	40	0	0	0	0	0
G-141-8290-4107 BUILDING MAINTENANCE	0	0	0	2,772	4,900	1,000
Total 8290 246 RAILWAY AVE	437	379	366	3,021	5,400	1,400
8291 73 ALBERT ST						
G-141-8291-4100 SERVICES OTHER	1,079	0	0	0	0	0
G-141-8291-4105 SNOW REMOVAL	1,501	0	0	0	0	0
Total 8291 73 ALBERT ST	2,580	0	0	0	0	0
8292 LIBRARY						
G-141-8292-2100 F.T. SALARIES & WAGES	7,349	7,758	7,331	5,918	6,989	0
G-141-8292-2500 F.T. BENEFITS	2,196	2,217	2,189	1,943	1,943	0
G-141-8292-3050 MATERIALS	0	0	136	0	0	0

2020 DRAFT OPERATING BUDGET

141 CITY BUILDINGS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-141-8292-4100 SERVICES - OTHER	19,357	18,197	12,367	0	0	0
G-141-8292-4105 SNOW REMOVAL	0	0	9,036	10,732	3,000	9,000
G-141-8292-4107 BUILDING MAINTENANCE	0	0	0	15,626	40,000	25,000
G-141-8292-4120 TELEPHONE - CELL PHONES	56	11	0	0	0	0
G-141-8292-7820 TRANSFER TO RESERVE FUNDS	0	0	24,000	0	0	0
G-141-8292-9060 FACILITIES/BUILDINGS	0	0	0	0	0	9,000
Total 8292 LIBRARY	28,958	28,183	55,059	34,219	51,932	43,000
Total 141 CITY BUILDINGS	440,769	352,981	703,337	427,634	549,390	757,070
Total 141 CITY BUILDINGS	440,769	352,981	703,337	427,634	549,390	757,070



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G251 Development Services

Department/Division Overview:

Often referred to as Building and Planning Department, the Development Services Division of the Infrastructure and Development Services Department is responsible for issuing building permits, Heritage Alteration Permits and sign permits; processing development applications (subdivision, condominium, site plan, official plan amendments, zone change, minor variance and consents); developing planning policy, and enforcing various City by-laws including administering the City's cross-connection By-law.

This budget is significantly influenced by the amount of revenue received from permit and application fees. As the types of planning applications processed provide a benefit to users, fees have been determined under a user pay principle; although fees do not cover 100% of Planning Act applications. Building permit revenues cover 100% of the costs of processing building permit applications.

Key Activities for 2020:

Restoration of the application tracking software (AMANDA) caused by recent upgrade in 2016 and prepare for the upgrade to AMANDA 7 or other software options.

Building official training
 Review of City processes to conform to Bill 108
 Implementation of the new Comprehensive Zoning By-law

How This Work Plan Reflects Council's Strategic Priorities

This work plan reflects on the strategic priorities as we will be ensuring that our services are being provided in a caring manner by utilizing innovative and proactive thought processes. The department also collaborates with the building and development community on a regular basis to determine the best ways to remain fair and transparent as we hold the public's best interest at heart.

Significant Variances (2020 proposed budget vs prior year actuals):

Continue to reduce the reliance of outside consultants while we train up our staff to complete processes currently referred to a consultant.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

251 DEVELOPMENT SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
251 DEVELOPMENT SERVICES						
2400 BUILDING INSPECTION ADMIN						
G-251-2400-1325 ZONING INFO LETTERS	-3,480	-4,529	0	-3,345	0	-4,500
G-251-2400-1440 BUILDING PERMITS	-723,352	-702,865	-911,367	-288,003	-809,660	-725,000
G-251-2400-1810 CONTRIBUTIONS FROM RESERVES	0	-22,096	-57,276	0	-39,530	-151,240
G-251-2400-2100 F.T. SALARIES & WAGES	334,412	343,345	357,856	271,700	411,480	456,580
G-251-2400-2110 P.T. SALARIES & WAGES	19,587	19,981	22,424	14,667	22,700	17,470
G-251-2400-2500 F.T. BENEFITS	98,527	101,390	97,492	94,520	132,660	130,950
G-251-2400-2510 P.T. BENEFITS	3,055	2,766	3,322	2,335	3,240	1,460
G-251-2400-2700 OTHER PAYROLL EXPENSES	0	70	25	0	0	0
G-251-2400-3050 MATERIALS	3,554	2,253	8,524	6,825	6,250	6,200
G-251-2400-3090 PHOTOCOPIER EXPENSE	1,123	1,822	1,206	1,181	2,000	2,000
G-251-2400-3100 POSTAGE	2,066	432	1,483	1,254	1,500	1,500
G-251-2400-3180 VEHICLE - FUEL	1,206	1,472	1,608	977	1,800	1,800
G-251-2400-3190 VEHICLE REPAIR & EXPENSE	305	1,207	766	1,206	5,600	2,800
G-251-2400-4010 ADVERTISING	0	0	0	652	1,300	1,600
G-251-2400-4040 CONSULTANTS	0	0	221,514	19,150	40,000	40,000
G-251-2400-4050 CONTRACTORS - CLEAN UP	0	0	7,828	0	1,500	1,500
G-251-2400-4090 LEGAL	34,665	48,709	56,857	27,106	45,000	45,000
G-251-2400-4095 SUPPORT & MAINTENANCE CONTRACTS	0	0	0	35,631	42,000	45,000
G-251-2400-4097 MEMBERSHIPS	1,529	1,667	4,320	1,633	4,150	4,600
G-251-2400-4100 SERVICES - OTHER	1,167	7,258	1,957	0	0	0
G-251-2400-4110 TELEPHONE	0	0	0	1,842	2,210	6,200
G-251-2400-4120 TELEPHONE - CELL PHONES	2,186	2,746	2,809	2,634	4,100	4,080
G-251-2400-4140 TRAINING - REGISTRATION	9,663	4,652	18,311	14,137	21,750	22,000
G-251-2400-5010 COLLECTIONS & BANK CHARGES	1,668	1,576	1,981	1,487	1,500	1,500

2020 DRAFT OPERATING BUDGET

251 DEVELOPMENT SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-251-2400-7810 TRANSFER TO RESERVES	184,973	74,569	59,560	0	0	0
G-251-2400-7820 TRANSFER TO RESERVE FUNDS	0	0	3,451	0	0	0
G-251-2400-7900 INTERFUNCTIONAL TRANSFERS	0	0	95,350	0	98,450	95,250
Total 2400 BUILDING INSPECTION ADMIN	-27,146	-113,575	1	207,589	0	6,750
2406 BY-LAW ENFORCEMENT						
G-251-2406-1325 BYLAW -LETTERS OF CONFORMITY	-2,661	-3,246	-4,306	-2,432	-3,000	-3,000
G-251-2406-1405 BY-LAW -SIGN & POOL PERMITS	-22,791	-22,138	-20,171	-18,373	-19,000	-20,000
G-251-2406-1440 BY-LAW - TRADE LICENSES	-21,111	-21,127	-15,977	-16,284	-22,890	-19,000
G-251-2406-1445 BY-LAW- BED & BREAKFAST LICENSES	-34,980	-26,136	-32,197	-31,101	-30,000	-31,000
G-251-2406-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-31,174	0	0	0
G-251-2406-1900 REVENUE TRANSFER FROM WATER	-49,000	-49,735	-50,360	-51,300	-51,300	-52,070
G-251-2406-2100 F.T. SALARIES	178,156	182,333	182,563	142,089	196,330	140,660
G-251-2406-2110 P.T. SALARIES	5,355	5,411	5,293	4,172	6,390	0
G-251-2406-2500 F.T. BENEFITS	49,059	49,724	49,210	42,573	54,190	38,810
G-251-2406-2510 P.T. BENEFITS	1,818	1,527	1,840	1,446	1,910	0
G-251-2406-3050 MATERIALS	2,627	4,322	2,566	4,555	3,300	4,500
G-251-2406-3090 PHOTOCOPIER	1,340	1,533	1,206	1,181	1,650	1,650
G-251-2406-3100 POSTAGE	1,374	1,961	1,284	1,144	1,500	1,500
G-251-2406-3180 VEHICLE - FUEL	905	675	1,178	940	1,000	0
G-251-2406-3190 VEHICLES - REPAIRS & EXPENSE	1,493	1,018	805	0	500	0
G-251-2406-4050 CONTRACTORS - CLEAN UP	538	3,980	5,128	354	5,500	5,500
G-251-2406-4090 LEGAL	2,509	2,433	10,489	869	0	0
G-251-2406-4097 MEMBERSHIPS	489	266	393	211	650	650
G-251-2406-4100 SERVICES - OTHER	675	-476	247	0	0	0
G-251-2406-4110 TELEPHONE - BASIC	0	0	0	733	880	1,380
G-251-2406-4120 TELEPHONE - CELL PHONES	1,512	1,338	1,612	1,574	1,920	1,800
G-251-2406-4140 TRAINING	1,425	1,018	2,114	1,197	4,000	4,000
G-251-2406-5010 COLLECTIONS & BANK CHARGES	577	769	988	735	0	0

2020 DRAFT OPERATING BUDGET

251 DEVELOPMENT SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-251-2406-7810 TRANSFER TO RESERVE	1,667	1,692	0	0	3,400	0
G-251-2406-7820 TRANSFER TO RESERVE FUND	0	0	1,692	3,400	0	3,500
G-251-2406-9020 VEHICLE PURCHASE	0	0	31,174	0	0	0
Total 2406 BY-LAW ENFORCEMENT	120,976	137,142	145,597	87,683	156,930	78,880
2410 BUILDING DEPT VEHICLES						
G-251-2410-4100 SERVICES - OTHER	480	480	0	0	0	0
Total 2410 BUILDING DEPT VEHICLES	480	480	0	0	0	0
8110 PLANNING AND ZONING						
G-251-8110-1325 ZONING INFORMATION REPORTS	-1,330	-1,623	-7,986	-1,216	-6,070	-1,700
G-251-8110-1375 SITE PLAN AGREEMENT REVENUE	-31,778	-55,631	-50,578	-37,543	-50,000	-66,650
G-251-8110-1405 SUBDIVISION/CONDO APPLICATION FEES	-23,724	-12,362	-49,577	-38,492	-20,000	-36,000
G-251-8110-1420 ZONING APPLICATION FEES	-7,656	-13,624	-26,970	-18,764	-18,000	-21,750
G-251-8110-1430 PART LOT CONTROL FEES	-4,381	-2,240	-479	-1,718	-2,500	-1,500
G-251-8110-1447 OFFICIAL PLAN AMENDMENTS	-4,642	-4,828	-9,560	0	-4,700	-7,310
G-251-8110-1610 PUBLICATION SALES	-207	-277	0	0	-200	-200
G-251-8110-1770 RECOVERABLES	-53	0	0	0	0	0
G-251-8110-2100 F.T. SALARIES	134,121	153,576	157,572	123,639	148,500	272,480
G-251-8110-2110 P.T. SALARIES	19,072	17,760	19,235	14,882	17,040	41,600
G-251-8110-2500 F.T. BENEFITS	33,765	38,151	39,018	32,777	39,960	72,810
G-251-8110-2510 P.T. BENEFITS	4,850	4,074	4,907	3,817	5,090	12,060
G-251-8110-3050 MATERIALS	2,412	3,113	2,092	3,584	2,580	2,630
G-251-8110-3090 PHOTOCOPIER	891	1,022	804	944	900	920
G-251-8110-3100 POSTAGE	1,031	1,466	662	569	1,020	1,020
G-251-8110-4040 CONSULTANTS	1,500	0	1,476	2,164	10,400	10,400
G-251-8110-4060 COURIER/FREIGHT	0	0	0	4	0	50
G-251-8110-4090 LEGAL	7,040	3,395	23,466	1,033	0	0
G-251-8110-4097 MEMBERSHIPS	2,269	708	1,486	0	1,700	2,570
G-251-8110-4100 SERVICES OTHER	23	57	731	0	0	0
G-251-8110-4110 TELEPHONE	0	0	0	1,833	2,200	2,750
G-251-8110-4120 TELEPHONE - CELL PHONES	551	669	806	742	900	900

2020 DRAFT OPERATING BUDGET

251 DEVELOPMENT SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-251-8110-4140 TRAINING	3,151	3,634	4,815	2,984	6,000	6,000
G-251-8110-5010 COLLECTIONS AND BANK CHARGES	576	763	990	735	0	990
G-251-8110-5030 INTEREST ON LTD	0	0	0	85	120	70
G-251-8110-5035 PRINCIPAL ON LTD	0	0	0	911	1,570	1,620
G-251-8110-7810 TRANSFER TO RESERVE	5,000	10,000	10,000	10,000	10,000	10,000
Total 8110 PLANNING AND ZONING	142,481	147,803	122,910	102,970	146,510	303,760
8116 COMMITTEE OF ADJUSTMENT						
G-251-8116-1405 APPLICATION FEES	-26,466	-47,219	-30,519	-27,599	-39,290	-45,000
G-251-8116-2100 F.T. SALARIES & WAGES	66,234	70,958	71,907	53,387	76,220	0
G-251-8116-2110 P.T. SALARIES	10,711	10,822	10,586	8,024	12,780	0
G-251-8116-2500 F.T. BENEFITS	17,862	19,465	20,133	16,798	20,580	0
G-251-8116-2510 P.T. BENEFITS	3,638	3,056	3,680	2,863	3,820	0
G-251-8116-3050 MATERIALS	1,951	1,905	739	2,386	2,080	2,425
G-251-8116-3090 PHOTOCOPIER	891	1,022	819	788	1,100	1,125
G-251-8116-3100 POSTAGE	896	717	657	649	870	900
G-251-8116-4090 COMMITTEE OF ADJUSTMENTS-Legal	14,497	1,712	4,081	0	0	0
G-251-8116-4100 SERVICES - OTHER	481	125	0	0	0	0
Total 8116 COMMITTEE OF ADJUSTMENT	90,695	62,563	82,083	57,296	78,160	-40,550
Total 251 DEVELOPMENT SERVICES	327,486	234,413	350,591	455,538	381,600	348,840
Total 251 DEVELOPMENT SERVICES	327,486	234,413	350,591	455,538	381,600	348,840



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G310 Engineering

Department/Division Overview:

Engineering's role is to directly plan and manage and/or provide support to all areas of responsibility of the Infrastructure and Development Services Department and other Departments in the City as required. This includes our municipal road and sidewalk network, traffic control systems, water supply & distribution system, sanitary collection & treatment system, storm collection & treatment system, garbage collection & landfill, recyclables pickup, and site plan and subdivision development approval.

Key Activities for 2020:

Engineering will be busy providing locates for the third year of the 3 year Wightman city wide fibre optic installation project. Wightman is providing \$100,000 to cover the additional staff resources required to provide a timely response.

Engineering will be working with Corporate Services on the development of the Asset Management Plan and the implementation of our new work order management system.

How This Work Plan Reflects Council's Strategic Priorities

Mobility, Accessibility, and Design Excellence – Engineering will work towards a detailed Asset Management Plan with updated infrastructure assessments. Bike and Pedestrian Master Plan projects continue to be implemented as budget allows.

Developing our Resources – Engineering continues to look for innovative methods to promote green development and includes LID measures where appropriate.

Widening Our Economic Opportunities – Engineering continues to provide support to investStratford, and works with developers of all types to encourage and promote responsible projects and bring more residential and industrial development online

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variance.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? **yes** **no**

If yes, please review impacts based on following options:

- 1. Maintain existing services – full increased cost to taxpayers**
- 2. Reduce services – no increase to taxpayers**
- 3. Combination of some reductions to services and some increases to taxpayers**

The loss of \$1,100,000 in Ontario Community Infrastructure Fund funding has significantly impacted the capital program, delaying projects for multiple years. This will result in increased maintenance and operations costs, increased claims due to failing infrastructure, and future reduced service levels. It will also negatively impact improving the road network and providing active transportation as identified in the Strategic Priority – Mobility, Accessibility and Design Excellence.

2020 DRAFT OPERATING BUDGET

310 ENGINEERING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
310 ENGINEERING						
3000 ENGINEERING ADMIN						
G-310-3000-1360 SERVICE CHARGE REVENUE	-16,024	-8,634	-23,040	-18,225	-20,000	-20,000
G-310-3000-1365 APPLICATION REVIEW REVENUE	-2,200	-5,400	-4,000	-3,300	-4,000	-4,000
G-310-3000-1405 USER FEES	-61	0	0	0	0	0
G-310-3000-1610 SALES	-3,703	-402	-197	-123	-500	-250
G-310-3000-1770 RECOVERABLES	-442,167	-138,262	-47,910	-2,194	-595,820	-695,000
G-310-3000-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	0	-60,000
G-310-3000-1850 CITY OWNED RENTAL	0	0	0	-1,927	-17,000	0
G-310-3000-1900 INTERFUNCTIONAL TRANSFERS	-170,000	-172,550	-176,000	-179,500	-179,500	-183,100
G-310-3000-2100 F.T. SALARIES & WAGES	1,152,125	1,154,212	1,134,003	873,592	1,301,190	1,397,880
G-310-3000-2110 P.T. SALARIES & WAGES	16,985	15,653	62,868	84,882	13,250	22,930
G-310-3000-2500 F.T. BENEFITS	320,684	321,363	312,383	258,229	368,290	360,190
G-310-3000-2510 P.T. BENEFITS	1,499	1,324	2,840	7,584	1,010	1,850
G-310-3000-2700 OTHER PAYROLL EXPENSES	0	210	50	50	1,600	1,600
G-310-3000-3010 CLOTHING	2,085	1,850	1,526	2,295	2,100	2,200
G-310-3000-3050 MATERIALS	2,385	2,907	2,317	1,559	3,000	4,000
G-310-3000-3070 OFFICE SUPPLIES AND PAPER	2,224	2,860	1,926	2,094	3,100	3,100
G-310-3000-3090 PHOTOCOPIER EXPENSE	5,995	6,412	4,693	3,722	7,000	7,000
G-310-3000-3100 POSTAGE	283	106	129	266	300	300
G-310-3000-3110 PRINTING	234	318	632	139	700	700
G-310-3000-3120 MEALS & MEETING COSTS	137	56	44	32	400	400
G-310-3000-3130 PUBLICATIONS & SUBSCRIPTIONS	91	893	55	108	300	300
G-310-3000-4020 SERVICE CONTRACTS	0	0	0	15,165	34,000	31,000
G-310-3000-4040 CONSULTANTS	0	0	2,829	1,159	5,000	5,000
G-310-3000-4060 COURIER/FREIGHT	36	198	66	72	100	100
G-310-3000-4090 LEGAL	4,891	0	611	0	0	0
G-310-3000-4095 SUPPORT & MAINTENANCE CONTRACTS	0	0	0	24,198	46,000	46,000
G-310-3000-4097 MEMBERSHIPS	4,136	4,627	4,373	3,824	5,310	6,590
G-310-3000-4100 SERVICES - OTHER	725	612	633	0	0	0
G-310-3000-4110 TELEPHONE - BASIC	0	0	0	6,983	8,380	12,980

2020 DRAFT OPERATING BUDGET

310 ENGINEERING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-310-3000-4120 TELEPHONE - CELL PHONES	5,042	6,082	7,448	6,958	7,350	10,200
G-310-3000-4142 TRAINING - EXPENSES	19,271	16,187	14,592	8,814	26,000	26,500
G-310-3000-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	182	346	543	0	750	750
G-310-3000-5010 BANK & COLLECTION FEES	603	767	862	0	0	0
G-310-3000-5040 RENTAL OF MACHINERY & EQUIPMENT	0	0	0	0	2,000	2,000
G-310-3000-7810 TRANSFER TO RESERVES	1,000	1,015	0	0	0	0
G-310-3000-7820 TRANSFER TO RESERVE FUNDS	0	0	1,015	16,350	16,350	1,100
G-310-3000-7850 CITY OWNED RENTAL EXPENSE	9,341	5,424	16,017	1,872	6,100	0
G-310-3000-7900 INTERFUNCTIONAL TRANSFERS	0	0	0	0	8,400	0
G-310-3000-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	432	512	0	4,600	4,600
G-310-3000-9040 TOOLS & SMALL EQUIPMENT	2,084	137	767	601	1,000	2,000
Total 3000 ENGINEERING ADMIN	917,883	1,218,743	1,322,587	1,115,279	1,056,760	988,920
3010 SPECIAL PROJECTS - WIGHTMAN						
G-310-3010-1770 RECOVERABLES	0	0	-75,821	-24,179	-100,000	0
G-310-3010-2100 F.T. SALARIES	0	0	0	0	62,850	0
G-310-3010-2110 P.T. SALARIES	0	0	52,913	0	8,150	0
G-310-3010-2500 F.T. BENEFITS	0	0	0	0	6,030	0
G-310-3010-2510 P.T. BENEFITS	0	0	7,408	0	670	0
G-310-3010-3050 MATERIALS	0	0	7,329	0	1,000	0
G-310-3010-3110 PRINTING	0	0	749	0	0	0
G-310-3010-3180 VEHICLE - FUEL	0	0	969	0	0	0
G-310-3010-3190 VEHICLE - REPAIRS & EXPENSES	0	0	263	0	0	0
G-310-3010-4100 SERVICES OTHER	0	0	1,046	0	0	0
G-310-3010-4120 CELL PHONES	0	0	0	0	2,000	0
G-310-3010-7850 CITY OWNED RENTAL EXPENSE	0	0	0	0	3,000	0
G-310-3010-9010 OFFICE EQUIPMENT & FURNISHINGS	0	0	1,730	0	0	0
G-310-3010-9040 TOOLS AND SMALL EQUIPMENT	0	0	3,415	0	1,000	0
Total 3010 SPECIAL PROJECTS - WIGHTMAN	0	0	1	-24,179	-15,300	0

2020 DRAFT OPERATING BUDGET

310 ENGINEERING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
3025 ENGINEERING OPERATIONS						
G-310-3025-1360 SERVICE CHARGE REVENUE	-35	-2,000	0	0	0	0
G-310-3025-1610 SALES	-15	0	0	0	0	0
G-310-3025-1770 RECOVERABLES	-889	-4,133	-4,633	0	0	0
G-310-3025-1850 CITY OWN RENTAL REVENUE	-173,903	-27,699	-43,401	0	0	0
G-310-3025-2100 F.T. SALARIES & WAGES	3,794	2,806	3,176	0	0	0
G-310-3025-2500 F.T. BENEFITS	1,062	786	889	0	0	0
G-310-3025-3050 MATERIALS	330	1,757	444	0	0	0
G-310-3025-3180 VEHICLE - FUEL	8,504	8,418	11,843	0	0	0
G-310-3025-3190 VEHICLE - REPAIRS & EXPENSES	4,399	7,272	5,942	0	0	0
G-310-3025-4040 CONSULTANTS	0	4,832	0	0	0	0
G-310-3025-4060 COURIER/FREIGHT	0	17	0	0	0	0
G-310-3025-4100 SERVICES - OTHER	3,943	859	9,362	0	0	0
G-310-3025-7810 TRANSFER TO RESERVES	15,000	15,225	0	0	0	0
G-310-3025-7820 TRANSFER TO RESERVE FUNDS	0	0	25,071	0	0	0
G-310-3025-7850 CITY OWNED RENTAL EXPENSE	81,830	8,183	8,895	0	0	0
Total 3025 ENGINEERING OPERATIONS	-55,980	16,323	17,588	0	0	0
Total 310 ENGINEERING	861,903	1,235,066	1,340,176	1,091,100	1,041,460	988,920
Total 310 ENGINEERING	861,903	1,235,066	1,340,176	1,091,100	1,041,460	988,920



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G315 Fleet

Department/Division Overview:

Fleet operations cover all fleet purchases and maintenance for various departments within the City.

Fleet staff is based at the Public Works yard and Transit shop. There are 3 mechanics located at Public Works facility, 3 at Transit facility, as well as a Fleet Supervisor at Public Works.

Funding for this budget is through a combination of the tax base and services provided through service fees.

Key Activities for 2020:

Full review of current fleet to rationalize equipment required to meet the services provided. Initiate replacement program for 2020 which include the use of “green” vehicles.

Create corporate wide preventative maintenance schedule to ensure proper timing of all annuals, safeties, and repairs.

How This Work Plan Reflects Council’s Strategic Priorities

Developing Our Resources – Fleet will review usage of existing vehicles to determine which can be replaced with electric or hybrid and the end of their lifecycle.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variance.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

315 FLEET

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
315 FLEET						
3050 FLEET DIVISION ADMINISTRATION						
G-315-3050-1770 RECOVERABLE	0	0	0	0	-34,830	0
G-315-3050-1900 INTERFUNCTIONAL	0	0	0	0	0	-48,000
G-315-3050-2100 F.T. SALARIES	0	31,568	84,664	184,383	572,920	88,630
G-315-3050-2110 P.T. SALARIES	0	0	0	29,238	0	0
G-315-3050-2500 F.T. BENEFITS	0	9,461	24,089	55,813	169,480	25,280
G-315-3050-2510 P.T. BENEFITS	0	0	0	6,223	0	0
G-315-3050-2700 OTHER PAYROLL EXPENSES	0	0	0	366	0	500
G-315-3050-3010 CLOTHING	0	0	0	5,524	7,440	7,800
G-315-3050-3011 PERSONAL PROTECTIVE EQUIPMENT	0	0	0	550	1,000	1,050
G-315-3050-3050 MATERIALS	0	0	0	5,338	3,000	5,100
G-315-3050-3090 PHOTOCOPIER	0	30	285	139	300	300
G-315-3050-3180 FUEL	0	0	0	435,873	546,500	568,000
G-315-3050-3190 VEHICLES - REPAIRS & EXPENSES	0	0	0	313,738	468,730	478,650
G-315-3050-4050 CONTRACTORS	0	0	0	0	40,000	40,000
G-315-3050-4095 MAINTENANCE CONTRACT - GPS	0	0	0	20,734	58,000	60,000
G-315-3050-4097 MEMBERSHIPS	0	0	0	0	350	350
G-315-3050-4110 TELEPHONE	0	0	0	2,575	3,090	1,380
G-315-3050-4142 TRAINING - EXPENSES	0	0	0	254	2,500	2,500
G-315-3050-7820 TRANSFER TO RESERVE FUND	0	0	0	19,600	19,600	35,600
G-315-3050-9040 TOOLS AND SMALL EQUIPMENT	0	0	0	10,393	14,800	15,100
Total 3050 FLEET DIVISION ADMINISTRATION	0	41,059	109,038	1,090,741	1,872,880	1,282,240

2020 DRAFT OPERATING BUDGET

315 FLEET

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
3055 FLEET OPERATIONS						
G-315-3055-2100 F.T. SALARIES & WAGES	0	0	0	2,092	0	478,670
G-315-3055-2110 P.T. SALARIES & WAGES	0	0	0	0	0	22,420
G-315-3055-2500 F.T. BENEFITS	0	0	0	586	0	138,140
G-315-3055-2510 P.T. BENEFITS	0	0	0	0	0	4,360
G-315-3055-3180 VEHICLE - FUEL	0	0	0	6,761	0	0
G-315-3055-3190 VEHICLE - REPAIRS & EXPENSES	0	0	0	1,340	0	0
Total 3055 FLEET OPERATIONS	0	0	0	10,779	0	643,590
Total 315 FLEET		41,059	109,038	1,101,520	1,872,880	1,925,830
Total 315 FLEET		41,059	109,038	1,101,520	1,872,880	1,925,830



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G320 Roads

Department/Division 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), 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 is based at the works yard and are assigned to work in the various required areas.

Key Activities for 2020:

Continuing to provide repairs on all City streets. Focusing on hot asphalt overlay for poor conditioned roadways.

Maintain current level of service in regards to winter operations for all streets, sidewalks, and City owned properties.

Implement structured roadway shouldering program.

How This Work Plan Reflects Council's Strategic Priorities

Mobility, Accessibility and Design Excellence – Working to maintain the existing network of roads, sidewalks and multiuse trails for active transportation and vehicles.

Significant Variances (2020 proposed budget vs prior year actuals):

No significant variance.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? **yes** **no**

If yes, please review impacts based on following options:

1. Maintain existing services – full increased cost to taxpayers
2. Reduce services – no increase to taxpayers
3. Combination of some reductions to services and some increases to taxpayers

The loss of the Ontario Community Infrastructure Fund of \$1,100,000 will result in increased maintenance and operations costs, increased claims due to failing infrastructure, and future reduced service levels for roads.

2020 DRAFT OPERATING BUDGET

320 ROADS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
320 ROADS						
3100 ROAD ADMIN						
G-320-3100-1405 USER FEES	-362	0	0	0	0	0
G-320-3100-1760 SALE OF EQUIPMENT	-1,566	-517	-2,532	0	0	0
G-320-3100-1770 RECOVERABLES	-1,158	0	-15,537	0	-21,000	-21,000
G-320-3100-1810 CONTRIBUTION FROM RESERVE	0	-6,436	0	0	0	0
G-320-3100-1900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	-61,150
G-320-3100-2100 F.T. SALARIES & WAGES	415,569	461,217	433,759	441,688	171,730	284,670
G-320-3100-2110 P.T. SALARIES & WAGES	2,797	7,057	1,740	23,602	0	32,950
G-320-3100-2500 F.T. BENEFITS	172,059	197,222	166,507	140,286	75,560	118,360
G-320-3100-2510 P.T. BENEFITS	451	1,394	317	8,222	0	11,940
G-320-3100-2700 OTHER PAYROLL EXPENSES	0	700	1,285	1,787	4,100	4,100
G-320-3100-3010 CLOTHING	32,465	34,402	25,863	15,131	28,000	30,000
G-320-3100-3050 MATERIALS	13,325	15,675	10,340	9,202	35,000	20,000
G-320-3100-3070 OFFICE SUPPLIES AND PAPER	1,871	733	1,138	1,730	1,200	1,200
G-320-3100-3080 MISCELLANEOUS	0	27	0	0	0	0
G-320-3100-3090 PHOTOCOPIER EXPENSE	3,400	3,504	2,979	1,714	3,400	3,000
G-320-3100-3110 PRINTING	85	42	104	83	100	100
G-320-3100-3120 MEALS AND MEETING COSTS	0	50	293	0	250	250
G-320-3100-3180 VEHICLE - FUEL	0	0	20	0	0	0
G-320-3100-3190 VEHICLE - REPAIRS & EXPENSES	2,111	944	13,526	304	2,500	3,000
G-320-3100-4020 SERVICE CONTRACTS	0	0	0	1,779	0	0
G-320-3100-4050 CONTRACTORS	0	534	0	436	1,000	1,000
G-320-3100-4097 MEMBERSHIPS	747	620	748	378	1,140	1,140
G-320-3100-4100 SERVICES - OTHER	26,131	5,252	15,882	0	0	0
G-320-3100-4110 TELEPHONE - BASIC	4,875	2,429	1,387	1,475	1,770	2,750
G-320-3100-4120 TELEPHONE - CELL PHONES	2,931	3,867	5,087	5,517	6,800	6,660
G-320-3100-4142 TRAINING - EXPENSES	5,613	26,368	10,490	5,126	12,000	15,000
G-320-3100-5010 BANK, COLLECTION AND CREDIT CARD CHARGES	0	0	29	72	0	0
G-320-3100-5030 INTEREST ON LTD	0	0	0	37,413	61,910	47,970
G-320-3100-5035 PRINCIPAL ON LTD	0	0	0	269,068	485,100	493,920

2020 DRAFT OPERATING BUDGET

320 ROADS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-320-3100-7810 TRANSFER TO RESERVES	0	0	15,000	0	0	0
G-320-3100-7820 TRANSFER TO RESERVE FUNDS	0	0	2,358,000	1,258,000	1,258,000	1,258,000
G-320-3100-7850 CITY OWNED RENTAL EXPENSE	2,294	2,943	5,774	0	3,500	0
G-320-3100-7900 INTERFUNCTIONAL TRANSFER	0	0	445	0	0	0
G-320-3100-9010 OFFICE EQUIPMENT AND FURNISHINGS	383	0	0	0	1,500	2,000
G-320-3100-9040 TOOLS & SMALL EQUIPMENT	26,128	15,874	21,471	10,027	18,500	20,000
Total 3100 ROAD ADMIN	710,149	773,901	3,074,115	2,233,040	2,152,060	2,275,860
3125 ROAD OPERATIONS						
G-320-3125-1130 ONTARIO GRANT	0	0	-5,342	0	0	0
G-320-3125-1405 USER FEES	-1,441	-25,415	-14,124	-1,905	-1,500	-2,000
G-320-3125-1765 GAIN ON DISPOSAL OF ASSETS	-25,752	-31,037	-2,587	0	0	0
G-320-3125-1770 RECOVERABLES	-8,759	-21,675	-61,621	-62,587	-22,000	-23,000
G-320-3125-1810 CONTRIBUTION FROM RESERVES	-4,140	0	0	0	0	0
G-320-3125-1850 CITY OWN RENTAL REVENUE	-436,373	-528,170	-578,378	-233,367	-600,000	0
G-320-3125-1900 INTERFUNCTIONAL TRANSFERS	-20,154	-22,110	-18,833	0	-40,000	-246,860
G-320-3125-2100 F.T. SALARIES & WAGES	668,121	664,440	652,023	510,782	879,590	1,333,030
G-320-3125-2110 P.T. SALARIES & WAGES	8,658	47,201	7,440	0	0	0
G-320-3125-2500 F.T. BENEFITS	170,741	169,766	179,999	128,086	276,180	356,560
G-320-3125-2510 P.T. BENEFITS	1,855	10,063	1,636	0	0	0
G-320-3125-3010 CLOTHING	435	0	0	0	0	0
G-320-3125-3030 HEAT	12,268	13,672	12,458	7,884	14,000	14,000
G-320-3125-3040 HYDRO	29,965	29,041	21,160	13,850	24,300	24,000
G-320-3125-3045 WATER / SEWAGE	2,707	3,152	2,519	2,269	3,000	2,700
G-320-3125-3050 MATERIALS	101,118	138,364	150,560	87,145	135,000	140,000
G-320-3125-3100 POSTAGE	0	0	0	554	0	0
G-320-3125-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	31,417	17,720	17,326	17,783	22,000	20,000
G-320-3125-3180 VEHICLE - FUEL	96,855	113,033	126,141	0	0	0
G-320-3125-3190 VEHICLE - REPAIRS & EXPENSES	273,550	228,649	190,503	5,358	0	0
G-320-3125-4010 ADVERTISING	124	0	0	0	0	0
G-320-3125-4020 SERVICE CONTRACTS	0	0	0	47,750	20,000	22,000
G-320-3125-4040 CONSULTANTS	8,327	15,738	0	0	0	0

2020 DRAFT OPERATING BUDGET

320 ROADS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-320-3125-4050 CONTRACTORS	39,524	66,035	120,548	167,174	147,000	67,000
G-320-3125-4060 COURIER/FREIGHT	16	130	0	12	100	100
G-320-3125-4100 SERVICES - OTHER	154,952	37,497	64,974	0	0	0
G-320-3125-4110 TELEPHONE - BASIC	2,083	75	0	0	0	0
G-320-3125-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	0	0	54	0	0
G-320-3125-7810 TRANSFER TO RESERVES	355,752	361,037	0	0	350,000	0
G-320-3125-7820 TRANSFER TO RESERVE FUNDS	0	0	350,000	350,000	0	357,000
G-320-3125-7850 CITY OWNED RENTAL EXPENSE	211,815	226,129	237,207	20,330	210,000	0
G-320-3125-9040 TOOLS & SMALL EQUIPMENT	74	72	0	0	0	0
Total 3125 ROAD OPERATIONS	1,673,738	1,513,407	1,453,609	1,061,172	1,417,670	2,064,530
3150 ROAD WINTER						
G-320-3150-1810 CONTRIBUTION FROM RESERVES	-106,074	0	-15,238	0	0	0
G-320-3150-1900 INTERFUNCTIONAL TRANSFERS	-55,527	-31,539	-52,068	0	-88,500	-66,000
G-320-3150-2100 F.T. SALARIES & WAGES	320,652	288,206	280,423	214,770	269,210	0
G-320-3150-2110 P.T. SALARIES & WAGES	7,631	9,519	9,185	0	0	0
G-320-3150-2500 F.T. BENEFITS	80,214	73,255	78,519	58,481	65,150	0
G-320-3150-2510 P.T. BENEFITS	1,438	2,139	2,315	0	0	0
G-320-3150-3040 HYDRO	5,221	5,692	4,488	2,624	6,000	6,000
G-320-3150-3050 MATERIALS	213,633	218,056	251,896	139,278	210,000	300,000
G-320-3150-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	1,680	2,285	313	942	1,500	2,000
G-320-3150-3180 VEHICLE - FUEL	-5,984	-1,241	0	0	0	0
G-320-3150-3190 VEHICLE - REPAIRS & EXPENSES	889	856	19,288	172	0	0
G-320-3150-4010 ADVERTISING	0	0	0	0	250	200
G-320-3150-4020 SERVICE CONTRACTS	0	0	0	15,003	53,500	54,600
G-320-3150-4050 CONTRACTORS	220,010	172,217	206,178	117,657	220,000	225,000
G-320-3150-4095 MAINTENANCE CONTRACTS	0	0	0	0	5,000	5,000
G-320-3150-4100 SERVICES - OTHER	76,002	52,071	38,565	0	0	0
G-320-3150-4110 TELEPHONE - BASIC	104	0	0	0	0	0

2020 DRAFT OPERATING BUDGET

320 ROADS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-320-3150-5040 RENTAL OF MACHINERY & EQUIPMENT	0	0	0	5,095	20,000	20,000
G-320-3150-7850 CITY OWNED RENTAL EXPENSE	246,963	237,456	279,051	210,118	250,000	0
G-320-3150-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	299	0	0	0	0
Total 3150 ROAD WINTER	1,006,852	1,029,271	1,102,915	764,140	1,012,110	546,800
3175 RAILWAY CROSSINGS						
G-320-3175-2100 F.T. SALARIES & WAGES	0	0	99	1,606	0	0
G-320-3175-2500 F.T. BENEFITS	0	0	28	450	0	0
G-320-3175-3050 MATERIALS	0	0	9	0	0	0
G-320-3175-4095 MAINTENANCE CONTRACTS	0	0	0	37,723	53,280	54,350
G-320-3175-4100 SERVICES- OTHER	0	76,175	50,098	0	0	0
Total 3175 RAILWAY CROSSINGS	0	76,175	50,234	39,779	53,280	54,350
3500 STREET LIGHTS						
G-320-3500-1770 RECOVERABLES	-1,541	-1,541	-1,424	-2,540	-1,500	-1,500
G-320-3500-2100 F.T. SALARIES & WAGES	458	0	0	0	0	0
G-320-3500-2500 F.T. BENEFITS	128	0	0	0	0	0
G-320-3500-3040 HYDRO	342,719	310,928	233,789	126,810	280,000	253,000
G-320-3500-4020 SERVICE CONTRACTS	0	0	0	97,696	120,000	123,000
G-320-3500-4100 SERVICES OTHER	151,513	77,824	157,892	0	0	0
G-320-3500-4108 TREE TRIMMING & REMOVAL	0	54,243	52,577	36,066	52,000	0
G-320-3500-7810 TRANSFER TO RESERVE	195,000	150,000	0	0	0	0
G-320-3500-7820 TRANSFER TO RESERVE FUNDS	0	0	180,000	90,000	90,000	110,000
G-320-3500-7850 CITY OWNED RENTAL EXPENSE	370	0	0	0	0	0
Total 3500 STREET LIGHTS	688,647	591,454	622,834	348,032	540,500	484,500
3510 ANIMAL CONTROL						
G-320-3510-4050 CONTRACTORS- ANIMAL CONTROL	97,000	101,850	115,382	99,037	117,700	120,100
Total 3510 ANIMAL CONTROL	97,000	101,850	115,382	99,037	117,700	120,100
Total 320 ROADS	4,176,386	4,086,058	6,419,089	4,545,200	5,293,320	5,546,140
Total 320 ROADS	4,176,386	4,086,058	6,419,089	4,545,200	5,293,320	5,546,140



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G340 Storm

Department/Division 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, culverts and storm water management ponds.

Staff is based at the Public Works Yard and as well as working on road maintenance they work in the various required storm related areas.

Key Activities for 2020:

Maintaining all storm infrastructure within the City. Regular flushing activities, as well as a ditch cleaning program to better control our storm water collection systems.

Continue to repair aging storm infrastructure within the City.

Clean out of Municipal Drains.

How This Work Plan Reflects Council's Strategic Priorities

Developing Our Resources – Maintaining the City's existing physical assets to ensure that they are operating as intended.

Significant Variances (2020 proposed budget vs prior year actuals):

Increase in budget to allow for the maintenance of existing Municipal Drains.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

340 STORM

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
340 STORM						
4150 SANITARY COLLECT						
G-340-4150-3050 MATERIALS	0	0	-1,874	0	0	0
Total 4150 SANITARY COLLECT	0	0	-1,874	0	0	0
4200 STORM ADMIN						
G-340-4200-2100 F.T. SALARIES & WAGES	0	0	0	35	0	0
G-340-4200-3040 HYDRO	2,289	2,658	2,426	1,351	3,000	3,000
G-340-4200-4050 CONTRACTORS	0	0	0	311	0	0
G-340-4200-5030 INTEREST ON LTD	0	0	0	130,854	246,470	211,370
G-340-4200-5035 PRINCIPAL ON LTD	0	0	0	657,855	1,250,650	1,068,960
G-340-4200-7820 TRANSFER TO RESERVE FUND	0	0	308,000	1,408,000	1,408,000	1,588,000
G-340-4200-9040 SMALL TOOLS & EQUIPMENT	0	119	0	30	200	200
Total 4200 STORM ADMIN	2,289	2,777	310,426	2,198,436	2,908,320	2,871,530
4225 STORM TREAT						
G-340-4225-1405 USER FEES	-373	0	0	0	0	0
G-340-4225-1770 RECOVERABLES	-33,370	-31,182	-3,894	0	-43,000	-15,000
G-340-4225-2100 F.T. SALARIES & WAGES	18,111	20,953	11,079	7,622	18,450	0
G-340-4225-2110 P.T. SALARIES & WAGES	230	78	0	0	0	0
G-340-4225-2500 F.T. BENEFITS	3,999	4,548	3,102	2,134	6,350	0
G-340-4225-2510 P.T. BENEFITS	37	13	0	0	0	0
G-340-4225-3050 MATERIALS	7,315	10,066	2,916	2,017	17,000	18,000
G-340-4225-4020 SERVICE CONTRACTS	0	0	0	1,206	3,000	3,000
G-340-4225-4050 CONTRACTORS	6,476	35,597	44,289	26,830	95,000	108,000
G-340-4225-4100 SERVICES - OTHER	39,158	1,232	594	0	0	0
G-340-4225-5040 RENTAL OF MACHINERY & EQUIPMENT	0	0	0	458	2,000	1,500
G-340-4225-7850 CITY OWNED RENTAL EXPENSE	4,121	6,108	4,282	310	9,000	8,500
G-340-4225-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	59,160
G-340-4225-9040 TOOLS & SMALL EQUIPMENT	0	0	0	291	0	0
Total 4225 STORM TREAT	45,704	47,413	62,368	40,868	107,800	183,160

2020 DRAFT OPERATING BUDGET

340 STORM

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
4250 STORM COLLECT						
G-340-4250-1770 RECOVERABLES	-5,913	-2,840	-3,791	0	0	0
G-340-4250-2100 F.T. SALARIES & WAGES	47,731	42,228	48,357	45,760	92,510	0
G-340-4250-2110 P.T. SALARIES & WAGES	153	457	0	0	0	0
G-340-4250-2500 F.T. BENEFITS	11,023	9,245	13,540	12,813	28,660	0
G-340-4250-2510 P.T. BENEFITS	25	73	0	0	0	0
G-340-4250-3050 MATERIALS	7,308	8,871	10,571	8,050	12,000	15,000
G-340-4250-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	0	9,073	0	0	0	0
G-340-4250-3180 VEHICLES - FUEL	83	0	0	0	0	0
G-340-4250-3190 VEHICLE - REPAIRS & EXPENSES	0	283	0	0	0	0
G-340-4250-4020 SERVICE CONTRACTS	0	0	0	14,835	5,000	10,000
G-340-4250-4040 CONSULTANTS	0	0	25,116	8,753	0	0
G-340-4250-4050 CONTRACTORS	2,439	12,886	44,381	12,327	0	50,000
G-340-4250-4100 SERVICES - OTHER	31,984	1,998	15,037	0	0	0
G-340-4250-5040 RENTAL OF BLDG, MACHINERY & EQUIPMENT	0	0	0	538	0	0
G-340-4250-7850 CITY OWNED RENTAL EXPENSE	15,822	14,836	31,127	3,185	18,000	20,000
G-340-4250-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	24,050
Total 4250 STORM COLLECT	110,655	97,110	184,338	106,261	156,170	119,050
Total 340 STORM	158,648	147,300	555,258	2,345,565	3,172,290	3,173,740
Total 340 STORM	158,648	147,300	555,258	2,345,565	3,172,290	3,173,740



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G711 Parks

Department/Division Overview:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (25 neighborhood, 16 city parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout 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 through contracted services. Grass cutting on the boulevards is undertaken by staff. In the spring the Horticultural Society assists in planting flowers but the ongoing maintenance is provided by full-time staff and temporary labourers. During the winter months this Division also assists in snow plowing and removal at recreation locations, furniture repair and winter housing of swans.

Key Activities for 2020:

- Dufferin Park woodlot clearing of dead ash trees
- Implementation of new play structure (replacement) at Optimist Park on Brunswick St.

How This Work Plan Reflects Council's Strategic Priorities

- Continue greening of the city and optimizing the current physical playground assets

Significant Variances (2020 proposed budget vs prior year actuals):

- Increase in Parks Operating (Contractor) with implementation of Goose Management Plan in Spring and Fall
- Anticipation of increased contractor costs for lawn maintenance contract

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

711 PARKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
711 PARKS						
7100 PARKS OPERATIONS						
G-711-7100-1470 RENTALS AND LEASES	-136,072	-137,910	-138,871	-106,052	-140,000	-140,000
G-711-7100-1570 DONATIONS	0	-11,000	-15,863	-9,900	-8,000	-8,000
G-711-7100-1765 GAIN ON DISPOSAL OF ASSETS	0	-15,490	-8,388	0	0	0
G-711-7100-1770 RECOVERABLES	0	0	0	-4,600	-5,300	-5,300
G-711-7100-1810 CONTRIBUTION FROM RESERVES	-1,373	0	0	0	-32,000	0
G-711-7100-2100 F.T. SALARIES & WAGES	377,196	416,056	527,520	388,700	526,000	770,590
G-711-7100-2110 P.T. SALARIES & WAGES	263,249	285,758	287,770	285,762	339,420	344,430
G-711-7100-2500 F.T. BENEFITS	108,690	118,230	146,450	107,603	150,420	217,990
G-711-7100-2510 P.T. BENEFITS	25,238	26,883	27,560	26,893	40,090	34,740
G-711-7100-2700 OTHER PAYROLL EXPENSES	0	0	65	513	0	0
G-711-7100-3010 CLOTHING	2,096	2,342	3,422	1,952	2,000	2,000
G-711-7100-3030 HEAT	5,126	6,303	6,635	3,240	7,000	7,400
G-711-7100-3040 HYDRO	31,291	27,029	25,873	16,212	30,000	30,000
G-711-7100-3045 WATER / SEWAGE	19,947	24,031	21,597	18,287	23,000	23,000
G-711-7100-3050 MATERIALS	0	0	105,024	24,225	100,000	100,000
G-711-7100-3053 PLANT MATERIALS	0	0	0	92,732	100,000	100,000
G-711-7100-3070 OFFICE SUPPLIES AND PAPER	0	0	76	71	0	100
G-711-7100-3090 PHOTOCOPIER EXPENSE	1,982	2,383	1,917	1,601	2,000	2,000
G-711-7100-3100 POSTAGE	1,312	327	156	350	500	500
G-711-7100-3140 REPAIRS & MAINTENANCE BLDGS & EQUIP	5,657	410	11,573	7,350	6,000	6,000
G-711-7100-3180 VEHICLE - FUEL	23,916	22,083	30,374	1,331	30,000	30,000
G-711-7100-3190 VEHICLE-REPAIRS AND MAINTENANCE	13,528	33,508	30,735	6,551	25,000	25,000
G-711-7100-4035 CONFERENCE - ACCOMODATIONS	0	0	442	756	1,000	1,000
G-711-7100-4036 CONFERENCES- EXPENSES	0	0	542	2,464	2,000	2,000
G-711-7100-4037 CONFERENCES - REGISTRATIONS	0	0	87	0	0	0
G-711-7100-4038 CONFERENCES -/TRAVEL MILEAGE	0	0	268	0	0	0
G-711-7100-4040 CONSULTANTS	0	0	3,053	3,256	2,000	3,000
G-711-7100-4045 PARKS- SWAN CARE	0	0	1,665	1,585	6,000	4,000

2020 DRAFT OPERATING BUDGET

711 PARKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-711-7100-4050 CONTRACTORS	0	0	5,513	41,891	42,000	58,000
G-711-7100-4090 LEGAL	0	0	3,511	0	0	0
G-711-7100-4095 MAINTENANCE CONTRACTS	250,415	269,279	50,678	21,261	120,000	120,000
G-711-7100-4097 MEMBERSHIPS	428	160	1,500	672	1,000	1,000
G-711-7100-4100 SERVICES - OTHER	256,129	213,978	21,926	0	0	0
G-711-7100-4106 LAWN MAINTENANCE	0	0	211,343	205,146	235,000	250,000
G-711-7100-4107 BUILDING MAINTENANCE	0	0	759	747	6,000	6,000
G-711-7100-4110 TELEPHONE - BASIC	3,479	2,358	2,355	0	0	0
G-711-7100-4120 TELEPHONE - CELL PHONES	3,207	3,758	5,195	2,953	3,850	4,980
G-711-7100-4140 TRAINING/SAFETY	8,305	5,500	13,650	6,459	11,000	11,000
G-711-7100-4142 TRAINING - EXPENSES	0	0	51	0	0	0
G-711-7100-4155 FACILITY IMPROVEMENTS	20,043	22,456	27,094	1,124	33,000	30,000
G-711-7100-7810 TRANSFER TO RESERVES	70,610	70,740	0	0	0	0
G-711-7100-7820 TRANSFER TO RESERVE FUNDS	0	0	130,333	71,000	64,000	170,000
Total 7100 PARKS OPERATIONS	1,354,399	1,389,172	1,543,590	1,222,135	1,722,980	2,201,430
8400 FORESTRY						
G-711-8400-1405 USER FEES INCL TREE PLANTING REVENUE	-31,500	0	-28,166	-36,000	-25,000	-25,000
G-711-8400-1570 DONATIONS	-16,800	-14,781	-14,246	-2,950	-8,000	-8,000
G-711-8400-1770 RECOVERABLES	-128,443	-126,050	-110,435	-74,665	-100,000	-100,000
G-711-8400-2100 F.T. SALARIES & WAGES	199,503	200,287	209,038	115,308	147,750	69,940
G-711-8400-2110 P.T. SALARIES & WAGES	14,558	1,775	9,450	8,020	10,940	11,100
G-711-8400-2500 F.T. BENEFITS	60,165	60,551	62,500	37,283	40,990	19,160
G-711-8400-2510 P.T. BENEFITS	1,288	150	906	706	960	980
G-711-8400-3050 MATERIALS	69,900	60,076	92,838	52,669	75,000	75,000
G-711-8400-4095 MAINTENANCE CONTRACTS	236,871	249,994	235,440	227,510	245,000	313,000
G-711-8400-4100 SERVICES - OTHER	12,318	329	149	0	0	0
G-711-8400-4140 TRAINING - REGISTRATION	0	0	667	0	0	0
Total 8400 FORESTRY	417,860	432,331	458,141	327,881	387,640	356,180
Total 711 PARKS	1,772,259	1,821,503	2,001,731	1,550,016	2,110,620	2,557,610
Total 711 PARKS	1,772,259	1,821,503	2,001,731	1,550,016	2,110,620	2,557,610



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Recreation - Program

Department/Division Overview:

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

Service	Particulars	Allocation
Child & Youth Programs	Summer day camps, P.A. day camps, holiday break camps, community teen dances.	Staff time, program materials, labour.
Stratford Youth Centre	Lease of facility, agreement to support program services offered through YMCA.	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest, Leisure Activity Council, etc.	Staff time.
Corporate/Special Projects		Staff time.
55+ Active Adults Programs	Management of 900 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 Facility Supervision and Rental Management	Coordination/management of rentals, long-term tenancies, facility operations and maintenance.	Staff time.
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives promoting programs and services delivered through the department's 5 divisions.	Advertising costs and staff time.
Public Access Defibrillation	Management and evaluation of the City's AED program.	Staff time.

Key Activities for 2020:

- On-board community facilities (i.e. arenas, ball diamonds) into our new electronic facility calendar and rental system, providing greater public access to public events hosted in municipal facilities.
- Refine the accounting processes within the department (accounts payable and receivable functions)
- Develop and implement a sponsorship strategy to increase future investments in capital reserves for facilities.

How This Work Plan Reflects Council's Strategic Priorities

- Re-investment and optimization of our physical assets, being recreation facilities and parks, supported through new community/corporate partnerships and sponsorship dollars.
- Re-consideration of how our recreation facilities can be of greater use and function in a sport-tourism capacity.
- Optimization our digital resources, lessening barriers to registration and participation in recreation programs and rental of facilities.
- Improve digital access to public data

Significant Variances (2020 proposed budget vs prior year actuals):

- \$30,000 increase to G721-7200-4164 to support Canada Day celebrations in market square.
- \$35,000 increase to G721-7200-4040 to support phase 1 of a recreation sponsorship/physical asset program.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

If yes, please review impacts based on following options:

1. Maintain existing services – full increased cost to taxpayers

- Historically, a \$42,700 grant from the Ministry for Seniors and Accessibility has been received to support the Active Adults (55+) recreation program. This amount has been allocated to the “Ontario Grants – G721-7200-1130” revenue line.

We would recommend maintaining existing levels of service to the Active Adult group, but in the event of a loss of grant revenue, we could review other ways to obtain revenue including modifying user/membership/lease fees.

2. Reduce services – no increase to taxpayers

3. Combination of some reductions to services and some increases to taxpayers



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Recreation - Facilities

Department/Division Overview:

This department oversees the daily operation of the Rotary Complex, Allman arena, Dufferin Arena, Agriplex Tourism/Boathouse and the Splashpad amongst others. It provides capital improvements and preventative maintenance to each of its locations including the new North Shore bathroom and Transit hub.

Key Activities for 2020:

Staff is working to minimize noise levels emanating from the Agriplex/Rotary facilities to minimize their impact on surrounding housing. Replacement of the main refrigeration condenser is slated for early 2020 with a model that has a lower decibel sound rating. In addition to the condenser work other required refrigeration retrofits are part of the maintenance program in 2020.

Staff is realigning our outdoor summer staff duties to efficiently deal with our growing daily needs with similar staffing levels of past years. Due to the success of the Anne Hathaway park upgrades and similar upgrades to Shakespeare park, staff are needed in these locations more frequently than in the past requiring changes to frequency of visits.

Staff continue to modify start up and shut down times on the arenas to minimize energy usage overall.

How This Work Plan Reflects Council's Strategic Priorities

Community Facilities Division works to continuously reinvent our outputs in order to achieve more with the same investment. Our staff is challenged to come up with new ways to use less energy on a daily basis in order keep its resources sustainable for the foreseeable future.

Significant Variances (2020 proposed budget vs prior year actuals):

Small increases have been made in areas such as the facility improvement budgets. This reflects the aging stock of facilities. Buildings such as Rotary Complex have now seen 14 years of use creating the need to do standard upgrades to basic chattels such as fixtures and flooring outside of complete retrofits.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

721 RECREATION

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
721 RECREATION						
7200 RECREATION PROGRAMS						
G-721-7200-1130 ONTARIO GRANTS	-51,611	-42,700	-52,060	-32,025	-52,000	-47,700
G-721-7200-1330 ADVERTISING REVENUE	-13,395	-19,217	-30,183	-20,330	-35,000	-35,000
G-721-7200-1350 REVENUE - RECREATION PROGRAMS	-118,104	-197,016	-190,414	-144,216	-180,300	-182,500
G-721-7200-1460 RECREATIONAL FACILITY RENTAL	0	0	0	-214	0	0
G-721-7200-1570 DONATIONS	0	0	-9,556	0	0	0
G-721-7200-1770 RECOVERABLES	0	0	-3,630	0	0	0
G-721-7200-1810 CONTRIBUTION FROM RESERVES	0	-27,573	-1,108	0	0	0
G-721-7200-2100 F.T. SALARIES & WAGES	231,445	266,258	259,930	231,309	334,420	340,340
G-721-7200-2110 P.T. SALARIES & WAGES	78,450	76,437	93,655	83,288	129,600	129,600
G-721-7200-2500 F.T. BENEFITS	61,518	66,269	74,736	70,891	99,630	100,550
G-721-7200-2510 P.T. BENEFITS	4,993	5,337	6,155	5,434	10,770	10,810
G-721-7200-2700 OTHER PAYROLL EXPENSES	0	0	0	36	0	0
G-721-7200-3010 CLOTHING	0	0	1,137	0	5,500	5,550
G-721-7200-3030 HEAT	1,792	2,390	2,040	1,270	2,500	2,500
G-721-7200-3040 HYDRO	3,152	6,398	2,307	1,616	3,400	3,500
G-721-7200-3045 WATER/SEWAGE	291	381	322	261	500	500
G-721-7200-3050 MATERIALS	5,461	5,157	5,131	7,214	16,800	12,500
G-721-7200-3070 OFFICE SUPPLIES & PAPER	0	0	867	684	0	0
G-721-7200-3082 GOLF TOURNAMENT	0	0	565	0	0	0
G-721-7200-3090 PHOTOCOPIER EXPENSE	3,918	3,822	3,633	1,388	4,000	4,000
G-721-7200-3120 MEAL & MEETING COSTS	0	0	3,375	1,356	750	1,500
G-721-7200-3140 R & M - BUILDINGS & EQUIPMENT	0	0	1,285	0	0	0
G-721-7200-4010 ADVERTISING	21,062	18,575	28,144	28,054	44,000	39,000
G-721-7200-4035 CONFERENCES-ACCOMMODATIONS	0	0	0	1,036	6,000	6,000
G-721-7200-4036 CONFERENCES-EXPENSES	0	0	0	94	1,000	1,000
G-721-7200-4037 CONFERENCES-REGISTRATION	0	0	0	613	6,500	6,500
G-721-7200-4038 CONFERENCES-TRAVEL/MILEAGE	0	0	0	1,711	2,500	2,500
G-721-7200-4040 CONSULTANTS	24,624	24,260	23,259	30,848	57,520	57,520

2020 DRAFT OPERATING BUDGET

721 RECREATION

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-721-7200-4050 CONTRACTORS	0	0	71,309	0	0	0
G-721-7200-4095 MAINTENANCE CONTRACTS	0	0	0	724	20,000	22,000
G-721-7200-4097 MEMBERSHIPS	926	1,123	2,840	2,665	2,500	2,500
G-721-7200-4100 SERVICES - OTHER	96,377	162,950	112,594	0	0	0
G-721-7200-4120 TELEPHONE - CELL PHONES	2,922	3,783	5,606	3,226	4,100	4,620
G-721-7200-4140 TRAINING- REGISTRATION	0	0	1,608	0	0	0
G-721-7200-4141 TRAINING- MILEAGE	0	0	870	0	0	0
G-721-7200-4142 TRAINING - EXPENSES	8,102	5,279	3,539	519	1,000	1,000
G-721-7200-4150 MILEAGE	0	0	0	76	4,500	4,500
G-721-7200-4164 SPECIAL EVENTS	0	0	4,793	28,829	10,600	40,600
G-721-7200-5010 BANK, CREDIT CARD & COLLECTION FEES	0	7,105	27,291	0	0	0
G-721-7200-5045 RENT EXPENSE	0	0	0	36,318	45,500	46,870
G-721-7200-7810 TRANSFER TO RESERVES	0	0	9,556	0	0	0
Total 7200 RECREATION PROGRAMS	361,923	369,018	459,596	342,675	546,290	580,760
7300 RECREATION FACILITIES						
G-721-7300-1130 ONTARIO GRANTS	-12,475	0	0	0	0	0
G-721-7300-1350 RECREATION PROGRAM REVENUE	-155,860	-144,927	-144,252	0	-40,000	-41,200
G-721-7300-1440 APPLICATION FEES- SPECIAL EVENTS	0	0	0	-600	0	0
G-721-7300-1460 RECREATIONAL FACILITY RENTAL INCOME	-1,804,224	-1,760,849	-1,689,562	-343,708	-278,000	-284,020
G-721-7300-1461 REVENUE- ICE RENTALS	0	0	0	-541,289	-1,326,200	-1,367,110
G-721-7300-1462 REVENUE- HALL RENTALS	0	0	0	-694	-206,000	-212,180
G-721-7300-1463 REVENUE - LIONS POOL	0	0	0	-128,854	-140,000	-144,200
G-721-7300-1760 SALE OF EQUIPMENT	0	0	-517	0	0	0
G-721-7300-1765 GAIN ON DISPOSAL OF ASSET	0	-7,020	0	0	0	0
G-721-7300-1770 RECOVERABLES	-6,076	-4,108	0	-23,000	-296,960	-296,960
G-721-7300-1810 CONTRIBUTION FROM RESERVE	0	-43,925	-32,537	0	-121,350	-121,350
G-721-7300-2100 F.T. SALARIES & WAGES	1,025,144	982,407	1,098,160	899,692	1,152,600	1,124,650
G-721-7300-2110 P.T. SALARIES & WAGES	474,628	514,338	631,450	462,474	592,960	598,700
G-721-7300-2500 F.T. BENEFITS	262,081	257,370	277,307	235,823	310,000	314,740
G-721-7300-2510 P.T. BENEFITS	51,674	57,633	65,584	49,425	84,320	82,500

2020 DRAFT OPERATING BUDGET

721 RECREATION

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-721-7300-2700 OTHER PAYROLL EXPENSES	0	778	25	236	0	0
G-721-7300-3010 CLOTHING	11,507	9,701	16,537	17,479	13,500	17,500
G-721-7300-3030 HEAT	120,914	149,278	119,495	83,232	161,960	160,000
G-721-7300-3040 HYDRO	744,858	719,811	602,481	360,089	760,000	770,000
G-721-7300-3045 WATER/SEWAGE	160,561	101,037	111,204	63,948	129,060	130,000
G-721-7300-3050 MATERIALS	4,701	9,760	87,774	75,029	67,000	98,000
G-721-7300-3070 OFFICE SUPPLIES AND PAPER	0	0	2,453	2,433	2,500	2,750
G-721-7300-3100 POSTAGE	0	0	71	46	0	0
G-721-7300-3120 MEALS AND MEETING COSTS	0	0	0	52	0	0
G-721-7300-3140 R & M - BUILDINGS & EQUIPMENT	0	0	9,107	4,938	0	0
G-721-7300-3180 VEHICLE - FUEL	17,547	22,895	25,783	7,413	25,500	26,270
G-721-7300-3190 VEHICLE - REPAIRS AND MAINTENANCE	0	4,034	13,192	10,314	9,000	13,500
G-721-7300-4010 ADVERTISING	470	439	0	4	1,000	700
G-721-7300-4040 CONSULTANTS	0	0	0	5,910	0	0
G-721-7300-4050 CONTRACTORS	0	0	20,960	11,892	113,000	110,000
G-721-7300-4090 LEGAL	0	0	9,088	0	0	0
G-721-7300-4095 MAINTENANCE CONTRACTS	119,637	163,252	206,495	198,820	232,000	230,000
G-721-7300-4097 MEMBERSHIPS	0	0	0	748	0	0
G-721-7300-4100 SERVICES - OTHER	593,376	601,967	281,925	0	0	0
G-721-7300-4107 BUILDING MAINTENANCE	0	0	164,497	219,862	321,700	342,500
G-721-7300-4110 TELEPHONE - BASIC	24,153	15,120	11,985	30,850	38,720	30,940
G-721-7300-4120 TELEPHONE- CELLULAR/AIRCARDS	5,596	5,673	5,915	4,485	6,000	6,780
G-721-7300-4124 CABLE/SATELLITE	0	0	1,987	2,669	3,200	3,300
G-721-7300-4140 TRAINING- REGISTRATION	112	4,000	70	2,474	4,300	4,300
G-721-7300-4142 TRAINING - EXPENSES	1,278	2,065	4,010	2,530	1,000	2,400
G-721-7300-4150 TRAVEL/MILEAGE	0	0	0	141	0	0
G-721-7300-4155 FACILITY IMPROVEMENTS	41,414	51,666	51,396	29,076	50,000	82,000
G-721-7300-5010 BANK, COLLECTIONS CHARGES	4,522	5,705	5,987	0	0	0
G-721-7300-5030 INTEREST ON LTD	0	0	0	307,801	610,700	561,130
G-721-7300-5035 PRINCIPAL ON LTD	0	0	0	510,219	1,016,500	1,017,140

2020 DRAFT OPERATING BUDGET

721 RECREATION

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-721-7300-7810 TRANSFER TO RESERVES	101,559	85,992	10,905	0	0	0
G-721-7300-7820 TRANSFER TO RESERVE FUNDS	20,600	20,800	453,676	586,410	566,410	479,000
G-721-7300-7900 INTERFUNCTIONAL TRANSFER	2,750	0	445	0	0	0
Total 7300 RECREATION FACILITIES	1,810,447	1,824,892	2,423,096	3,148,369	3,864,420	3,741,780
7310 2016 CANADIAN JUNIOR CURLING						
G-721-7310-1770 RECOVERABLES	-7,000	0	0	0	0	0
G-721-7310-4100 2016 CANADIAN JUNIOR CURLING	73,104	0	0	0	0	0
G-721-7310-7900 INTERFUNCTIONAL TRANSFER	9,115	0	0	0	0	0
Total 7310 2016 CANADIAN JUNIOR CURLING	75,219	0	0	0	0	0
Total 721 RECREATION	2,247,589	2,193,910	2,882,692	3,491,044	4,410,710	4,322,540
Total 721 RECREATION	2,247,589	2,193,910	2,882,692	3,491,044	4,410,710	4,322,540



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G731 Cemetery

Department/Division Overview:

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

The Cemetery offers a variety of interment options:

- Traditional burial
- Cremation lots
- Columbarium
- Mausoleum
- Interment rights (burials)
- Interment rights certificates
- Disinterment
- Chapel memorial services
- Scattering services

Key Activities for 2020:

- Implementation of a scattering garden interment option in accordance with proposed cemetery by-law changes
- Proposed addition of a new Columbarium consisting of 264 niches
- Cemetery roadwork in various sections

How This Work Plan Reflects Council's Strategic Priorities

- Being proactive in planning for continued growth and needs of cemetery patrons

Significant Variances (2020 proposed budget vs prior year actuals):

None

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

731 CEMETERY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
731 CEMETERY						
5500 CEMETERY OPERATIONS						
G-731-5500-1470 RENTALS AND LEASES - BURIALS	-285,562	-365,414	-331,230	-240,520	-320,000	-320,000
G-731-5500-1760 SALE OF EQUIPMENT	-5,991	0	0	0	0	0
G-731-5500-1765 GAIN ON DISPOSAL OF ASSETS	0	-9,255	0	0	0	0
G-731-5500-1830 CONTRIBUTION FROM TRUST FUNDS	-68,348	-61,647	0	0	-65,000	-65,000
G-731-5500-2100 F.T. SALARIES & WAGES	282,212	280,614	198,622	193,275	260,730	264,690
G-731-5500-2110 P.T. SALARIES & WAGES	51,626	49,722	40,769	44,904	54,680	55,480
G-731-5500-2500 F.T. BENEFITS	80,377	73,758	56,079	55,873	73,380	74,660
G-731-5500-2510 P.T. BENEFITS	4,635	4,308	3,521	3,930	4,960	5,070
G-731-5500-2700 OTHER PAYROLL EXPENSES	0	0	0	36	0	0
G-731-5500-3010 CLOTHING	449	2,311	2,384	368	2,000	2,000
G-731-5500-3030 HEAT	2,739	3,308	3,305	2,124	3,500	3,800
G-731-5500-3040 HYDRO	8,042	8,465	4,792	2,963	8,500	8,500
G-731-5500-3045 WATER / SEWAGE	4,180	4,123	4,308	4,203	4,000	4,500
G-731-5500-3050 MATERIALS	0	0	22,019	26,331	30,000	30,000
G-731-5500-3070 OFFICE SUPPLIES AND PAPER	0	0	284	530	500	500
G-731-5500-3090 PHOTOCOPIER EXPENSE	1,311	1,508	914	539	1,000	1,000
G-731-5500-3100 POSTAGE	205	137	313	194	300	300
G-731-5500-3140 R & M BUILDING & EQUIPMENT	3,184	5,026	4,203	2,560	10,000	8,000
G-731-5500-3180 VEHICLE -FUEL	14,225	17,348	18,814	21,629	18,000	20,000
G-731-5500-3190 VEHICLE REPAIRS, MTSE	14,738	14,944	13,061	7,520	16,000	16,000
G-731-5500-4050 CONTRACTORS	0	0	164	19,417	5,000	5,000
G-731-5500-4095 MAINTENANCE CONTRACTS	3,143	8,135	377	0	0	0
G-731-5500-4100 SERVICES - OTHER	43,655	51,648	18,315	0	0	0
G-731-5500-4107 BUILDING MAINTENANCE	0	0	1,428	3,395	0	0
G-731-5500-4110 TELEPHONE - BASIC	1,177	683	526	0	0	0
G-731-5500-4120 TELEPHONE - CELL PHONES	549	670	1,612	774	960	900
G-731-5500-4140 TRAINING	171	1,381	0	264	0	0

2020 DRAFT OPERATING BUDGET

731 CEMETERY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-731-5500-5010 BANK, COLLECTION, CREDIT CARD FEES	2,883	4,016	7,055	15	0	0
G-731-5500-5030 INTEREST ON LTD	0	0	0	2,531	4,190	3,520
G-731-5500-5035 PRINCIPAL ON LTD	0	0	0	15,792	27,330	27,990
G-731-5500-7810 TRANSFER TO RESERVES	85,991	80,000	0	0	0	0
G-731-5500-7820 TRANSFER TO RESERVE FUNDS	0	0	110,000	80,000	48,490	120,000
G-731-5500-7900 INTERFUNCTIONAL TRANSFERS	2,500	0	0	0	0	0
Total 5500 CEMETERY OPERATIONS	248,091	175,789	181,635	248,647	188,520	266,910
Total 731 CEMETERY	248,091	175,789	181,635	248,647	188,520	266,910
Total 731 CEMETERY	248,091	175,789	181,635	248,647	188,520	266,910



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G750 Transit

Department/Division Overview:

This department provides transit services on 7 routes not including 3 school specials that run at am/pm peak times.

Key Activities for 2020:

To continue to monitor repairs to rolling stock as fleet ages and mechanical issues become more frequent. Although overtime is being maintained at an acceptable level, further monitoring and continued increased utilization of Part time staff will keep this number at a historically low level. Capital expenditures also include 2 new 40 foot buses, monitor new GPS-ITS-AVL technology, new on-demand service pilot, new fare box upgrades all of which are based on receiving funding through ICIP.

How This Work Plan Reflects Council’s Strategic Priorities

To promote/market to build ridership and create a sustainable transit service (City, inter and intra) while introducing new technology such as real-time arrival information, trial on-demand system and newer rolling stock.

Significant Variances (2020 proposed budget vs prior year actuals):

There are no significant budget changes from 2019 other than potential lengthy and expensive repairs to rolling stock. We will continue to monitor in 2020 and take advantage of any cost reductions (labor) and service delivery increases throughout the year as per continued past practice.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

750 TRANSIT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
750 TRANSIT						
3300 REGULAR TRANSIT OPERATING						
G-750-3300-1395 TRANSIT FARES	-246,220	-212,218	-201,203	-125,713	-210,000	-115,000
G-750-3300-1470 TRANSIT BUS PASSES	-630,380	-592,052	-633,578	-439,799	-630,000	-635,000
G-750-3300-1475 TRANSIT BUS TICKETS	0	0	0	-12,514	0	-90,000
G-750-3300-1610 SALES- ADVERTISING	-15,661	-18,741	-16,636	-13,030	0	0
G-750-3300-1760 SALE OF EQUIPMENT	0	0	-352	0	0	0
G-750-3300-1765 PROCEEDS - ASSET DISPOSALS	-727	0	-1,616	0	0	0
G-750-3300-1770 RECOVERABLES	0	0	-613	0	0	0
G-750-3300-1820 CONTRIBUTION FROM RESERVE FUNDS	-250,000	-250,000	-250,000	0	0	0
G-750-3300-2100 F.T. SALARIES & WAGES	1,222,083	1,232,147	1,116,446	711,174	1,114,560	1,184,440
G-750-3300-2110 P.T. SALARIES & WAGES	453,332	444,196	506,503	375,805	495,710	439,030
G-750-3300-2500 F.T. BENEFITS	339,474	379,165	363,309	246,479	373,180	402,090
G-750-3300-2510 P.T. BENEFITS	109,227	105,760	107,154	85,146	130,270	118,110
G-750-3300-2700 OTHER PAYROLL EXPENSES	0	0	2,389	1,119	6,200	6,500
G-750-3300-3010 CLOTHING	12,514	6,891	12,466	12,841	12,000	12,500
G-750-3300-3020 GOODS PURCHASED FOR RESALE	0	0	0	14,803	27,000	30,000
G-750-3300-3030 HEAT	6,444	7,984	9,371	6,289	18,500	18,500
G-750-3300-3040 HYDRO	22,362	19,317	16,525	12,489	30,000	30,000
G-750-3300-3045 WATER/SEWAGE	3,932	3,846	4,621	2,977	9,500	10,500
G-750-3300-3050 MATERIALS	3,971	2,775	6,257	0	0	0
G-750-3300-3070 OFFICE SUPPLIES AND PAPER	0	0	1,058	1,351	1,800	2,000
G-750-3300-3090 PHOTOCOPIER EXPENSE	1,388	1,878	1,514	1,205	1,500	1,800
G-750-3300-3100 POSTAGE	93	77	100	20	100	150
G-750-3300-3110 PRINTING	0	0	626	275	0	8,000
G-750-3300-3140 R&M - BUILDINGS & EQUIPMENT	16,120	4,842	13,786	5,899	12,500	14,500
G-750-3300-3170 UNIFORMS	0	0	4,434	2,638	3,500	3,850
G-750-3300-3180 VEHICLE - FUEL	286,946	371,408	406,645	0	0	0
G-750-3300-3190 VEHICLE - REPAIRS AND EXPENSES	179,387	151,618	188,639	0	0	0
G-750-3300-4010 ADVERTISING	464	869	790	183	2,000	1,000

2020 DRAFT OPERATING BUDGET

750 TRANSIT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-750-3300-4020 SERVICE CONTRACTS	0	0	0	10,979	0	15,000
G-750-3300-4036 CONFERENCES - EXPENSES	4,715	161	943	590	1,500	1,500
G-750-3300-4038 CONFERENCE - MILEAGE/TRAVEL	0	215	0	169	250	250
G-750-3300-4060 COURIER/FREIGHT	0	46	6,656	5,190	2,000	7,000
G-750-3300-4095 MAINTENANCE CONTRACTS	0	0	26,014	53	0	0
G-750-3300-4097 MEMBERSHIPS	405	4,575	3,990	4,756	4,500	5,000
G-750-3300-4100 SERVICES - OTHER	121,494	222,923	33,912	0	0	0
G-750-3300-4105 SNOW REMOVAL	0	0	27,419	49,608	25,000	75,000
G-750-3300-4107 BUIDLING MAINTENANCE	0	0	836	8,460	3,500	10,000
G-750-3300-4110 TELEPHONE - BASIC	1,050	677	757	0	0	0
G-750-3300-4120 TELEPHONE - CELL PHONES	1,592	1,632	2,799	1,974	3,500	3,660
G-750-3300-4142 TRAINING - EXPENSES	0	0	0	0	0	8,000
G-750-3300-5010 BANK, COLLECTION, CREDIT CARD FEES	0	0	0	30	0	0
G-750-3300-5030 INTEREST ON LTD	0	0	0	19,077	34,630	32,320
G-750-3300-5035 PRINCIPAL ON LTD	0	0	0	37,289	74,530	74,530
G-750-3300-5040 RENTAL OF BUILDING, MACHINERY, EQUIP	0	0	0	0	4,000	0
G-750-3300-7820 TRANSFER TO RESERVE FUND	0	0	0	160,000	160,000	180,000
Total 3300 REGULAR TRANSIT OPERATING	1,644,005	1,889,991	1,761,961	1,187,812	1,711,730	1,855,230
Total 750 TRANSIT	1,644,005	1,889,991	1,761,961	1,187,812	1,711,730	1,855,230
Total 750 TRANSIT	1,644,005	1,889,991	1,761,961	1,187,812	1,711,730	1,855,230



2020 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G751 Parallel Transit

Department/Division Overview:

This department provides transit services on short term and long term basis to Stratford residents who are unable to utilize the regular transit system due to physical limitations.

Key Activities for 2020:

To continue to monitor repairs to rolling stock as fleet ages and mechanical issues become more frequent (a replacement Mobility bus planned for 2020 through a Capital funded project). Although overtime is being maintained at an acceptable level, further monitoring and continued increased utilization of Part time staff will keep this number at a historically low level.

How This Work Plan Reflects Council's Strategic Priorities

To improve ways to get around the City which includes a sustainable service delivery that are accessible to people of all levels of ability and to show genuine interest in the well-being of everyone in the community and to demonstrate compassion in our work.

Significant Variances (2020 proposed budget vs prior year actuals):

There are no significant budget changes from 2019. We will continue to monitor in 2020 and take advantage of any cost reductions (labor) and service delivery increases throughout the year as per continued past practice.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

751 PARALLEL TRANSIT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
751 PARALLEL TRANSIT						
3350 PARALLEL TRANSIT						
G-751-3350-1395 TRANSIT FARES	-46,140	-47,279	-49,398	-32,866	-50,000	-50,000
G-751-3350-1765 GAIN ON DISPOSAL OF ASSETS	0	0	0	-2,790	0	0
G-751-3350-2100 F.T. SALARIES & WAGES	198,921	199,894	175,273	125,384	247,740	151,610
G-751-3350-2110 P.T. SALARIES & WAGES	114,911	122,757	134,644	94,552	144,310	147,370
G-751-3350-2500 F.T. BENEFITS	63,796	66,212	60,326	42,407	77,450	49,460
G-751-3350-2510 P.T. BENEFITS	26,408	28,656	30,084	19,292	37,240	34,340
G-751-3350-2700 OTHER PAYROLL EXPENSES	0	0	253	353	1,350	1,500
G-751-3350-3010 CLOTHING	4,424	1,415	4,266	4,715	4,500	4,500
G-751-3350-3070 OFFICE SUPPLIES AND PAPER	1,101	265	960	890	1,200	1,400
G-751-3350-3080 MISCELLANEOUS	1,054	0	435	0	0	0
G-751-3350-3100 POSTAGE	0	0	23	39	150	200
G-751-3350-3110 PRINTING	0	0	163	0	0	500
G-751-3350-3140 R&M - BUILDINGS & EQUIPMENT	0	0	0	20	0	1,500
G-751-3350-3180 VEHICLE - FUEL	6,876	11,031	16,117	0	0	0
G-751-3350-3190 VEHICLE - REPAIRS AND EXPENSES	13,379	11,189	14,099	0	0	0
G-751-3350-4010 ADVERTISING	0	286	0	0	1,000	1,000
G-751-3350-4036 CONFERENCES - EXPENSES	1,526	0	0	1,092	1,500	1,500
G-751-3350-4097 MEMBERSHIPS	1,526	0	1,119	1,476	1,500	1,600
G-751-3350-4100 SERVICES - OTHER	9,130	4,161	631	0	0	0
G-751-3350-4110 TELEPHONE - BASIC	2,390	2,009	406	0	0	0
G-751-3350-4120 TELEPHONE - CELL PHONES	897	443	464	399	540	480
G-751-3350-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	0	0	0	250	300
G-751-3350-7820 TRANSFER TO RESERVE FUND	0	0	0	12,790	10,000	20,000
Total 3350 PARALLEL TRANSIT	400,199	401,039	389,865	267,753	478,730	367,260
Total 751 PARALLEL TRANSIT	400,199	401,039	389,865	267,753	478,730	367,260
Total 751 PARALLEL TRANSIT	400,199	401,039	389,865	267,753	478,730	367,260



2020 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G211 Fire

Department/Division Overview:

The Stratford Fire Department is a full time career department providing 24/7 coverage for the community. The department provides general fire services for the community including Fire Prevention, Public Fire Safety Education, Fire Safety Standards and Enforcement and Inspections as well as Fire Suppression from two strategically located fire stations. Fire Dispatching, Training and Community Emergency Management are also a critical component of the Department.

The fire department is comprised of 50 unionized staff, one Deputy Chief and one Fire Chief. Our core response services include:

- Fire suppression;
- Dispatching;
- Medical response;
- Emergency response for the Stratford Municipal Airport;
- Machinery rescue and extrication;
- Ice/water rescue;
- HAZMAT response;

Key Activities for 2020:

Maintain current service levels.

How This Work Plan Reflects Council’s Strategic Priorities

By aligning the Fire Department’s service levels and collaborative approach with other emergency services throughout Perth County with our pillar of “Strengthening our Plans, Strategies and Partnerships.”

Significant Variances (2020 proposed budget vs prior year actuals):

Increased salary and benefits as a result of current negotiations.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

211 FIRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
211 FIRE						
2100 FIRE PROTECTION ADMINISTRATION						
G-211-2100-1405 USER FEES	-1,335	-1,565	-930	-126,767	-134,970	-137,670
G-211-2100-1810 CONTRIBUTION FROM RESERVES	0	-36,913	0	0	0	0
G-211-2100-2100 F.T. SALARIES & WAGES	384,209	485,142	492,219	4,377,061	5,652,930	5,776,100
G-211-2100-2500 F.T. BENEFITS	109,663	138,610	147,374	1,209,422	1,586,620	1,633,670
G-211-2100-3011 PERSONAL PROTECTIVE EQUIPMENT	0	0	0	25,605	20,000	20,000
G-211-2100-3030 HEAT	0	0	0	3,814	7,500	7,500
G-211-2100-3040 HYDRO	0	0	0	6,704	14,000	14,000
G-211-2100-3045 WATER/SEWAGE	0	0	0	1,308	2,000	2,000
G-211-2100-3050 MATERIALS	2,982	2,272	6,449	-348	0	6,000
G-211-2100-3052 MATERIALS -EMERGENCY MANAGEMENT	965	3,027	2,431	1,042	5,000	5,000
G-211-2100-3070 OFFICE SUPPLIES & PAPER	0	0	0	3,057	3,000	3,000
G-211-2100-3090 PHOTOCOPIER EXPENSE	2,719	3,606	4,925	1,727	5,000	5,000
G-211-2100-3100 POSTAGE	340	75	145	128	500	500
G-211-2100-3110 PRINTING	0	0	0	0	1,000	1,000
G-211-2100-3120 MEETING COSTS	0	0	0	682	1,000	1,000
G-211-2100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	0	0	1,000	1,000
G-211-2100-3140 REPAIR & MTCE- Building & Equipment	0	0	0	5,588	10,000	10,000
G-211-2100-3170 UNIFORMS	0	0	0	25,893	20,000	20,000
G-211-2100-3180 VEHICLES- FUEL	0	0	0	19,487	21,000	25,000
G-211-2100-3190 VEHICLES - REPAIRS & MAINTENANCE	0	0	0	34,192	50,000	50,000
G-211-2100-4010 ADVERTISING	257	1,672	1,495	972	1,700	1,700
G-211-2100-4020 SERVICE CONTRACTS	0	0	0	25,584	25,200	25,200
G-211-2100-4036 CONFERENCES - EXPENSES	0	0	0	0	12,000	12,000
G-211-2100-4050 CONTRACTORS	0	0	0	10,224	15,000	15,000
G-211-2100-4090 LEGAL	6,773	28,509	1,290	0	0	0
G-211-2100-4097 MEMBERSHIPS	2,846	3,120	1,740	2,666	3,500	3,500
G-211-2100-4100 SERVICES - OTHER	4,812	5,676	2,298	0	0	0
G-211-2100-4105 SNOW REMOVAL	0	0	0	6,920	4,000	4,000

2020 DRAFT OPERATING BUDGET

211 FIRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-211-2100-4110 TELEPHONE - BASIC	0	0	0	17,197	22,930	18,120
G-211-2100-4120 CELL PHONES	0	0	0	3,203	4,200	5,400
G-211-2100-4142 TRAINING - EXPENSES	3,314	4,588	6,733	9,945	20,000	20,000
G-211-2100-4155 FACILITY IMPROVEMENTS	0	0	0	5,520	4,000	4,000
G-211-2100-4164 SPECIAL EVENTS	0	0	0	769	5,000	5,000
G-211-2100-5010 BANK, COLLECTION, CREDIT CARD FEES	1,723	30	30	0	0	0
G-211-2100-5065 PROVINCIAL PROGRAMS	0	0	0	4,125	5,000	5,000
G-211-2100-7810 TRANSFER TO RESERVES	165,000	345,000	0	0	200,000	0
G-211-2100-7820 TRANSFER TO RESERVE FUNDS	0	0	197,000	200,000	0	200,000
G-211-2100-9010 OFFICE EQUIPMENT & FURNISHINGS	0	0	0	289	1,000	1,000
G-211-2100-9030 EQUIPMENT PURCHASES	0	0	0	9,327	10,000	10,000
G-211-2100-9040 TOOLS & SMALL EQUIPMENT	0	0	0	9,387	10,000	10,000
Total 2100 FIRE PROTECTION ADMINISTRATION	684,268	982,849	863,199	5,894,723	7,609,110	7,783,020
2102 FIRE PROTECTION DISPATCHING						
G-211-2102-1405 USER FEES	-122,177	-124,527	-129,095	0	0	0
G-211-2102-2100 F.T. SALARIES & WAGES	434,802	367,129	286,031	0	0	0
G-211-2102-2500 F.T. BENEFITS	101,740	91,316	83,540	0	0	0
G-211-2102-2700 OTHER PAYROLL EXPENSES	-165	0	0	0	0	0
G-211-2102-3050 MATERIALS	995	1,136	455	0	0	0
G-211-2102-4100 SERVICES - OTHER	908	2,513	1,708	0	0	0
G-211-2102-4110 TELEPHONE - BASIC	19,336	16,059	12,320	0	0	0
G-211-2102-4120 TELEPHONE - CELL PHONES	0	549	4,835	0	0	0
G-211-2102-4142 TRAINING - EXPENSES	263	0	1,436	0	0	0
Total 2102 FIRE PROTECTION DISPATCHING	435,702	354,175	261,230	0	0	0

2020 DRAFT OPERATING BUDGET

211 FIRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
2104 FIRE-FIGHTING FORCE						
G-211-2104-1810 CONTRIBUTION FROM RESERVES	-54,217	0	0	0	0	0
G-211-2104-2100 F.T. SALARIES & WAGES	3,997,659	4,097,154	4,339,133	0	0	0
G-211-2104-2500 F.T. BENEFITS	1,085,637	1,120,495	1,164,239	0	0	0
G-211-2104-3010 CLOTHING	43,324	28,682	39,393	0	0	0
G-211-2104-3050 MATERIALS	4,393	0	3,107	0	0	0
G-211-2104-4100 SERVICES - OTHER	2,606	1,119	3,053	0	0	0
G-211-2104-4142 TRAINING - EXPENSES	3,604	6,373	1,112	0	0	0
Total 2104 FIRE-FIGHTING FORCE	5,083,006	5,253,823	5,550,037	0	0	0
2108 FIRE PREVENTION						
G-211-2108-1405 USER FEES	-4,817	-8,091	-8,415	0	0	0
G-211-2108-2100 F.T. SALARIES & WAGES	222,036	234,387	241,765	0	0	0
G-211-2108-2500 F.T. BENEFITS	60,834	64,094	64,133	0	0	0
G-211-2108-3050 MATERIALS	5,927	3,619	5,187	0	0	0
G-211-2108-4010 ADVERTISING	2,259	1,016	972	0	0	0
Total 2108 FIRE PREVENTION	286,239	295,025	303,642	0	0	0
2112 FIRE DEPT EQUIPMENT PURCHASES						
G-211-2112-1765 GAIN ON DISPOSAL OF ASSET	0	0	-21,845	0	0	0
G-211-2112-7810 TRANSFER TO RESERVES	3,000	3,000	0	0	0	0
G-211-2112-7820 TRANSFER TO RESERVE FUNDS	0	0	3,000	0	0	0
G-211-2112-9020 VEHICLE PURCHASE	0	0	20,408	0	0	0
G-211-2112-9030 EQUIPMENT PURCHASES	13,793	18,208	17,570	0	0	0
Total 2112 FIRE DEPT EQUIPMENT PURCHASES	16,793	21,208	19,133	0	0	0
2114 FIRE HALL #1						
G-211-2114-3030 HEAT	2,482	3,113	4,005	0	0	0
G-211-2114-3040 HYDRO	9,992	9,066	6,854	0	0	0

2020 DRAFT OPERATING BUDGET

211 FIRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-211-2114-3045 WATER / SEWAGE	802	1,464	860	0	0	0
G-211-2114-3050 MATERIALS	14,277	9,076	12,960	0	0	0
G-211-2114-4100 SERVICES - OTHER	18,866	20,510	21,166	0	0	0
G-211-2114-7900 INTERFUNCTIONAL CHARGE	0	7,500	0	0	0	0
Total 2114 FIRE HALL #1	46,419	50,729	45,845	0	0	0
2116 FIRE HALL #2						
G-211-2116-3030 HEAT	2,247	3,347	2,849	0	0	0
G-211-2116-3040 HYDRO	4,819	4,362	3,606	0	0	0
G-211-2116-3045 WATER / SEWAGE	883	956	823	0	0	0
G-211-2116-3050 MATERIALS	3,715	5,724	5,285	0	0	0
G-211-2116-4100 SERVICES - OTHER	14,170	11,014	13,558	0	0	0
G-211-2116-7810 TRANSFER TO RESERVE	30,000	30,000	0	0	0	0
G-211-2116-7820 TRANSFER TO RESERVE FUNDS	0	0	30,000	0	0	0
Total 2116 FIRE HALL #2	55,834	55,403	56,121	0	0	0
2118 FIRE DEPT TRAINING						
G-211-2118-1770 RECOVERABLE	0	-3,183	-7,317	0	0	0
G-211-2118-2100 F.T. SALARIES & WAGES	120,698	121,866	139,116	0	0	0
G-211-2118-2500 F.T. BENEFITS	36,491	37,038	37,046	0	0	0
G-211-2118-3050 MATERIALS	1,822	1,008	6,008	0	0	0
G-211-2118-4095 FIRE DEPT - Maintenance Contracts	1,945	916	9,408	0	0	0
G-211-2118-4142 TRAINING - EXPENSES	34,791	25,505	11,242	0	0	0
Total 2118 FIRE DEPT TRAINING	195,747	183,150	195,503	0	0	0
2130 FIRE PROT VEHICLES & EQUIP						
G-211-2130-1765 GAIN ON DISPOSAL OF ASSET	0	-44,494	0	0	0	0
G-211-2130-3050 MATERIALS	16,563	32,811	34,923	0	0	0
G-211-2130-3180 VEHICLE - FUEL	15,739	22,538	28,799	0	0	0
G-211-2130-4100 SERVICES - OTHER	48,793	25,099	128,245	0	0	0
Total 2130 FIRE PROT VEHICLES & EQUIP	81,095	35,954	191,967	0	0	0
Total 211 FIRE	6,885,103	7,232,316	7,486,677	5,894,723	7,609,110	7,783,020
Total 211 FIRE	6,885,103	7,232,316	7,486,677	5,894,723	7,609,110	7,783,020



2020 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G512 Airport

Department/Division Overview:

The Stratford Municipal Airport is located within the Township of Perth East, just 6 kms north of the City, occupying 480 Acres. There are 2 asphalt runways covering a total of 23 Acres. The airport is home to 45 aircraft seeing 10,000 – 12,000 aircraft movements on an annual basis. Revenue sources include fuel sales, aircraft parking, farm land rental, terminal building rental and land lease agreements. Airport operations are contracted to Stratford Air Services Ltd. According to the airport study conducted in 2015 by the University of Waterloo, there is an estimated \$3.3 million in economic activity generated by the Stratford Municipal Airport.

Key Activities for 2020:

Maintain current service levels.

How This Work Plan Reflects Council’s Strategic Priorities

By aligning the Airport’s service levels, operations and pro-active approach to attract users with our pillar of “Widening our Economic Opportunities.”

Significant Variances (2020 proposed budget vs prior year actuals):

An addition of \$5,000 under “consultants” to receive opinion/plan/costs for implementation of permanent markers to determine obstacle height limitation.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

512 STRATFORD MUNICIPAL AIRPORT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
512 STRATFORD MUNICIPAL AIRPORT						
3600 AIRPORT LAND RENTAL						
G-512-3600-1335 PARKING REVENUE	-7,320	0	0	0	0	0
G-512-3600-1450 FARM LAND LEASE REVENUE	-12,258	-12,000	-19,625	0	0	0
G-512-3600-1470 RENTALS AND LEASES	-9,025	-45,774	-28,358	0	0	0
G-512-3600-3050 MATERIALS	1,568	1,318	1,661	0	0	0
G-512-3600-4090 LEGAL	2,663	2,066	2,788	0	0	0
G-512-3600-4100 SERVICES - OTHER	713	0	991	0	0	0
Total 3600 AIRPORT LAND RENTAL	-23,659	-54,390	-42,543	0	0	0
3602 AIRPORT ADMINISTRATION						
G-512-3602-1335 PARKING REVENUE	0	0	0	-67	-16,320	-16,320
G-512-3602-1405 USER FEES	0	0	0	-1,950	-2,200	-2,200
G-512-3602-1450 FARM LAND LEASE REVENUE	0	0	0	-262	-12,000	-12,000
G-512-3602-1470 RENTALS & LEASES	0	0	0	-41,207	-43,290	-43,800
G-512-3602-1610 SALES	0	0	0	-237,768	-176,500	-185,325
G-512-3602-3020 GOODS PURCHASED FOR RESALE	0	0	0	182,159	136,810	143,650
G-512-3602-3030 HEAT	0	0	0	2,634	5,000	5,000
G-512-3602-3040 HYDRO	0	0	0	8,328	10,000	10,000
G-512-3602-3050 MATERIALS	71	41	0	7	0	0
G-512-3602-3100 POSTAGE	88	64	68	50	100	100
G-512-3602-3140 R&M- BUILDINGS & EQUIPMENT	0	0	0	654	16,740	17,000
G-512-3602-3180 VEHICLE - FUEL	0	0	0	1,255	2,000	2,000
G-512-3602-3190 VEHICLE - REPAIRS & EXPENSES	0	0	0	33	2,000	2,200
G-512-3602-4010 ADVERTISING	0	0	0	0	1,000	500
G-512-3602-4020 SERVICE CONTRACTS	0	0	0	75,396	85,000	85,000
G-512-3602-4040 CONSULTANTS	0	0	0	0	0	5,000
G-512-3602-4050 CONTRACTORS	0	0	0	28,925	37,800	37,800
G-512-3602-4080 INSURANCE	4,860	4,423	4,423	4,671	4,500	4,900
G-512-3602-4092 PROPERTY TAXES	0	0	0	10,848	15,000	15,000

2020 DRAFT OPERATING BUDGET

512 STRATFORD MUNICIPAL AIRPORT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-512-3602-4097 MEMBERSHIPS	1,417	1,712	1,716	1,741	1,500	1,700
G-512-3602-4100 SERVICES - OTHER	92,050	101,457	108,034	0	0	0
G-512-3602-4105 SNOW REMOVAL	0	0	0	3,301	10,500	10,500
G-512-3602-4108 TREE TRIMMING	0	0	0	15,000	10,000	10,000
G-512-3602-4110 TELEPHONE - BASIC	0	0	0	945	1,800	1,800
G-512-3602-4125 INTERNET	0	0	0	440	700	725
G-512-3602-4155 FACILITY IMPROVEMENTS	0	0	0	0	5,000	5,000
G-512-3602-7810 TRANSFER TO RESERVE	0	0	0	0	80,000	0
G-512-3602-7820 TRANSFER TO RESERVE FUNDS	0	0	0	80,000	0	80,000
G-512-3602-9030 EQUIPMENT PURCHASES	0	0	0	22,290	0	0
Total 3602 AIRPORT ADMINISTRATION	98,486	107,697	114,241	157,423	175,140	178,230
3604 AIRPORT LANDING SERVICES						
G-512-3604-1405 USER FEES	-2,450	-2,173	-7,972	0	0	0
G-512-3604-3040 HYDRO	7,274	8,792	7,177	0	0	0
G-512-3604-3050 MATERIALS	3,655	3,444	2,583	0	0	0
G-512-3604-4100 SERVICES - OTHER	9,760	6,799	60,395	0	0	0
G-512-3604-4105 SNOW REMOVAL	5,560	4,549	3,694	0	0	0
Total 3604 AIRPORT LANDING SERVICES	23,799	21,411	65,877	0	0	0
3606 AIRPORT FUEL SERVICES						
G-512-3606-1610 SALES	-202,023	-181,038	-206,761	0	0	0
G-512-3606-3020 GOODS PURCHASED FOR RESALE	131,832	125,758	155,965	0	0	0
G-512-3606-3180 VEHICLE - FUEL	1,757	2,255	2,825	0	0	0
G-512-3606-4100 SERVICES - OTHER	0	0	7	0	0	0
Total 3606 AIRPORT FUEL SERVICES	-68,434	-53,025	-47,964	0	0	0
3608 AIRPORT TERMINAL						
G-512-3608-1470 RENTALS AND LEASES	-9,883	-9,000	-9,000	0	0	0
G-512-3608-3030 HEAT	3,004	4,209	4,050	0	0	0
G-512-3608-3040 HYDRO	7,771	5,819	5,761	0	0	0
G-512-3608-3050 MATERIALS	23,634	4,720	1,383	0	0	0

2020 DRAFT OPERATING BUDGET

512 STRATFORD MUNICIPAL AIRPORT

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-512-3608-4100 SERVICES - OTHER	9,776	18,548	21,138	0	0	0
G-512-3608-4110 TELEPHONE - BASIC	1,826	1,695	1,256	0	0	0
G-512-3608-7810 TRANSFER TO RESERVES	110,000	110,000	0	0	0	0
G-512-3608-7820 TRANSFER TO RESERVE FUNDS	0	0	110,000	0	0	0
Total 3608 AIRPORT TERMINAL	146,128	135,991	134,588	0	0	0
3610 AIRPORT VEHICLES & EQUIP						
G-512-3610-3616 VEHICLE - REPAIRS & EXPENSES	1,654	465	419	0	0	0
G-512-3610-7810 TRANSFER TO RESERVES	6,000	6,000	0	0	0	0
G-512-3610-7820 TRANSFER TO RESERVE FUNDS	0	0	6,000	0	0	0
Total 3610 AIRPORT VEHICLES & EQUIP	7,654	6,465	6,419	0	0	0
Total 512 STRATFORD MUNICIPAL AIRPORT	183,974	164,149	230,618	157,423	175,140	178,230
Total 512 STRATFORD MUNICIPAL AIRPORT	183,974	164,149	230,618	157,423	175,140	178,230



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G610 Social Services Administration

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Services Manager (CMSM) for such provincial programs such as, Public and Social Housing and the Perth and Stratford housing Corporation, Ontario Works, and the Early Years and Child Care Services. In other words, The City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service are covers the City of Stratford, the Town of St. Marys and the County of Perth.

As centralized intake and integration of services continues to move forward, there has been integration of the administrative and financial functions within the department. As a result a new administrative division has been created within Social Services in order to capture wages of the integrated staff as well as other expenditures, such as office supplies, that are shared between divisions.

Quarterly these centralized expenditures will be reallocated to the Housing, Ontario Works and Early Years and Child Care divisions via Interfunctional Transfers.

Key Activities for 2020:

As part of the 2020 priorities the department will continues to look for opportunities to streamline processes and maximize efficiencies within the Social Services Department.

How This Work Plan Reflects Council’s Strategic Priorities

This work plan closely aligns with Council’s Strategic Priorities while encompassing the City of Stratford’s values; Integrity, Respect, Caring, Progress and Collaboration.

The integration of administrative functions will maximize the service delivery potential for administrative and financial functions within Social Services. Further, the centralization of common office administration expenses will result in finding efficiencies within the department.

- Strengthening our Plans, Strategies and Partnerships.

Significant Variances (2020 proposed budget vs prior year actuals):

2020 is the first budget year for the Social Services Administrative Division. Variances to common expenditures will be noted within the work plans of the other Social Services work plans.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

610 SOCIAL SERVICES ADMINISTRATION

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
610 SOCIAL SERVICES ADMINISTRATION						
6100 SOCIAL SERVICES ADMINISTRATION						
G-610-6100-1900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	-1,596,840
G-610-6100-2100 F.T. SALARIES & WAGES	0	0	0	0	0	625,420
G-610-6100-2500 F.T. BENEFITS	0	0	0	0	0	178,150
G-610-6100-2700 OTHER PAYROLL EXPENSES	0	0	0	0	0	250
G-610-6100-3070 OFFICE SUPPLIES & PAPER	0	0	0	0	0	20,000
G-610-6100-3090 PHOTOCOPIER EXPENSE	0	0	0	0	0	16,000
G-610-6100-3100 POSTAGE	0	0	0	0	0	30,000
G-610-6100-3110 PRINTING	0	0	0	0	0	1,000
G-610-6100-3120 MEETING COSTS	0	0	0	0	0	1,000
G-610-6100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	0	0	0	400
G-610-6100-4036 CONFERENCES - EXPENSES	0	0	0	0	0	7,000
G-610-6100-4097 MEMBERSHIPS	0	0	0	0	0	10,000
G-610-6100-4110 TELEPHONE - BASIC	0	0	0	0	0	28,220
G-610-6100-4120 TELEPHONE - CELL PHONES	0	0	0	0	0	1,800
G-610-6100-4142 TRAINING - EXPENSES	0	0	0	0	0	10,000
G-610-6100-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	0	0	0	0	2,300
G-610-6100-5045 RENT	0	0	0	0	0	340,000
G-610-6100-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	310,300
G-610-6100-9010 OFFICE EQUIPMENT	0	0	0	0	0	15,000
Total 6100 SOCIAL SERVICES ADMINISTRATION	0	0	0	0	0	0
Total 610 SOCIAL SERVICES ADMINISTRATION						
Total 610 SOCIAL SERVICES ADMINISTRATION						



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G611 Ontario Works

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincial programs such as, Public and Social Housing and the Perth and Stratford Housing Corporation, **Ontario Works**, and the Early Years and Child Care Services. In other words, the City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service area covers the City of Stratford, the Town of St. Marys and the County of Perth.

In addition to the Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

The programs and services of the **Ontario Works Division** fall under the jurisdictions of the Ministry of Community and Social Services. Under the *Ontario Works Act (1997)*, the Ontario Works Division has the responsibility to effectively deliver services and supports that respond to the need of Ontario Works participants within the service area.

Ontario Works is primarily an employment assistance and financial support program. However, the Ontario Works Division is also responsible for the delivery of other programs funded by various Ministries and the Municipalities in our service area.

The program funding for Ontario Works programs and services is as follows:

- Ontario Works intake and case Management, which includes, Eligibility Review and Enhanced Verification Process (Cost-share for 2018, 50% provincial Ministry of Community and Social Services and 50% Municipal funding);
- Ontario Works Employment Supports (Cost-share for 2018, 100% Provincial Ministry of Children, Community and Social Services);

Along with the Ontario Works program, the Ontario Works Division operates the following programs:

- Community Homelessness Prevention Initiative (100% Ministry of Municipal Affairs and Housing funding, however, The City of Stratford, The County of Perth and the Town of St. Marys have also agreed to contribute over and above the Ministry grant to this initiative)

- Homemakers and Nurses Services (80% provincial Ministry of Health and Long-Term Care and 20% Municipal funding)
- Emergency Planning (100% Municipal funding)
- Community Social Investment Fund (100% Municipal)
- Recreation Program (100% Municipal)
- Shelterlink Operating Grant (100% Municipal)
- St Marys Adult Learning Program (100% Municipal)
- Social Planning Council (100% Municipal)

Key Activities for 2020:

The key activities that the Ontario Works Division is focusing on for 2020 are grounded in the MCCSS transformation of employment services and Social Assistance Reform which is expected to impact 2020. As of this time, there have not been any formal announcements regarding these programs. The division will focus on amending program delivery as required to meet any changes to the mandate of the Ontario Works program or legislative changes to the *Ontario Works Act (1997)*. Furthermore, the division will focus on integrating further programs and technological initiatives such as MyBenefits, a 24/7 real-time portal for clients to access their information and submit changes to their file.

The Community Homelessness Prevention Initiative Program (CHPI) will continue to provide supports and services to those in the community facing homelessness and housing instability. The program endeavours to evaluate best practices and focus on improving outcomes for those accessing services.

How This Work Plan Reflects Council's Strategic Priorities

This work plan closely aligns with Council's Strategic Priorities while encompassing the City of Stratford's values; Integrity, Respect, Caring, Progress and Collaboration.

The Ontario Works division will continue to work with community partners to help build community well-being for all individuals accessing services through strengthened partnerships and open communication across the human services sector.

- Mobility, Accessibility and Design Excellence
- Strengthening our Plans, Strategies and Partnerships;
- Developing Our Resources;
- Widening our Economic Opportunities

Significant Variances (2020 proposed budget vs prior year actuals):

The overall increase to the budget this year is \$375,230 (58.80%). This is a direct result of the increase to the corporate chargeback to the Social Services department.

There is a 24.47% decrease in salaries, wages and benefits. This is directly attributed to the loss of 1 FTE Caseworker position due to the cancellation of the Addiction Services Initiative (ASI) program by MCCSS. Furthermore, 1 FTE Supervisor position was approved in the 2019 budget but this position did not move forward due to uncertainty at the Provincial level and there are no plans to hire for this position. Contractually obligated increases in wages and

benefits impact the overall wages and benefits for 2020. The actual wage increase incurred through collective bargaining in 2020 will be 1.5%.

There are several variances that are accounted for due to the re-allocation of expenses to a new divisional budget within Social Services, 610 – Administration. These include:

- Office Administration (85.31%)
- Meeting Costs (13.73%)
- Conferences (70.00%)
- Training (42.31%)
- Building, Machinery and Equipment Rental (100%)
- Rent Expense (100%)
- Office Equipment and Furnishings (100%)
- Tools and Equipment (100%)

The increase to Inter-functional transfers is directly attributed to the re-allocation of administrative costs and the increase to the corporate charge back amount for the Social Services Department.

Service Contracts saw a 41.05% decrease due to the cancellation of the ASI program and reductions in service contracts executed through Employment Supports.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

On August 20th, 2019, the Government of Ontario announced there will be no reduction to the Ontario Works budget for 2020.

2020 DRAFT OPERATING BUDGET

611 ONTARIO WORKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
611 ONTARIO WORKS						
6111 SOCIAL SERVICES ADMINISTRATION						
G-611-6111-1130 ONTARIO GRANTS	-1,004,529	-1,031,693	-1,052,655	-872,828	-1,092,320	-1,048,300
G-611-6111-1210 OTHER MUNICIPALITIES - PERTH	-491,543	-469,615	-505,697	-448,300	-537,420	-526,520
G-611-6111-1220 OTHER MUNICIPALITIES - ST. MARYS	-64,635	-91,711	-91,983	-77,717	-93,170	-86,730
G-611-6111-1810 CONTRIBUTION FROM RESERVES	0	-24,932	-9,896	0	0	0
G-611-6111-2100 F.T. SALARIES & WAGES	1,065,410	1,238,749	1,302,067	900,154	1,330,170	1,023,840
G-611-6111-2110 P.T. SALARIES & WAGES	112,447	20,607	27,850	78	0	0
G-611-6111-2500 F.T. BENEFITS	294,242	343,440	368,612	277,935	395,360	308,810
G-611-6111-2510 P.T. BENEFITS	20,566	3,842	3,619	5	0	0
G-611-6111-2700 OTHER PAYROLL EXPENSES	0	175	479	120	200	500
G-611-6111-3050 MATERIALS	0	2,135	13	245	0	0
G-611-6111-3070 OFFICE SUPPLIES AND PAPER	15,723	33,326	24,082	14,548	20,200	5,000
G-611-6111-3080 MISCELLANEOUS	48	258	377	0	0	0
G-611-6111-3090 PHOTOCOPIER EXPENSE	4,702	6,127	10,226	6,611	9,000	0
G-611-6111-3100 POSTAGE	22,198	20,583	18,283	18,638	20,000	0
G-611-6111-3110 PRINTING	2,705	521	809	57	1,000	1,000
G-611-6111-3120 MEALS & MEETING COSTS	8,512	3,863	1,669	1,039	3,000	1,000
G-611-6111-3130 PUBLICATIONS & SUBSCRIPTIONS	1,369	143	116	0	150	0
G-611-6111-3180 VEHICLE-FUEL	0	0	2,961	0	0	0
G-611-6111-3190 VEHICLE- REPAIRS & EXPENSES	0	0	378	0	0	0
G-611-6111-4010 ADVERTISING	0	1,531	289	0	500	300
G-611-6111-4030 SOCIAL SERVICES-Audit	2,000	2,000	2,000	0	2,000	2,000
G-611-6111-4036 CONFERENCES - EXPENSES	11,402	7,591	6,775	1,973	10,000	3,000
G-611-6111-4040 CONSULTANTS	78,545	86,113	58,517	654	0	0
G-611-6111-4060 COURIER/FREIGHT	49	256	201	86	250	200
G-611-6111-4090 LEGAL	7,428	0	0	1,577	0	1,000
G-611-6111-4097 MEMBERSHIPS	18,756	9,854	9,851	515	10,000	0
G-611-6111-4100 SERVICES - OTHER	0	-80,762	-82,352	0	0	0
G-611-6111-4110 TELEPHONE - BASIC	20,534	11,434	9,219	9,394	12,950	0

2020 DRAFT OPERATING BUDGET

611 ONTARIO WORKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-611-6111-4120 TELEPHONE - CELL PHONES	2,821	3,177	3,971	3,536	6,890	4,080
G-611-6111-4142 TRAINING - EXPENSES	24,507	15,309	19,222	3,482	26,000	15,000
G-611-6111-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	8,771	10,465	4,406	11,490	9,500	10,000
G-611-6111-5010 BANK, COLLECTION, CREDIT CARD FEES	0	0	0	15	0	0
G-611-6111-5040 COMPUTER LEASE & EQUIP RENTAL	39,062	45,859	54,468	56,090	64,610	0
G-611-6111-5045 RENT	173,015	173,015	173,015	123,735	164,980	0
G-611-6111-6021 ONTARIO DENTAL ASSOCIATION	1,939	1,653	1,138	1,010	0	0
G-611-6111-7900 ADMINISTRATION CHARGE	61,391	91,441	85,013	305	81,370	722,450
G-611-6111-9010 OFFICE EQUIPMENT AND FURNISHINGS	9,826	9,516	1,646	611	6,500	0
G-611-6111-9030 EQUIPMENT PURCHASES	1,768	0	6,070	0	10,000	0
Total 6111 SOCIAL SERVICES ADMINISTRATION	449,029	444,270	454,759	35,058	461,720	436,630
6121 ONTARIO WORKS - STRATFORD						
G-611-6121-1130 ONTARIO GRANTS	-2,137,141	-2,457,671	-2,556,989	-1,786,173	-2,577,420	-2,610,000
G-611-6121-6020 SOCIAL ASSISTANCE PAYMENTS	2,268,727	2,528,468	2,556,989	1,786,173	2,577,420	2,610,000
Total 6121 ONTARIO WORKS - STRATFORD	131,586	70,797	0	0	0	0
6122 ONTARIO WORKS - PERTH						
G-611-6122-1130 ONTARIO GRANTS	-2,339,516	-2,597,855	-2,676,133	-1,869,401	-2,697,510	-2,730,000
G-611-6122-1210 OTHER MUNICIPALITIES - PERTH	-144,047	-74,835	0	0	0	0
G-611-6122-6020 SOCIAL ASSISTANCE PAYMENTS	2,483,563	2,672,690	2,676,133	1,869,401	2,697,510	2,730,000
Total 6122 ONTARIO WORKS - PERTH	0	0	0	0	0	0
6123 ONTARIO WORKS - ST MARYS						
G-611-6123-1130 ONTARIO GRANTS	-307,630	-507,333	-522,621	-365,075	-526,800	-530,000
G-611-6123-1220 OTHER MUNICIPALITIES - ST. MARYS	-18,941	-14,615	0	0	0	0
G-611-6123-6020 SOCIAL ASSISTANCE PAYMENTS	326,571	521,947	522,621	365,075	526,800	530,000
Total 6123 ONTARIO WORKS - ST MARYS	0	-1	0	0	0	0
6191 ONT WORKS EMPLOYMENT SUPPORT						
G-611-6191-1130 ONTARIO GRANTS	-487,100	-520,500	-541,700	-459,352	-541,600	-551,200
G-611-6191-1210 OTHER MUNICIPALITIES - PERTH	-14,666	-7,005	0	0	0	0
G-611-6191-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,928	-1,368	0	0	0	0
G-611-6191-2100 F.T. SALARIES & WAGES	281,833	208,503	198,273	152,616	200,160	203,170

2020 DRAFT OPERATING BUDGET

611 ONTARIO WORKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-611-6191-2500 F.T. BENEFITS	77,902	57,807	55,920	42,063	56,300	56,870
G-611-6191-2700 OTHER PAYROLL EXPENSES	0	0	25	0	0	0
G-611-6191-4020 SERVICE CONTRACTS	0	0	0	134,644	285,140	286,160
G-611-6191-4100 SERVICES - OTHER	157,357	269,190	287,482	0	0	0
G-611-6191-5010 BANK, COLLECTION, CREDIT CARD FEES	0	0	0	2,612	0	5,000
Total 6191 ONT WORKS EMPLOYMENT SUPPORT	13,398	6,627	0	-127,417	0	0
61AT ADDICTION TREATMENT						
G-611-61AT-1130 ONTARIO GRANTS	-133,850	-137,395	-140,700	-82,075	-140,700	0
G-611-61AT-1210 OTHER MUNICIPALITIES - PERTH	-3,371	-1,476	0	0	0	0
G-611-61AT-1220 OTHER MUNICIPALITIES - ST. MARYS	-443	-288	0	0	0	0
G-611-61AT-2100 F.T. SALARIES & WAGES	77,824	78,784	80,236	44,231	80,920	0
G-611-61AT-2500 F.T. BENEFITS	21,762	21,843	22,629	13,317	22,970	0
G-611-61AT-4020 SERVICE CONTRACTS	0	0	0	11,428	36,560	0
G-611-61AT-4100 SERVICES - OTHER	40,587	39,929	36,887	0	0	0
G-611-61AT-4142 TRAINING - EXPENSES	0	0	275	0	0	0
G-611-61AT-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	571	0	673	229	250	0
Total 61AT ADDICTION TREATMENT	3,080	1,397	0	-12,870	0	0
61EP EMERGENCY PLANNING						
G-611-61EP-1210 OTHER MUNICIPALITIES - PERTH	-5,379	0	-4,901	-5,533	-6,640	-6,780
G-611-61EP-1220 OTHER MUNICIPALITIES - ST. MARYS	-707	0	-892	-958	-1,150	-1,120
G-611-61EP-4100 SERVICES - OTHER	11,000	0	10,200	0	0	0
G-611-61EP-6010 GRANTS TO CHARITIES	0	0	0	0	13,500	13,500
Total 61EP EMERGENCY PLANNING	4,914	0	4,407	-6,491	5,710	5,600
61HI HOMELESSNESS INITIATIVES						
G-611-61HI-1130 ONTARIO GRANTS	-546,975	-607,430	-749,781	-570,272	-826,630	-826,630
G-611-61HI-1210 OTHER MUNICIPALITIES - PERTH	-7,456	8,934	-20,344	-57,067	-68,480	-54,010
G-611-61HI-1220 OTHER MUNICIPALITIES - ST. MARYS	-980	1,745	-3,701	-9,892	-11,870	-8,900
G-611-61HI-2100 F.T. SALARIES & WAGES	62,146	51,983	161,844	162,409	225,270	156,360
G-611-61HI-2110 P.T. SALARIES	0	0	0	18,073	0	0
G-611-61HI-2500 F.T. BENEFITS	17,178	14,412	45,646	46,584	63,730	44,240

2020 DRAFT OPERATING BUDGET

611 ONTARIO WORKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-611-61HI-2510 P.T. BENEFITS	0	0	0	1,606	0	0
G-611-61HI-4100 SERVICES	0	382	0	0	0	0
G-611-61HI-4110 TELEPHONE - BASIC	0	0	0	750	1,000	0
G-611-61HI-4120 TELEPHONE - CELL PHONES	0	0	0	0	820	1,800
G-611-61HI-4142 TRAINING - EXPENSES	0	741	0	0	0	0
G-611-61HI-4150 TRAVEL/MILEAGE	0	0	0	189	0	0
G-611-61HI-6020 SOCIAL ASSISTANCE PAYMENTS	482,898	520,781	584,631	435,667	675,000	680,000
G-611-61HI-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	51,910
Total 61HI HOMELESSNESS INITIATIVES	6,811	-8,452	18,295	28,047	58,840	44,770
61HM HOMEMAKERS AND NURSING						
G-611-61HM-1130 ONTARIO GRANTS	-25,041	-37,486	-41,983	-10,264	-34,800	-36,000
G-611-61HM-1210 OTHER MUNICIPALITIES - PERTH	-2,591	-2,642	-5,095	-3,567	-4,280	-4,520
G-611-61HM-1220 OTHER MUNICIPALITIES - ST. MARYS	-944	-516	-927	-617	-740	-750
G-611-61HM-4150 TRAVEL-MILEAGE	0	3,869	0	0	0	0
G-611-61HM-6020 SOCIAL ASSISTANCE PAYMENTS	30,942	39,274	52,586	36,777	43,500	45,000
Total 61HM HOMEMAKERS AND NURSING	2,366	2,499	4,581	22,329	3,680	3,730
61NB Community Social Invest Fund						
G-611-61NB-1210 OTHER MUNICIPALITIES - PERTH	-62,250	-58,854	-62,300	-52,708	-63,250	-64,450
G-611-61NB-1220 OTHER MUNICIPLAITIES - ST. MARYS	-8,185	-11,493	-11,332	-9,133	-10,960	-10,620
G-611-61NB-6020 SOCIAL ASSISTANCE PAYMENTS	127,302	126,025	129,657	84,711	128,550	128,500
Total 61NB Community Social Invest Fund	56,867	55,678	56,025	22,870	54,340	53,430
61RP RECREATION PROGRAMS						
G-611-61RP-1210 OTHER MUNICIPALITIES - PERTH	-23,454	-27,392	-30,300	-26,650	-31,980	-32,600
G-611-61RP-1220 OTHER MUNICIPALITIES - ST. MARYS	-3,084	-5,349	-5,511	-4,617	-5,540	-5,370
G-611-61RP-6020 SOCIAL ASSISTANCE PAYMENTS	47,963	58,656	63,060	47,783	65,000	65,000
Total 61RP RECREATION PROGRAMS	21,425	25,915	27,249	16,516	27,480	27,030

2020 DRAFT OPERATING BUDGET

611 ONTARIO WORKS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
61SH SHELTERLINK OPERATING GRANT						
G-611-61SH-1210 OTHER MUNICIPALITIES - PERTH	0	-11,675	-12,013	-10,250	-12,300	-12,540
G-611-61SH-1220 OTHER MUNICIPALITIES - ST. MARYS	0	-2,280	-2,185	-1,775	-2,130	-2,070
G-611-61SH-6010 GRANTS TO CHARITIES	0	0	0	37,432	25,000	25,000
G-611-61SH-6020 SOCIAL ASSISTANCE PAYMENTS	0	25,000	25,000	0	0	0
Total 61SH SHELTERLINK OPERATING GRANT	0	11,045	10,802	25,407	10,570	10,390
61SM ST MARY'S ADULT LEARNING PROG						
G-611-61SM-1210 OTHER MUNICIPALITIES - PERTH	0	-5,806	-5,974	-5,100	-6,120	-6,240
G-611-61SM-1220 OTHER MUNICIPALITIES - ST. MARYS	0	-1,134	-1,087	-883	-1,060	-1,030
G-611-61SM-6010 GRANTS TO CHARITIES	0	0	0	0	12,430	12,430
G-611-61SM-6020 SOCIAL ASSISTANCE PAYMENTS	0	12,432	12,432	0	0	0
Total 61SM ST MARY'S ADULT LEARNING PROG	0	5,492	5,371	-5,983	5,250	5,160
61SP SOCIAL PLANNING COUNCIL						
G-611-61SP-1210 OTHER MUNICIPALITIES - PERTH	-12,225	-11,675	-12,013	-10,250	-12,300	-12,540
G-611-61SP-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,608	-2,280	-2,185	-1,775	-2,130	-2,070
G-611-61SP-4100 SERVICES -OTHER	25,000	25,000	25,000	0	0	0
G-611-61SP-6010 GRANTS TO CHARITIES	0	0	0	12,500	25,000	25,000
Total 61SP SOCIAL PLANNING COUNCIL	11,167	11,045	10,802	475	10,570	10,390
Total 611 ONTARIO WORKS	700,643	626,312	592,291	-2,059	638,160	597,130
Total 611 ONTARIO WORKS	700,643	626,312	592,291	-2,059	638,160	597,130



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G613 Anne Hathaway Day Care

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincial programs such as, Public and Social Housing and the Perth and Stratford Housing Corporation, Ontario Works, and the Early Years and Child Care Services. In other words, the City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service area covers the City of Stratford, the Town of St. Marys and the County of Perth.

In addition to the Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the **Anne Hathaway Daycare Centre** for the City of Stratford.

The mandate of **Anne Hathaway Day Care Centre** is to deliver quality childcare programs that are fully inclusive of all children and families and meet Ontario’s Early Learning Framework’s Six Principals and How Does Learning Happen?, Ontario’s Pedagogy for the Early Years as set out by the Ministry of Education.

Anne Hathaway Day Care is a licensed full day childcare that falls under the jurisdiction of The Ministry of Education under **The Child Care and Early Years Act, 2014**. The program is licensed by the Ministry of Education under their Child Care Quality Assurance and Early Learning Division.

Key Activities for 2020:

In September 2018, Anne Hathaway Day Care received a license to operate the before and after school programs at Anne Hathaway Public School. These programs were previously provided by the Stratford YMCA. The capacity for the school age programs is 86 children between the age of 44 months and 12 years.

In our first year of operation there were 22 children enrolled in before school programs and 48 children enrolled in after school programs. In September 2019 the program will expand to 30 children enrolled in before school programs and 55 enrolled in after school programs. We will continue to explore the feasibility of an additional after school program to further reduce waitlist numbers and increase revenue generated by these programs.

How This Work Plan Reflects Council’s Strategic Priorities:

This work plan closely aligns with Council’s Strategic Priorities while encompassing the City of Stratford’s values; Integrity, Respect, Caring, Progress and Collaboration.

Anne Hathaway Day Care Centre deliver’s quality childcare programs that are fully inclusive of all children and families. Our services provide support for families in our community. This in turn fosters long term positive relationships and supports a sustainable caring community.

- Strengthening our Plans, Strategies, and Partnerships
- Widening Our Economic Opportunities

Significant Variances (2020 proposed budget vs prior year actuals):

The overall net budget increased by \$56,540 due to the following:

- \$111,660 decrease in User Fees due to cancellation of the school age expansion program budgeted for 2019.
- \$85,000 decrease in Recoverables due to loss of one time Access to Child Care grant in 2019.
- \$153,460 decrease in salaries is attributed to the cancellation of the school age expansion program. The 2019 budget included wage costs for 1.25 FTE to support this expansion.
- \$7,000 increase in Repairs and Maintenance to properly reflect the building cleaning contract actuals.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

613 ANNE HATHAWAY DAY CARE CENTRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
613 ANNE HATHAWAY DAY CARE CENTRE						
6300 DAY CARE ADMINISTRATION						
G-613-6300-1770 RECOVERABLES	-400,000	0	-320,696	0	0	0
G-613-6300-2100 F.T. SALARIES & WAGES	45,238	21,989	46,075	57,804	75,680	103,650
G-613-6300-2500 F.T. BENEFITS	12,504	6,096	12,995	20,627	27,430	34,970
G-613-6300-2700 OTHER PAYROLL EXPENSES	0	105	0	0	0	0
G-613-6300-3070 OFFICE SUPPLIES AND PAPER	1,322	1,728	1,147	552	1,000	1,000
G-613-6300-3080 MISCELLANEOUS	0	149	15	0	0	0
G-613-6300-3090 PHOTOCOPIER EXPENSE	923	1,756	1,154	660	1,400	1,200
G-613-6300-3100 POSTAGE	20	39	0	0	50	50
G-613-6300-3110 PRINTING	92	148	67	0	150	100
G-613-6300-4010 ADVERTISING	958	958	835	511	1,000	1,000
G-613-6300-4097 MEMBERSHIPS	1,335	1,050	1,550	1,440	2,100	1,700
G-613-6300-4100 SERVICES - OTHER	214	211	271	0	0	0
G-613-6300-4107 BUILDING MAINTENANCE	40,928	39,748	56,671	41,304	50,000	55,000
G-613-6300-4110 TELEPHONE - BASIC	5,578	3,448	1,941	3,735	4,980	0
G-613-6300-4120 TELEPHONE - CELL PHONES	0	0	0	0	1,640	1,380
G-613-6300-4140 TRAINING - REGISTRATION	920	0	0	0	0	0
G-613-6300-4142 TRAINING - EXPENSES	1,681	1,313	1,415	1,163	2,500	1,500
G-613-6300-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	259	0	241	80	150	240
G-613-6300-5010 BANK, COLLECTION, CREDIT CARD FEES	15	15	874	34	0	100
G-613-6300-5040 RENTAL OF BUILDING, MACHINERY & EQUIP	0	0	0	1,350	1,800	0
G-613-6300-7810 TRANSFER TO RESERVES	400,000	0	0	0	0	0
G-613-6300-7820 TRANSFER TO RESERVE FUNDS	0	0	320,000	0	0	0
G-613-6300-9010 OFFICE EQUIPMENT & FURNISHINGS	0	0	0	0	2,200	0
G-613-6300-9030 EQUIPMENT PURCHASES	641	0	0	0	0	0
G-613-6300-9060 FACILITY & BUILDING CAPITAL	0	0	1,077	0	0	0
Total 6300 DAY CARE ADMINISTRATION	112,628	78,753	125,632	129,260	172,080	201,890

2020 DRAFT OPERATING BUDGET

613 ANNE HATHAWAY DAY CARE CENTRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
6302 REGULAR DAY CARE PROGRAMS						
G-613-6302-1130 ONTARIO GRANTS	-50,868	0	0	0	0	0
G-613-6302-1320 DAY CARE REVENUE	-289,356	-305,650	-440,079	-437,983	-786,450	-728,650
G-613-6302-1321 PARENT REVENUE	-447,939	-576,019	-799,732	-581,368	-652,750	-603,300
G-613-6302-1570 DONATIONS	-631	0	0	0	0	0
G-613-6302-1770 RECOVERABLES	-190,500	-253,700	-338,804	-220,666	-324,500	-226,600
G-613-6302-1810 CONTRIBUTION FROM RESERVE	-11,189	-8,447	-34,517	0	0	0
G-613-6302-2100 F.T. SALARIES & WAGES	618,315	652,228	792,687	609,539	831,320	818,260
G-613-6302-2110 P.T. SALARIES & WAGES	154,777	166,389	237,176	206,195	304,510	176,710
G-613-6302-2500 F.T. BENEFITS	170,910	180,829	223,568	178,862	254,780	250,680
G-613-6302-2510 P.T. BENEFITS	28,308	31,019	30,823	27,897	62,570	25,200
G-613-6302-3050 MATERIALS	31	0	71	0	0	0
G-613-6302-3065 AHDC CRAFT SUPPLIES	2,067	970	2,096	1,287	1,500	2,000
G-613-6302-3066 TOYS	432	529	1,024	0	1,000	1,000
G-613-6302-3067 AHDC SPECIAL EVENTS	536	304	600	311	600	600
G-613-6302-4100 SERVICES - OTHER	238	0	0	0	0	0
Total 6302 REGULAR DAY CARE PROGRAMS	-14,869	-111,548	-325,087	-215,926	-307,420	-284,100
6304 REGULAR DAY CARE OCCUPANCY						
G-613-6304-3030 HEAT	3,996	4,373	4,392	2,797	5,000	4,700
G-613-6304-3040 HYDRO	7,801	6,576	5,912	2,997	6,000	5,500
G-613-6304-3045 WATER / SEWAGE	2,467	2,503	2,446	1,476	2,600	2,500
G-613-6304-3050 MATERIALS	3,950	4,694	6,612	5,944	5,000	7,000
G-613-6304-3070 OFFICE SUPPLIES AND PAPER	61	0	0	0	360	0
G-613-6304-3080 MISCELLANEOUS	47	0	0	0	0	0
G-613-6304-4050 CONTRACTORS	0	0	1,333	0	0	0
G-613-6304-4095 MAINTENANCE CONTRACTS	3,373	0	0	0	0	0
G-613-6304-4100 SERVICES - OTHER	204	1,005	357	0	0	0
G-613-6304-4105 SNOW REMOVAL	3,329	6,535	4,911	6,228	5,000	7,000
Total 6304 REGULAR DAY CARE OCCUPANCY	25,228	25,686	25,963	19,442	23,960	26,700

2020 DRAFT OPERATING BUDGET

613 ANNE HATHAWAY DAY CARE CENTRE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
6306 REGULAR DAY CARE DIETARY						
G-613-6306-1810 CONTRIBUTION FROM RESERVE	0	0	-22,873	0	0	0
G-613-6306-2100 F.T. SALARIES & WAGES	0	0	0	3,018	54,050	54,840
G-613-6306-2110 P.T. SALARIES & WAGES	46,067	47,971	64,418	31,684	0	0
G-613-6306-2500 F.T. BENEFITS	0	0	0	1,081	17,700	17,780
G-613-6306-2510 P.T. BENEFITS	8,426	8,943	8,372	10,649	0	0
G-613-6306-3050 MATERIALS	1,638	1,490	1,257	443	1,200	1,000
G-613-6306-3070 OFFICE SUPPLIES AND PAPER	319	0	0	0	0	0
G-613-6306-3120 MEALS & MEETING COSTS	6,517	5,709	1,270	0	0	0
G-613-6306-3121 MEALS	27,600	33,409	45,193	33,833	45,000	45,000
G-613-6306-4100 SERVICES - OTHER	330	0	255	0	0	0
Total 6306 REGULAR DAY CARE DIETARY	90,897	97,522	97,892	80,708	117,950	118,620
6308 PROGRAM ASSISTANTS						
G-613-6308-1770 RECOVERABLES	-29,045	-31,982	-19,991	0	-44,910	-37,400
G-613-6308-2100 F.T. SALARIES & WAGES	0	0	54,517	4,032	0	0
G-613-6308-2110 P.T. SALARIES & WAGES	24,554	26,692	0	31,139	34,560	34,250
G-613-6308-2500 F.T. BENEFITS	0	0	15,376	1,727	0	0
G-613-6308-2510 P.T. BENEFITS	4,491	4,976	0	2,910	10,350	3,150
Total 6308 PROGRAM ASSISTANTS	0	-314	49,902	39,808	0	0
Total 613 ANNE HATHAWAY DAY CARE CENTRE	213,884	90,099	-25,698	53,292	6,570	63,110
Total 613 ANNE HATHAWAY DAY CARE CENTRE	213,884	90,099	-25,698	53,292	6,570	63,110



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G615 Housing

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes **Affordable and Social Housing and Homelessness**, Ontario Works, and the Early Years and Child Care Services. The service area covers The City of Stratford, the Town of St. Marys and the County of Perth.

In addition, the Social Services Department is responsible for operating and managing the Perth & Stratford Housing Corporation, the Britannia Street Affordable Housing building, and the Anne Hathaway Daycare Centre.

The programs and services of the **Housing Division** fall under the jurisdiction of the Ministry of Municipal Affairs and Housing. The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. This Act replaced the *Social Housing Reform Act (2000)*, which transferred social housing responsibilities from the Province to Municipalities. The Housing Division also has responsibilities under the Residential Tenancies Act, the Accessibilities for Ontarians with Disabilities Act (AODA), the Human Rights Code, the Municipal Act, the Planning Act, the Fire Code, and other related legislation.

The Housing Division operates the Housing Access Centre, and as such is responsible for maintaining a Centralized Waiting List for social (subsidized) housing in Stratford, Perth County and St. Marys. The Division is also responsible for overseeing community housing providers (e.g., public housing, non-profit housing corporations, housing co-operatives), and for delivering provincially funded affordable housing programs, such as rent supplements, housing allowances, affordable home ownership, affordable housing development, and housing first initiatives. This includes administering the following provincial-federal programs:

- Canada-Ontario Community Housing Initiative (COCHI)
- Home for Good
- Investment in Affordable Housing (IAH)
- IAH-Extension
- Ontario Priorities Housing Initiative (OPHI)

- Portable Housing Benefit – Special Priority Policy
- Social Infrastructure Fund (SIF)
- Strong Communities Rent Supplement Program

In addition, the Housing Division manages the day-to-day operation and administration of the Perth & Stratford Housing Corporation - 663 public housing units, comprised of 18 apartment buildings (499 units) and 164 family units, which are located throughout Stratford, Perth County and St. Marys.

Key Activities for 2020:

In 2016, the Province released a new policy statement on Housing and Homelessness Plans as well as the Long-Term Affordable Housing Strategy Update. In 2017, the federal government released its first ever National Housing Strategy (NHS), outlining substantial investments in housing and homelessness initiatives across the country. In order to ensure that the work being done locally supported these provincial and national guidelines and in keeping with legislative requirements, the Housing Division undertook a comprehensive review of its 10-Year Housing and Homelessness Plan in 2018-19. The key activities for the Housing Division in 2020 will be grounded in the 10-Year Plan update, which will be presented to Council and submitted to the Ministry this fall.

The four strategic priorities in the 10-Year Housing and Homelessness Plan update have been established through extensive community consultations. They are as follows:

1. **Ending Homelessness:** shifting resources and service provision from managing to ending homelessness with a focus on chronic homelessness (Coordinated Entry System, Built for Zero-Canada, Reaching Home, rapid re-housing, shelter diversion, homelessness prevention, housing stability)
2. **Creating Attainable Housing Options:** increasing housing options that are available, affordable, and appropriate based on people's needs, situation, and choice (accessibility, development, partnerships with economic development and municipal planning)
3. **Sustaining Community Housing:** ensuring that the existing community housing stock is maintained and continues to play a key role in the delivery of social housing locally (end of operating agreements and mortgages, maintaining/retrofitting existing stock, environmental sustainability, tenant relations, capacity building for the non-profit sector)
4. **Addressing a Diversity of Needs:** providing a broad range of services and supports that reflect the unique, local landscape in an inclusive and culturally appropriate way (advancing reconciliation with Indigenous Peoples, integrated human services, system navigation)

How This Work Plan Reflects Council's Strategic Priorities

This work plan closely aligns with Council's Strategic Priorities while encompassing the City of Stratford's values: Integrity, Respect, Caring, Progress and Collaboration.

The Housing Division will continue to work with community partners to help build community well-being for all individuals accessing services through strengthened partnerships and open communication across the human services sector.

- Strengthening our Plans, Strategies and Partnerships
- Developing Our Resources

Significant Variances (2020 proposed budget vs prior year actuals):

The overall increase to the budget this year is \$447,370 (21.98%). The majority of this increase is a direct result of the increase to the corporate chargeback to the Social Services department.

There is a \$414,610 (23.80%) decrease in salaries, wages and benefits. This is attributed to several factors:

- The 2019 budget included expansion of 1 FTE Intake Clerk and 1 FTE Supervisor. These positions did not move forward in 2019 and are therefore not reflected in the 2020 budget
- There are several variances that are accounted for due to the re-allocation of expenses to a new divisional budget within Social Services (610 – Administration).
- The above reductions have been offset by contractually obligated increases in wages.

The Building, Machinery & Equip. Rental decreased by \$198,700 due to two factors:

- Reallocation of the computer lease

Further to salaries, there are several other expenditures affected by the re-allocation to the new 610 – Administration budget. These include:

- Office Administration (41.41%)
- Vehicle Expenses (41.07%)
- Conferences (24.24%)
- Rent Expense (100%)
- Office Equipment and Furnishings (100%)
- Tools and Equipment (100%)

The Building, Machinery and Equipment expenditure decreased by \$198,700 (38.46%) mostly due to the end of some of the debenture payments for the Perth and Stratford Housing Corporation properties.

Housing Payments saw a 21.63% (\$263,070) decrease due to anticipated end of Provincial Funding in this area.

The significant increase to Interfunctional transfers is directly attributed to the following two factors:

- The reallocation of administrative costs to the 610-Administration budget accounts for approximately \$436,870 of the increase.
- The increase to the corporate charge back amount for the Social Services Department accounts for approximately \$759,890 of the increase.

Due to municipal cost sharing, any variance in expenditures would result in a corresponding 41.59% variance to the net budget.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

615 HOUSING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
615 HOUSING						
6604 HOUSING PROVIDERS						
G-615-6604-1130 ONTARIO GRANTS	-750,605	-750,605	-748,720	-363,993	-727,990	-600,800
G-615-6604-1210 CMSM PAYMENT - PERTH	-588,973	-579,720	-564,249	-301,016	-602,020	-617,250
G-615-6604-1220 CMSM PAYMENT - ST. MARYS	-114,735	-113,213	-102,633	-52,187	-104,370	-101,670
G-615-6604-1230 CMSM PAYMENT - STRATFORD	-555,657	-548,438	-507,413	-258,617	0	0
G-615-6604-3120 MEETING COSTS	0	0	15,178	0	1,600	1,600
G-615-6604-4040 CONSULTANTS	0	0	0	12,043	0	10,000
G-615-6604-6020 SOCIAL ASSISTANCE PAYMENTS	2,030,500	1,933,076	1,840,670	886,117	1,950,000	1,820,000
Total 6604 HOUSING PROVIDERS	20,530	-58,900	-67,167	-77,653	517,220	511,880
6610 PUBLIC HOUSING ADMINISTRATION						
G-615-6610-1130 ONTARIO GRANTS	-94,889	0	0	0	-83,820	-44,700
G-615-6610-1210 CMSM PAYMENT - PERTH	-642,370	-595,752	-606,397	-454,639	-909,260	-927,350
G-615-6610-1220 CMSM PAYMENT - ST. MARYS	-126,060	-116,343	-110,300	-78,821	-157,640	-152,740
G-615-6610-1230 CMSM PAYMENT - STRATFORD	-610,996	-563,605	-545,316	-390,602	0	0
G-615-6610-1810 CONTRIBUTION FROM RESERVE	-14,842	-2,064	-410	0	0	0
G-615-6610-2100 F.T. SALARIES & WAGES	545,030	606,013	616,491	676,579	1,067,950	913,140
G-615-6610-2110 P.T. SALARIES & WAGES	28,558	119,840	33,449	0	0	0
G-615-6610-2500 F.T. BENEFITS	150,653	186,940	194,428	207,222	319,010	273,620
G-615-6610-2510 P.T. BENEFITS	34,863	28,595	13,176	17,958	27,620	36,000
G-615-6610-2700 OTHER PAYROLL EXPENSES	0	70	274	0	1,750	1,100
G-615-6610-3050 MATERIALS	0	240	0	0	0	0
G-615-6610-3070 OFFICE SUPPLIES AND PAPER	12,167	8,727	4,244	4,780	5,400	1,000
G-615-6610-3080 MISCELLANEOUS	292	5,895	4,312	20,491	0	0
G-615-6610-3090 PHOTOCOPIER EXPENSE	5,865	7,043	6,501	4,663	7,000	0
G-615-6610-3100 POSTAGE	6,205	1,052	6,909	6,327	7,000	0
G-615-6610-3110 PRINTING	1,168	0	4,445	2,786	500	1,250
G-615-6610-3120 MEALS & MEETING COSTS	176	1,113	2,770	1,879	1,000	5,000
G-615-6610-3130 PUBLICATIONS & SUBSCRIPTIONS	127	125	288	288	130	0
G-615-6610-3180 VEHICLE - FUEL	310	2,603	3,531	3,002	0	0

2020 DRAFT OPERATING BUDGET

615 HOUSING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-615-6610-3190 VEHICLES - REPAIRS & MAINTENANCE	2,794	1,247	1,635	0	28,850	0
G-615-6610-4010 ADVERTISING	1,162	351	414	202	500	500
G-615-6610-4030 AUDIT	3,860	3,860	0	0	6,100	6,100
G-615-6610-4036 CONFERENCES - EXPENSES	143	378	11,133	206	6,600	5,000
G-615-6610-4040 CONSULTANTS	16,015	-45,367	28,685	0	15,000	0
G-615-6610-4060 COURIER/FREIGHT	8	147	130	29	170	150
G-615-6610-4080 INSURANCE	124,004	108,628	120,529	28,637	125,000	130,000
G-615-6610-4090 LEGAL	0	51,254	11,275	2,952	8,000	5,000
G-615-6610-4097 MEMBERSHIPS	625	78	15	364	4,500	630
G-615-6610-4100 SERVICES - OTHER	83,701	62,852	2,224	15,080	0	0
G-615-6610-4110 TELEPHONE - BASIC	18,053	24,721	22,949	15,634	31,480	25,000
G-615-6610-4120 TELEPHONE - CELL PHONES	5,672	8,968	11,380	9,965	11,820	8,220
G-615-6610-4142 TRAINING - EXPENSES	5	1,891	6,381	3,059	9,000	18,500
G-615-6610-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	10,039	3,647	2,930	1,779	4,500	3,500
G-615-6610-5030 INTEREST ON LONG TERM DEBT	0	0	0	470	630	410
G-615-6610-5035 PRINCIPAL REPAYMENT ON LT DEBT	0	0	0	5,010	8,670	8,900
G-615-6610-5040 RENTAL OF BLDG, MACHINERY & EQUIP	50,293	40,766	73,654	60,700	53,940	26,100
G-615-6610-5045 RENT	68,952	78,456	78,455	83,775	111,700	0
G-615-6610-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	0	-492,858	0	0
G-615-6610-7810 TRANSFERS TO RESERVES	71,358	0	0	0	0	0
G-615-6610-7900 ADMINISTRATION CHARGE	93,668	50,386	44,326	0	55,090	424,730
G-615-6610-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	3,743	4,549	0	13,000	0
G-615-6610-9030 CAPITAL EXPENSES	13,893	6,740	5,457	0	0	0
Total 6610 PUBLIC HOUSING ADMINISTRATION	-139,498	93,238	54,516	-243,083	781,190	769,060
6612 PUBLIC HOUSING RENT SUPP						
G-615-6612-1130 ONTARIO GRANTS	-407,361	-464,867	-464,867	-232,434	-450,050	-450,050
G-615-6612-1150 RENTAL SUPPORT	-64,497	-60,719	-55,430	-26,605	-53,010	-48,170
G-615-6612-1210 CMSM PAYMENT - PERTH	-50,790	-50,002	-49,306	-23,848	-47,700	-38,510
G-615-6612-1220 CMSM PAYMENT - ST. MARYS	-9,894	-9,765	-8,968	-4,134	-8,270	-6,350
G-615-6612-1230 CMSM PAYMENT - STRATFORD	-47,918	-47,305	-44,340	-20,488	0	0

2020 DRAFT OPERATING BUDGET

615 HOUSING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-615-6612-3085 RENTAL SUPPORT PAYMENTS	0	0	0	0	600,000	575,000
G-615-6612-4100 SERVICES - OTHER	634,779	593,241	520,774	249,590	0	0
Total 6612 PUBLIC HOUSING RENT SUPP	54,319	-39,417	-102,137	-57,919	40,970	31,920
6614 PUBLIC HOUSING PROPERTIES						
G-615-6614-1130 ONTARIO GRANTS	-567,013	-401,557	-348,187	-164,628	-329,460	-227,080
G-615-6614-1210 CMSM PAYMENT - PERTH	-610,942	-652,399	-658,880	-404,381	-808,740	-925,730
G-615-6614-1220 CMSM PAYMENT - ST. MARYS	-119,014	-127,407	-119,846	-70,107	-140,210	-152,480
G-615-6614-1230 CMSM PAYMENT - STRATFORD	-576,384	-617,194	-592,512	-347,422	0	0
G-615-6614-1405 USER FEES	-2,462,099	-2,381,489	-2,518,190	-1,277,050	-2,450,000	-2,451,000
G-615-6614-1810 CONTRIBUTION FROM RESERVES	-453,690	-190,800	0	0	0	0
G-615-6614-3030 HEAT	138,610	147,724	133,794	59,990	150,000	145,000
G-615-6614-3040 HYDRO	605,164	512,966	463,245	234,211	500,000	500,000
G-615-6614-3045 WATER/SEWER	221,603	218,792	216,910	85,722	200,000	220,000
G-615-6614-3050 MATERIALS	1,200,426	1,405,713	1,575,452	595,411	1,261,000	1,314,100
G-615-6614-4092 TAXES	0	0	0	0	1,015,000	1,025,000
G-615-6614-4100 SERVICES - OTHER	995,935	1,172,634	994,786	497,604	0	0
G-615-6614-5040 RENTAL OF BLDG, MACHINERY & EQUIPMENT	509,727	505,353	478,189	231,375	462,750	291,890
G-615-6614-7810 TRANSFER TO RESERVES	190,800	0	0	0	834,500	0
G-615-6614-7820 TRANSFER TO RESERVE FUNDS	0	0	0	834,500	0	1,028,000
G-615-6614-9030 EQUIPMENT PURCHASES	1,028,730	1,173,127	550,993	125,017	0	0
Total 6614 PUBLIC HOUSING PROPERTIES	101,853	765,463	175,754	400,242	694,840	767,700
66AH AFFORDABLE HOUSING						
G-615-66AH-1130 ONTARIO GRANTS	-1,259,973	-1,846,766	-274,776	-117,464	-207,000	-720,290
G-615-66AH-1210 CMSM PAYMENT - PERTH	-13,073	-1,944	-1,860	-715	-1,430	-710
G-615-66AH-1220 CMSM PAYMENT - ST. MARYS	-2,547	-379	-338	-124	-250	-120
G-615-66AH-1230 CMSM PAYMENT - STRATFORD	-12,334	-1,839	-1,673	-615	0	0
G-615-66AH-1770 RECOVERABLES	-5,714	-8,901	-11,775	-2,930	0	0
G-615-66AH-1810 CONTRIBUTION FROM RESERVES	-9,954	-68,651	-10,000	0	0	0
G-615-66AH-1820 CONTRIBUTION FROM RESERVE FUND	0	0	-126,305	-41,000	0	0
G-615-66AH-3085 RENTAL SUPPORT PAYMENTS	13,930	13,668	19,591	10,348	73,000	109,890

2020 DRAFT OPERATING BUDGET

615 HOUSING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-615-66AH-3086 HOUSING ALLOWANCE PAYMENTS	104,229	104,314	84,987	44,293	134,000	92,650
G-615-66AH-4040 CONSULTANTS	0	2,714	0	0	0	0
G-615-66AH-4090 LEGAL	0	1,939	0	502	600	500
G-615-66AH-4100 SERVICES - OTHER	88,632	165,085	175,199	57,565	0	0
G-615-66AH-4110 TELEPHONE - BASIC	0	0	0	1,118	1,490	0
G-615-66AH-4120 TELEPHONE- CELL PHONES	0	0	0	0	820	900
G-615-66AH-4173 IAH - RENTAL PROJECT PAYMENTS	990,927	800,093	0	0	0	517,750
G-615-66AH-7810 TRANSFER TO RESERVES	68,673	62,822	10,100	0	0	0
G-615-66AH-7820 TRANSFER TO RESERVE FUNDS	0	0	75,886	12,930	0	0
Total 66AH AFFORDABLE HOUSING	-37,204	-777,845	-60,964	-36,092	1,230	570
66HG HOME FOR GOOD INITIATIVE						
G-615-66HG-1130 ONTARIO GRANTS	0	0	-1,223,375	-979,371	-1,686,910	-1,730,950
G-615-66HG-2100 F.T. SALARIES & WAGES	0	128	184,654	163,962	253,360	142,050
G-615-66HG-2110 P.T. SALARIES & WAGES	0	0	16,978	0	0	0
G-615-66HG-2500 F.T. BENEFITS	0	36	52,079	42,614	72,410	39,200
G-615-66HG-2510 P.T. BENEFITS	0	0	2,206	0	0	0
G-615-66HG-2700 OTHER PAYROLL EXPENSES	0	0	86	224	0	0
G-615-66HG-3070 OFFICE SUPPLIES AND PAPER	0	0	3,636	410	500	3,500
G-615-66HG-3085 RENTAL SUPPORT PAYMENTS	0	0	0	0	133,490	70,400
G-615-66HG-3086 HOUSING ALLOWANCE PAYMENTS	0	0	0	0	275,520	105,000
G-615-66HG-3120 MEETING COSTS	0	0	31	0	0	0
G-615-66HG-4020 SERVICE CONTRACTS	0	0	0	909,015	786,230	924,630
G-615-66HG-4036 CONFERENCES - EXPENSES	0	0	0	163	0	0
G-615-66HG-4040 CONSULTANTS	0	17,299	31,088	0	0	0
G-615-66HG-4090 LEGAL	0	0	0	0	0	3,000
G-615-66HG-4100 SERVICES-OTHER	0	0	579,541	74,872	0	0
G-615-66HG-4120 TELEPHONE - CELL PHONES	0	0	1,768	1,655	1,640	1,800
G-615-66HG-4142 TRAINING - EXPENSES	0	0	4,135	8,500	3,750	20,000
G-615-66HG-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	0	1,398	279	1,000	1,000

2020 DRAFT OPERATING BUDGET

615 HOUSING

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-615-66HG-4174 AFFORDABLE CAPITAL PROJECTS	0	0	0	43,151	67,010	159,720
G-615-66HG-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	40	23	92,000	124,900
G-615-66HG-7820 TRANSFER TO RESERVE FUNDS	0	0	345,734	0	0	0
G-615-66HG-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	135,750
Total 66HG HOME FOR GOOD INITIATIVE	0	17,463	-1	265,497	0	0
Total 615 HOUSING		2	1	250,992	2,035,450	2,081,130
Total 615 HOUSING		2	1	250,992	2,035,450	2,081,130



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G616 Child Services

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for such provincial programs as Public and Social Housing and the Perth and Stratford Housing Corporation, Ontario Works, and the Early Years and **Child Care Services**. In other words, The City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service area covers the City of Stratford, the Town of St. Mary's and the County of Perth.

In addition to the Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

The programs and services of the **Early Years and Child Care Division** fall under the jurisdiction of the Ontario Ministry of Education. The mandate of the **Early Years and Child Care Division** is to administer and manage all programs within the parameters of provincial legislation, regulations, standards and policies established by both the Ministry of Education, as legislated under the *Child Care and Early Years Act (2014)*, (effective, September 1st, 2015), and according to local policies set by the City of Stratford as the CMSM.

Early Years and Child Care services play a key role in promoting healthy child development and helping children arrive at school ready to learn. They also provide essential support for many parents.

Key Activities for 2020:

The main focus of the Early Years and Child Care Division is to provide financial support to both Early Years programs and Families who qualify for financial assistance.

The anticipated increase in child care spaces in 2019 was delayed by the Provincial Government. The document containing the final Approval to Proceed from the Ministry of Education is expected in the fall of 2019. Then projects will proceed to tender and the new builds will move to the next phase of development. The 2020 funding from the Province in the Expansion funding program will provide funds to finish the project development and also provide start-up funding for these new child care spaces.

The Provincial Government has announced changes to funding allocations both in the amounts and guidelines for cost-sharing. There have been changes to the initial announcements. A task

in 2020 will be to closely monitor funding changes, adjust accordingly to fully utilize funds, and maintain mandated services.

How This Work Plan Reflects Council’s Strategic Priorities

This work plan closely aligns with Council’s Strategic Priorities while encompassing the City of Stratford’s values; Integrity, Respect, Caring, Progress and Collaboration.

The Division works in an integrated model with all children services providers in Perth County. The goal of the Children Services Network, called Kidsfirst, is making services work for young children and their families in Huron Perth. All programs, financial support and direct services are geared towards supporting families to meet their needs.

- Strengthening our Plans, Strategies and Partnerships

Significant Variances (2020 proposed budget vs prior year actuals):

The Social Services department has collapsed administrative functions into an integrated process. The 2020 budget has moved to the next step and collapsed the administrative expenses into one budget (610) that will allow for efficiencies in spending and the ability to monitor in a more accurate manner. These administrative expenses are in 616-63CC accounts. There is a significant increase in Administrative Charges (616-63CC-7900) as a result of increases at the corporate level.

The significant variance in 616-6321 is a reduction of the allocation from the Province of 80/20 cost share funding in the amount of \$46,950. This result is a \$58,690 reduction of Social Assistance and Subsidy payments in 2020. These expenses will be moved to other accounts where guidelines permit in 616.

The variances of 2019 vs 2020 municipal shares is a result of the changes in the percentages calculated by the Corporate Services Department annually. For 2020 Perth County has a higher percentage where St Mary’s and the City of Stratford have a lower percentage in comparison to 2019.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

616 CHILDREN SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
616 CHILDREN SERVICES						
6194 O/W CHILD CARE - FORMAL						
G-616-6194-1130 ONTARIO GRANTS	-66,400	-66,400	-66,400	-55,311	-66,400	-66,400
G-616-6194-1210 OTHER MUNICIPALITIES - PERTH	-8,118	-7,752	-7,976	-6,808	-8,170	-8,330
G-616-6194-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,067	-1,514	-1,451	-1,183	-1,420	-1,380
G-616-6194-4100 SERVICES - OTHER	83,000	83,000	78,229	0	0	0
G-616-6194-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	4,771	26,430	83,000	83,000
Total 6194 O/W CHILD CARE - FORMAL	7,415	7,334	7,173	-36,872	7,010	6,890
6195 O/W CHILD CARE - INFORMAL						
G-616-6195-1130 ONTARIO GRANTS	-14,400	-14,400	-14,400	-11,995	-14,400	-14,400
G-616-6195-1210 OTHER MUNICIPALITIES - PERTH	-1,761	-1,681	-1,730	-1,475	-1,770	-1,810
G-616-6195-1220 OTHER MUNICIPALITIES - ST. MARYS	-232	-328	-315	-258	-310	-300
G-616-6195-6020 SOCIAL ASSISTANCE PAYMENTS	18,000	18,000	18,000	0	18,000	18,000
Total 6195 O/W CHILD CARE - INFORMAL	1,607	1,591	1,555	-13,728	1,520	1,490
6321 FEE SUBSIDY ELCC PRE-SCHOOL						
G-616-6321-1130 ONTARIO GRANTS	-1,456,232	-1,427,173	-1,427,173	-1,188,835	-1,427,170	-1,380,220
G-616-6321-1210 OTHER MUNICIPALITIES - PERTH	-221,448	-166,622	-171,439	-146,283	-175,540	-173,050
G-616-6321-1220 OTHER MUNICIPALITIES - ST. MARYS	-66,133	-32,540	-31,184	-25,358	-30,430	-28,510
G-616-6321-1770 RECOVERABLE	0	0	-399	-2,109	0	0
G-616-6321-6020 SOCIAL ASSISTANCE PAYMENTS	1,061,585	925,948	927,651	726,673	925,950	895,490
G-616-6321-6025 WAGE SUBSIDY PAYMENTS	884,522	858,018	856,714	712,430	858,020	829,790
Total 6321 FEE SUBSIDY ELCC PRE-SCHOOL	202,294	157,631	154,170	76,518	150,830	143,500
63CC CHILD CARE ADMINISTRATION						
G-616-63CC-1130 ONTARIO GRANTS	-87,262	-87,262	-87,262	-72,689	-87,260	-87,260
G-616-63CC-1210 OTHER MUNICIPALITIES - PERTH	-53,139	-70,803	-59,761	-79,883	-98,800	-98,250
G-616-63CC-1220 OTHER MUNICIPALITIES - ST. MARYS	-15,869	-13,827	-10,870	-13,850	-17,130	-16,190
G-616-63CC-2100 F.T. SALARIES & WAGES	140,063	158,961	105,221	112,788	159,350	157,380
G-616-63CC-2500 F.T. BENEFITS	38,715	44,072	29,676	32,802	45,000	44,500

2020 DRAFT OPERATING BUDGET

616 CHILDREN SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-616-63CC-2700 OTHER PAYROLL EXPENSES	0	0	0	25	0	0
G-616-63CC-3070 OFFICE SUPPLIES AND PAPER	1,289	4	2,908	561	1,840	500
G-616-63CC-3080 MISCELLANEOUS	242	470	555	0	0	0
G-616-63CC-3100 POSTAGE	820	880	633	728	790	0
G-616-63CC-3110 PRINTING	574	339	471	507	4,000	100
G-616-63CC-3120 MEALS & MEETING COSTS	1,008	235	621	130	320	300
G-616-63CC-3190 VEHICLES - REPAIRS & EXPENSES	0	0	0	206	5,980	0
G-616-63CC-4010 ADVERTISING	0	1,791	95	0	1,000	0
G-616-63CC-4036 CONFERENCES - EXPENSES	1,893	960	642	757	1,750	1,750
G-616-63CC-4097 MEMBERSHIPS	636	420	1,297	1,548	2,000	2,000
G-616-63CC-4100 SERVICES - OTHER	0	0	120	0	0	0
G-616-63CC-4110 TELEPHONE - BASIC	0	0	56	3,360	4,480	0
G-616-63CC-4142 TRAINING - EXPENSES	8,971	3,237	4,392	2,459	4,000	4,000
G-616-63CC-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	1,162	1,275	1,309	720	600	750
G-616-63CC-5040 COMPUTER LEASE & EQUIP RENTAL	6,602	0	28,909	10,613	14,150	0
G-616-63CC-5045 RENT	0	0	0	6,414	8,550	0
G-616-63CC-7900 ADMINISTRATION CHARGE	0	21,087	33,575	0	31,340	71,880
G-616-63CC-9010 OFFICE EQUIPMENT AND FURNISHINGS	2,838	5,144	1,155	1,341	2,920	0
Total 63CC CHILD CARE ADMINISTRATION	48,543	66,983	53,742	8,537	84,880	81,460
63RC RESOURCE CENTRE						
G-616-63RC-1210 OTHER MUNICIPALITIES - PERTH	-60,858	-54,384	-57,075	-49,675	-59,610	-61,980
G-616-63RC-1220 OTHER MUNICIPALITIES - ST. MARYS	0	-10,621	-10,382	-8,608	-10,330	-10,210
G-616-63RC-6020 SOCIAL ASSISTANCE PAYMENTS	116,453	116,453	118,782	8,544	121,160	123,580
Total 63RC RESOURCE CENTRE	55,595	51,448	51,325	-49,739	51,220	51,390
63SN SPECIAL NEEDS ADMINISTRATION						
G-616-63SN-1130 ONTARIO GRANT	-233,936	-233,936	-233,936	-155,761	-233,940	-233,940
G-616-63SN-1210 OTHER MUNICIPALITIES - PERTH	-40,021	-38,280	-28,747	-33,750	-40,500	-35,650
G-616-63SN-1220 OTHER MUNICIPALITIES - ST. MARYS	-9,465	-7,476	-5,229	-5,850	-7,020	-5,880
G-616-63SN-2100 F.T. SALARIES & WAGES	159,134	160,540	157,835	117,764	156,660	139,960
G-616-63SN-2500 F.T. BENEFITS	43,987	44,509	44,515	37,767	43,670	38,790

2020 DRAFT OPERATING BUDGET

616 CHILDREN SERVICES

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-616-63SN-4097 MEMBERSHIPS	0	300	150	0	0	0
G-616-63SN-6020 SOCIAL ASSISTANCE PAYMENTS	116,861	110,556	91,263	70,847	115,930	118,250
G-616-63SN-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	8,010
Total 63SN SPECIAL NEEDS ADMINISTRATION	36,560	36,213	25,851	31,017	34,800	29,540
63WW CHILDCARE SMALL WATERWORKS						
G-616-63WW-1130 ONTARIO GRANTS	-2,670	-2,670	0	0	0	0
G-616-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	2,670	2,670	0	0	0	0
Total 63WW CHILDCARE SMALL WATERWORKS	0	0	0	0	0	0
Total 616 CHILDREN SERVICES	352,014	321,200	293,816	15,733	330,260	314,270
Total 616 CHILDREN SERVICES	352,014	321,200	293,816	15,733	330,260	314,270



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G617 Early Learning & Child Care

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for such provincial programs as Public and Social Housing and the Perth and Stratford Housing Corporation, Ontario Works, and the Early Years and **Child Care Services**. In other words, the City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service area covers the City of Stratford, the Town of St. Mary's and the County of Perth.

In addition to the Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

The programs and services of the **Early Years and Child Care Division** fall under the jurisdiction of the Ontario Ministry of Education. The mandate of the **Early Years and Child Care Division** is to administer and manage all programs within the parameters of provincial legislation, regulations, standards and policies established by both the Ministry of Education, as legislated under the *Child Care and Early Years Act (2014)*, (effective, September 1st, 2015), and according to local policies set by the City of Stratford as the CMSM.

Early Years and Child Care services play a key role in promoting healthy child development and helping children arrive at school ready to learn. They also provide essential support for many parents.

Key Activities for 2020:

The main focus of the Early Years and Child Care Division are to provide financial support to both Early Years programs and Families who qualify for financial assistance.

The anticipated increase in child care spaces in 2019 was delayed by the Provincial Government. The document containing the final Approval to Proceed from the Ministry of Education is expected in the fall of 2019. Then projects will proceed to tender and the new builds will move to the next phase of development. The 2020 funding from the Province in the Expansion funding program will provide funds to finish the project development and also provide start-up funding for these new child care spaces.

EarlyON funding was a two year agreement for 2018-19. The 2020-21 funding allocation has not been formally communicated by the Ministry of Education. The 2020 budget was prepared

using the 2019 funding allocation amounts. The EarlyON and Family Centres programs will continue to be provided via a Request for Proposal process. There will be an evaluation of the 2018-19 programs and the goal is to continue following the recommendations of the Initial Plan.

The Provincial Government has announced changes to funding allocations both in the amounts and guidelines for cost-sharing. There have been changes to the initial announcements. A task in 2020 will be to closely monitor funding changes, adjust accordingly to fully utilize funds, and maintain mandated services. In particular for G617 the Provincial Government requires Municipalities to cost share towards previously 100% provincial funding allocations.

How This Work Plan Reflects Council's Strategic Priorities

This work plan closely aligns with Council's Strategic Priorities while encompassing the City of Stratford's values; Integrity, Respect, Caring, Progress and Collaboration.

The Division works in an integrated model with all children services providers in Perth County. The goal of the Children Services Network, called Kidsfirst, is 'Making services work for young children and their families in Huron Perth.' All programs, financial support and direct services are geared towards supporting families to meet their needs.

- Strengthening our Plans, Strategies and Partnerships

Significant Variances (2020 proposed budget vs prior year actuals):

The Social Services department has collapsed administrative functions into an integrated process. The 2020 budget has moved to the next step and collapsed the administrative expenses into one budget (610) that will allow for efficiencies in spending and the ability to monitor in a more accurate manner spending. These administrative expenses are in 617-6710 accounts.

The Province has also reduced the allowable maximum of funding that can be used for Administrative functions from 10% to 2.5 %. The Province has also set a threshold of Municipal shares that must be contributed to access the 2.5% maximum amount of funding. There is a significant increase in Administrative Charges (617-6710-7900) as a result of increases at the corporate level. The combination of these two significant changes results with a municipal share requirement of \$404,000 with \$168,010 as the City of Stratford's portion.

In 2019 the Province announced that Expansion funding must be cost shared 80% provincial and 20% municipal to receive the full allocation as of 2019. There was a change in this decision for 2019 but Municipalities were given notice that this change would take effect in 2020. To receive the Provincial funding allocation of \$961,960 the resulting cost to the Municipalities is a total municipal share requirement of \$240,490 with \$100,020 as the City of Stratford portion. There have been recent announcements that this may be phased in over a three year period, but nothing official has been received or details.

It should be noted that all funding increases and new programs since 2006 have had no cost share requirements from Municipalities.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

If yes, please review impacts based on following options:

1. Maintain existing services – full increased cost to taxpayers

The amount to maintain the service level and provide the new Municipal share requirement is a total new municipal contribution of \$644,490 with \$361,480 as the City of Stratford portion. (Perth County portion \$323,216 and Town of St Mary's \$ 53,244)

2. Reduce services – no increase to taxpayers

These programs are mandated services to be provided by the Municipality throughout Perth County. The Municipality is required to meet a threshold of Administrative municipal share funding to access Provincial funds for administrative expenses. If there is no increase to cover the Administrative costs then services will not be provided.

The initial report of Expansion funding was that it could only be accessed by meeting the 20% cost share requirement. Not meeting this requirement would result in a loss of \$921,960 of funding to support new child care spaces and any plans for expansion of services. Subsequent to this report, on August 20th at the Association of Ontario Municipalities 2019 Conference, Minister Steve Clark announced that funding will now be phased in over a three-year period starting in January 2020. The Minister further stated a commitment to providing 80% of this funding regardless of the Municipal contribution. No official notification or details have been received at this time, however it would appear that, for 2020, a 20% reduction of services would result in no increase to taxpayers nor would it result in a loss of the Ministry's reduced funding.

3. Combination of some reductions to services and some increases to taxpayers

To have some increases to taxpayers not the full impact with the Municipal share for Administrative funding would result with other Divisions in Social Services covering more expenses.

As for Expansion funding, if Municipal shares are reduced, the Provincial allocation will also be proportionately reduced.

2020 DRAFT OPERATING BUDGET

617 EARLY LEARNING & CHILD CARE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
617 EARLY LEARNING & CHILD CARE						
63FC CAPITAL RETROFITS						
G-617-63FC-1130 ONTARIO GRANTS	-60,309	0	0	-236,144	0	0
G-617-63FC-6020 SOCIAL ASSISTANCE PAYMENTS	60,309	0	0	0	0	0
Total 63FC CAPITAL RETROFITS	0	0	0	-236,144	0	0
63WW CHILDCARE SMALL WATERWORKS						
G-617-63WW-1130 ONTARIO GRANTS	0	0	-2,670	-2,224	-2,670	-2,670
G-617-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	2,670	0	2,670	2,670
Total 63WW CHILDCARE SMALL WATERWORKS	0	0	0	-2,224	0	0
6710 ADMINISTRATION/SPECIAL NEEDS						
G-617-6710-1130 ONTARIO GRANTS	-655,684	-577,818	-623,620	-543,456	-652,408	-739,880
G-617-6710-1210 OTHER MUNICIPALITIES- PERTH COUNTY	0	0	0	0	0	-53,610
G-617-6710-1220 OTHER MUNICIPALITIES- ST MARYS	0	0	0	0	0	-8,830
G-617-6710-1810 CONTRIBUTION FROM RESERVES	-69,093	-38,241	0	0	-750,000	0
G-617-6710-2100 F.T. SALARIES & WAGES	275,303	285,651	305,187	185,622	314,865	139,960
G-617-6710-2500 F.T. BENEFITS	76,097	79,196	86,074	57,205	94,498	42,320
G-617-6710-2700 OTHER PAYROLL EXPENSES	0	105	25	0	0	50
G-617-6710-3050 MATERIALS	19,116	11,378	41,992	8,694	40,337	41,000
G-617-6710-3070 OFFICE SUPPLIES & PAPER	13,616	27,459	27,710	0	30,800	0
G-617-6710-3090 PHOTOCOPIER EXPENSES	0	0	0	503	0	0
G-617-6710-4020 SERVICE CONTRACTS	0	0	0	0	0	324,880
G-617-6710-4036 CONFERENCES - EXPENSES	0	0	0	0	2,040	0
G-617-6710-4100 SERVICES - OTHER	255,006	105,507	0	0	0	0
G-617-6710-4110 TELEPHONE - BASIC	1,686	649	0	0	500	0
G-617-6710-4120 CELL PHONES	0	780	1,972	1,453	1,800	900
G-617-6710-4142 TRAINING - EXPENSES	0	0	0	0	4,080	0
G-617-6710-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	0	1,156	31	2,040	2,000
G-617-6710-5040 RENTAL OF BUILDING, MACHINERY & EQUIP	0	0	0	1,650	2,200	0
G-617-6710-5045 RENT EXPENSE	0	46,492	39,307	41,250	55,000	0

2020 DRAFT OPERATING BUDGET

617 EARLY LEARNING & CHILD CARE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-617-6710-6015 GRANTS- BEST START SCHOOL BOARD PROJ	0	0	0	0	750,000	0
G-617-6710-6020 SOCIAL ASSISTANCE PAYMENTS	83,953	58,841	105,577	0	87,748	120,000
G-617-6710-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	175,660
G-617-6710-9010 OFFICE EQUIPMENT & FURNISHINGS	0	0	14,619	221	16,500	0
Total 6710 ADMINISTRATION/SPECIAL NEEDS	0	-1	-1	-246,827	0	44,450
6715 WAGE ENHANCEMENTS						
G-617-6715-1130 ONTARIO GRANTS	-476,787	-503,853	-534,477	-505,509	-599,647	-594,630
G-617-6715-2100 F.T. SALARIES & WAGES	22,986	25,511	22,608	17,768	24,993	0
G-617-6715-2500 F.T. BENEFITS	6,354	7,073	6,376	5,873	7,399	0
G-617-6715-4020 SERVICE CONTRACTS	0	0	0	2,882	3,260	0
G-617-6715-4100 SERVICES OTHER	3,260	3,260	3,260	0	0	0
G-617-6715-6020 SOCIAL ASSISTANCE PAYMENTS	444,187	468,009	502,232	472,632	563,995	562,680
G-617-6715-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	31,950
Total 6715 WAGE ENHANCEMENTS	0	0	-1	-6,354	0	0
6720 FEE STABILIZATION SUPPORT						
G-617-6720-1130 ONTARIO GRANTS	-27,881	0	-149,001	0	0	0
G-617-6720-4100 SERVICES OTHER	20,395	0	0	0	0	0
G-617-6720-6020 SOCIAL ASSISTANCE PAYMENTS	7,486	0	149,001	0	0	0
Total 6720 FEE STABILIZATION SUPPORT	0	0	0	0	0	0
6730 FAMILY SUPPORT						
G-617-6730-1130 ONTARIO GRANTS	-23,500	-23,500	0	0	-1,800	0
G-617-6730-2100 F.T. SALARIES & WAGES	1,841	1,840	0	0	0	0
G-617-6730-2500 F.T. BENEFITS	509	510	0	0	0	0
G-617-6730-3050 MATERIALS	28	0	0	0	0	0
G-617-6730-3080 MISCELLANEOUS	4,123	2,048	0	0	0	0
G-617-6730-3110 PRINTING	4	0	0	0	0	0
G-617-6730-3120 MEALS & MEETING COSTS	2,446	1,289	0	0	0	0
G-617-6730-4036 CONFERENCES - EXPENSES	1,804	0	0	0	0	0
G-617-6730-4100 SERVICES - OTHER	12,745	17,132	0	0	0	0

2020 DRAFT OPERATING BUDGET

617 EARLY LEARNING & CHILD CARE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-617-6730-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	518	0	0	0	0
G-617-6730-5040 RENTAL OF BUILDING - MACHINERY & EQUIP	0	0	0	1,350	1,800	0
G-617-6730-9010 OFFICE EQUIPMENT & FURNISHINGS	0	162	0	0	0	0
Total 6730 FAMILY SUPPORT	0	-1	0	1,350	0	0
6750 DATA ANALYSIS COORDINATOR						
G-617-6750-1130 ONTARIO GRANTS	0	-55,324	0	0	0	0
G-617-6750-2100 F.T. SALARIES & WAGES	0	9,136	0	0	0	0
G-617-6750-2500 F.T. BENEFITS	0	2,533	0	0	0	0
G-617-6750-4142 TRAINING - EXPENSES	0	43,655	0	0	0	0
Total 6750 DATA ANALYSIS COORDINATOR	0	0	0	0	0	0
6760 BASE FUNDING - HOME CHILD CARE						
G-617-6760-1130 ONTARIO GRANTS	-289,049	0	-20,700	0	0	0
G-617-6760-4100 SERVICES OTHER	289,049	0	0	0	0	0
G-617-6760-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	20,700	0	0	0
Total 6760 BASE FUNDING - HOME CHILD CARE	0	0	0	0	0	0
6770 CHILD CARE PROGRAMS						
G-617-6770-1130 ONTARIO GRANTS	-1,299,477	-1,715,456	-1,864,457	-1,437,282	-1,758,233	-1,641,970
G-617-6770-6020 SOCIAL ASSISTANCE PAYMENTS	1,051,552	1,211,925	1,430,674	447,482	1,222,176	1,141,000
G-617-6770-6025 WAGE SUBSIDY PAYMENTS	247,925	503,530	433,784	353,462	536,057	500,970
Total 6770 CHILD CARE PROGRAMS	0	-1	1	-636,338	0	0
6780 CAPACITY FUNDING						
G-617-6780-1130 ONTARIO GRANTS	-34,982	-37,366	-37,957	-31,422	-39,416	-37,710
G-617-6780-1770 RECOVERABLES	0	0	-5,942	0	0	0
G-617-6780-4020 SERVICE CONTRACTS	0	0	0	29,857	39,416	37,710
G-617-6780-4100 SERVICES - OTHER	34,982	37,366	43,899	904	0	0
Total 6780 CAPACITY FUNDING	0	0	0	-661	0	0

2020 DRAFT OPERATING BUDGET

617 EARLY LEARNING & CHILD CARE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
6790 REPAIRS AND MAINTENANCE						
G-617-6790-1130 ONTARIO GRANTS	-14,238	-14,071	-14,291	-10,974	-14,875	-13,170
G-617-6790-4020 SERVICE CONTRACTS	0	0	0	0	14,875	13,170
G-617-6790-4100 SERVICES - OTHER	14,238	14,071	14,291	0	0	0
Total 6790 REPAIRS AND MAINTENANCE	0	0	0	-10,974	0	0
6792 ELCC 0-6 AGREEMENT						
G-617-6792-1130 ONTARIO GRANTS	0	-137,220	-426,932	-661	-403,391	-100,850
G-617-6792-4020 SERVICE CONTRACTS	0	0	0	0	322,373	80,500
G-617-6792-5065 PROVINCIAL PROGRAMS	0	137,220	0	0	0	0
G-617-6792-6020 SOCIAL ASSISTANCE PROGRAMS	0	0	426,932	0	81,018	20,350
Total 6792 ELCC 0-6 AGREEMENT	0	0	0	-661	0	0
6794 ELCC 0-12 AGREEMENT						
G-617-6794-1130 ONTARIO GRANTS	0	-60,763	-81,016	0	0	0
G-617-6794-4100 SERVICES - OTHER	0	0	81,017	0	0	0
G-617-6794-5065 PROVINCIAL PROGRAMS	0	60,763	0	0	0	0
Total 6794 ELCC 0-12 AGREEMENT	0	0	1	0	0	0
67HC HOME CHILD CARE						
G-617-67HC-1130 ONTARIO GRANTS	0	0	0	-45,982	-20,700	-55,200
G-617-67HC-4020 SERVICE CONTRACTS	0	0	0	0	20,700	55,200
Total 67HC HOME CHILD CARE	0	0	0	-45,982	0	0
67IF INDIGENOUS FUNDING						
G-617-67IF-1130 ONTARIO GRANTS	0	0	0	-21,930	-20,187	-26,330
G-617-67IF-4020 SERVICE CONTRACTS	0	0	0	0	20,187	26,330
Total 67IF INDIGENOUS FUNDING	0	0	0	-21,930	0	0
67JT JOURNEY TOGETHER FUNDING						
G-617-67JT-1130 ONTARIO GRANTS	0	-49,000	0	0	0	0
G-617-67JT-2100 F.T. SALARIES & WAGES	0	12,662	0	0	0	0
G-617-67JT-2500 F.T. BENEFITS	0	3,510	0	0	0	0
G-617-67JT-4100 SERVICES - OTHER	0	32,828	0	0	0	0
Total 67JT JOURNEY TOGETHER FUNDING	0	0	0	0	0	0

2020 DRAFT OPERATING BUDGET

617 EARLY LEARNING & CHILD CARE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
67TF OEYCFC PLANNING						
G-617-67TF-1130 ONTARIO GRANTS	0	-87,718	-921,141	-2,177,109	-921,139	-921,140
G-617-67TF-2100 F.T. SALARIES & WAGES	0	0	92,170	90,307	119,421	146,440
G-617-67TF-2500 F.T. BENEFITS	0	0	25,996	26,287	32,799	40,050
G-617-67TF-3070 OFFICE SUPPLIES	0	0	0	515	2,000	0
G-617-67TF-3080 MISCELLANEOUS	0	0	2,153	0	0	0
G-617-67TF-3120 MEETING COSTS	0	0	3,488	9	2,000	2,000
G-617-67TF-4020 SERVICE CONTRACTS	0	0	0	805	63,090	63,090
G-617-67TF-4036 CONFERENCES - EXPENSES	0	0	0	0	4,000	2,000
G-617-67TF-4040 CONSULTANTS	0	0	0	23,669	22,200	10,000
G-617-67TF-4100 SERVICES - OTHER	0	87,718	12,153	0	0	0
G-617-67TF-4120 TELEPHONE - CELL PHONES	0	0	0	0	0	900
G-617-67TF-4142 TRAINING - EXPENSES	0	0	-1,150	504	903	0
G-617-67TF-4150 TRAVEL/MILEAGE - excl TRAINING & CONF	0	0	50	3,063	4,000	2,000
G-617-67TF-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	0	0	6,900	9,200	0
G-617-67TF-5065 PROVINCIAL PROGRAMS	0	0	57,076	33,502	0	0
G-617-67TF-6010 GRANTS TO CHARITIES	0	0	0	795,000	0	0
G-617-67TF-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	726,677	515,348	661,526	654,660
G-617-67TF-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	2,528	5,080	0	0
Total 67TF OEYCFC PLANNING	0	0	0	-676,120	0	0
67XP EXPANSION						
G-617-67XP-1130 ONTARIO GRANTS	0	-228,223	-1,061,270	-1,001,644	-74,587	-961,960
G-617-67XP-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	0	-180,000	0	0
G-617-67XP-4100 SERVICES - OTHER	0	102,393	583,990	334,397	0	0
G-617-67XP-5065 PROVINCIAL PROGRAMS	0	125,830	477,280	0	0	0
G-617-67XP-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	0	266,557	74,587	961,960
Total 67XP EXPANSION	0	0	0	-580,690	0	0
Total 617 EARLY LEARNING & CHILD CARE		-3		-2,463,555		44,450
Total 617 EARLY LEARNING & CHILD CARE		-3		-2,463,555		44,450



2020 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G618 Britannia St Apartments

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for such provincial programs as the Public and Social Housing “Housing Division” and the Perth and Stratford Housing Corporation, Ontario Works, and the Early Years and Child Care Services. In other words, The City of Stratford, Social Services Department is the local delivery agent for these provincial programs and for the Perth and Stratford Housing Corporation. Our service are covers the City of Stratford, the Town of St. Marys and the County of Perth.

In addition to the CMSM responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

Britannia St. Apartments

During 2019, a 2-storey building was developed at 230 Britannia Street, with 20 one-bedroom units and 15 two-bedroom units. Two of these units are fully accessible and five are barrier free. The building includes an elevator (Limited Use, Limited Application, or LULA lift), laundry facilities, scooter storage and on-site vehicle and bicycle parking. The building’s units will be a mix of affordable rents, charging 80% of Average Market Rent for our service area, and units offering rent supplement. One unit will be dedicated to a Building Monitor who will perform duties such as alarm system monitoring, assisting in the case of fire alarms, providing maintenance contractors with access to service rooms and units, ensuring doors are properly secured, posting tenant notices and performing light maintenance duties.

Key Activities for 2020:

The key activities for 2020 with respect to 230 Britannia Street include supporting the ongoing operations and maintenance for the property. Also in 2020, preparation of a plan to determine the budget and funding sources for the second phase of this project which will consist of a second building with 20 units.

How This Work Plan Reflects Council’s Strategic Priorities

This work plan closely aligns with Council’s Strategic Priorities while encompassing the City of Stratford’s values; Integrity, Respect, Caring, Progress and Collaboration.

The completion of the 35 unit building at 230 Britannia Street has increased both affordable housing and rent supplement units within the City of Stratford. Further, the development of a budget and funding plan for the second, 20 unit phase of this project will continue to align with this priority.

- Developing our Resources

Significant Variances (2020 proposed budget vs prior year actuals):

2019 was the first operational year for 230 Britannia Street. Occupancy was estimated for September 2019 when completing the 2019 budget. The 2020 budget is for a full 12 month projection. This difference accounts the majority of the variance over the previous year.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

618 BRITANNIA ST APARTMENTS

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
618 BRITANNIA ST APARTMENTS						
6800 BRITANNIA ST APARTMENTS						
G-618-6800-1470 RENTAL REVENUE	0	0	0	0	-106,520	-400,000
G-618-6800-1820 TRANSFER FROM RESERVE FUND	0	0	0	0	-82,820	0
G-618-6800-3030 HEAT	0	0	0	600	0	2,500
G-618-6800-3040 HYDRO	0	0	0	2,222	2,000	6,000
G-618-6800-3045 WATER/SEWER	0	0	0	0	4,900	10,000
G-618-6800-4040 CONSULTANTS- PROPERTY MANAGEMENT	0	0	0	0	2,000	0
G-618-6800-4080 INSURANCE	0	0	0	0	3,000	9,000
G-618-6800-4092 PROPERTY TAXES	0	0	0	0	12,420	42,140
G-618-6800-4105 SNOW REMOVAL	0	0	0	0	3,330	12,000
G-618-6800-4106 LAWN MAINTENANCE	0	0	0	0	2,500	7,500
G-618-6800-4107 BUILDING MAINTENANCE	0	0	0	0	1,400	35,000
G-618-6800-5030 MORTGAGE INTEREST PAYMENT	0	0	0	27,521	50,060	46,720
G-618-6800-5035 MORTGAGE PRINCIPAL PAYMENT	0	0	0	53,794	107,730	107,730
G-618-6800-7820 TRANSFER TO RESERVE FUND	0	0	0	0	0	121,410
Total 6800 BRITANNIA ST APARTMENTS	0	0	0	84,137	0	0
Total 618 BRITANNIA ST APARTMENTS				84,137		
Total 618 BRITANNIA ST APARTMENTS				84,137		

2020 DRAFT OPERATING BUDGET

231 POLICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
231 POLICE						
2200 POLICE ADMINISTRATION						
G-231-2200-1130 POLICE DEPART-Ontario Grants	-354,738	-438,163	-300,396	-396,626	-353,000	-287,000
G-231-2200-1215 MUNICIPALITY - PERTH SOUTH	0	0	-10,666	-399,359	-531,130	-531,130
G-231-2200-1220 MUNICIPALITY - ST. MARYS	0	0	-14,422	-755,554	-1,004,920	-1,004,920
G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS	-3,500	0	-18,200	0	-5,000	-5,000
G-231-2200-1770 RECOVERABLES	0	0	-15,000	0	0	0
G-231-2200-1810 CONTRIBUTION FROM RESERVES	-54,213	-113,890	-131,152	0	-160,760	-243,620
G-231-2200-2100 F.T. SALARIES & WAGES	7,133,708	7,573,249	7,739,378	6,437,816	9,068,420	8,555,750
G-231-2200-2110 P.T. SALARIES & WAGES	87,668	103,930	85,106	190,091	171,300	160,500
G-231-2200-2500 F.T. BENEFITS	1,844,379	1,927,629	2,049,881	1,802,827	2,251,020	2,345,720
G-231-2200-2510 P.T. BENEFITS	8,164	12,243	10,839	23,645	17,050	17,960
G-231-2200-2700 OTHER PAYROLL EXPENSES	4,413	1,512	130	2,805	23,040	8,040
G-231-2200-3010 CLOTHING	23,012	23,439	22,195	22,809	32,600	32,600
G-231-2200-3050 MATERIALS	299	0	162	123	20,990	550
G-231-2200-3051 MATERIALS- CONTAINMENT	0	0	0	0	2,130	0
G-231-2200-3070 OFFICE SUPPLIES AND PAPER	3,923	6,707	7,623	7,111	7,950	7,950
G-231-2200-3071 IDENTIFICATION SUPPLIES	1,944	2,730	5,564	5,348	4,900	4,900
G-231-2200-3090 PHOTOCOPIER EXPENSE	2,562	4,880	3,321	2,350	4,460	5,460
G-231-2200-3100 POSTAGE	729	183	337	649	920	920
G-231-2200-3110 PRINTING	5,568	3,966	2,468	767	5,520	5,520
G-231-2200-3120 MEETING COSTS	768	755	471	8	4,950	4,950
G-231-2200-3121 PRISONER MEALS	2,131	2,327	2,532	1,939	2,900	2,910
G-231-2200-3130 PUBLICATIONS & SUBSCRIPTIONS	686	2,770	2,432	819	2,420	2,420
G-231-2200-3140 RADIO SYSTEM MAINTENANCE	5,770	6,094	2,712	8,669	16,700	16,700
G-231-2200-3170 UNIFORMS	34,619	33,004	81,128	30,387	59,400	38,000
G-231-2200-3180 VEHICLE - FUEL	68,647	84,312	96,339	96,554	107,140	107,140
G-231-2200-3190 VEHICLE REPAIRS (LABOUR, PARTS, LICENCES)	38,258	36,442	50,296	30,878	41,950	65,540
G-231-2200-4010 ADVERTISING	454	1,181	706	718	1,000	1,000
G-231-2200-4035 CONFERENCES - ACCOMMODATIONS	5,998	4,910	8,139	8,396	6,700	6,700
G-231-2200-4036 CONFERENCE EXPENSES	2,615	2,056	1,102	1,568	6,990	6,990
G-231-2200-4037 CONFERENCES - REGISTRATION	3,449	5,511	11,862	7,729	6,400	6,400

2020 DRAFT OPERATING BUDGET

231 POLICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-231-2200-4038 CONFERENCES - TRAVEL/MILEAGE	616	677	808	478	2,000	2,000
G-231-2200-4050 CONTRACTORS	135,587	142,267	135,979	104,556	148,490	148,490
G-231-2200-4060 COURIER/FREIGHT	1,197	971	1,382	1,057	1,500	1,500
G-231-2200-4090 LEGAL	49,453	137,016	29,083	794	28,800	28,800
G-231-2200-4095 MAINTENANCE CONTRACTS	24,481	14,982	30,555	21,238	40,810	40,810
G-231-2200-4097 MEMBERSHIPS	3,674	3,659	2,276	2,267	5,500	5,500
G-231-2200-4100 SERVICES OTHER	0	0	0	320	23,300	0
G-231-2200-4110 TELEPHONE - BASIC	33,891	32,848	33,740	30,138	42,630	42,620
G-231-2200-4140 TRAINING - MEMBERSHIPS	-34	200	200	200	200	200
G-231-2200-4141 TRAINING - MILEAGE	2,518	717	1,829	1,083	5,800	5,800
G-231-2200-4142 TRAINING - EXPENSES	40,341	49,693	35,036	49,797	67,280	67,280
G-231-2200-4143 TRAINING - SUPPLIES	11,335	12,427	6,379	4,920	20,000	20,000
G-231-2200-4160 SPECIAL PROJECTS	0	0	0	0	790	0
G-231-2200-5010 BANK CHARGES & COLLECTION FEES	0	0	0	795	0	0
G-231-2200-5030 INTEREST ON LTD	0	0	0	4,999	6,890	4,560
G-231-2200-5035 PRINCIPAL ON LTD	0	0	0	51,203	88,580	90,920
G-231-2200-5040 LEASED OFFICE EQUIP	8,556	8,597	8,698	7,850	8,500	11,500
G-231-2200-5056 POLICE DEPART-POLICE ADMIN-Amortization	0	0	0	0	0	685,460
G-231-2200-7810 TRANSFER TO RESERVES	0	0	0	0	620	0
G-231-2200-7820 TRANSFER TO RESERVE FUND	0	0	165,000	0	30,540	0
G-231-2200-9010 OFFICE EQUIPMENT	0	0	0	0	310	0
G-231-2200-9030 EQUIPMENT PURCHASES	0	0	0	0	16,950	0
Total 2200 POLICE ADMINISTRATION	9,178,928	9,691,831	10,145,852	7,414,162	10,351,530	10,488,390
2202 BICYCLE AUCTION SALE						
G-231-2202-1610 BICYCLE AUCTION SALE RECEIPTS	-2,893	-3,158	-2,981	-3,490	-2,000	-2,000
G-231-2202-4100 SERVICES - OTHER	3,829	3,126	5,551	2,553	5,000	5,000
G-231-2202-7810 TRANSFER TO RESERVES	2,500	2,500	0	0	2,000	0
G-231-2202-7820 TRANSFER TO RESERVE FUNDS	0	0	2,000	2,000	0	2,000
Total 2202 BICYCLE AUCTION SALE	3,436	2,468	4,570	1,063	5,000	5,000

2020 DRAFT OPERATING BUDGET

231 POLICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
2204 TAXI LICENCING						
G-231-2204-1440 TAXI LICENCING REVENUE	-12,150	-15,000	-28,425	-13,500	-17,000	-17,000
G-231-2204-3050 MATERIALS	358	237	1,025	504	430	430
G-231-2204-4100 SERVICES - OTHER	189	61	0	0	200	200
Total 2204 TAXI LICENCING	-11,603	-14,702	-27,400	-12,996	-16,370	-16,370
2206 LAW ENFORCEMENT EQUIPMENT						
G-231-2206-1130 ONTARIO GRANTS	0	-72,797	0	0	0	0
G-231-2206-1220 MUNICIPALITY - ST. MARYS	0	0	-3,131	0	0	0
G-231-2206-1770 RECOVERABLES	-15,000	0	0	0	0	0
G-231-2206-1820 CONTRIBUTION FROM RESERVE FUND	0	0	0	-75,000	0	0
G-231-2206-3050 MATERIALS - LAW ENFORCEMENT	22,068	83,083	30,340	97,419	23,750	27,120
G-231-2206-3051 MATERIALS-CONTAINMENT	13,193	11,413	13,218	8,536	14,000	16,130
G-231-2206-7810 TRANSFER TO RESERVES	25,000	15,000	0	0	196,000	0
G-231-2206-7820 TRANSFER TO RESERVE FUNDS	0	0	0	31,000	0	200,000
Total 2206 LAW ENFORCEMENT EQUIPMENT	45,261	36,699	40,427	61,955	233,750	243,250
2208 INVESTIGATIONS						
G-231-2208-3050 MATERIALS - CISO PROJECTS / INVESTIGATIONS	28,099	11,667	25,008	16,830	30,500	35,140
G-231-2208-4001 MEMORIAL DONATIONS	1,884	0	0	0	5,250	6,050
G-231-2208-7810 TRANSFER TO RESERVES	5,000	15,000	0	0	0	0
G-231-2208-7820 TRANSFER TO RESERVE FUNDS	0	0	10,000	0	0	1,520
G-231-2208-9030 EQUIPMENT PURCHASES	0	0	414	0	0	0
Total 2208 INVESTIGATIONS	34,983	26,667	35,422	16,830	35,750	42,710
2209 Police Canine Unit						
G-231-2209-4100 CANINE UNIT	6,314	6,922	9,743	3,454	7,200	8,490
G-231-2209-7810 TRANSFER TO RESERVE	0	2,500	0	0	0	0
G-231-2209-7820 TRANSFER TO RESERVE FUNDS	0	0	2,000	0	0	1,520
Total 2209 Police Canine Unit	6,314	9,422	11,743	3,454	7,200	10,010
2210 PRIDE OPERATING						
G-231-2210-4100 SERVICES - OTHER	202,716	191,798	227,887	149,393	202,230	266,730
Total 2210 PRIDE OPERATING	202,716	191,798	227,887	149,393	202,230	266,730

2020 DRAFT OPERATING BUDGET

231 POLICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
2212 POLICE RADIOS						
G-231-2212-1220 MUNICIPALITY - ST. MARYS	0	0	-126,026	0	0	0
G-231-2212-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	0	-101,470	0	0
G-231-2212-3050 POLICE RADIO MATERIALS	5,633	931	7,135	74,445	8,250	19,750
G-231-2212-4100 SERVICES - OTHER	3,430	1,780	519	2,501	2,000	2,000
G-231-2212-9030 EQUIPMENT PURCHASES	0	0	126,026	0	0	13,250
Total 2212 POLICE RADIOS	9,063	2,711	7,654	-24,524	10,250	35,000
2214 COMMUNICATIONS CENTRE						
G-231-2214-1405 COMMUNICATIONS REVENUE	-64,238	-65,596	-60,913	-55,346	-40,000	-46,100
G-231-2214-1810 CONTRIBUTION FROM RESERVES	-6,064	-4,188	0	0	0	0
G-231-2214-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-7,942	0	0	0
G-231-2214-7810 TRANSFER TO RESERVES	226,500	75,000	0	0	18,400	0
G-231-2214-7820 TRANSFER TO RESERVE FUNDS	0	0	0	18,400	0	18,400
G-231-2214-9030 EQUIPMENT PURCHASES	6,064	4,188	7,942	1,828	11,500	0
Total 2214 COMMUNICATIONS CENTRE	162,262	9,404	-60,913	-35,118	-10,100	-27,700
2216 COMMUNITY SERVICES & YOUTH PRG						
G-231-2216-3050 MATERIALS - COMMUNITY SERVICES	4,821	3,825	3,305	3,106	5,000	5,910
Total 2216 COMMUNITY SERVICES & YOUTH PRG	4,821	3,825	3,305	3,106	5,000	5,910
2218 POLICE SERVICES BOARD						
G-231-2218-2100 SALARIES & WAGES	19,318	15,196	16,950	13,005	22,440	22,440
G-231-2218-2500 F.T. BENEFITS	1,506	641	732	573	1,870	1,870
G-231-2218-4100 SERVICES - OTHER	25,695	20,858	30,595	5,453	16,320	16,320
Total 2218 POLICE SERVICES BOARD	46,519	36,695	48,277	19,031	40,630	40,630
2219 ST MARYS POLICING						
G-231-2219-1220 MUNICIPALITY - ST MARYS	0	0	-156,987	0	0	0
Total 2219 ST MARYS POLICING	0	0	-156,987	0	0	0
2220 PERTH SOUTH POLICING						
G-231-2220-1215 MUNICIPALITY - PERTH SOUTH	0	0	-82,978	0	0	0
Total 2220 PERTH SOUTH POLICING	0	0	-82,978	0	0	0

2020 DRAFT OPERATING BUDGET

231 POLICE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
2240 PRIDE CAPITAL						
G-231-2240-1810 CONTRIBUTION FROM RESERVES - PRIDE CAPITAL	-99,142	-65,185	0	0	-85,000	-100,000
G-231-2240-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-85,259	0	0	0
G-231-2240-7810 TRANSFER TO RESERVES - PRIDE CAPITAL	50,000	75,000	0	0	85,000	0
G-231-2240-7820 TRANSFER TO RESERVE FUNDS	0	0	0	85,000	0	100,000
G-231-2240-9030 EQUIPMENT PURCHASES - PRIDE CAPITAL	99,142	65,185	85,259	100,428	85,000	115,200
Total 2240 PRIDE CAPITAL	50,000	75,000	0	185,428	85,000	115,200
2242 POLICE CAPITAL						
G-231-2242-5040 LEASE/EXP 154 DOWNIE/WAREHOUSE	56,219	56,991	55,501	45,034	64,640	64,640
G-231-2242-5060 VEHICLE LEASE	44,393	32,539	38,066	25,640	49,000	49,000
G-231-2242-7810 TRANSFER TO RESERVES	20,000	100,000	0	0	0	0
G-231-2242-7820 TRANSFER TO RESERVE FUNDS	0	0	125,000	139,500	139,500	222,800
G-231-2242-9010 OFFICE EQUIPMENT AND FURNISHINGS	6,118	2,033	13,664	24,678	6,000	6,310
G-231-2242-9020 VEHICLE CAPITAL LEASE	22,533	0	25,632	0	0	0
Total 2242 POLICE CAPITAL	149,263	191,563	257,863	234,852	259,140	342,750
2250 PARKS PATROL						
G-231-2250-2110 P.T. SALARIES & WAGES	0	0	0	33,025	39,500	31,750
G-231-2250-2500 F.T. BENEFITS	0	0	0	325	0	0
G-231-2250-2510 P.T BENEFITS	0	0	0	2,906	0	2,710
Total 2250 PARKS PATROL	0	0	0	36,256	39,500	34,460
Total 231 POLICE	9,881,963	10,263,381	10,454,722	8,052,892	11,248,510	11,585,970
Total 231 POLICE	9,881,963	10,263,381	10,454,722	8,052,892	11,248,510	11,585,970



2020 OPERATING BUDGET – WORK PLAN

Department:	Library
Budget Division:	G411 Stratford Public Library

Department/Division Overview:

SPL launched and began to operationalize its 2019-2022 Strategic Plan, the goals of which are:

1. Enhance user experience with empowering and inclusive programs
2. Lead global change with the local community
3. Firm our foundation of resources and staff

A summary of successes to date this year, including ongoing positive work from the previous Strategic Plan:

Participation Rates:

- Program attendance across all ages from January to July is up 25%.
- Summer Reading Club participation is up 260% over 2018. 71% of participants in the reading portion have NEVER participated before.
- circulation is up over 2018; continuing to reverse the provincial trend
- walk-in traffic is up over 2018 year to date, not including off-site programs

Programs and Projects

- New & expanded partnerships: community art featured in-house; Caregiver Connection Group/Perth District Health Unit, Trashion Week, local breweries/restaurants, Local Community Food Centre, intergenerational programs with Anne Hathaway and Greenwood Residence
- Livestreaming and on-demand recordings of civic events and programs: over 9,000 views of 5 programs
- Educational Tools: Lynda.com & Gale Courses, with courses from accounting and coding to people management and photography.
- Marketing: using the theme of “staff as rock stars,” have been featured on billboards, local restaurant table toppers, and the radio
- Provincially, Stratford is working with the Federation of Ontario Public Libraries on: Inter-Library Loan (ILLO), development charges, relationship-building with government
- Chamber of Commerce Award for Innovation

Key Activities for 2020:

Continued operationalization of the 2019-2022 Strategic Plan, including focus on:

- Leveraging the Perth County Information Network even further to address significant shared pressures across the county: financial limitations, increasingly high service expectations, and the need to craft resilient libraries for the future.
 - From 2019, a full year of the collectionHQ artificial intelligence software, which should leverage a 10-20% increase in performance out of the existing collection funds, which will significantly improve service across the County and help to reduce the gap between the undersized collection and the diversity of need.
- Inventory/systems analysis: A review of all facilities, programs, services, and human resources. Exploration of what the ideal or best practice levels would be in Stratford, and the exploration of alternative models of services
- Marketing and advocacy: ensuring that the library's value proposition is understood.

How This Work Plan Reflects Council's Strategic Priorities

The Library's work plan supports "Strengthening our Plans, Strategies, and Partnerships", specifically, Community Well-being, through the following activities:

- Equity of access to culture, technology, and accurate information
- Cultural development and participation
- Providing educational support, from pre-literacy through
- Civic engagement with important community issues and the democratic process
- Generating social connections, increasing community cohesion and reducing isolation

SPL also supports "Widening Economic Opportunities" by supporting labour force evolution. Access to high-quality technological resources (computers, Wi-Fi, MakerSpace), educational platforms (Lynda.com, Gale Courses), and reference librarians (with Masters degrees in information literacy) are critical to ensuring that people:

1. Can make the transition to, and successfully navigate, the information economy.
2. Who are economically disadvantaged can participate fully.

Significant Variances (2020 proposed budget vs prior year actuals):

1. 1.5% COLA for staff wages and benefits;
2. Increase to required contribution to PCIN in order to maintain the delivery service within Perth County, as well as for the software cost for collectionHQ
3. Reduction in utility expenses as per previous year's actuals
4. Increase in postage costs, for the Provincial Inter-Library Loan program (partial reimbursement from Province)
5. Increase in program supply budget, to meet the rising demand for experiential education opportunities.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

If yes, please review impacts based on following options:

1. Maintain existing services – full increased cost to taxpayers

In April 2019 the provincial budget reduced funding to the provincial agency that provided the Inter-Library Loan delivery service (Southern Ontario Library Service). This no-cost program was used by the Perth County Information Network members to share collections between the 5 Perth libraries, as well as the rest of the Province.

In 2018 this delivery service moved 72,500 items within Perth County alone, and a further 6,000 between Perth County and other Ontario libraries.

The Government of Ontario has indicated that the Canada Post Library Materials Rate shall be the solution to this service. The cost for PCIN to replace the zero-cost delivery service by using Canada Post is estimated at \$150,000 for postage alone (not including staff time).

The PCIN Board believes this service to be fundamental to its shared service agreement. Given the high cost of the above, a proposed solution has been drafted by the PCIN Board and has been incorporated into the draft 2020 budgets for SPL and the other libraries. It plans to purchase its own van and has voted to fund the initial capital cost through its own capital reserves. Consequently the budget impact will be limited to the shared annual operating cost (staffing, fuel, reserve contribution).

For SPL, the annual operating cost in 2020 will be roughly \$9,600. The initial capital portion will be a maximum of \$25,000, and can be fully funded by the PCIN reserve.

2. Reduce services – no increase to taxpayers

3. Combination of some reductions to services and some increases to taxpayers

2020 DRAFT OPERATING BUDGET

411 STRATFORD PUBLIC LIBRARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
411 STRATFORD PUBLIC LIBRARY						
7400 LIBRARY ADMINISTRATION						
G-411-7400-1120 CANADA GRANTS	0	0	0	-5,191	-2,900	-2,900
G-411-7400-1130 ONTARIO GRANTS	-51,402	-51,402	-51,402	-4,605	-51,400	-57,000
G-411-7400-1210 FEES AND CHARGES OTHER MUNICIPALITIES	-36,100	-37,183	-38,298	-19,724	-39,450	-40,630
G-411-7400-1405 USER FEES	-2,608	-3,564	-3,724	-5,009	-5,500	-5,500
G-411-7400-1480 OTHER FINES	0	0	0	-16,590	-20,000	-20,000
G-411-7400-1570 DONATIONS	-6,074	-3,210	-8,959	-10,102	-5,000	-5,000
G-411-7400-1770 RECOVERABLE	0	0	0	-101,904	-101,640	-103,230
G-411-7400-1810 CONTRIBUTION FROM RESERVES	-32,296	-36,601	-6,133	0	0	0
G-411-7400-2100 F.T. SALARIES & WAGES	1,032,467	1,107,349	1,052,610	879,775	1,058,970	1,217,630
G-411-7400-2110 P.T. SALARIES & WAGES	567,548	524,392	610,410	439,419	651,690	553,030
G-411-7400-2500 F.T. BENEFITS	263,099	268,522	257,657	215,097	262,380	306,950
G-411-7400-2510 P.T. BENEFITS	73,866	70,681	111,612	70,273	165,970	109,110
G-411-7400-2700 OTHER PAYROLL EXPENSES	2,051	2,091	5,316	2,051	2,100	2,100
G-411-7400-3030 HEAT	4,829	7,360	7,747	4,131	9,000	8,000
G-411-7400-3040 HYDRO	38,187	33,069	24,461	15,703	35,000	27,000
G-411-7400-3045 WATER / SEWAGE	1,086	1,125	1,149	809	1,150	1,150
G-411-7400-3070 OFFICE SUPPLIES	3,460	4,299	3,393	8,104	15,000	15,000
G-411-7400-3090 PHOTOCOPIER EXPENSE	7,246	8,418	7,567	5,361	8,500	8,000
G-411-7400-3100 POSTAGE	1,346	1,163	1,035	1,089	1,200	5,500
G-411-7400-3110 PRINTING	378	1,076	2,993	715	1,000	1,000
G-411-7400-3180 VEHICLE- FUEL	0	0	0	525	1,000	1,000
G-411-7400-3190 VEHICLE - REPAIRS & EXPENSES	0	0	0	2,512	2,000	2,000
G-411-7400-4010 ADVERTISING	11,565	11,349	10,602	8,937	12,000	12,000
G-411-7400-4036 CONFERENCE EXPENSES	4,509	2,980	8,598	0	0	0
G-411-7400-4050 CONTRACTOR	0	0	0	5,088	0	15,500
G-411-7400-4060 COURIER/FREIGHT	1,540	1,600	1,291	1,251	1,500	1,500
G-411-7400-4080 INSURANCE	8,920	8,986	9,018	0	10,000	9,050
G-411-7400-4090 LEGAL	921	2,007	1,296	81	1,000	1,000

2020 DRAFT OPERATING BUDGET

411 STRATFORD PUBLIC LIBRARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-411-7400-4095 MAINTENANCE CONTRACTS	0	0	0	50,340	49,980	72,340
G-411-7400-4097 MEMBERSHIPS	2,289	2,895	2,904	2,654	3,030	3,030
G-411-7400-4100 SERVICES - OTHER	382	382	382	0	0	0
G-411-7400-4110 TELEPHONE - BASIC	4,554	3,023	2,440	2,198	4,000	3,000
G-411-7400-4120 TELEPHONE - CELL PHONES	0	0	0	690	1,100	900
G-411-7400-4125 INTERNET	0	0	0	4,016	5,000	5,000
G-411-7400-4142 TRAINING EXPENSES	12,306	18,574	14,866	14,112	22,000	22,000
G-411-7400-4150 MILEAGE	3,663	4,628	3,367	2,863	4,200	4,000
G-411-7400-5010 BANK, COLLECTION, CREDIT CARD FEES	0	0	17	688	900	900
G-411-7400-7820 TRANSFER TO RESERVE FUND	0	0	50,464	276,380	276,380	261,380
G-411-7400-9030 EQUIPMENT PURCHASES	2,496	0	0	8,960	18,000	18,000
Total 7400 LIBRARY ADMINISTRATION	1,920,228	1,954,009	2,082,679	1,860,697	2,398,160	2,452,810
7402 PUBLIC SERVICES						
G-411-7402-1405 USER FEES	-2,172	-5,527	-2,669	0	0	0
G-411-7402-1480 OTHER FINES	-21,031	-17,280	-19,160	0	0	0
G-411-7402-2550 HONORARIUM	2,156	3,831	2,250	0	0	0
G-411-7402-3065 CRAFT SUPPLIES	26	3,796	4,775	0	0	0
G-411-7402-5010 BANK, COLLECTION, CREDIT CARD FEES	817	907	1,046	0	0	0
Total 7402 PUBLIC SERVICES	-20,204	-14,273	-13,758	0	0	0
7404 LIBRARY BOARD EXPENSES						
G-411-7404-3080 MISCELLANEOUS SERVICES	2,227	1,712	3,764	1,965	3,000	3,000
G-411-7404-3120 MEALS AND MEETING COSTS	923	1,211	591	589	1,000	1,000
G-411-7404-4036 CONFERENCE EXPENSES	702	98	0	1,185	2,000	2,000
Total 7404 LIBRARY BOARD EXPENSES	3,852	3,021	4,355	3,739	6,000	6,000
7406 LIBRARY OPERATIONS						
G-411-7406-1120 CANADA GRANTS	-6,024	0	-15,521	0	0	0
G-411-7406-1130 ONTARIO GRANTS	-8,164	-13,087	0	0	0	0
G-411-7406-1570 DONATIONS	-700	-600	-100	0	0	0
G-411-7406-1770 RECOVERABLES	-104,565	-101,589	-102,833	0	0	0
G-411-7406-3070 OFFICE SUPPLIES	12,759	9,076	7,081	0	0	0

2020 DRAFT OPERATING BUDGET

411 STRATFORD PUBLIC LIBRARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-411-7406-3180 VEHICLE - FULE	253	235	276	0	0	0
G-411-7406-3190 VEHICLE - REPAIRS & EXPENSES	405	628	689	0	0	0
G-411-7406-4050 CONTRACTOR	28,382	29,837	16,625	0	0	0
G-411-7406-4100 SERVICES - OTHER	46,137	46,323	49,933	0	0	0
G-411-7406-4120 TELEPHONE - CELL PHONES	1,128	1,171	1,278	0	0	0
G-411-7406-4125 INTERNET	4,819	4,819	4,819	0	0	0
G-411-7406-7810 TRANSFER TO RESERVES	9,446	9,438	0	0	0	0
G-411-7406-7820 TRANSFER TO RESERVE FUNDS	0	0	6,172	6,270	6,270	4,690
G-411-7406-9030 EQUIPMENT PURCHASES	12,288	14,583	21,353	0	0	0
Total 7406 LIBRARY OPERATIONS	-3,836	834	-10,228	6,270	6,270	4,690
7408 LIBRARY - ADULT PROGRAM						
G-411-7408-3058 LIBRARY -eAUDIO BOOKS- adult	24,451	20,231	19,242	0	0	0
G-411-7408-3059 LIBRARY PERIODICAL SUBSCRIPTION	14,153	14,467	14,806	0	0	0
G-411-7408-3060 LIBRARY BOOKS	56,047	59,403	58,162	544	0	0
G-411-7408-3061 LIBRARY CD'S	2,884	1,978	1,667	0	0	0
G-411-7408-3062 LIBRARY DVD'S	13,263	10,616	9,498	0	0	0
G-411-7408-3063 LIBRARY REFERENCE BOOKS	4,145	4,661	5,125	0	0	0
G-411-7408-3064 LIBRARY ELECTRONIC MEDIA	34,285	36,516	21,908	0	0	0
G-411-7408-3065 CRAFT/PROGRAM SUPPLIES	1,290	0	0	1,173	3,000	4,000
Total 7408 LIBRARY - ADULT PROGRAM	150,518	147,872	130,408	1,717	3,000	4,000
7410 LIBRARY - YOUNG ADULT PROGRAM						
G-411-7410-3058 LIBRARY eAUDIO BOOKS- young adult	0	3,786	3,975	0	0	0
G-411-7410-3060 LIBRARY BOOKS	3,502	3,919	3,921	0	0	0
G-411-7410-3065 CRAFT/PROGRAM SUPPLIES	0	0	0	1,366	3,000	4,000
Total 7410 LIBRARY - YOUNG ADULT PROGRAM	3,502	7,705	7,896	1,366	3,000	4,000
7412 LIBRARY - CHILDREN PROGRAM						
G-411-7412-3058 LIBRARY eAUDIO BOOKS-children	3,140	3,037	4,859	0	0	0
G-411-7412-3060 LIBRARY BOOKS	28,602	30,198	28,260	0	0	0
G-411-7412-3061 LIBRARY CD'S	454	905	1,069	0	0	0
G-411-7412-3062 LIBRARY VIDEO/DVD'S	5,308	4,844	4,598	0	0	0

2020 DRAFT OPERATING BUDGET

411 STRATFORD PUBLIC LIBRARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-411-7412-3063 LIBRARY REFERENCE BOOKS	100	0	0	0	0	0
G-411-7412-3065 CRAFT/PROGRAM SUPPLIES	1,366	0	0	1,995	3,000	4,000
Total 7412 LIBRARY - CHILDREN PROGRAM	38,970	38,984	38,786	1,995	3,000	4,000
7422 PUBLIC LIBRARY ON WHEELS						
G-411-7422-7810 TRANSFER TO RESERVES	2,000	5,000	0	0	0	0
G-411-7422-7820 TRANSFER TO RESERVE FUNDS	0	0	5,000	5,000	5,000	5,000
Total 7422 PUBLIC LIBRARY ON WHEELS	2,000	5,000	5,000	5,000	5,000	5,000
7430 LIBRARY BUILDING & PROP SERV						
G-411-7430-3050 MATERIALS	6,057	6,106	5,997	4,253	6,700	6,700
G-411-7430-3140 REPAIR & MNTC OF BLDGS & EQUIP	4,481	5,000	4,551	0	0	0
G-411-7430-4100 SERVICES - OTHER	1,007	1,468	1,468	0	0	0
G-411-7430-4105 SNOW REMOVAL	9,811	6,018	4,331	3,348	9,000	9,000
G-411-7430-4106 LAWN MAINTENANCE	1,453	870	1,506	916	1,000	1,500
G-411-7430-4107 BUILDING MAINTENANCE	0	0	0	4,090	8,000	8,000
Total 7430 LIBRARY BUILDING & PROP SERV	22,809	19,462	17,853	12,607	24,700	25,200
7450 PCIN						
G-411-7450-1405 USER FEES	-152,792	-153,736	-171,833	-103,828	-164,520	-212,120
G-411-7450-1810 CONTRIBUTIONS FROM RESERVE	0	-1,445	0	0	0	0
G-411-7450-1820 CONTRIBUTIONS FROM RESERVE FUNDS	0	0	-3,445	0	0	0
G-411-7450-4050 CONTRACTORS	3,689	6,237	3,623	21,736	5,370	3,400
G-411-7450-4095 MAINTENANCE CONTRACTS	53,071	55,126	76,203	160,037	159,150	208,720
G-411-7450-4100 SERVICES - OTHER	93,528	93,818	94,977	0	0	0
G-411-7450-7810 TRANSFER TO RESERVES	2,504	0	0	0	0	0
Total 7450 PCIN	0	0	-475	77,945	0	0
Total 411 STRATFORD PUBLIC LIBRARY	2,117,839	2,162,614	2,262,516	1,971,336	2,449,130	2,505,700
Total 411 STRATFORD PUBLIC LIBRARY	2,117,839	2,162,614	2,262,516	1,971,336	2,449,130	2,505,700



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G330 Sanitary

Department/Division Overview:

The City wastewater collection system consists of 10 wastewater pumping stations, approximately 170 km of sanitary main and 2,100 manholes. There is one flow meter installed at Vivian Pumping station, but no other flow meters exist. For 7 of the 10 stations, existing SCADA historians record data for regulatory purposes regarding operational parameters. The treatment system is operated by the Ontario Clean Water Agency.

Key Activities for 2020:

Sewer flushing of local mains – goal of 40,000 meters (25%) (all labour costs)
 SCADA – update 5 remote sites with new automation hardware
 Install automation hardware (none exists) at Dunn Road and Vic Inn Pumping Stations
 Trunk Sewer contract for cleaning and camera work (contract services)
 Data Management consulting (contract services)

How This Work Plan Reflects Council’s Strategic Priorities

Developing our Resources – The Wastewater Division continues to look at opportunities to optimizing operations, reducing energy costs and enhancing customer service. Gathering information leads to better decision making and more efficient use of resources. Improving flushing programs, automating our pumping stations and proactive investigations are key areas towards reducing inflow and infiltration challenges of residents, reducing energy costs, and protecting the environment.

Significant Variances (2020 proposed budget vs prior year actuals):

There is an increase of \$179,345 transfer to reserves from 2019 due to decreases to Long Term Debt payments and interest. Specific divisional projects increases include:

- A new SCADA maintenance contract may increase costs slightly for sanitary integration services. A 25% increase has been projected over 2019. Due to other amendments, this does not increase the overall service contract budget.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

330 SANITARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
330 SANITARY						
4100 SANITARY ADMIN						
G-330-4100-1370 SEWAGE SURCHARGE REVENUE	-6,200,968	-6,214,105	-6,727,809	-4,577,489	-6,752,000	-6,950,000
G-330-4100-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	0	0	-212,800	0
G-330-4100-2100 F.T. SALARIES & WAGES	8,859	842	99,802	5,109	47,900	0
G-330-4100-2110 P.T. SALARIES & WAGES	26	0	0	0	0	0
G-330-4100-2500 F.T. BENEFITS	1,913	236	24,087	2,790	19,600	0
G-330-4100-2510 P.T. BENEFITS	4	0	0	0	0	0
G-330-4100-2700 OTHER PAYROLL EXPENSES	0	0	0	140	300	300
G-330-4100-3010 CLOTHING	0	896	3,081	3,262	1,500	2,400
G-330-4100-3050 MATERIALS	2,954	47	1,084	1,787	2,000	2,000
G-330-4100-4020 SERVICE CONTRACTS	0	0	0	3,647	4,000	4,400
G-330-4100-4050 CONTRACTORS	407	1,258	1,221	0	1,500	5,000
G-330-4100-4097 MEMBERSHIPS	0	0	540	319	900	900
G-330-4100-4100 SERVICES - OTHER	350,726	15,257	2,268	0	0	0
G-330-4100-4110 TELEPHONE - BASIC	0	0	0	1,467	1,760	0
G-330-4100-4142 TRAINING - EXPENSES	11,594	2,860	4,544	2,729	12,000	12,000
G-330-4100-5030 INTEREST ON LTD	0	0	0	357,232	756,610	634,750
G-330-4100-5035 PRINCIPAL ON LTD	0	0	0	1,052,540	2,233,530	2,092,360
G-330-4100-7810 TRANSFER TO RESERVES	3,952,157	4,248,259	303,996	0	1,604,340	1,738,370
G-330-4100-7820 TRANSFER TO RESERVE FUNDS	0	0	4,365,538	1,619,340	0	0
G-330-4100-7850 CITY OWNED RENTAL EXPENSE	832	2,309	3,523	8	1,500	0
G-330-4100-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	10,200
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	5,205	3,091	2,598	2,104	4,000	5,000
Total 4100 SANITARY ADMIN	-1,866,291	-1,939,050	-1,915,527	-1,525,015	-2,273,360	-2,442,320
4125 SANITARY TREAT						
G-330-4125-1770 RECOVERABLES	0	-27,718	-12,345	-85,600	-10,000	-10,000
G-330-4125-2100 F.T. SALARIES & WAGES	0	386	148	0	0	0
G-330-4125-2500 F.T. BENEFITS	0	108	42	0	0	0
G-330-4125-3040 HYDRO	421,993	497,967	440,718	236,090	499,920	500,000
G-330-4125-3120 MEETING COSTS	13	0	0	0	0	0

2020 DRAFT OPERATING BUDGET

330 SANITARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-330-4125-4020 SERVICE CONTRACTS	0	0	0	19,973	25,000	25,000
G-330-4125-4040 CONSULTANTS	0	0	0	68,207	0	25,000
G-330-4125-4050 CONTRACTORS - OCWA	789,681	880,707	949,765	648,383	978,600	998,100
G-330-4125-4090 LEGAL	804	130	7,215	11,094	5,000	5,000
G-330-4125-4095 MAINTENANCE CONTRACTS	0	0	0	81,701	0	0
G-330-4125-4100 SERVICES - OTHER	71,962	179	184	0	0	0
G-330-4125-7850 CITY OWNED RENTAL EXPENSE	0	308	0	0	0	0
Total 4125 SANITARY TREAT	1,284,453	1,352,067	1,385,727	979,848	1,498,520	1,543,100
4150 SANITARY COLLECT						
G-330-4150-1405 USER FEES	-433	0	0	0	0	0
G-330-4150-1770 RECOVERABLES	-10,912	-8,226	-15,395	-6,902	-10,000	-10,000
G-330-4150-1850 CITY OWN RENTAL REVENUE	-89,653	-74,343	-86,315	-21,879	-100,000	0
G-330-4150-2100 F.T. SALARIES & WAGES	197,384	215,395	201,560	169,595	308,140	323,950
G-330-4150-2110 P.T. SALARIES & WAGES	4,035	55	0	0	0	0
G-330-4150-2500 F.T. BENEFITS	53,995	52,189	55,932	47,487	84,270	82,940
G-330-4150-2510 P.T. BENEFITS	695	12	0	0	0	0
G-330-4150-3040 HYDRO	44,976	46,822	35,071	23,176	48,300	50,710
G-330-4150-3045 WATER / SEWAGE	357	419	416	310	400	400
G-330-4150-3050 MATERIALS	33,538	20,485	22,164	24,887	30,000	50,000
G-330-4150-3080 MISCELLANEOUS	0	33	0	0	0	0
G-330-4150-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	543	337	0	0	35,000	15,000
G-330-4150-3180 VEHICLE - FUEL	9,230	10,352	18,785	14,799	12,000	18,000
G-330-4150-3190 VEHICLE - REPAIRS & EXPENSES	19,417	56,109	33,531	30,369	30,000	40,000
G-330-4150-4020 SERVICE CONTRACTS	0	0	0	17,881	50,000	56,500
G-330-4150-4040 CONSULTANTS	204	4,013	13,838	43,603	8,000	8,000
G-330-4150-4050 CONTRACTORS	30,181	18,002	6,095	9,692	45,000	87,500
G-330-4150-4060 COURIER/FREIGHT	14	4	8	83	50	200
G-330-4150-4100 SERVICES - OTHER	63,826	35,120	40,961	2,132	0	0
G-330-4150-4110 TELEPHONE - BASIC	4,600	3,382	4,904	1,467	1,760	0
G-330-4150-4120 TELEPHONE - CELL PHONES	561	1,383	1,197	1,540	1,920	1,620
G-330-4150-5040 RENTAL OF BLDG, MACHINERY & EQUIPMENT	0	0	0	147	0	0

2020 DRAFT OPERATING BUDGET

330 SANITARY

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-330-4150-7810 TRANSFER TO RESERVES	100,000	101,500	0	0	105,000	0
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	0	0	102,000	105,000	0	107,100
G-330-4150-7850 CITY OWNED RENTAL EXPENSE	56,281	39,895	29,324	11,377	59,000	0
G-330-4150-7900 INTERFUNCTIONAL TRANSFERS	63,000	63,945	64,750	66,000	66,000	67,300
G-330-4150-9040 TOOLS & SMALL EQUIPMENT	0	99	973	315	0	0
Total 4150 SANITARY COLLECT	581,839	586,982	529,799	541,079	774,840	899,220
Total 330 SANITARY	1	-1	-1	-4,088		
Total 330 SANITARY	1	-1	-1	-4,088		



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G350 Water

Department/Division Overview:

The City of Stratford water supply consists of 11 production wells, 6 treated water entry points and 2 elevated towers. For all of these assets, existing Supervisory and Data Acquisition (SCADA) historians (process databases) record data for regulatory purposes regarding operational parameters.

The City water distribution system consists of approximately 185 km of watermain, 1,800 valves and 900 hydrants.

The Water Distribution Budget for material is based on 30 mainbreaks, 10 valve replacements, and maintenance of an average of \$33 per hydrant. These numbers may vary from year to year.

Key Activities for 2020:

- Water Meter Changeout Program – goal of 600 (5%)
- Large Meter Changeout Program and Calibration
- Data Management Consulting
- Hydrant Painting (year 3 of 3 year project) – approximately 300 hydrants
- SCADA – update sites automation hardware
- Valve Exercising – Goal of 400 valves per year
- Valve Replacements – 5 replacements per year
- Valve Maintenance – 50% per year valve turning
- Hydrant Maintenance – repairs and replacement
- Promotion of Tap Water

How This Work Plan Reflects Council’s Strategic Priorities

Developing our Resources – The Water Division continues to look at opportunities to optimizing operations, reducing energy costs and enhancing customer service. Gathering information leads to better decision making and more efficient use of resources. Improving valve and hydrant programs, as well as improvements to watermain flushing, is the first step towards reducing customer interruptions and continuing to provide safe, reliable, clean water.

Significant Variances (2020 proposed budget vs prior year actuals):

There is a decrease of \$62,160 transfer to reserves from 2019. Overall, this can be attributed to wage increases, hydro increase, general transfer increases, and project specific increases. Projects of note include:

For Water Supply, there is a variance of 7.98% from 2019 to 2020 in the Service Contracts budget (increase of \$17,000).

- A new SCADA maintenance contract may increase costs slightly for water integration services. A 25% increase has been projected over 2019.
- A contingency fund of \$30,000 is included under Service Contracts. In 2019, unexpected repairs were encountered at the Chestnut Pumping Station and there were no funds allotted for the work. Repairs would be considered non-capital.

For Water Distribution, there is a small variance of from 2019 to 2020 in the Service Contracts budget.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

350 WATER

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
350 WATER						
4300 WATER ADMIN						
G-350-4300-1130 ONTARIO GRANTS	-22,391	0	0	0	0	0
G-350-4300-1410 WATER REVENUE	-4,200,840	-4,190,907	-4,557,967	-3,093,497	-4,502,000	-4,634,000
G-350-4300-1770 RECOVERABLES	-17,141	0	0	0	0	0
G-350-4300-2100 F.T. SALARIES & WAGES	324,070	343,350	423,292	320,412	336,880	0
G-350-4300-2110 P.T. SALARIES & WAGES	0	0	0	6,240	0	0
G-350-4300-2500 F.T. BENEFITS	137,250	138,659	132,949	105,552	115,330	21,950
G-350-4300-2510 P.T. BENEFITS	0	0	0	547	0	0
G-350-4300-2700 OTHER PAYROLL EXPENSES	0	0	0	31,655	2,000	2,000
G-350-4300-3010 CLOTHING	6,140	8,220	6,835	7,403	5,100	7,000
G-350-4300-3050 MATERIALS	1,356	1,598	3,633	1,433	5,000	3,500
G-350-4300-3070 OFFICE SUPPLIES AND PAPER	663	1,139	451	467	1,200	800
G-350-4300-3090 PHOTOCOPIER EXPENSE	223	263	385	319	280	300
G-350-4300-3100 POSTAGE	550	464	753	429	1,000	500
G-350-4300-3110 PRINTING	574	863	334	0	900	700
G-350-4300-3120 MEALS & MEETING COSTS	201	133	76	0	220	300
G-350-4300-4020 SERVICE CONTRACTS	0	0	0	3,710	3,500	3,500
G-350-4300-4040 CONSULTANTS	0	0	0	2,615	5,100	5,100
G-350-4300-4050 CONTRACTORS	0	37	541,240	366,394	545,000	545,000
G-350-4300-4060 COURIER/FREIGHT	0	21	17	107	100	100
G-350-4300-4090 LEGAL	0	0	0	305	1,000	1,000
G-350-4300-4097 MEMBERSHIPS	3,831	3,843	3,825	3,662	3,830	5,400
G-350-4300-4100 SERVICES - OTHER	4,395	9,116	8,872	0	0	0
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	0	370,929	396,208	417,599	417,600	438,500
G-350-4300-4107 BUILDING MAINTENANCE	0	0	0	341	0	0
G-350-4300-4110 TELEPHONE - BASIC	0	0	0	4,408	5,290	2,060
G-350-4300-4120 TELEPHONE - CELL PHONES	6,237	6,867	7,895	6,618	8,000	7,680
G-350-4300-4142 TRAINING - EXPENSES	37,391	30,372	34,503	15,244	35,000	36,000
G-350-4300-5030 INTEREST ON LTD	0	0	0	171	230	150
G-350-4300-5035 PRINCIPAL ON LTD	0	0	0	1,822	3,150	3,230
G-350-4300-7810 TRANSFER TO RESERVES	1,123,529	730,979	169,892	0	733,420	0

2020 DRAFT OPERATING BUDGET

350 WATER

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-350-4300-7820 TRANSFER TO RESERVE FUNDS	0	0	877,592	733,420	0	654,320
G-350-4300-7850 CITY OWNED RENTAL EXPENSE	1,562	1,105	554	9	1,250	0
G-350-4300-7900 INTERFUNCTIONAL TRANSFERS	685,306	703,848	176,460	179,500	189,500	193,300
G-350-4300-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	0	0	500	1,000
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	2,936	2,902	3,031	596	5,000	5,000
Total 4300 WATER ADMIN	-1,904,158	-1,836,199	-1,769,170	-882,519	-2,076,620	-2,695,610
4325 WATER SUPPLY						
G-350-4325-1405 USER FEES	-2,400	-2,400	-2,400	-2,400	-2,400	0
G-350-4325-1470 RENTALS & LEASES	0	746	0	0	0	0
G-350-4325-1770 RECOVERABLES	-25	-225	0	-1,363	0	0
G-350-4325-2100 F.T. SALARIES & WAGES	143,461	135,052	123,690	102,330	154,160	0
G-350-4325-2110 P.T. SALARIES & WAGES	0	0	0	0	2,180	0
G-350-4325-2500 F.T. BENEFITS	39,488	36,778	34,633	29,192	42,860	0
G-350-4325-2510 P.T. BENEFITS	0	0	0	0	180	0
G-350-4325-3040 HYDRO	309,801	320,418	280,910	170,399	325,000	340,750
G-350-4325-3050 MATERIALS	92,330	116,720	115,824	131,952	120,000	120,000
G-350-4325-3120 MEALS & MEETING COSTS	112	104	9	30	500	500
G-350-4325-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	7,771	0	0	0	15,000	15,000
G-350-4325-3180 VEHICLE - FUEL	859	1,014	683	0	2,000	2,000
G-350-4325-4020 SERVICE CONTRACTS	0	0	0	155,458	213,000	230,000
G-350-4325-4040 CONSULTANTS	6,638	13,336	22,389	13,504	15,000	30,000
G-350-4325-4050 CONTRACTORS	24,725	18,382	9,979	8,602	30,000	30,000
G-350-4325-4060 COURIER/FREIGHT	134	468	169	62	200	200
G-350-4325-4100 SERVICES - OTHER	258,883	249,160	117,988	0	0	0
G-350-4325-4110 TELEPHONE - BASIC	2,446	1,446	1,220	4,408	5,290	0
G-350-4325-7850 CITY OWNED RENTAL EXPENSE	34,493	29,121	29,359	7,212	35,000	35,000
G-350-4325-7900 INTERFUNCTIONAL TRANSFERS	0	0	4,489	0	0	0
Total 4325 WATER SUPPLY	918,716	920,120	738,942	619,386	957,970	803,450
4350 WATER DISTRIBUTION						
G-350-4350-1405 USER FEES	-2,220	-2,220	-2,220	0	-2,220	-2,300
G-350-4350-1470 RENTALS & LEASES	151	0	0	0	0	0
G-350-4350-1765 GAIN ON DISPOSAL OF ASSETS	-3,053	0	0	0	0	0

2020 DRAFT OPERATING BUDGET

350 WATER

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-350-4350-1770 RECOVERABLES	-5,569	-12,103	-22,039	-11,816	-6,000	-8,000
G-350-4350-1850 CITY OWN RENTAL REVENUE	-169,243	-158,049	-168,482	-40,654	-170,000	0
G-350-4350-2100 F.T. SALARIES & WAGES	424,524	420,344	343,456	284,620	462,480	971,620
G-350-4350-2110 P.T. SALARIES & WAGES	243	317	0	0	6,550	9,360
G-350-4350-2500 F.T. BENEFITS	94,703	92,169	96,167	78,633	128,590	267,450
G-350-4350-2510 P.T. BENEFITS	39	69	0	0	550	800
G-350-4350-3040 HYDRO	9,732	8,858	6,666	4,992	10,080	9,000
G-350-4350-3050 MATERIALS	114,829	104,036	198,961	89,920	230,000	230,000
G-350-4350-3080 MISCELLANEOUS	0	0	342	0	0	0
G-350-4350-3100 POSTAGE	0	0	0	37	0	0
G-350-4350-3120 MEALS & MEETING COSTS	769	636	1,132	890	820	1,000
G-350-4350-3180 VEHICLE - FUEL	1,659	30,275	35,869	22,070	35,000	35,000
G-350-4350-3190 VEHICLE - REPAIRS & EXPENSES	48,848	25,297	9,919	27,574	20,000	30,000
G-350-4350-4020 SERVICE CONTRACTS	0	0	0	42,284	63,000	78,500
G-350-4350-4040 CONSUTANTS	0	0	5,957	1,989	0	5,000
G-350-4350-4050 CONTRACTORS	19,118	47,460	63,710	20,349	60,000	117,000
G-350-4350-4060 COURIER/FREIGHT	0	442	36	65	0	0
G-350-4350-4095 MAINTENANCE CONTRACTS	0	0	0	0	5,000	0
G-350-4350-4100 SERVICES - OTHER	100,094	42,636	86,628	0	0	0
G-350-4350-4142 TRAINING EXPENSES	0	34	0	0	0	0
G-350-4350-5040 RENTAL OF BLDG MACHINERY & EQUIPMENT	0	0	0	729	0	0
G-350-4350-7810 TRANSFER TO RESERVES	133,251	110,064	0	0	50,000	0
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	0	0	134,323	50,000	0	51,000
G-350-4350-7850 CITY OWNED RENTAL EXPENSE	126,567	113,450	136,062	38,597	129,500	0
G-350-4350-7900 INTERFUNCTIONAL TRANSFERS	91,000	92,365	93,520	95,300	95,300	96,730
G-350-4350-9040 TOOLS & SMALL EQUIPMENT	0	0	10,221	0	0	0
Total 4350 WATER DISTRIBUTION	985,442	916,080	1,030,228	705,579	1,118,650	1,892,160
Total 350 WATER		1		442,446		
Total 350 WATER		1		442,446		



2020 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G360 Waste

Department/Division Overview:

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

Waste staff is based at the landfill site while the Waste Reduction Coordinator works from 82 Erie Street.

Funding for this budget is entirely through Waste rates.

Key Activities for 2020:

A functional review of the Landfill is required to maximize space usage as well as efficiencies for our recycling and hazardous waste depots.

Improvements to the existing recycling facilities are to be done, including the installation of cardboard recycling balers and new bins.

Purchase of lands adjacent to landfill to provide a buffer.

How This Work Plan Reflects Council’s Strategic Priorities

Developing Our Resources – The plan does not include the introduction of a green bin program due to the significant costs on top of the increases required to account for the increases in costs for recycling.

Significant Variances (2020 proposed budget vs prior year actuals):

There have been changes in the commodity prices for recyclables as a result of more stringent standards that have been implemented by China. These changes have affected our current rates for the recycling processing contracts. This requires a significant increase to the bag tag rate charged for waste collection.

Will the Services Offered by this Department/Division be impacted by any loss of provincial funding? yes no

2020 DRAFT OPERATING BUDGET

360 WASTE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
360 WASTE						
4400 WASTE ADMIN						
G-360-4400-1310 BAG TAG REVENUE	-767,809	-797,133	-855,043	-675,140	-730,000	-1,097,200
G-360-4400-1315 TIPPING FEE REVENUE	-1,685,645	-1,655,938	-1,690,377	-1,395,547	-1,777,000	-1,812,500
G-360-4400-2100 F.T. SALARIES & WAGES	42,659	68,254	176,822	55,266	113,960	69,980
G-360-4400-2110 P.T. SALARIES & WAGES	22,910	0	0	0	0	0
G-360-4400-2500 F.T. BENEFITS	13,929	24,589	43,773	17,492	31,990	19,400
G-360-4400-2510 P.T. BENEFITS	2,113	0	0	0	0	0
G-360-4400-2700 OTHER PAYROLL EXPENSES	0	35	0	0	0	0
G-360-4400-3010 CLOTHING	225	225	415	253	400	400
G-360-4400-3050 MATERIALS	61	0	407	63	200	200
G-360-4400-3110 PRINTING	0	0	52	0	50	50
G-360-4400-3190 VEHICLE - REPAIRS & EXPENSES	0	38	0	0	0	0
G-360-4400-4060 COURIER/FREIGHT	4	0	0	0	50	50
G-360-4400-4097 MEMBERSHIPS	744	700	371	432	850	900
G-360-4400-4100 SERVICES - OTHER	0	806	0	0	0	0
G-360-4400-4110 TELEPHONE - BASIC	1,037	552	525	2,575	3,090	1,380
G-360-4400-4142 TRAINING - EXPENSES	3,367	4,151	1,761	2,968	3,600	3,600
G-360-4400-5010 BANK CHARGES/COLLECTION FEES	0	0	2,900	609	1,000	1,000
G-360-4400-7810 CONTRIBUTION TO RESERVES	631,991	672,888	0	0	143,400	0
G-360-4400-7820 TRANSFER TO RESERVE FUNDS	0	0	475,774	143,400	0	484,960
G-360-4400-7850 CITY OWNED RENTAL EXPENSE	4	0	0	0	0	0
G-360-4400-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	61,150
G-360-4400-9010 OFFICE EQUIPMENT AND FURNISHINGS	331	0	0	16	300	300
G-360-4400-9040 TOOLS & SMALL EQUIPMENT	0	0	32	33	300	300
Total 4400 WASTE ADMIN	-1,734,079	-1,680,833	-1,842,588	-1,847,580	-2,207,810	-2,266,030
4425 WASTE DISPOSAL						
G-360-4425-1610 SALES	-1,770	0	0	0	0	0
G-360-4425-1760 SALE OF EQUIPMENT FOR CURRENT OPERATIONS	0	-397	0	0	0	0
G-360-4425-1765 GAIN ON DISPOSAL OF ASSETS	0	-3,843	0	0	0	0
G-360-4425-1770 RECOVERABLES	-28	0	0	-752	0	0

2020 DRAFT OPERATING BUDGET

360 WASTE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
G-360-4425-1850 CITY OWN RENTAL REVENUE	-317,586	-341,467	-322,899	-76,427	-305,000	0
G-360-4425-2100 F.T. SALARIES & WAGES	354,208	384,658	364,648	262,682	341,140	186,380
G-360-4425-2110 P.T. SALARIES & WAGES	1,954	3,594	7,830	0	0	0
G-360-4425-2500 F.T. BENEFITS	88,217	96,438	102,103	73,551	91,670	53,720
G-360-4425-2510 P.T. BENEFITS	405	794	1,765	0	0	0
G-360-4425-3010 CLOTHING	244	0	0	0	300	300
G-360-4425-3040 HYDRO	14,239	14,841	10,544	7,699	16,000	15,000
G-360-4425-3045 WATER / SEWAGE	278	329	332	256	320	330
G-360-4425-3047 SEWAGE- LEACHATE	0	0	0	0	173,400	176,900
G-360-4425-3050 MATERIALS	22,460	20,342	23,431	23,011	22,500	23,000
G-360-4425-3080 MISCELLANEOUS	0	0	229	0	0	0
G-360-4425-3140 R & M - BUILDINGS & EQUIP (EXCL VEHICLES)	2,565	3,060	126	7,478	5,000	5,100
G-360-4425-3180 VEHICLE - FUEL	48,031	69,180	70,040	45,344	75,000	75,000
G-360-4425-3190 VEHICLE - REPAIRS & EXPENSES	49,976	117,156	38,288	37,034	65,000	65,000
G-360-4425-4020 SERVICE CONTRACTS	0	0	0	26,705	23,000	30,000
G-360-4425-4040 CONSULTANTS	57,547	81,508	85,710	47,412	73,500	75,000
G-360-4425-4050 CONTRACTORS	61,133	66,995	92,835	84,015	90,000	92,000
G-360-4425-4060 COURIER/FREIGHT	9	8	0	0	50	50
G-360-4425-4100 SERVICES - OTHER	72,738	72,951	49,502	0	0	0
G-360-4425-5040 RENTAL OF MACHINERY & EQUIPMENT	0	0	0	0	20,000	20,000
G-360-4425-7810 TRANSFER TO RESERVES	197,030	142,818	0	0	137,000	0
G-360-4425-7820 TRANSFER TO RESERVE FUNDS	0	0	252,386	137,000	0	140,000
G-360-4425-7850 CITY OWNED RENTAL EXPENSE	347,507	376,801	365,227	80,625	360,000	0
G-360-4425-7900 INTERFUNCTIONAL TRANSFER	0	0	0	0	0	139,650
G-360-4425-9040 TOOLS & SMALL EQUIPMENT	0	0	1,843	0	0	0
Total 4425 WASTE DISPOSAL	999,157	1,105,766	1,143,940	755,633	1,188,880	1,097,430

2020 DRAFT OPERATING BUDGET

360 WASTE

	2016	2017	2018	2019	2019	2020
	ACTUALS	ACTUALS	ACTUALS	YTD ACTUALS	BUDGET	BUDGET
				Oct 2019		Draft
4450 WASTE COLLECTION						
G-360-4450-1610 SALES	-1,437	-2,137	-3,085	-2,956	-1,500	-2,000
G-360-4450-2100 F.T. SALARIES & WAGES	303	672	413	365	0	0
G-360-4450-2500 F.T. BENEFITS	85	188	116	102	0	0
G-360-4450-3050 MATERIALS	0	0	6,212	345	1,500	1,500
G-360-4450-4050 CONTRACTORS	271,070	271,786	284,118	265,632	290,000	325,000
G-360-4450-4060 COURIER/FREIGHT	0	0	0	0	50	50
G-360-4450-7850 CITY OWNED RENTAL EXPENSE	23	249	259	149	500	0
Total 4450 WASTE COLLECTION	270,044	270,758	288,033	263,637	290,550	324,550
4475 WASTE RECYCLE						
G-360-4475-1130 ONTARIO GRANTS	-294,836	-330,380	-321,564	-246,228	-300,500	-327,000
G-360-4475-1610 SALES	-4,426	-5,680	-12,268	-3,534	-4,000	-4,000
G-360-4475-1770 RECOVERABLES	-15,587	-124,421	-64,429	-31,914	-20,000	-40,000
G-360-4475-2100 F.T. SALARIES & WAGES	19,917	22,064	16,292	12,264	8,690	0
G-360-4475-2110 P.T. SALARIES & WAGES	15	876	775	0	0	0
G-360-4475-2500 F.T. BENEFITS	5,545	6,052	4,562	3,370	2,640	0
G-360-4475-2510 P.T. BENEFITS	2	165	177	0	0	0
G-360-4475-3050 MATERIALS	23,979	8,247	16,538	1,854	18,000	17,000
G-360-4475-3190 VEHICLE - REPAIRS & EXPENSES	0	0	0	4,140	0	5,000
G-360-4475-4010 ADVERTISING	0	0	0	0	1,000	1,000
G-360-4475-4020 SERVICE CONTRACTS	0	0	0	51,577	35,500	15,000
G-360-4475-4050 CONTRACTORS	655,937	668,387	754,218	559,205	975,000	1,177,000
G-360-4475-4060 COURIER/FREIGHT	4	12	8	16	50	50
G-360-4475-4090 LEGAL	0	0	234	0	0	0
G-360-4475-4100 SERVICES - OTHER	64,144	44,432	10,663	0	0	0
G-360-4475-7850 CITY OWNED RENTAL EXPENSE	10,182	14,552	5,410	349	12,000	0
Total 4475 WASTE RECYCLE	464,876	304,306	410,616	351,099	728,380	844,050
Total 360 WASTE	-2	-3	1	-477,211		
Total 360 WASTE	-2	-3	1	-477,211		