



## **2015 BUDGET**

Approved by City Council

on February 23, 2015

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# FINAL 2015 BUDGET SUMMARY

approved by Council Feb.23/15

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015/2014 Inc/Dec
<b>101 Mayor's Office</b>						
Revenue	0	0	0	0	0	
Expense	84,254	85,156	86,014	86,680	87,552	
Net	84,254	85,156	86,014	86,680	87,552	902
						1.1%
<b>102 Council Services</b>						
Revenue	0	0	0	0	0	
Expense	232,470	224,439	223,178	227,971	230,819	
Net	232,470	224,439	223,178	227,971	230,819	-8,031
						-3.5%
<b>111 City Administrator's Office</b>						
Revenue	-25,000	0	0	0	0	
Expense	479,565	501,370	518,801	522,182	527,808	
Net	454,565	501,370	518,801	522,182	527,808	46,805
						10.3%
<b>112 Human Resources</b>						
Revenue	0	0	0	0	0	
Expense	561,094	564,188	571,765	580,675	589,408	
Net	561,094	564,188	571,765	580,675	589,408	3,094
						0.6%
<b>121 City Clerk's Office</b>						
Revenue	-281,670	-161,500	-163,000	-164,500	-166,000	
Expense	742,100	626,500	637,100	646,600	652,500	
Net	460,430	465,000	474,100	482,100	486,500	4,570
						1.0%
<b>131 Financial Services</b>						
Revenue	-180,264	-201,964	-206,000	-211,500	-218,500	
Expense	1,318,700	1,334,100	1,358,300	1,376,700	1,394,950	
Net	1,138,436	1,132,136	1,152,300	1,165,200	1,176,450	-6,300
						-0.6%
<b>134 Information Technology</b>						
Revenue	-54,904	-103,016	-103,936	-104,875	-105,833	
Expense	842,125	900,633	917,682	1,032,941	1,052,916	
Net	787,221	797,617	813,746	928,066	947,083	10,396
						1.3%
<b>135 Parking</b>						
Revenue	-620,000	-630,000	-645,000	-660,000	-675,000	
Expense	385,000	390,000	400,000	410,000	420,000	
Net	-235,000	-240,000	-245,000	-250,000	-255,000	-5,000
						2.1%
<b>136 Crossing Guards</b>						
Revenue	0	0	0	0	0	
Expense	154,317	157,200	160,200	163,200	166,200	
Net	154,317	157,200	160,200	163,200	166,200	2,883
						1.9%

# FINAL 2015 BUDGET SUMMARY

approved by Council Feb.23/15

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015/2014 Inc/Dec
<b>139 General Financial Services</b>						
Revenue	-4,966,030	-5,055,000	-5,007,000	-4,859,000	-4,721,000	
Expense	11,145,000	11,155,000	11,067,000	10,955,000	10,785,000	
Net	6,178,970	6,100,000	6,060,000	6,096,000	6,064,000	-78,970
						-1.3%
<b>141 City Building Maintenance</b>						
Revenue	-570,929	-583,544	-598,724	-613,957	-629,241	
Expense	991,669	1,003,748	1,030,519	1,057,901	1,085,817	
Net	420,740	420,204	431,794	443,945	456,575	-536
						-0.1%
<b>211 Fire</b>						
Revenue	-215,200	-127,000	-128,700	-130,500	-132,300	
Expense	6,839,088	6,888,882	7,228,746	7,371,849	7,518,539	
Net	6,623,888	6,761,882	7,100,046	7,241,349	7,386,239	137,994
						2.1%
<b>231 Police</b>						
Revenue	-546,425	-533,474	-636,425	-1,276,527	-736,425	
Expense	10,326,280	10,592,833	11,072,114	11,933,445	11,564,637	
Net	9,779,855	10,059,359	10,435,689	10,656,918	10,828,212	279,504
						2.9%
<b>251 Development Services</b>						
Revenue	-702,250	-721,334	-727,342	-733,411	-739,540	
Expense	1,026,087	1,062,336	1,077,226	1,088,021	1,098,856	
Net	323,837	341,002	349,883	354,610	359,316	17,165
						5.3%
<b>310 Engineering</b>						
Revenue	-812,491	-708,300	-710,367	-712,451	-714,551	
Expense	1,625,512	1,640,679	1,655,364	1,672,202	1,689,193	
Net	813,021	932,379	944,997	959,751	974,642	119,358
						14.7%
<b>320 Roads</b>						
Revenue	-854,400	-681,500	-682,200	-682,910	-683,630	
Expense	4,181,667	4,309,450	4,387,212	4,464,293	4,543,102	
Net	3,327,267	3,627,950	3,705,012	3,781,383	3,859,472	300,683
						9.0%
<b>330 Sanitary</b>						
Revenue	-5,972,219	-6,403,455	-6,819,162	-7,241,473	-7,671,967	
Expense	5,972,219	6,403,455	6,819,162	7,241,473	7,671,967	
Net	-0	0	-0	-0	-0	0
<b>340 Storm</b>						
Revenue	-1,500	-36,500	-36,500	-36,500	-36,500	
Expense	284,006	277,085	281,075	285,086	289,118	
Net	282,506	240,585	244,575	248,586	252,618	-41,921
						-14.8%

# FINAL 2015 BUDGET SUMMARY

approved by Council Feb.23/15

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015/2014 Inc/Dec
<b>350 Water</b>						
Revenue	-4,342,023	-4,366,870	-4,531,966	-4,698,962	-4,867,758	
Expense	4,342,023	4,366,870	4,531,966	4,698,962	4,867,758	
Net	0	0	-0	-0	-0	-0
<b>360 Waste</b>						
Revenue	-2,788,100	-3,064,100	-3,105,100	-3,146,640	-3,188,728	
Expense	2,788,100	3,064,100	3,105,100	3,146,640	3,188,728	
Net	0	0	-0	0	-0	-0
<b>411 Stratford Public Library</b>						
Revenue	-376,626	-369,699	-375,811	-384,647	-397,581	
Expense	2,357,265	2,417,574	2,468,736	2,518,400	2,569,038	
Net	1,980,639	2,047,875	2,092,925	2,133,753	2,171,458	67,236
						3.4%
<b>511 Economic Development</b>						
Revenue	0	-5,000	-5,000	-5,000	-5,000	
Expense	606,000	5,000	5,000	5,000	5,000	
Net	606,000	0	0	0	0	-606,000
<b>512 Stratford Municipal Airport</b>						
Revenue	-234,289	-237,987	-240,903	-244,528	-245,580	
Expense	405,123	410,275	414,624	419,124	422,230	
Net	170,834	172,288	173,721	174,596	176,650	1,454
						0.9%
<b>611 Social Services</b>						
Revenue	-7,494,873	-7,648,408	-7,757,177	-7,898,996	-8,033,660	
Expense	8,453,046	8,544,811	8,615,531	8,689,515	8,760,091	
Net	958,173	896,403	858,354	790,519	726,431	-61,770
						-6.4%
<b>613 Anne Hathaway Day Care</b>						
Revenue	-1,088,165	-1,101,396	-1,115,495	-1,119,635	-1,123,817	
Expense	1,166,000	1,179,001	1,185,514	1,196,595	1,207,451	
Net	77,835	77,605	70,018	76,959	83,634	-231
						-0.3%
<b>615 Housing</b>						
Revenue	-6,148,634	-6,352,347	-6,445,630	-6,499,587	-6,627,399	
Expense	7,769,775	8,025,898	8,218,904	8,361,648	8,558,232	
Net	1,621,141	1,673,551	1,773,274	1,862,061	1,930,834	52,410
						3.2%
<b>616 Child Care</b>						
Revenue	-2,338,026	-2,352,008	-2,353,562	-2,358,741	-2,364,002	
Expense	2,671,088	2,682,847	2,691,583	2,700,455	2,709,464	
Net	333,062	330,839	338,022	341,713	345,462	-2,223
						-0.7%

# FINAL 2015 BUDGET SUMMARY

approved by Council Feb.23/15

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015/2014 Inc/Dec
<b>617 Early Learning &amp; Child Dev.</b>						
Revenue	-2,594,614	-2,406,002	-2,032,470	-2,032,470	-2,032,470	
Expense	2,594,614	2,406,002	2,032,470	2,032,470	2,032,470	
Net	-0	-0	-0	0	0	-0
<b>711 Parks</b>						
Revenue	-246,300	-245,000	-249,000	-248,000	-247,000	
Expense	2,127,575	2,142,935	2,149,480	2,166,863	2,181,860	
Net	1,881,275	1,897,935	1,900,480	1,918,863	1,934,860	16,660
						0.9%
<b>721 Recreation</b>						
Revenue	-2,125,737	-2,275,850	-2,288,124	-2,333,573	-2,399,350	
Expense	3,941,620	4,098,876	4,195,891	4,254,146	4,320,052	
Net	1,815,883	1,823,026	1,907,767	1,920,574	1,920,702	7,143
						0.4%
<b>731 Cemetery</b>						
Revenue	-400,000	-380,000	-380,000	-380,000	-380,000	
Expense	563,965	536,990	557,200	563,800	574,200	
Net	163,965	156,990	177,200	183,800	194,200	-6,975
						-4.3%
<b>750 Regular Transit</b>						
Revenue	-1,034,000	-1,234,000	-1,198,000	-1,168,000	-1,131,000	
Expense	2,287,331	2,514,328	2,562,758	2,612,184	2,687,166	
Net	1,253,331	1,280,328	1,364,758	1,444,184	1,556,166	26,996
						2.2%
<b>751 Parallel Transit</b>						
Revenue	-52,000	-59,000	-59,000	-59,000	-61,000	
Expense	386,911	421,647	440,666	449,733	459,611	
Net	334,911	362,647	381,666	390,733	398,611	27,736
						8.3%
<b>810 Requisitions from Others</b>						
Revenue	0	0	0	0	0	
Expense	6,348,724	7,455,769	7,990,941	8,201,673	8,407,350	
Net	6,348,724	7,455,769	7,990,941	8,201,673	8,407,350	1,107,045
						17.4%
<b>820 Other Municipal Services</b>						
Revenue	-32,687	-7,000	-7,000	-7,000	-7,000	
Expense	243,386	202,614	206,892	211,478	210,273	
Net	210,699	195,614	199,892	204,478	203,273	-15,085
						-7.2%
<b>872 Grants</b>						
Revenue	-10,000	-10,000				
Expense	688,845	783,894	688,845	688,845	688,845	
Net	678,845	773,894	688,845	688,845	688,845	95,049
						14.0%

# FINAL 2015 BUDGET SUMMARY

approved by Council Feb.23/15

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2015/2014 Inc/Dec
<b>SUB TOTAL OPERATING</b>						
Revenue	-47,109,356	-48,061,254	-48,608,595	-50,012,383	-50,341,833	
Expenditures	96,932,545	99,376,485	101,553,557	104,033,750	105,218,203	
Net Expenses	49,823,189	51,315,231	52,944,963	54,021,367	54,876,370	1,492,042
		2.99%	3.18%	2.03%	1.58%	3.0%
<b>Corporate Capital</b>						
Revenue	-1,208,762	-1,055,383				
Expense	1,424,762	1,321,383				
Net	216,000	266,000				50,000
						23.1%
<b>Eng/PW/Water Capital Projects</b>						
Revenue	-15,254,759	-16,750,326				
Expense	16,569,759	18,565,326				
Net	1,315,000	1,815,000				500,000
						38.0%
<b>Community Services Capital</b>						
Revenue	-1,887,279	-1,530,000				
Expense	2,187,279	1,730,000				
Net	300,000	200,000				-100,000
						-33.3%
<b>Building &amp; Planning Capital</b>						
Revenue	-379,636	-145,000				
Expense	623,636	339,000				
Net	244,000	194,000				-50,000
						-20.5%
<b>Library Capital</b>						
Revenue	-34,807	0				
Expense	84,307	49,500				
Net	49,500	49,500				0
						0.0%
<b>Police Services Capital</b>						
Revenue		-148,000				
Expense		148,000				
Net	0	0	0	0		0
<b>Social Services Capital</b>						
Revenue	0	-1,201,500				
Expense	0	1,251,500				
Net	0	50,000				50,000
<b>Fire Capital</b>						
Revenue	-352,500	-1,061,000				
Expense	374,500	1,083,000				
Net	22,000	22,000				0
						0.0%
<b>Airport Capital</b>						
Revenue	-270,000	-20,000				
Expense	270,000	20,000				
Net	0	0	0	0		0
<b>SUB TOTAL CAPITAL</b>						
Revenue	-19,387,743	-21,911,209	0	0		
Expense	21,534,243	24,507,709	3,000,000	3,500,000	4,000,000	
Net	2,146,500	2,596,500	3,000,000	3,500,000	4,000,000	450,000
		20.96%	15.54%	16.67%	14.29%	21.0%





**CITY OF STRATFORD 2015 BUDGET**

<b><u>GENERAL REVENUES - G100</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
University of Waterloo	-2,000	-2,000	-2,500	-3,000	-3,000
Stratford General Hospital	-22,000	-22,200	-22,200	-22,200	-22,200
Perth County Jail	-3,750	-3,750	-3,750	-3,750	-3,750
Education P.I.L.	-140,000	-137,500	-137,000	-137,000	-137,000
Railway Taxable	-5,600	-5,600	-5,600	-5,600	-5,600
Area Openings	-12,000	-13,000	-13,500	-14,000	-14,500
Fest. Hydro Investment Income	-2,409,441	-2,437,073	-2,465,533	-2,494,847	-2,525,040
<b>TOTAL GENERAL REVENUES</b>	<b>-2,594,791</b>	<b>-2,621,123</b>	<b>-2,650,083</b>	<b>-2,680,397</b>	<b>-2,711,090</b>

**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-2,594,791	-2,621,123	1.01%
Expenditures	0	0	0
Net	<b>-2,594,791</b>	<b>-2,621,123</b>	<b>1.01%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#50)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G100 - General Revenues - net budget -\$2,621,123



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: General Revenues – G100**

**DEPARTMENT OVERVIEW:**

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	n/a	n/a
Part Time Staff	n/a	n/a
Other	n/a	n/a
Total	n/a	n/a

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases: Not applicable.

Service Reductions/Increases: There is little of discretion in this revenue budget.

**Revenue Reductions/Increases:**

Taxation – Area Openings is mostly made up of encroachment agreements. An increase of \$1,000 has been included relating to an increase in encroachment agreements. Administration of these agreements is provided through the Clerk’s office.

University of Waterloo Payments in Lieu (PILs) has been increased slightly to reflect the expected increase in students.

A 3% increase on the Festival Hydro common share dividends has been included.

The education portion of PILs whereby the City is entitled to keep the education tax has been reduced to more closely reflect actuals.

Options for Reductions: None really available.

**GENERAL COMMENTS:**

The City will continue to not receive any Provincial funding under the OMPF (Ontario Municipal Partnership Fund).

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

	<b>2014 Budget</b>	<b>2015 Budget</b>
Interest on Demand Loan of \$15,600,000 at 7.25%	\$ 1,131,000	\$ 1,131,000
FHI Common Share Dividend	921,041	948,673
FHI Preferred Share Dividend	305,000	305,000
FHSI Demand Note of \$372,000	27,900	27,900
FHSI Common Share Dividend	24,500	24,500
<b>TOTAL</b>	<b>\$2,409,441</b>	<b>\$2,437,073</b>

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

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

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>MAYOR'S OFFICE - G101</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>EXPENDITURES</u></b>					
Conferences	7,300	7,300	7,300	7,300	7,300
Administration	76,954	77,856	78,714	79,380	80,252
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>84,254</b>	<b>85,156</b>	<b>86,014</b>	<b>86,680</b>	<b>87,552</b>
<b>NET BUDGET G101</b>	<b>84,254</b>	<b>85,156</b>	<b>86,014</b>	<b>86,680</b>	<b>87,552</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL TAX LEVY</b>	<b>84,254</b>	<b>85,156</b>	<b>86,014</b>	<b>86,680</b>	<b>87,552</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	0	0.00%
Expenditures	84,254	85,156	1.07%
Net	<b>84,254</b>	<b>85,156</b>	<b>1.07%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#81)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G101 - Mayor's Office - net budget - \$85,156



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Mayor’s Office – G101**

**DEPARTMENT OVERVIEW:**

The budget for the Mayor’s Office consists of salaries/benefits; conference expenses such as Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities (FCM), Intelligent Communities Forum (ICF); mileage expenses to attend meetings and events; cell phone and iPad expenses; advertising (messaging for Volunteer Week, Canada Day, Back to School, etc.); Special Projects for events/meetings not being considered a conference; and miscellaneous office expenses such as postage, courier, supplies and equipment/furniture.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	0	0
Part Time Staff	0	0
Other	0	0
Total	0	0

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

The salary for elected officials, in accordance with the Council remuneration by-law reflects the 12 month average of total CPI from Nov 1/13 to Oct 31/14. It is 1.79%.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

None available.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

There is very little changed in this budget and it continues on with established programs and service levels.

**C.A.O. COMMENTS:**

No further comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future increases are in line with inflationary pressures.

**C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

**CITY COUNCIL - G102**

**EXPENDITURES**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Administration	192,470	184,439	183,178	187,771	190,619
Meetings	7,500	7,000	7,000	7,000	7,000
Receptions & Events	32,500	33,000	33,000	33,200	33,200
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>232,470</b>	<b>224,439</b>	<b>223,178</b>	<b>227,971</b>	<b>230,819</b>
<b>NET BUDGET G102</b>	<b>232,470</b>	<b>224,439</b>	<b>223,178</b>	<b>227,971</b>	<b>230,819</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL TAX LEVY</b>	<b>232,470</b>	<b>224,439</b>	<b>223,178</b>	<b>227,971</b>	<b>230,819</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	0	0.00%
Expenditures	232,470	224,439	-3.45%
Net	<b>232,470</b>	<b>224,439</b>	<b>-3.45%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#82)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G102 - City Council - net budget - \$224,439





**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Council – G102**

**DEPARTMENT 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), Intelligent Community Forum (ICF)); 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.

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, Mayor’s Prayer Breakfast, Awards Night, Christmas events and events held within the community.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	0	0
Part Time Staff	0	0
Other	0	0
Total	0	0

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

**Council**

- Memberships - increased by \$500 due to possible fee increase for memberships.
- Meals & Meetings - decreased by \$500 (added to Memberships).
- Council Remuneration (per diems) – decreased based on historic actuals.

## **Public Receptions**

Long Service Awards – increased due to 18 Long Service Awards (\$400 each) for 2015.

### Service Reductions/Increases:

The salary for elected officials, in accordance with the Council remuneration by-law reflects the 12 month average of total CPI from Nov 1/13 to Oct 31/14. It is 1.79%.

### Revenue Reductions/Increases:

None available.

### Options for Reductions:

- Meals and Meeting Expenses (the balance was \$2,500 in 2013).
- Conferences (balance for 2013 was \$6,385.14) - however, with a new Council, new Councillors may wish to attend conferences. We encourage attending in order to network with other elected officials and hear updates on existing and proposed legislation and other initiatives.

## **GENERAL COMMENTS:**

There is very little changed in this budget and it continues on with established programs and service levels.

## **C.A.O. COMMENTS:**

No further comments.

## **2016-2017-2018 PROJECTED BUDGETS**

## **GENERAL COMMENTS:**

Future increases are in line with inflationary pressures.

## **C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>CAO'S OFFICE - G111</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Recoverable	-25,000	0	0	0	0
<b>TOTAL REVENUES</b>	<b>-25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EXPENDITURES</u></b>					
Administration	459,565	481,370	498,801	502,182	507,808
Amortization	2,920	2,920	2,920	2,920	2,920
<b>TOTAL EXPENDITURES</b>	<b>462,485</b>	<b>484,290</b>	<b>501,721</b>	<b>505,102</b>	<b>510,728</b>
<b>NET BUDGET G111</b>	<b>437,485</b>	<b>484,290</b>	<b>501,721</b>	<b>505,102</b>	<b>510,728</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	<b>-2,920</b>	<b>-2,920</b>	<b>-2,920</b>	<b>-2,920</b>	<b>-2,920</b>
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	20,000	20,000	20,000	20,000	20,000
<b>TOTAL ADJUSTMENTS</b>	<b>17,080</b>	<b>17,080</b>	<b>17,080</b>	<b>17,080</b>	<b>17,080</b>
<b>TOTAL TAX LEVY</b>	<b>454,565</b>	<b>501,370</b>	<b>518,801</b>	<b>522,182</b>	<b>527,808</b>

**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	<b>-25,000</b>	0	0.00%
Expenditures	479,565	501,370	4.55%
Net	<b>454,565</b>	<b>501,370</b>	<b>10.30%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#83)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G111 - CAO's Office - net budget - \$501,370



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: City Administrator’s Office – G111**

**DEPARTMENT OVERVIEW:**

The Office of the Chief Administrative Officer is responsible for the general management of the City of Stratford, coordinating the advice that is provided to City Council and providing administrative services to the Mayor and Council. This department currently consists of the CAO and two support staff. I am also proposing the addition of a full-time Policy Analyst/Project Officer position that would report to the CAO. Additional funds are included for legal fees that cannot be attributed to a single department and consulting fees for various initiatives that come up throughout the year and to undertake studies that come up throughout the year that are not otherwise in the budget.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	4*	4
Part Time Staff		
Other		
Total	4	4

\* Denotes non-permanent staff.

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Salary and benefits have been increased to include a permanent Policy Analyst/ Project Officer Position.

The fax machine is no longer needed and has been disconnected therefore providing a savings of approx. \$1,000.

**Service Reductions/Increases:**

None proposed.

**Revenue Reductions/Increases:**

There are no revenues associated with this office other than the 2014 grant for the student intern.

**Options for Reductions:**

Options for reduction would include:

- Further reduce legal budget.
- Reduce consulting budget.
- Reduce training budget.
- Not approve the policy analyst/project officer.

**GENERAL COMMENTS:**

It is wages and benefits that account for the increase in this budget. All other accounts are either held at no increase or an inflationary increase.

The Corporate Leadership Team is recommending the following projects that would require funding from the strategic initiatives fund:

- Establishing Corporate Values
- Employee Engagement
- Administrative Salary Review

**C.A.O. COMMENTS:**

No further comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future increases are in line with inflationary pressures.

**C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>HUMAN RESOURCES - G112</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>EXPENDITURES</u></b>					
Administration	494,461	498,838	506,015	513,975	522,208
Labour Relations	12,284	14,000	11,200	14,200	11,700
Training	30,350	30,350	33,550	31,500	34,500
Employee Medicals/Assistance	24,000	21,000	21,000	21,000	21,000
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>561,094</b>	<b>564,188</b>	<b>571,765</b>	<b>580,675</b>	<b>589,408</b>
<b>NET BUDGET G112</b>	<b>561,094</b>	<b>564,188</b>	<b>571,765</b>	<b>580,675</b>	<b>589,408</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL TAX LEVY</b>	<b>561,094</b>	<b>564,188</b>	<b>571,765</b>	<b>580,675</b>	<b>589,408</b>

**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	0	0.00%
Expenditures	561,094	564,188	0.55%
Net	<b>561,094</b>	<b>564,188</b>	<b>0.55%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#57)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G112 - Human Resources - net budget - \$564,188



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Human Resources – G112

#### **DEPARTMENT OVERVIEW:**

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

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

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

A number of projects have commenced and will continue into 2015 include:

- Attendance Support and Early and Safe Return to Work policy development, implementation and training;
- Administrative Compensation Market Review;
- Job Evaluation Maintenance Project for CUPE Local 1385.

Projects to commence in 2015 include:

- Negotiate 4 expiring collective agreements including; CUPE Local 197, CUPE Local 1385, IBEW 636 (Transit), and IBEW 636 (Water);
- Job Evaluation Maintenance Project for CUPE Local 197;
- Implementation of Employee Assistant program with new provider;
- Implementation of Global Harmonization System which is replacing WHMIS;
- Compliance with new Joint Health and Safety Committee Regulation;
- Review and update of the Health and Safety manual;
- Review and update of various Human Resources policies and procedures;
- Assist with 2015 Corporate Goals including:
  - Developing a Succession Planning program;
  - Developing an Employee Engagement Initiative;

- Defining Corporate Administrative Values.
- Organize corporate training including;
  - Workplace Harassment and Violence Training for new employees;
  - Safety Talks;
  - Change Management Training;
  - Customer Service Training for new employees;
  - Health and Safety Manual/Program Training (including Council).

As of December 12, 2014 the Human Resources Department has had 35 jobs postings resulting in the following hires/transfers:

- Administrative – 1
- CUPE Local 1385 – 6
- CUPE Local 197 – 6
- IBEW 636 (Parallel Transit) – 0
- IBEW 636 (Water) - 1
- IBEW 636 (Transit) – 5
- Stratford Professional Fire Fighters (SPFFA) – 2
- Casual – 110

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	4	4
Part Time Staff	0	0
Other	0	0
Total	4	4

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions:**

Cost reductions in excess of 2% and \$1,000:

- Conference expenses (\$5,190)
- Benefit Administration (\$3,000)

**Cost Increases:**

Cost increases in excess of 2% and \$1,000:

- Labour relations (\$1,716)
- Advertising (\$1,258)
- Full Time benefits to include retiree costs

**Service Reductions/Increases:**

Same service level.

**Revenue Reductions/Increases:**

No revenue reductions/increase proposed.



**Options for Reductions:**

None proposed.

**GENERAL COMMENTS:**

No additional comments.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future proposed increases are in line with anticipated inflation.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**CLERKS - G121**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Fees	-40,950	-42,000	-42,500	-43,000	-43,500
Recoverables	0	-4,500	-4,500	-4,500	-4,500
Licencing/Permits	-120,720	-115,000	-116,000	-117,000	-118,000
<b>TOTAL REVENUES</b>	<b>-161,670</b>	<b>-161,500</b>	<b>-163,000</b>	<b>-164,500</b>	<b>-166,000</b>

**EXPENDITURES**

Council Initiatives	4,000	4,000	4,000	4,000	4,000
Administration	520,100	525,000	534,600	543,100	551,500
Notices & Advertising	40,000	35,000	35,000	35,000	35,000
Legal	20,000	18,000	19,000	20,000	20,000
Election Services	120,000	2,500	2,500	2,500	160,000
Amortization	4,379	4,379	4,379	4,379	4,379
<b>TOTAL EXPENDITURES</b>	<b>708,479</b>	<b>588,879</b>	<b>599,479</b>	<b>608,979</b>	<b>774,879</b>

**NET BUDGET G121**

	<b>546,809</b>	<b>427,379</b>	<b>436,479</b>	<b>444,479</b>	<b>608,879</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-4,379	-4,379	-4,379	-4,379	-4,379
Less Transfer from Reserves	-120,000	-	-	-	-160,000
Plus Transfer to Reserves	38,000	42,000	42,000	42,000	42,000
<b>TOTAL ADJUSTMENTS</b>	<b>-86,379</b>	<b>37,621</b>	<b>37,621</b>	<b>37,621</b>	<b>-122,379</b>

**TOTAL TAX LEVY**

	<b>460,430</b>	<b>465,000</b>	<b>474,100</b>	<b>482,100</b>	<b>486,500</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-281,670	-161,500	-42.66%
Expenditures	742,100	626,500	-15.58%
Net	<b>460,430</b>	<b>465,000</b>	<b>0.99%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#51)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G121 - Clerks - net budget - \$465,000



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Corporate Services - City Clerk's Office – G121

#### DEPARTMENT OVERVIEW:

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

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

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

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	7	7
Part Time Staff	1	1
Other	See Parking Notes and Crossing Guard Notes	See Parking Notes and Crossing Guard Notes
Total	8	8

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

- Bingo lottery licence revenue for 2015 has been adjusted to reflect a full-year's reduction in the lottery licencing fee from \$165 to \$100 per licence.

Service Reductions/Increases:

Revenue Reductions/Increases:

- Revenue increases for business licenses and auditorium rentals are based on Consumer Price Index increase that is applied at the start of each year.

Options for Reductions:

- None proposed.

**GENERAL COMMENTS:**

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

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

**Table 1** is a comparison of activities and services provided through the Clerk's Office.

\*2014 – Projected for 2014

<b>TABLE 1</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>*2014</b>
Number of Council/Committee Meetings	122	114	95	110	108	121	120
Number of Sub-committee Meetings	78	75	61	63	47	68	57
Number of In-Camera Sessions	32	31	23	19	19	21	21
Number of Advisory Committee Meetings	42	41	47	53	47	39	35
Business Licences Issued	37	33	38	39	45	51	47
Marriage Licences Issued	283	252	222	219	247	192	200
Death Registrations	468	455	434	437	463	427	435
Civil Ceremonies Conducted	40	38	35	28	33	28	30
By-laws Adopted	169	233	157	140	170	155	150
Commissioning of Documents (# of )	154	119	148	124	130	133	126
Temporary Street Closure Applications	28	48	60	41	39	43	49
Lottery Licences Issued	305	146	143	134	124	129	135
Number of Auditorium Bookings (Auditorium used for the majority of 2014 for Council and Sub-committee meetings due to Council Chamber renovation project)	19	28	32	15	21	23	5

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Possible reduction in revenue of \$10,000 in 2015 if the Province proceeds to up-load vital statistic registrations to the Province and funeral homes.

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

If vote counting machines are required for the 2018 election, an additional amount is required to purchase or rent equipment.

**C.A.O. COMMENTS:**

One possible threat is with regard to the continued interest in bingo and the corresponding revenues from licensing and facility rentals in Community Services.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>FINANCIAL SERVICES - G131</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Tax Certificates	-23,500	-23,500	-23,500	-24,000	-24,000
Recoverables	-154,564	-175,964	-180,000	-185,000	-192,000
Interest on Accounts	-2,200	-2,500	-2,500	-2,500	-2,500
<b>TOTAL REVENUES</b>	<b>-180,264</b>	<b>-201,964</b>	<b>-206,000</b>	<b>-211,500</b>	<b>-218,500</b>
<b><u>EXPENDITURES</u></b>					
Treasury Administration	981,750	993,050	1,011,250	1,024,650	1,037,900
Tax Administration	334,450	338,550	344,550	349,550	354,550
Tax Billing & Collections	2,500	2,500	2,500	2,500	2,500
Amortization	9,600	9,600	9,600	9,600	9,600
<b>TOTAL EXPENDITURES</b>	<b>1,328,300</b>	<b>1,343,700</b>	<b>1,367,900</b>	<b>1,386,300</b>	<b>1,404,550</b>
<b>NET BUDGET G131</b>	<b>1,148,036</b>	<b>1,141,736</b>	<b>1,161,900</b>	<b>1,174,800</b>	<b>1,186,050</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-9,600	-9,600	-9,600	-9,600	-9,600
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-9,600</b>	<b>-9,600</b>	<b>-9,600</b>	<b>-9,600</b>	<b>-9,600</b>

<b>TOTAL TAX LEVY</b>	<b>1,138,436</b>	<b>1,132,136</b>	<b>1,152,300</b>	<b>1,165,200</b>	<b>1,176,450</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-180,264	-201,964	12.04%
Expenditures	1,318,700	1,334,100	1.17%
Net	<b>1,138,436</b>	<b>1,132,136</b>	<b>-0.55%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#52)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G131 - Financial Services - net budget - \$1,132,136



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Corporate Services - Financial Services – G131**

**DEPARTMENT OVERVIEW:**

The Financial Services division includes six core functions: Finance, Taxation, Purchasing, Payroll, Customer Switchboard, and Budget. The Corporate Services administration is also included in this budget. Being service-oriented, approximately 85% of total expenditures are salaries and benefits.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	13	13
Part Time Staff	1	1
Other		
Total	14	14

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

This budget is status quo. Salaries and benefits are up slightly to represent cost of living increase and step changes. Other expenses were changed slightly to reflect historical and projected changes. Of relevance, is postage budget has been increased by \$5,000 to account for postage fee increases and audit expense has decreased \$7,000 based on new contract.

**Service Reductions/Increases:**

None specified

**Revenue Reductions/Increases:**

Recoverables revenue is up \$20,000 based on administration charge calculation. This is an internal charge to the Social Services department for administration services which is shared amongst the Province and Municipal funding partners.

Tax certificate revenue up slightly based on 2014 rate increase and historical average.

**Options for Reductions:**

In 2014, an RFP for audit services resulted in a cost reduction. The 2015 budget reflects only a slight decrease – the extra funds are intended to be used to have the auditors assist with presentations and training on corporate fraud and risk management. We believe this investment is important financially as it will help avoid costs in the future.

**GENERAL COMMENTS:**

Overall, the Financial Services budget is a **0.55% decrease** from the 2014 budget; mostly due to the increase in the administration charge. The expenditures show a **1.16% increase** from 2014.

**C.A.O. COMMENTS:**

The one additional opportunity we are examining is establishing an appropriate administration charge for SEED Co. Once established, this will be reflected in the budget for a further decrease in Financial Services.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.



**CITY OF STRATFORD 2015 BUDGET**

**INFORMATION  
TECHNOLOGY - G134**

**REVENUE**

Social Services PC Leasing

**TOTAL REVENUES**

**EXPENDITURES**

Administration

Maintenance & Support

Amortization

**TOTAL EXPENDITURES**

**NET BUDGET G134**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Social Services PC Leasing	-39,904	-46,016	-46,936	-47,875	-48,833
<b>TOTAL REVENUES</b>	<b>-39,904</b>	<b>-46,016</b>	<b>-46,936</b>	<b>-47,875</b>	<b>-48,833</b>
<b><u>EXPENDITURES</u></b>					
Administration	498,725	555,725	567,376	677,129	691,487
Maintenance & Support	268,400	269,908	275,306	280,812	286,429
Amortization	166,031	166,031	166,031	166,031	166,031
<b>TOTAL EXPENDITURES</b>	<b>933,156</b>	<b>991,664</b>	<b>1,008,713</b>	<b>1,123,972</b>	<b>1,143,947</b>
<b>NET BUDGET G134</b>	<b>893,252</b>	<b>945,648</b>	<b>961,777</b>	<b>1,076,097</b>	<b>1,095,114</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-166,031	-166,031	-166,031	-166,031	-166,031
Less Transfer from Reserves	-15,000	-57,000	-57,000	-57,000	-57,000
Plus Transfer to Reserves	75,000	75,000	75,000	75,000	75,000
<b>TOTAL ADJUSTMENTS</b>	<b>-106,031</b>	<b>-148,031</b>	<b>-148,031</b>	<b>-148,031</b>	<b>-148,031</b>

**TOTAL TAX LEVY**

<b>787,221</b>	<b>797,617</b>	<b>813,746</b>	<b>928,066</b>	<b>947,083</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-54,904	-103,016	87.63%
Expenditures	842,125	900,633	6.95%
Net	<b>787,221</b>	<b>797,617</b>	<b>1.32%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#53)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015

G134 - Information Technology - net budget - \$797,617



## 2015 OPERATING BUDGET NOTES

**DEPARTMENT: Corporate Services - Information Technology – G134**

### **DEPARTMENT OVERVIEW:**

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

A few of the key activities of the division include:

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

Keeping up with these activities and mandate of information technology division, these key projects were successfully completed in 2013 & 2014

- Corporate Website ([City of Stratford website](#))
- Microsoft Office Upgrade & Training
- New Antivirus and Anti-Spam Implementation
- Information Technology Strategy
- Geographic Information Systems Upgrade

- Treekeeper Management Software Implementation
- Parking System/Devices Upgrade
- Storage Upgrade
- Firewall Upgrade
- Backup System upgrade
- Technology Training Lab

A number of projects were initiated in 2014 and will continue in 2015. These projects are:

- Information Technology Security Review
- Great Plains Business Process Optimization
- Great Plains Financial software Upgrade
- Personal Computer Upgrade
- Works Order Management process review and upgrade
- Human Resources Information Systems
- Asset Management initiative
- Core Switch Upgrade
- Paperless Council Agenda
- Council Mobile Devices
- Amanda application process review/enhancements/upgrades
- Amanda & GIS Integration
- City Mobile Applications
- Disaster Recovery Replication enhancement
- Social Services Application Upgrade
- Field Devices upgrades
- Corporate Phone System Review

### **Information Technology Strategy**

IT services are essential to the daily operations of the Corporation of the City of Stratford. The absence of IT resources will impede the efficiency and productivity of the organization. Therefore, funds should be reallocated into IT staff resourcing to ensure the IT department can meet its goals and objectives. If the staffing recommendations outlined in the IT strategy are not approved, the IT Department will be unable to properly complete the following projects:

- eServices – Tax, Business License, Permits
- Finance, Accounting, Payroll Software Upgrade
- Works Order Management System
- Human Resources Information Systems
- Asset Management
- Paperless Council Project
- Building permit application upgrade
- GIS Integration

The desertion of these projects will compromise the capabilities of the entire organization, as the functionality of all departments will be continually undermined without necessary system upgrades and new technology solutions.

The implementation of this Strategy will enable the City of Stratford to continue achieving its Strategic Priorities while serving the community as a Smart City. Upon the approval of this Strategy, IT will produce project plans based on available resources.

In the 2014, Council approved a \$50,000 increase to the IT budget to assist with resourcing. This funding was used to hire extra contract help on a special project basis. As per the IT Strategy, 1 FT Application Analyst and 1 PT Administration Assistant would be added in 2015, being funded by the 2014 budget increase and taking 25% (approx. \$57,000) from IT Capital Budget on a yearly basis. We expect this position will save more than 25% of IT Capital budget on an ongoing basis through internally performing project management, systems support, and building applications. Further savings are anticipated through corporate efficiencies; however these savings have not been quantified.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	1	2
Part Time Staff		1
Other - Contract	3.2	3
Total	4.2	6

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Discussed above in IT Strategy.

**Service Reductions/Increases:**

None proposed.

**Revenue Reductions/Increases:**

None available.

**Options for Reductions:**

None proposed for 2015.

**GENERAL COMMENTS:**

The overall ITS Budget for 2015 includes an overall **increase of 1.32%**. Total Expenditures in 2015 are **increased by 6.27%**.

### **C.A.O. COMMENTS:**

The recent focus of our IT division has been to really set a firm foundation by bringing our basic computer and software platforms up to date. We are now in a position to really focus on new applications which will promote efficiency and provide modern effective services to a public in an environment where the public expect more on-line services and where more powerful and sophisticated tools are available to redefine how we operate.

One of the phrases I have always had difficulty with is "If it's not broke, don't fix it." If we, as a society, truly lived that mantra, we would not have replaced typewriters with word processing. Many things we now take for granted, such as our GIS systems, were areas of improvement introduced in previous years. Rather, we are working towards a program of continuous improvement in our on-line and digital platforms and to participate in a fast changing digital environment.

### **2016-2017-2018 PROJECTED BUDGETS**

#### **GENERAL COMMENTS:**

Future years reflect normal inflationary increases with the exception of 2017 where, as per the IT strategic plan, an additional Application Analyst would be added.

#### **C.A.O. COMMENTS:**

I urge City Council to pay close attention to the Information Technology Strategic Plan prepared in-house by Naeem Khan and Stephanie Potter. It is my hope that it will guide us in the next couple of years. We will also need to adjust our programs as new technology is inevitably introduced.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>PARKING - G135</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Parking Meters	-370,000	-470,000	-480,000	-490,000	-500,000
Parking Ticket/Fines/Hood Rental	-250,000	-160,000	-165,000	-170,000	-175,000
<b>TOTAL REVENUES</b>	<b>-620,000</b>	<b>-630,000</b>	<b>-645,000</b>	<b>-660,000</b>	<b>-675,000</b>
<b><u>EXPENDITURES</u></b>					
Parking Control Administration	300,800	301,300	309,300	318,300	327,300
Parking Lot Facilities	77,600	78,600	83,600	83,600	83,600
Amortization	34,570	35,000	35,000	35,000	35,000
<b>TOTAL EXPENDITURES</b>	<b>412,970</b>	<b>414,900</b>	<b>427,900</b>	<b>436,900</b>	<b>445,900</b>
<b>NET BUDGET G135</b>	<b>-207,030</b>	<b>-215,100</b>	<b>-217,100</b>	<b>-223,100</b>	<b>-229,100</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-34,570	-35,000	-35,000	-35,000	-35,000
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	6,600	10,100	7,100	8,100	9,100
<b>TOTAL ADJUSTMENTS</b>	<b>-27,970</b>	<b>-24,900</b>	<b>-27,900</b>	<b>-26,900</b>	<b>-25,900</b>

<b>TOTAL TAX LEVY</b>	<b>-235,000</b>	<b>-240,000</b>	<b>-245,000</b>	<b>-250,000</b>	<b>-255,000</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-620,000	-630,000	1.61%
Expenditures	385,000	390,000	1.30%
Net	<b>-235,000</b>	<b>-240,000</b>	<b>2.13%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#54)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G135 - Parking - net budget -\$240,000



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Corporate Services - Parking – G135**

**DEPARTMENT OVERVIEW:**

The Parking division collects monies from meters and the pay and display machines. The Division is responsible for enforcing certain provisions of the traffic and parking by-law, receives payments for fines and issues parking permits for certain parking lots.

Staff is working with the Infrastructure and Development Services Department to review the state of the City-owned lots in the downtown core. Money for these improvements will be taken from the City's parking reserve accounts.

The numbers in this budget reflect status quo of .40/hour and with the HST taken off coin revenue the City receives estimates of .35/hour. The cost of providing downtown parking enforcement at the existing service level is .62/hour.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff		
Part Time Staff		
Other	1.75	1.75
Total	1.75	1.75

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

This budget reflects a status quo parking budget with no changes in services or parking rates. This budget does not provide any funding for future capital works.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

None proposed.

Options for Reductions:  
None proposed.

**GENERAL COMMENTS:**

The Parking Review which was initiated in 2011 is awaiting a decision by Council on the approval of a parking garage and a decision on whether parking at the Cooper lot will continue to be free parking.

Improvements have been initiated at the Downie portion of the lot to alleviate some of the congestion of busses parking along George Street West. The new driveway also improves accessibility to the lot and the 5 new accessible parking spaces along St. Patrick Street and the YMCA building also ensure that the Cooper lot meets accessible standards.

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

Once decisions are made on remaining items such as resurfacing of lots, replacement strategies for meters and pay and display machines as well as necessity for a parking garage or additional surface parking due to the loss of market square parking the new hourly rates will be recommended. An updated report which addresses parking rates and services increases will be presented later in 2015.

**C.A.O. COMMENTS:**

Contributions to the City's General Fund have been increased by around 2%. Any increases to the meter charges should be directed to the fund for future capital expenditures.

Fines for expired meters are still quite low and could be increased and directed to the City's General Fund.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

Any increases to the meter charges should be directed to the fund for future capital expenditures.

Fines for expired meters are still quite low and could be increased and directed to the City's General Fund.



**CITY OF STRATFORD 2015 BUDGET**

<b><u>CROSSING GUARDS - G136</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>EXPENDITURES</u></b>					
Administration	1,200	1,200	1,200	1,200	1,200
Protection	153,117	156,000	159,000	162,000	165,000
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>154,317</b>	<b>157,200</b>	<b>160,200</b>	<b>163,200</b>	<b>166,200</b>
<b>NET BUDGET G136</b>	<b>154,317</b>	<b>157,200</b>	<b>160,200</b>	<b>163,200</b>	<b>166,200</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL TAX LEVY</b>	<b>154,317</b>	<b>157,200</b>	<b>160,200</b>	<b>163,200</b>	<b>166,200</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	0	0.00%
Expenditures	154,317	157,200	1.87%
Net	<b>154,317</b>	<b>157,200</b>	<b>1.87%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#55)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G136 - Crossing Guards - net budget - \$157,200



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Corporate Services - Crossing Guards – G136**

**DEPARTMENT OVERVIEW:**

The Crossing Guard Division provides safe crossing for students who walk to and from school. In January 2014 the Crossing Guard function was contracted to the Commissionaires of Great Lakes. There are presently 18 full time Guards and four spare Guards who fill in for the full time Guards who are unable to attend the crossing due to illness etc.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff		
Part Time Staff		
Other		
Total	N/A	N/A

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

The agreement includes automatic incremental pay increases for the crossing guards on an annual basis. The proposed increases which are nominal are accommodated in the current operating budget.

**Service Reductions/Increases:**

There are no proposed changes to the crossing guard locations for the 2014/2015/2016 school year.

**Revenue Reductions/Increases:** None proposed.

**Options for Reductions:** None proposed.

**GENERAL COMMENTS:**

The Commissionaires of Great Lakes have a supervisor that facilitates discussion between the Crossing Guards, school community and the City. The supervisor is responsible for attending each crossing location on a monthly basis and conducting a monthly performance review. The individual also coordinates the payroll function, addresses health and safety concerns and acts as a back-up if the spare Crossing Guards are not available.

The City continues to dialogue with the School Principals, Parent Teacher Associations and Parents. The dedicated supervisor has been called upon regularly to follow-up on issues. This has been of great assistance to staff in the Clerk's Office in this past year.

**C.A.O. COMMENTS:**

No further comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future increases are in line with anticipated inflation.

**C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

**GENERAL FINANCIAL SERVICES - G139**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Tax Supplementaries	-800,000	-800,000	-800,000	-800,000	-800,000
Interest Income	-15,000	-15,000	-15,000	-15,000	-15,000
Debt Servicing	-50,000	-50,000	-50,000	-45,000	-45,000
Provincial Offences	-200,000	-185,000	-190,000	-190,000	-190,000
Tax Interest	-430,000	-450,000	-450,000	-450,000	-450,000
Recoverable	0	-140,000	-142,000	-144,000	-146,000
Surplus (Unaudited)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>-1,495,000</b>	<b>-1,640,000</b>	<b>-1,647,000</b>	<b>-1,644,000</b>	<b>-1,646,000</b>

**EXPENDITURES**

Tax Adjustments	1,110,000	1,075,000	1,060,000	1,110,000	1,110,000
Cash Management	25,000	20,000	20,000	20,000	20,000
Debt Servicing	2,840,000	2,650,000	2,465,000	2,265,000	2,080,000
Bank/Financial Charges	10,000	10,000	10,000	10,000	10,000
Legal	0	10,000	10,000	10,000	10,000
Insurance & Claims	875,000	875,000	895,000	915,000	935,000
Payroll - EAP, WSIB	200,000	225,000	225,000	225,000	225,000
Provincial Offences	15,000	15,000	15,000	15,000	15,000
<b>TOTAL EXPENDITURES</b>	<b>5,075,000</b>	<b>4,880,000</b>	<b>4,700,000</b>	<b>4,570,000</b>	<b>4,405,000</b>

**NET BUDGET G139**

<b>3,580,000</b>	<b>3,240,000</b>	<b>3,053,000</b>	<b>2,926,000</b>	<b>2,759,000</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	-3,471,030	-3,415,000	-3,360,000	-3,215,000	-3,075,000
Plus Transfer to Reserves	450,000	350,000	425,000	500,000	550,000
Plus Principal Repayment	5,620,000	5,925,000	5,952,000	5,895,000	5,840,000
<b>TOTAL ADJUSTMENTS</b>	<b>2,598,970</b>	<b>2,860,000</b>	<b>3,017,000</b>	<b>3,180,000</b>	<b>3,315,000</b>

**TOTAL TAX LEVY**

<b>6,178,970</b>	<b>6,100,000</b>	<b>6,070,000</b>	<b>6,106,000</b>	<b>6,074,000</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-4,966,030	-5,055,000	1.79%
Expenditures	11,145,000	11,155,000	0.09%
Net	<b>6,178,970</b>	<b>6,100,000</b>	<b>-1.28%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#87)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G139 - General Financial Services - net budget - \$6,100,000



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: General Financial Services – G139**

**DEPARTMENT OVERVIEW:**

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	n/a	n/a
Part Time Staff		
Other		
Total	n/a	n/a

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

- Property tax adjustments are expected to decrease slightly in 2015 and 2016 as we enter year 3 of the 4-year assessment cycle. This will likely increase back to normal levels in 2017.
- WSIB self-insurance increasing in order to build up reserve balance
- Transfer to Assessment Equalization reserve decreased by \$100,000 in 2015. This was instituted in 2014 to build up a reserve to deal with any large/unusual property tax write-offs in the future
- Debt principal & interest payments are up in 2015 to take advantage of lower interest rates and slightly reduce amortization length on unfinanced debt

**Service Reductions/Increases:**

n/a

**Revenue Reductions/Increases:**

- Property Tax interest is up slightly to coincide with historical averages

- POA Revenue has decreased slightly over the last 3 years but is expected to stabilize in 2015
- Revenue from recoverables has been added in 2015 to account for the admin charges to SEED Co., Water division, and Sanitary division. This charge is to properly allocate administration costs to the appropriate rate based programs. More thorough reports will be presented in 2015 on the administration allocation.

**Options for Reductions:**

- There are options available to lower the 2015 principal payments by amortizing some debt over a longer period of time, this would increase interest costs in the long term but would assist budget increases in the short term

**GENERAL COMMENTS:**

The 2015 debt projections include an assumption for the sale price of the fairgrounds to be applied against the University debt – lower than expected proceeds from this sale may affect current estimates.

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

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

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

**C.A.O. COMMENTS:**

Our Strategic Priorities recommends no further issuance of unsupported or uncommitted debt. This does not mean no issuance of debt at all. We anticipate that the City will issue debt for matters for which we are committed such as costs associated with the Cooper property, and matters which are supported from other revenues such as development charges, industrial land sales and energy savings with an attractive return on investment.

Please note that the Strategic Priorities is not etched in stone. For example, Council will be considering issuing debt for the construction of the Queen Street Storm Sewer diversion which will be a cost to this budget in the years following construction.

**CITY OF STRATFORD 2015 BUDGET**

**CITY BUILDING  
MAINTENANCE - G141**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
City Hall	-8,000	-8,000	-8,000	-8,000	-8,000
Registry Office Rental	-12,500	-12,500	-12,500	-12,500	-12,500
City Hall Annex	-244,554	-249,444	-251,938	-254,458	-257,002
270 Water St.	-35,000	-45,000	-55,000	-65,000	-75,000
Anne Hathaway Day Care	-57,014	-40,600	-41,006	-41,416	-41,830
Justice Building	-213,861	-228,000	-230,280	-232,583	-234,909
<b>TOTAL REVENUES</b>	<b>-570,929</b>	<b>-583,544</b>	<b>-598,724</b>	<b>-613,957</b>	<b>-629,241</b>

**EXPENDITURES**

City Hall	271,926	284,414	289,683	295,155	300,809
Justice Building	287,879	300,012	305,200	310,548	316,064
47 Downie St.	47,687	47,255	47,932	48,625	49,335
154 Downie St.	19,879	20,055	20,256	20,458	20,663
39 George St.	1,000	0	0	0	0
246 Railway Ave.	1,556	1,631	1,673	1,687	1,701
270 Water St.	5,000	5,000	5,000	5,000	5,000
Anne Hathaway Day Care	57,014	40,600	41,006	41,416	41,830
73 Albert Street	19,602	7,300	7,373	7,447	7,521
City Hall Annex	223,251	229,937	234,384	238,982	243,739
Public Library	26,875	27,544	28,013	28,584	29,154
Amortization	181,722	181,722	181,722	181,722	181,722
<b>TOTAL EXPENDITURES</b>	<b>1,143,391</b>	<b>1,145,470</b>	<b>1,162,241</b>	<b>1,179,623</b>	<b>1,197,539</b>

**NET BUDGET G141**

	<b>572,462</b>	<b>561,926</b>	<b>563,516</b>	<b>565,667</b>	<b>568,297</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-181,722	-181,722	-181,722	-181,722	-181,722
Less Transfer from Reserves					
Plus Transfer to Reserves	30,000	40,000	50,000	60,000	70,000
<b>TOTAL ADJUSTMENTS</b>	<b>-151,722</b>	<b>-141,722</b>	<b>-131,722</b>	<b>-121,722</b>	<b>-111,722</b>

**TOTAL TAX LEVY**

	<b>420,740</b>	<b>420,204</b>	<b>431,794</b>	<b>443,945</b>	<b>456,575</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-570,929	-583,544	2.21%
Expenditures	991,669	1,003,748	1.22%
Net	<b>420,740</b>	<b>420,204</b>	<b>-0.13%</b>



**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#63)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G41 - City Building Maintenance - net budget - \$420,204



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**City Building Maintenance – G141**

**DEPARTMENT OVERVIEW:**

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	7	7
Part Time Staff	2	2
Other		
Total		

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

Contracting out custodial services at Anne Hathaway Daycare and 73 Albert St. has resulted in a savings with a net impact to the budget of approximately \$12,300. The operating cost for the daycare has also been reduced by approximately \$16,400 with the contracting out of the custodial services.

Service Reductions/Increases:

Part of the custodial savings achieved at 73 Albert St. was as a result of a reduction in the cleaning frequency.

Revenue Reductions/Increases:

Increase in rental revenue for the Normal School, \$10,000, which is offset by an increase in the contribution to reserves for the building. The City negotiated an

increase, \$14,139, to the rent paid by the Province for the Court facilities in the Justice Building.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

The decrease in the net overall budget is -0.13% over 2014.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**FIRE - G211**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Fire Administration	-1,100	-1,100	-1,100	-1,100	-1,100
Fire Protection Dispatching	-115,600	-117,300	-119,000	-120,800	-122,600
Fire Dept Training	-1,200	-1,300	-1,300	-1,300	-1,300
Fire Prevention	-7,300	-7,300	-7,300	-7,300	-7,300
<b>TOTAL REVENUES</b>	<b>-125,200</b>	<b>-127,000</b>	<b>-128,700</b>	<b>-130,500</b>	<b>-132,300</b>

**EXPENDITURES**

Fire Protection Administration	524,772	449,052	457,877	466,852	475,999
Fire Protection Dispatching	566,673	586,587	598,166	609,967	621,995
Fire Fighting Force	4,981,022	5,063,003	5,367,203	5,474,111	5,583,143
Fire Prevention	290,635	297,932	303,839	309,867	316,013
Fire Hall #1	30,600	31,050	31,500	31,950	32,400
Fire Hall #2	21,500	21,820	22,140	22,460	22,790
Training	165,836	169,848	172,391	174,972	178,369
Vehicles	59,350	65,740	66,630	67,520	68,530
Equipment Purchases	10,700	10,850	11,000	11,150	11,300
Amortization	234,830	234,830	234,830	234,830	234,830
<b>TOTAL EXPENDITURES</b>	<b>6,885,918</b>	<b>6,930,712</b>	<b>7,265,576</b>	<b>7,403,679</b>	<b>7,545,369</b>

**NET BUDGET G211**

	<b>6,760,718</b>	<b>6,803,712</b>	<b>7,136,876</b>	<b>7,273,179</b>	<b>7,413,069</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-234,830	-234,830	-234,830	-234,830	-234,830
Less Transfer from Reserves	-90,000	0	0	0	0
Plus Transfer to Reserves	188,000	193,000	198,000	203,000	208,000
<b>TOTAL ADJUSTMENTS</b>	<b>-136,830</b>	<b>-41,830</b>	<b>-36,830</b>	<b>-31,830</b>	<b>-26,830</b>

**TOTAL TAX LEVY**

	<b>6,623,888</b>	<b>6,761,882</b>	<b>7,100,046</b>	<b>7,241,349</b>	<b>7,386,239</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-215,200	-127,000	-40.99%
Expenditures	6,839,088	6,888,882	0.73%
<b>Net</b>	<b>6,623,888</b>	<b>6,761,882</b>	<b>2.08%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#88)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G211 - Fire - net budget - \$6,761,882



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Fire - G211**

**DEPARTMENT OVERVIEW:**

The Fire 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- Emergency Response out of two strategically located fire stations. Training and Community Emergency Management is also a critical component of the Department. Dispatching services are provided to Huron and Perth County Fire Departments.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	52	53
Part Time Staff	0	0
Other	0	0
Total	52	53

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

An increase of one firefighter salary has been added to the suppression division.

Salary increases as per the 2013 – 2015 Collective Agreement (Jan.1, 2015 -1.5% + July 1, 2015 – 1.2%). Benefit increase of 0.5% over 2014.

An increase of \$5,000.00 into vehicle reserves.

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

**Service Reductions/Increases:**

- Service increase - Replacement of 41<sup>st</sup> firefighter deleted from 2014 budget.

**Revenue Reductions/Increases:**

- There is an increase in total revenue of \$1,700 through additional dispatching service fees.

**Options for Reductions:**

1. Reduce reserves for vehicle replacement up to \$160,000.
2. Reduce reserves for equipment replacement up to \$3,000.
3. Reduce building reserve transfer Station #2 up to \$30,000.
4. Staff reductions as per the Collective Agreement;  
Do not add 41st firefighter \$74,400  
Dispatcher/secretary - \$76,000/position.

**GENERAL COMMENTS:**

Beginning in 2013, \$20,000 has been transferred from the Capital Budget to the Operating Budget in order to increase the reserve account for future building expansion or renovations. There is an off-setting reduction in the capital budget.

Any reduction in funding Vehicle/Equipment and Building Reserve accounts will definitely impact service delivery levels in the future or increase the need for long term financing.

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

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

**C.A.O. COMMENTS:**

The City of Stratford has hired POMAX Consulting to undertake a comprehensive operational review of the Stratford Fire Department that will address and provide recommendations on a number of issues including the number of firefighters required, joint dispatch and a composite Fire Department. This report should help guide City Council in making service level decisions, a matter which should rest with City Council.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

- Trends in fire service contract settlements continue to outpace other public sector collective agreement settlements.
- Consideration needs to be given to addressing inadequate staffing level as addressed by Ontario Fire Marshal guidelines.

- As per the recommendations of the City's Core Service Review prepared in 2008/2009, funds should be put aside for future building replacement and maintenance.

**C.A.O. COMMENTS:**

Again, the POMAX Fire Service Operational Review will provide guidance to City Council on potential cost savings opportunities and/or additional investment required.

A recent decision involving Mississauga fire arbitration continues to provide wage settlements and benefit enhancements not shared by other public sector non-emergency service employees.



**CITY OF STRATFORD 2015 BUDGET**

**POLICE - G231**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Communications	-52,000	-55,000	-56,000	-56,000	-56,000
Taxi Licencing	-17,000	-17,000	-17,000	-17,000	-17,000
Bicycle Auction	-2,300	-2,300	-2,300	-2,300	-2,300
Program Revenues	-298,125	-327,125	-355,125	-333,125	-331,125
<b>TOTAL REVENUES</b>	<b>-369,425</b>	<b>-401,425</b>	<b>-430,425</b>	<b>-408,425</b>	<b>-406,425</b>

**EXPENDITURES**

Administration	9,405,674	9,679,123	10,001,244	10,236,546	10,513,327
Bicycle Auction	11,000	11,000	11,220	11,444	11,500
Taxi Licencing	610	610	620	630	630
Law Enforcement Equipment	35,400	37,400	36,730	37,325	38,260
Investigations	35,750	35,750	36,500	37,000	38,000
Canine Unit	6,000	6,000	6,000	6,000	6,000
PRIDE Operating	196,000	194,000	198,850	204,850	209,970
Police Radios	9,780	10,250	10,250	10,250	10,250
Communications Centre	80,000	10,000	131,000	765,000	100,000
Community Relations & Youth	6,000	6,000	6,150	6,300	6,450
Police Services Board	38,866	39,200	39,850	40,300	40,750
PRIDE Capital	97,000	88,000	73,500	50,000	60,000
Vehicle	60,000	62,000	62,000	64,000	65,000
Property	6,200	6,500	6,700	6,800	7,000
Police Capital	60,500	63,000	61,500	62,000	62,500
Amortization	296,349	296,349	296,349	296,349	296,349
<b>TOTAL EXPENDITURES</b>	<b>10,345,129</b>	<b>10,545,182</b>	<b>10,978,463</b>	<b>11,834,794</b>	<b>11,465,986</b>

**NET BUDGET G231**

<b>9,975,704</b>	<b>10,143,757</b>	<b>10,548,038</b>	<b>11,426,369</b>	<b>11,059,561</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-296,349	-296,349	-296,349	-296,349	-296,349
Less Transfer from Reserves	-177,000	-132,049	-206,000	-868,102	-330,000
Plus Transfer to Reserves	277,500	344,000	390,000	395,000	395,000
<b>TOTAL ADJUSTMENTS</b>	<b>-195,849</b>	<b>-84,398</b>	<b>-112,349</b>	<b>-769,451</b>	<b>-231,349</b>

**TOTAL TAX LEVY**

<b>9,779,855</b>	<b>10,059,359</b>	<b>10,435,689</b>	<b>10,656,918</b>	<b>10,828,212</b>
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**BUDGET COMPARISON 2014-2015**

	<b>2014 BUDGET</b>	<b>2015 BUDGET</b>	<b>% CHANGE</b>
Revenue	-546,425	-533,474	-2.37%
Expenditures	10,326,280	10,592,833	2.58%
Net	<b>9,779,855</b>	<b>10,059,359</b>	<b>2.86%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#56)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G231 - Police - net budget - \$10,059,359



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: G231 – POLICE January 15, 2015**

**DEPARTMENT OVERVIEW:**

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

The Service has an authorized strength of 56 sworn members as well as 19 full-time and 3 part-time civilian members. It is administered by its Chief, Deputy Chief and senior staff. The Service provides adequate and effective policing to the community by complying with the Police Services Act and its Regulations.

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	75	75
Part Time Staff	3	3
Other	0	0
Total	78	78

**CHANGES FROM 2014 BUDGET:**

The CAO of the City of Stratford has previously advised the Finance Sub-Committee that emergency service budgets traditionally come with a higher percent increase than other departments. This is largely due to the fact that, using police as an example, approximately 87% of its operating budget is tied to salaries and benefits which are often negotiated subsequent to budget submissions and have the right of arbitration.

As it stands, if the current increases to fulltime salaries and benefits were not included in the proposed budget, the 2015 net increase of the Police Service budget over 2014 would be approximately 0.32%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2015 within the limits of those accounts. Those accounts not at 0% are as follows:

**Cost Reductions/Increases:**

Full Time Salaries and Wages - Change from \$6,931,038 to \$7,153,295. (Increase \$222,257).

Full Time Benefits - Change from \$1,839,291 to \$1,864,968. (Increase \$25,677 or 1.40%) Change reflective of 26% of FT salaries, and 3 additional retirees.

Payroll-EAP, WSIB Expense - Change from \$23,000 to \$23,500 (Increase \$500 or 2.17%). Changed to build account balance back up from recent year's cuts; 2015 anticipated expenses.

Clothing - Change from \$24,000 to \$22,000 (Decrease \$2000 or 8.33.%). Changed to reflect anticipated decrease to annual costs.

Office Supplies and Paper - Change from \$6,000 to \$6,120 (Increase \$120 or 2.0%). Changed to reflect anticipated increase to annual costs.

Photocopier Expense - Change from \$2,000 to \$2,500 (Increase \$500 or 25%) Changed due to increased printing being done on photocopiers vs. personal printers.

Postage - Change from \$1,200 to \$1,000 (Decrease \$200 or 16.67%) Changed as current trend is towards less mailing, more emails.

Printing - Change from \$13,000 to \$10,000 (Decrease \$3,000 or 23.08%). Change reflects anticipated costs for printing.

Meals and Meeting Costs - Change from \$4,000 to \$4,100 (Increase \$100 or 2.50%). Change reflects anticipated inflationary increases to annual costs.

Publications & Subscriptions - Change from \$2,200 to \$2,700 (Increase \$500 or 22.73%) Changed to reflect subscriptions costs for 2015. Vernon Directories (\$500) purchased every other year.

Uniforms - Change from \$34,000 to \$34,680 (Increase \$680 or 2.0%). Change reflects anticipated inflationary increase of costs for uniforms.

Vehicle Fuel - Change from \$102,000 to \$93,840 (Decrease \$8,160 or 8.0%). On information received from CAO, the reduction is consistent with other city departments for fuel costs.

Advertising- Change from \$650 to \$675 (Increase \$25 or 3.85%). Change reflects anticipated inflationary increase to annual costs.

Conference Accommodations - Change from \$6,500 to \$6,600 (Increase \$100 or 1.54%). Change reflects anticipated inflationary increase to annual costs.

Conference Expenses - Change from \$3,500 to \$3,570 (Increase \$70 or 2.00%). Change reflects anticipated inflationary increase to annual costs.

Conference Registration - Change from \$6,000 to \$6,120 (Increase \$120 or 2%). Change reflects anticipated inflationary increase to annual costs.

Conference Travel - Change from \$4,500 to \$4,600 (Increase \$100 or 2.22%). Change reflects anticipated inflationary increase to annual costs.

Contracted Services - Change from \$85,000 to \$126,000 (Increase \$41,000 or 48.24%). We are moving from 2 day/week contracted IT services to 5 day/week services.

Courier/Freight - Change from \$1,400 to \$1,300 (Decrease \$100 or 7.14%). Changed to more closely reflect past annual actuals.

Maintenance Contracts - Change from \$23,500 to \$20,550 (Decrease \$2,950 or 12.55%). Changed to reflect decreased expenses as no virtual server operating system maintenance to purchase this year.

Telephone - Change from \$42,420 to \$38,000 (Decrease \$4,220 or 10.42%) Change reflects decreased contractual costs no telephone system software upgrade due this year.

Training Mileage - Change from \$5,500 to \$5,600 (Increase \$100 or 1.82%) Change reflects anticipated inflationary increase to annual costs.

Training Expenses - Change from \$38,570 to \$39,500 (Increase \$930 or 2.41%). Change reflects anticipated expenses of training courses in 2015.

Leased Office Equipment - Change from \$6,200 to \$7,700 (Increase \$1,500 or 24.19%). Change reflects anticipated costs.

Materials-Law Enforcement Equipment - Change from \$21,400 to \$23,400 (Increase \$2,000 or 9.35%). Change to reflect increased expenses for replacement Body Armour and ammunition.

PRIDE Operating - Change from \$196,000 to \$194,000 (Decrease \$2000 or 1.02%). Change reflects anticipated costs.

Police Radios Materials - Change from \$8,000 to \$8,250 (Increase \$250 or 3.13%). Change reflects anticipated increase of costs of parts replacement due to the age of our radio system.

Police Radios Services - Change from \$1,780 to \$2,000 (Increase \$220 or 12.36%). Change reflects anticipated inflationary increase to annual licensing fees.

Communications Centre-Equipment-Purchases - Change from \$80,000 to \$10,000 (Decrease \$70,000 or 87.50%). Changes due to fewer projects/equipment costs planned in 2015.

Police Services Board-Salaries and Wages - Change from \$21,430 to \$21,750 (Increase \$320 or 1.49%) Change reflects anticipated salaries and wages for 2015.

Police Services Board – Full Time Benefits - Change from \$1,836 to \$1,850 (Increase \$14 or 0.76%). Change reflects anticipated inflationary increase to annual costs.

PRIDE Capital-Equipment Purchases - Change from \$97,000 to \$88,000 (Decrease \$9,000 or 9.28%). Changes decreased as less equipment will be purchased this year than last year.

Police Capital- Lease/Exp.154 Downie/Warehouse - Change from \$60,500 to \$63,000 (Increase \$2,500 or 4.1%). Change to cover anticipated higher lease, gas and electricity monthly expenses.

Vehicle Lease - Change from \$60,000 to \$62,000 (Increase \$2,000 or 3.33%). Change reflects anticipated inflationary increase to lease expenses in 2015.

Office Equipment and Furnishings - Change from \$6,200 to \$6,500 (Increase \$300 or 4.84%). Change reflects anticipated inflationary increase to annual costs along with furnishing a meeting room and the need to replace a number of chairs in 2015.

Transfer from Reserves (from City Sick Leave) - Change from \$0 to \$34,049 (Increase \$34,049). Anticipated retirement payout of sick leave credits for the year.

Transfer to Reserves (Bicycle Auction) - Change from \$2,500 to \$4,000 (Increase \$1,500 or 60%). Change reflects anticipated increased revenues and goal to build up reserve account.

Transfer from Reserves - (Communications)-Change from \$80,000 to \$10,000 (Decrease \$70,000 or 87.50%). Change reflects reduced annual equipment purchase expenses.

Transfer to Reserves - (Communications)-Change from \$100,000 to \$160,000 (Increase \$60,000 or 60%). Changed to reflect upcoming equipment purchase expenses.

Transfer from Reserves (PRIDE Equipment) - Change from \$97,000 to \$88,000 (Decrease \$9,000 or 9.27%). Change reflects annual equipment purchase expense.

Transfer to Reserves (Vehicles) - Change from \$110,000 to \$115,000 (Increase \$5,000 or 4.55%). Change reflects anticipated inflationary increase to annual costs.

**Service Reductions/Increases:**

Demands for service are increasing; in fact during the first six months of 2014 our calls for service/enforcement activity have increased 26.9 percent over the first six months of 2013.

Additionally, our partners in the courts are pressuring for elevated levels of security in the court facilities which currently cannot be realized without staffing increases.

**Revenue Reductions/Increases:**

Grant Revenue-CPP,RIDE,1000 Officers Partnership Program.& Court Security Funding Account Increase from \$298,125 to \$323,125 (Increased \$25,000 or 8.39%).

Communications Revenue- Increase from \$52,000 to \$55,000 (Increase \$3,000 or 5.77%) Change reflects anticipated revenue for 2015.

**Options for Reductions:**

**GENERAL COMMENTS:**

These are the costs to maintain the current operation of the department. Given that the vast majority of our operating costs are tied to wages and benefits, and wages are set by either negotiation or, failing that, arbitration, there is little in the way of reductions to discretionary spending other than to reduce transfers to reserves. Such reductions will negatively impact our Service's radio replacement program which will at any rate, at this time, be deferred for yet another two years.

**C.A.O. COMMENTS:**

Emergency services with a right to arbitration do enjoy higher wage increases than other municipal employee groups. I will be making a presentation on the work of the Emergency Services Steering Committee that will shed some light on this subject.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Forecasted increases are generally in line with inflation.

**Projects Year 2016**

## **Projects Year 2017**

Communications Centre

## **Projects Year 2018**

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

## **C.A.O. COMMENTS:**

No further comments.



**CITY OF STRATFORD 2015 BUDGET**

<b><u>DEVELOPMENT SERVICES - G251</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Building	-475,200	-484,600	-489,394	-494,236	-499,126
By-Law	-118,850	-126,647	-127,861	-129,088	-130,327
Planning	-74,700	-76,427	-76,427	-76,427	-76,427
Committee of Adjustment	-33,000	-33,660	-33,660	-33,660	-33,660
<b>TOTAL REVENUES</b>	<b>-701,750</b>	<b>-721,334</b>	<b>-727,342</b>	<b>-733,411</b>	<b>-739,540</b>
<b><u>EXPENDITURES</u></b>					
Building	443,887	451,888	456,545	461,425	466,247
By-Law	248,782	268,716	272,048	275,159	278,317
Planning	239,969	237,335	243,415	245,382	247,392
Committee of Adjustment	88,449	89,397	90,217	91,055	91,901
Amortization	5,304	5,304	5,304	5,304	5,304
<b>TOTAL EXPENDITURES</b>	<b>1,026,391</b>	<b>1,052,640</b>	<b>1,067,530</b>	<b>1,078,325</b>	<b>1,089,160</b>
<b>NET BUDGET G251</b>	<b>324,641</b>	<b>331,306</b>	<b>340,187</b>	<b>344,914</b>	<b>349,620</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-5,304	-5,304	-5,304	-5,304	-5,304
Less Transfer from Reserves	-500	0	0	0	0
Plus Transfer to Reserves	5,000	15,000	15,000	15,000	15,000
<b>TOTAL ADJUSTMENTS</b>	<b>-804</b>	<b>9,696</b>	<b>9,696</b>	<b>9,696</b>	<b>9,696</b>

<b>TOTAL TAX LEVY</b>	<b>323,837</b>	<b>341,002</b>	<b>349,883</b>	<b>354,610</b>	<b>359,316</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-702,250	-721,334	2.72%
Expenditures	1,026,087	1,062,336	3.53%
Net	<b>323,837</b>	<b>341,002</b>	<b>5.30%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#64)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G251 - Development Services - net budget - \$341,002



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Development Services – G251**

**DEPARTMENT OVERVIEW:**

Formerly known as the Building and Planning Department, Building and Planning functions have been incorporated into the new Infrastructure and Development Services Department, Development Services Division. Responsibilities for this division are issuing building permits, processing development applications, developing planning policy and enforcing various City by-laws.

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	14	14
Part Time Staff	1	1
Other	3	3
Total	15	15

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

In 2014, Planning and Building functions were separated into service areas: Building, Planning, By-law and Committee of Adjustment. The purpose of this change was to show the real costs associated with each function. As was expected, further refinement in 2015 is required to show actual costs in service areas. This is most evident in the By-law Enforcement Service Area where part time wages and benefits are shown and the Planning Service Area where full time wages have decreased.

The 2012-14 comprehensive Official Plan Update cost in excess of \$140,000 and \$80,000 has been budgeted for the mandatory Comprehensive Zoning By-law Review. It is recommended the City commence putting \$10,000 per year into reserves for the next Official Plan/Comprehensive Zoning By-law Update, expected to begin in 2032. While reserves are in place for the current Comprehensive Zoning By-law Update, it would be prudent to set aside a small amount each year to avoid a significant budget increase in the future.

A minor increase in Part Time Employee expenses is proposed in the Planning Service area. This will allow for the hiring of a summer student. A planning summer student will provide additional coverage during the summer months, provide the City Planner an opportunity to mentor and assist in special projects, such as the Comprehensive Zoning By-law. The summer student position can be absorbed within the Planning Service Area budget.

A 2% increase in the Planning - Legal Services account is proposed. Council is advised that because of cost associated with an Ontario Municipal Board appeal, actual costs greatly exceeded budget projections this year and a similar situation may arise in 2015.

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

#### Service Reductions/Increases:

Enhanced service level will be provided to the public and planning applicants with the assistance of a planning summer student.

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

#### Revenue Reductions/Increases:

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

#### Options for Reductions:

Reduce or Eliminate money transferred to reserves for the next major Official Plan Update/Comprehensive Zoning By-law Review.  
Eliminate the planning summer student position.

#### **GENERAL COMMENTS:**

The increase in the net overall budget is 5.30%, or \$17,165, over 2014.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>ENGINEERING - G310</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Service Charges	-14,500	-20,000	-20,200	-20,400	-20,600
Administration	-165,000	-166,700	-168,367	-170,051	-171,751
Sales	-4,000	-3,600	-3,700	-3,800	-3,900
Operations	-44,841	-18,000	-18,100	-18,200	-18,300
Recoverable	-554,150	-500,000	-500,000	-500,000	-500,000
<b>TOTAL REVENUES</b>	<b>-782,491</b>	<b>-708,300</b>	<b>-710,367</b>	<b>-712,451</b>	<b>-714,551</b>
<b><u>EXPENDITURES</u></b>					
Administration	1,539,570	1,583,179	1,599,264	1,615,502	1,631,893
Operations	70,286	42,000	40,600	41,200	41,800
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,609,856</b>	<b>1,625,179</b>	<b>1,639,864</b>	<b>1,656,702</b>	<b>1,673,693</b>
<b>NET BUDGET G310</b>	<b>827,365</b>	<b>916,879</b>	<b>929,497</b>	<b>944,251</b>	<b>959,142</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	-30,000	0			
Plus Transfer to Reserves	15,656	15,500	15,500	15,500	15,500
<b>TOTAL ADJUSTMENTS</b>	<b>-14,344</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>

<b>TOTAL TAX LEVY</b>	<b>813,021</b>	<b>932,379</b>	<b>944,997</b>	<b>959,751</b>	<b>974,642</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-812,491	-708,300	-12.82%
Expenditures	1,625,512	1,640,679	0.93%
Net	<b>813,021</b>	<b>932,379</b>	<b>14.68%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#65)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G310 - Engineering - net budget - \$932,379



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Engineering Division – G310**

**DEPARTMENT OVERVIEW:**

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	14	14
Part Time Staff		
Other		
Total	14	14

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

An increase for salary and wages has been included in the budget for 2015. The budget has also taken into account increases for step adjustments and the Locator position for the entire year.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

To follow.

**C.A.O. COMMENTS:**

To follow.



**CITY OF STRATFORD 2015 BUDGET**

<b><u>ROADS - G320</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Operations	-794,900	-650,500	-651,000	-651,510	-652,030
Recoverable	-6,000	-26,000	-26,200	-26,400	-26,600
<b>TOTAL REVENUES</b>	<b>-800,900</b>	<b>-676,500</b>	<b>-677,200</b>	<b>-677,910</b>	<b>-678,630</b>
<b><u>EXPENDITURES</u></b>					
Administration	673,169	745,500	753,328	761,122	769,084
Operations	1,560,461	1,557,600	1,576,153	1,595,002	1,614,151
Road Winter	1,057,037	1,024,350	1,036,481	1,048,819	1,061,368
Animal Control	88,000	92,000	97,000	101,850	107,000
Street Lighting	523,000	610,000	624,250	637,500	651,500
Amortization	2,199,303	2,199,303	2,199,303	2,199,303	2,199,303
<b>TOTAL EXPENDITURES</b>	<b>6,100,970</b>	<b>6,228,753</b>	<b>6,286,515</b>	<b>6,343,596</b>	<b>6,402,405</b>
<b>NET BUDGET G320</b>	<b>5,300,070</b>	<b>5,552,253</b>	<b>5,609,315</b>	<b>5,665,686</b>	<b>5,723,775</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-2,199,303	-2,199,303	-2,199,303	-2,199,303	-2,199,303
Less Transfer from Reserves	-53,500	-5,000	-5,000	-5,000	-5,000
Plus Transfer to Reserves	280,000	280,000	300,000	320,000	340,000
<b>TOTAL ADJUSTMENTS</b>	<b>-1,972,803</b>	<b>-1,924,303</b>	<b>-1,904,303</b>	<b>-1,884,303</b>	<b>-1,864,303</b>

<b>TOTAL TAX LEVY</b>	<b>3,327,267</b>	<b>3,627,950</b>	<b>3,705,012</b>	<b>3,781,383</b>	<b>3,859,472</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-854,400	-681,500	-20.24%
Expenditures	4,181,667	4,309,450	3.06%
Net	<b>3,327,267</b>	<b>3,627,950</b>	<b>9.04%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#66)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G320 - Roads - net budget - \$3,627,950



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Public Works Division – Roads – G320**

**DEPARTMENT OVERVIEW:**

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	26	26
Part Time Staff		
Other		
Total	26	26

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

Increase in street lighting in the amount of \$87,000 to account for increased electrical rates.

Revenue Reductions/Increases:

Based on actuals, City Owned Rental Revenue has been decreased by \$194,900.

Options for Reductions:

No service reductions have been proposed.

**GENERAL COMMENTS:**

A reduction in City Owned Rental Revenue translates into less revenue in the City's reserve fund for equipment replacement. City Owned Rental Revenue (which is off-set as an expense in individual program budgets) is an inter-fund transfer and whatever is left over from this revenue less equipment operating costs is transferred to the equipment reserve. The charge for City Owned Rental Revenue has not been increased for a number of years resulting in a depleted equipment rental reserve.

**C.A.O. COMMENTS:**

We are examining strategies to rebuild these rates and the equipment replacement reserve over a number of years.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Re-establishing sustainable equipment rental charges and reserves will likely impact future budgets.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>SANITARY - G330</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Sewer Surcharge Revenue	-5,861,432	-6,253,455	-6,669,162	-7,091,473	-7,521,967
Recoverable	-14,000	-50,000	-50,000	-50,000	-50,000
Operations	-96,787	-100,000	-100,000	-100,000	-100,000
<b>TOTAL REVENUES</b>	<b>-5,972,219</b>	<b>-6,403,455</b>	<b>-6,819,162</b>	<b>-7,241,473</b>	<b>-7,671,967</b>
<b><u>EXPENDITURES</u></b>					
Sanitary Administration	346,996	374,210	384,475	394,620	414,875
Sanitary Treatment	1,265,399	1,258,000	1,268,000	1,303,850	1,337,600
Sanitary Collect	435,850	520,240	528,660	537,170	548,600
Amortization	581,773	581,773	581,773	581,773	581,773
<b>TOTAL EXPENDITURES</b>	<b>2,630,017</b>	<b>2,734,223</b>	<b>2,762,908</b>	<b>2,817,413</b>	<b>2,882,848</b>
<b>NET BUDGET G330</b>	<b>-3,342,202</b>	<b>-3,669,232</b>	<b>-4,056,254</b>	<b>-4,424,060</b>	<b>-4,789,119</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-581,773	-581,773	-581,773	-581,773	-581,773
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	3,923,975	4,251,005	4,638,027	5,005,833	5,370,892
<b>TOTAL ADJUSTMENTS</b>	<b>3,342,202</b>	<b>3,669,232</b>	<b>4,056,254</b>	<b>4,424,060</b>	<b>4,789,119</b>
<b>TOTAL TAX LEVY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-5,972,219	-6,403,455	7.22%
Expenditures	5,972,219	6,403,455	7.22%
Net	<b>0</b>	<b>0</b>	<b>0.00%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#67)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G330 - Sanitary - net budget - \$0



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Public Works Division – Sanitary – G330**

**DEPARTMENT OVERVIEW:**

The Sanitary budget covers staffing and materials required for functions relating to the collection and treatment of wastewater. This includes sanitary sewer and pumping station operations as well as the operation of the Wastewater Pollution Control Plant, which is contracted out to OCWA (Ontario Clean Water Agency). A sum of \$300,000 has been budgeted for ongoing replacements at the plant.

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

It should also be noted that funding for ongoing Sanitary Sewer upgrades is housed within this budget and that this budget is covered entirely (no tax levy impact) by the revenue provided through the Sewer Surcharge fee, which is currently at 156% of the water rate. The proposed increase for 2015 is to increase the surcharge has already been adopted by City Council.

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	4	4
Part Time Staff		
Other		
Total	4	4

Note: One of the roads supervisors is also responsible for overseeing sanitary collection operations and staff from roads are used to augment sanitary operations as required.

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

Electrical costs are budgeted to be \$50,000 less. This was accomplished by the installation of an energy efficient blower for the aeration tanks.

Increase in contribution to capital in order to deal with the capital program, negative sanitary reserve fund and equipment replacement.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue increases are as per the rates approved by Council, a \$1.00 per month flat charge and an increase to the sewer surcharge to 157.6%

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

Salaries and wages for 2015 have been increased, while other expenses have been budgeted as per anticipated costs (OCWA) and inflationary increases.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

For the future budget years, revenue increases have been budgeted for 2016 to 2018 based on the financial plan requirements.

**C.A.O. COMMENTS:**

No additional comments.



**CITY OF STRATFORD 2015 BUDGET**

<b><u>STORM - G340</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Recoverables	-1,500	-36,500	-36,500	-36,500	-36,500
<b>TOTAL REVENUES</b>	<b>-1,500</b>	<b>-36,500</b>	<b>-36,500</b>	<b>-36,500</b>	<b>-36,500</b>
<b><u>EXPENDITURES</u></b>					
Administration	200	2,946	3,073	3,207	3,348
Treatment	102,744	102,800	104,598	106,400	108,207
Collection	181,063	171,339	173,403	175,478	177,563
Amortization	824,370	824,370	824,370	824,370	824,370
<b>TOTAL EXPENDITURES</b>	<b>1,108,376</b>	<b>1,101,455</b>	<b>1,105,445</b>	<b>1,109,456</b>	<b>1,113,488</b>
<b>NET BUDGET G340</b>	<b>1,106,876</b>	<b>1,064,955</b>	<b>1,068,945</b>	<b>1,072,956</b>	<b>1,076,988</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-824,370	-824,370	-824,370	-824,370	-824,370
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-824,370</b>	<b>-824,370</b>	<b>-824,370</b>	<b>-824,370</b>	<b>-824,370</b>

<b>TOTAL TAX LEVY</b>	<b>282,506</b>	<b>240,585</b>	<b>244,575</b>	<b>248,586</b>	<b>252,618</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-1,500	-36,500	2333.33%
Expenditures	284,006	277,085	-2.44%
Net	<b>282,506</b>	<b>240,585</b>	<b>-14.84%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#68)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G340 - Storm - net budget - \$240,585



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Public Works Division – Storm – G340**

**DEPARTMENT OVERVIEW:**

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

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff		
Part Time Staff		
Other		
Total	n/a	n/a

Note: Staffing resources are provided by Roads and Sanitary sections, and the numbers are reflected on those budget notes.

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

There is no service reduction proposed.

Revenue Reductions/Increases:

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

Salaries and wages for 2015 have been budgeted as per projected amounts, while other expenses have been budgeted as per historical actuals. The overall 2015 budget is 14% lower than the 2014 budget.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**WATER - G350**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Ontario Grants	0	-15,000	-15,000	-15,000	-15,000
Consumption	-4,162,023	-4,175,260	-4,340,356	-4,507,352	-4,676,148
User Fees	0	-3,610	-3,610	-3,610	-3,610
Recoverable	-30,000	-8,000	-8,000	-8,000	-8,000
Operations	-150,000	-165,000	-165,000	-165,000	-165,000
<b>TOTAL REVENUES</b>	<b>-4,342,023</b>	<b>-4,366,870</b>	<b>-4,531,966</b>	<b>-4,698,962</b>	<b>-4,867,758</b>

**EXPENDITURES**

Administration	1,227,372	1,276,857	1,264,657	1,278,083	1,291,655
Supply	1,189,803	1,014,400	1,028,166	1,060,645	1,083,702
Distribution	931,896	990,650	1,087,529	1,105,260	1,123,145
Amortization	470,090	470,090	470,090	470,090	470,090
<b>TOTAL EXPENDITURES</b>	<b>3,819,161</b>	<b>3,751,997</b>	<b>3,850,442</b>	<b>3,914,078</b>	<b>3,968,592</b>

**NET BUDGET G350**

<b>-522,862</b>	<b>-614,873</b>	<b>-681,524</b>	<b>-784,884</b>	<b>-899,166</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-470,090	-470,090	-470,090	-470,090	-470,090
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	992,952	1,084,963	1,151,614	1,254,974	1,369,256
<b>TOTAL ADJUSTMENTS</b>	<b>522,862</b>	<b>614,873</b>	<b>681,524</b>	<b>784,884</b>	<b>899,166</b>

**TOTAL TAX LEVY**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-4,342,023	-4,366,870	0.57%
Expenditures	4,342,023	4,366,870	0.57%
Net	<b>0</b>	<b>0</b>	<b>0.00%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#69)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G350 - Water - net budget - \$0



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Water Division – G350**

**DEPARTMENT OVERVIEW:**

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

Front line staff working in water work from space leased from Festival Hydro and nine staff works out of that location.

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

	2014	2015
First 3 cubic metres (m <sup>3</sup> )	\$2.50/m <sup>3</sup>	\$2.50/m <sup>3</sup>
All additional m <sup>3</sup>	\$1.02/m <sup>3</sup>	\$1.02/m <sup>3</sup>
Minimum consumption charge	\$7.50	\$7.50
Monthly Flat Charge		\$1.00

For the average residential property utilizing 20m<sup>3</sup> monthly, this represents an increased monthly billing from \$24.84 to \$25.84 or \$1.00 per month which is 4%.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	12	12
Part Time Staff		
Other		
Total	12	12

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue increases are as per the rates approved by Council, a \$1.00 per month flat charge with no change to the volumetric rate.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

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

Capital infrastructure replacement and upgrading is funded from the Water Reserve. Projected capital expenditures will be significant as projects such as the Forman Tower recoating will be required in 2015. These expenditures will impact the reserve considerably, and proposed rate increases are necessary to continue to maintain a sufficient reserve for these future costs, particularly if sales volumes continue declining.

A Financial Plan has been completed as required through provincial regulation for 2015 Water License application.

**C.A.O. COMMENTS:**

Water is a highly regulated operation. These projected costs are designed to meet those stringent requirements.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The study that has been completed recommends a yearly rate increase of \$1.00 to the monthly flat charge and no change to the consumption rate.

**C.A.O. COMMENTS:**

No additional comments.



**CITY OF STRATFORD 2015 BUDGET**

<b><u>WASTE - G360</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Ontario Grants	0	-345,000	-345,000	-345,000	-345,000
Tipping Fees	-1,608,000	-1,725,000	-1,750,875	-1,777,138	-1,803,795
User Fees	-705,000	-675,000	-685,125	-695,402	-705,833
Recoverable	-201,100	-20,000	-20,000	-20,000	-20,000
Operations	-270,000	-295,000	-300,000	-305,000	-310,000
Sales	-4,000	-4,100	-4,100	-4,100	-4,100
<b>TOTAL REVENUES</b>	<b>-2,788,100</b>	<b>-3,064,100</b>	<b>-3,105,100</b>	<b>-3,146,640</b>	<b>-3,188,728</b>
<b><u>EXPENDITURES</u></b>					
Administration	87,904	87,640	87,893	88,755	89,625
Disposal	1,236,102	1,172,925	1,189,581	1,206,315	1,223,128
Collection	297,208	273,470	276,139	278,835	281,558
Amortization	105,978	106,000	106,000	106,000	106,000
Recycling	827,102	776,650	791,496	806,615	822,014
<b>TOTAL EXPENDITURES</b>	<b>2,554,294</b>	<b>2,416,685</b>	<b>2,451,110</b>	<b>2,486,520</b>	<b>2,522,325</b>
<b>NET BUDGET G360</b>	<b>-233,806</b>	<b>-647,415</b>	<b>-653,990</b>	<b>-660,120</b>	<b>-666,403</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2013 BUDGET</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
Less Amortization	-105,978	-106,000	-106,000	-106,000	-106,000
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	339,784	753,415	759,990	766,120	772,403
<b>TOTAL ADJUSTMENTS</b>	<b>233,806</b>	<b>647,415</b>	<b>653,990</b>	<b>660,120</b>	<b>666,403</b>

<b>TOTAL TAX LEVY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-2,788,100	-3,064,100	9.90%
Expenditures	2,788,100	3,064,100	9.90%
Net	<b>0</b>	<b>0</b>	<b>0.00%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#70)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015

G360 - Waste - net budget - \$0



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Infrastructure & Development Services**

**Public Works Division – Waste – G360**

**DEPARTMENT OVERVIEW:**

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

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

Funding for this budget is entirely through Waste rates.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	3	3
Part Time Staff		
Other		
Total	3	3

Note: One of the roads supervisors is also responsible for overseeing waste operations and staff from roads are used to augment landfill operations as required.

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

No service reductions proposed.

Revenue Reductions/Increases:

No changes in the rates charged at the Landfill Site are proposed. The current and proposed rates are:

	2014	2015
Bag Tag	\$2.40	\$2.40
Bag or Can at Landfill Site	\$2.80	\$2.80
Minimum Scale Rate	\$15.00	\$15.00
Tip Fee-regular	\$76.00	\$76.00
Tip Fee-large hauler	\$71.00	\$71.00
Scale Down-car	\$15.00	\$15.00
Scale Down-truck	\$20.00	\$20.00
Scale Down-trailer	\$20.00	\$20.00
Recycle Box	\$5.00	\$5.00
White Goods-freon removal	\$40.00	\$40.00
Televisions & Computer Monitors	\$0	\$0

Budgeted revenues have been adjusted to reflect actual historical revenues. This results in an increase of approximately \$400,000 in budgeted revenues. The additional revenues are offset by an increase in contribution to reserves. No increase to rates are proposed for 2015.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

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

A financial plan and user fee study will be carried out in 2015. The plan will determine the fees needed to operate the landfill, garbage collection, recycling, close out and the establishment of a new landfill site. At current disposal volumes the land fill has 24 years of life.

Near future plans for the landfill are the acquisition of land for a buffer zone, expansion of the methane collection system and the replacement of equipment. This will be paid by the landfill reserve

**C.A.O. COMMENTS:**

No additional comments.

## 2016-2017-2018 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

Please refer to the comments directly above with regard to the financial plan being developed.

### **C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>PUBLIC LIBRARY - G411</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Administration	-101,279	-93,688	-95,688	-99,688	-107,688
Public Services	-35,000	-29,000	-29,000	-29,000	-29,000
Operations	-103,424	-101,214	-102,410	-104,272	-106,172
PCIN	-136,923	-145,797	-148,713	-151,687	-154,721
<b>TOTAL REVENUES</b>	<b>-376,626</b>	<b>-369,699</b>	<b>-375,811</b>	<b>-384,647</b>	<b>-397,581</b>
<b><u>EXPENDITURES</u></b>					
Administration	1,875,178	1,923,674	1,961,976	2,001,043	2,040,892
Public Services	5,700	5,900	6,958	8,017	9,078
Library Board	5,500	5,500	5,500	5,500	5,500
Operations	112,572	111,207	115,811	118,007	120,247
Adult Program	144,360	142,898	145,756	148,671	151,645
Young Adult Program	4,822	7,200	7,344	7,491	7,641
Children's Program	39,173	39,300	40,086	40,888	41,705
PCIN	136,923	145,797	148,713	151,687	154,721
Building & Property	21,266	24,700	25,194	25,698	26,212
Amortization	225,482	225,482	225,482	225,482	225,482
<b>TOTAL EXPENDITURES</b>	<b>2,570,976</b>	<b>2,631,658</b>	<b>2,682,820</b>	<b>2,732,484</b>	<b>2,783,122</b>
<b>NET BUDGET G411</b>	<b>2,194,350</b>	<b>2,261,959</b>	<b>2,307,009</b>	<b>2,347,837</b>	<b>2,385,542</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-225,482	-225,482	-225,482	-225,482	-225,482
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	11,772	11,398	11,398	11,398	11,398
<b>TOTAL ADJUSTMENTS</b>	<b>-213,710</b>	<b>-214,084</b>	<b>-214,084</b>	<b>-214,084</b>	<b>-214,084</b>

<b>TOTAL TAX LEVY</b>	<b>1,980,640</b>	<b>2,047,875</b>	<b>2,092,925</b>	<b>2,133,753</b>	<b>2,171,458</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-376,626	-369,699	-1.84%
Expenditures	2,357,266	2,417,574	2.56%
<b>Net</b>	<b>1,980,640</b>	<b>2,047,875</b>	<b>3.39%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#71)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G411 - Library - net budget - \$2,047,875



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Stratford Public Library – G411

#### **DEPARTMENT OVERVIEW:**

In 2014 the Stratford Public Library (SPL) has done considerable work in operationalizing its Strategic Plan 2013-2018. Significant achievements include:

- Customer Service Survey results from 2014 indicate improvement in customer satisfaction since the original survey date of 2011.
- Opening on Sunday afternoons June-October. This increase in service was well-received by Library customers; use of the Library on Sundays remained as high in the summer months as in the winter months.
- Opening at 10am on Monday mornings (formerly 1pm). This increase in service made use of existing staff resources to provide more options for residents to access service. Response from the public was very favourable.
- Reorganization of the adult floor for increased usability, comfort, and appearance. Creation of teen and adult seating areas for reading and study
- Construction of a new service desk that is both physically accessible and streamlines service for customers, including the introduction of self-checkout.
- Redeployment of existing staff to align with strategic goals of improved customer service and community collaboration. New standards for customer service and Library programming are in various stages of development and implementation.
- Introduction of new types of collections to reduce wait-times and increase diversity.
- iPads, mobile device chargers, and other technologies introduced on adult and children's floors.
- The Public Library on Wheels program continues to enable the Library's ability to connect with citizens outside of the limitations of the physical building. The current focus is on teaching early literacy skills to parents and pre-school children, as well as fostering a love of reading among non-library users in these demographics.



## **STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	16	15
Part Time Staff	16	17
Other	1 PT(grant)	2 PT(grant)
Total	32 (25.4 FTE)	32 (25.4 FTE)

## **CHANGES FROM 2014 BUDGET:**

### Cost Reductions/Increases:

- Wages and benefits: includes step increases for multiple newer hires
- Increased custodial support for extended open hours
- Increased facility maintenance costs, based on 2013 actuals
- Training and education costs for staff remain higher than in previous years; previous amounts have been well below recommended guidelines.
- The addition of North Perth Public Library to PCIN continues to contain SPL's cost for technological services
- In order to try and contain the budget, staff have explored options related to outsourcing/reassigning duties or eliminating a full-time position from which the incumbent retired in December. Staff believe that it is not possible to operate the Library at current service levels without replacing this employee at minimum, on a part-time basis. The 2015 Library budget is presented with this position at 0.5 FTE.

### Service Reductions/Increases:

- Due to the reduction of the FT position, new library materials will not be available to the public as quickly. The Library will also have less time to source materials to borrow from other libraries (ILLO), preventing customers from accessing the information that they need which SPL does not have the space to hold. Both of these reduce the Library's ability to meet our public's expectations.
- Redeployed staff are working to improve the quality of programs and services based on the statistically valid survey data collected during the strategic planning process.
- Increased number and type of technological devices available for public education.
- Increased diversity of collections offered by SPL, both physical and digital.
- The addition of North Perth to the PCIN consortium has reduced pressure on SPL's collection of materials, and SPL customers receive a wider variety of items more quickly.

#### Revenue Reductions/Increases:

- Declining revenue from fines due to increased customer use of online services.
- The Friends of the Library disbanded in 2014, reducing the amount of funds regularly donated to the Library for operational purposes.
- Loss of programming revenue; staff time not available to provide PLOW services to Oxford County.

#### Options for Reductions:

- Further reductions in the SPL budget would result in a further decrease in service, including fewer materials, open hours, and programs.

#### **GENERAL COMMENTS:**

Although this proposed budget represents an increase greater than 2%, it is to maintain the existing level of service at SPL. Preventing a reduction in service will ensure the continued service improvements at SPL, as per the Strategic Plan 2013-2018.

#### **C.A.O. COMMENTS:**

The impact on this budget can be attributed to two areas. One is that the Library has had a significant turn over on staffing resulting in step increases as the new employees move up the grid. The savings from hiring lower on the grid would have been reflected in previous budgets. Two are the service area improvements noted in the opening notes. Options for reducing the budget would be reductions in service levels including hours opening to the public.

### **2016-2017-2018 PROJECTED BUDGETS**

#### **GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future, with the exception of the remaining 0.5FTE, which, pending the approval of this budget, would be asked for in 2016.

#### **C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>ECONOMIC DEVELOPMENT (City) - G511</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>EXPENDITURES</u></b>					
SEEDCO Levy	591,000	see G810	see G810	see G810	see G810
Business Expenses	15,000	5,000	5,000	5,000	5,000
<b>TOTAL EXPENDITURES</b>	<b>606,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>NET BUDGET</b>	<b>606,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	-5,000	-5,000	-5,000	-5,000
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>

<b>TOTAL TAX LEVY</b>	<b>606,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	-5,000	
Expenditures	606,000	5,000	
Net	<b>606,000</b>	<b>0</b>	

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#78)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G511 - Economic Development (City) - net budget - \$0



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Economic Development (City) – G511**

**DEPARTMENT OVERVIEW:**

This budget includes economic development expenses that would be expended by the City with regard to the City's inventory of industrial properties.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff		
Part Time Staff		
Other		
Total	n/a	n/a

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

- Exactly the same as 2014.

Service Reductions/Increases:

- None.

Revenue Reductions/Increases:

- None.

Options for Reductions:

- See CAO comments below.

**GENERAL COMMENTS:**

This budget relates to expenses associated with the City's industrial land. These expenses relate to mostly legal and appraisal fees that cannot be netted against any sale of land. Expenses related to promoting these lands are the responsibility of SEED Co.

This is the traditional amount budgeted for such expenditures and it is this amount that was held back from any transfer to SEED Co. last year.

**C.A.O. COMMENTS:**

The City has a policy that 8% of the sale of Industrial lands goes into a special initiatives reserve. This policy was put into place so that funds would be readily available to economic development should any unexpected expenditures be needed to promote the City such as unbudgeted travel or promotional expenses. The fund currently sits at just under \$12,000. Another \$8,000 is expected to be in the fund early in 2015 with the sale of one lot in the Wright Business Park extension. As more lands are sold, this reserve should increase. We hope that will happen as the economy improves.

There is an option to eliminate this budget, traditionally at \$15,000, and take any of these expenditures from the special initiatives fund. Moreover, the 2014 unspent balance of that account in the amount of approximately \$12,700 could be transferred to that account. The balance in that reserve should then be approximately \$32,700. Accordingly, I believe there is a reasonable option to take any expenses normally from this account from the Special Initiatives Reserve in the future.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No increases are proposed in the near future.

**C.A.O. COMMENTS:**

If Council agrees with the proposed strategy, and as the fund grows, the \$5,000 may no longer even be required in the future.

**CITY OF STRATFORD 2015 BUDGET**

**AIRPORT - G512**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Parking	-17,687	-17,687	-18,040	-18,040	-18,380
Farm Land	-8,150	-8,150	-10,000	-10,000	-10,000
Hanger Land	-29,952	-30,650	-31,263	-31,888	-32,500
Landing Services	-2,000	-2,000	-2,100	-2,100	-2,200
Fuel Services	-167,000	-170,000	-170,000	-173,000	-173,000
Airport Terminal	-9,500	-9,500	-9,500	-9,500	-9,500
<b>TOTAL REVENUES</b>	<b>-234,289</b>	<b>-237,987</b>	<b>-240,903</b>	<b>-244,528</b>	<b>-245,580</b>

**EXPENDITURES**

Land Rental	19,950	19,950	20,303	20,303	20,709
Administration	81,573	83,025	84,321	84,321	84,421
Landing Services	28,600	28,600	29,500	29,500	30,100
Fuel Services	131,000	136,300	136,300	138,700	138,700
Airport Terminal	24,000	24,400	24,200	24,300	24,300
Vehicles & Equipment	4,000	2,000	2,000	4,000	4,000
Amortization	86,294	86,294	86,294	86,294	86,294
<b>TOTAL EXPENDITURES</b>	<b>375,417</b>	<b>380,569</b>	<b>382,918</b>	<b>387,418</b>	<b>388,524</b>

**NET BUDGET**

	<b>141,128</b>	<b>142,582</b>	<b>142,015</b>	<b>142,890</b>	<b>142,944</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-86,294	-86,294	-86,294	-86,294	-86,294
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	116,000	116,000	118,000	118,000	120,000
<b>TOTAL ADJUSTMENTS</b>	<b>29,706</b>	<b>29,706</b>	<b>31,706</b>	<b>31,706</b>	<b>33,706</b>

**TOTAL TAX LEVY**

	<b>170,834</b>	<b>172,288</b>	<b>173,721</b>	<b>174,596</b>	<b>176,650</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-234,289	-237,987	1.58%
Expenditures	405,123	410,275	1.27%
Net	<b>170,834</b>	<b>172,288</b>	<b>0.85%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#80)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G512 - Airport - net budget - \$172,288



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Airport – G512**

**DEPARTMENT OVERVIEW:**

The Stratford Municipal Airport is located within the Township of Perth East just 6 kilometres north of the City, occupying 480 Acres. There are two asphalt runways covering a total of 23 acres. The airport is home to 45 aircraft and sees 10,000-12,000 aircraft movements on an annual basis.

**STAFF RESOURCES:**

Contract Management – Stratford Air Services Ltd. employs 4 full time and 2 part time staff.

	Current 2014	Proposed 2015
Full Time Staff	n/a	n/a
Part Time Staff		
Other		
Total	n/a	n/a

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

Slight increase in energy cost (hydro / natural gas), \$1,500 increase – fuel services account. This increase will allow the airport to upgrade our vehicle fuelling system. This upgraded system will provide an emergency fuel supply source for the fire department.

Slight increase in building maintenance expense to allow for retro fitting of outdoor lighting fixtures. This upgrade will result in a decrease in energy consumption.

Service Reductions/Increases: None Proposed.

Revenue Reductions/Increases: Increase of 2% in fuel sales



Options for Reductions: None proposed.

**GENERAL COMMENTS:**

- \$110,000 contributed to asphalt reserve account
- \$6,000 contributed to vehicle replacement account

We would like to see a new reserve account setup.

This would be used for times when the fuel sales are greater than what was budgeted. Funds in the account would then be used for years where fuel sales fall short of what was budgeted to balance that budget line or could be used for other projects/expenses.

**C.A.O. COMMENTS:**

Accordingly, we recommend that any surplus resulting from increased fuel sales be placed into an airport reserve to be used for times when the airport experiences a deficit from low fuel sales.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

2016 and 2017 asphalt reserve contribution increased to \$112,000 per year; 2018 asphalt reserve contribution \$114,000.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**SOCIAL SERVICES/  
ONTARIO WORKS - G611**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Administration	-1,635,178	-1,642,883	-1,630,171	-1,630,387	-1,630,499
Ontario Works Stratford	-1,934,479	-1,973,282	-2,108,282	-2,197,179	-2,283,077
Ontario Works Perth	-2,334,951	-2,363,360	-2,329,442	-2,352,737	-2,376,264
Ontario Works St. Marys	-145,764	-188,430	-190,314	-192,217	-194,139
OW Employment Support	-563,574	-572,037	-579,261	-587,664	-595,508
Addiction Treatment	-133,510	-135,515	-137,226	-139,217	-141,075
Emergency Planning	-7,474	-8,194	-8,581	-9,135	-9,688
Homelessness Initiatives	-575,712	-584,695	-589,638	-596,810	-604,126
Homemakers & Nursing	-41,296	-49,669	-55,061	-62,402	-66,073
National Child Tax Benefit	-64,971	-67,784	-67,476	-68,948	-70,327
Local Access Recreation Program	-27,549	-28,742	-28,662	-29,235	-29,820
Social Planning Council	-10,592	-13,542	-13,240	-13,240	-13,240
Grants	-19,824	-20,277	-19,824	-19,824	-19,824
<b>TOTAL REVENUES</b>	<b>-7,494,873</b>	<b>-7,648,408</b>	<b>-7,757,177</b>	<b>-7,898,996</b>	<b>-8,033,660</b>

**EXPENDITURES**

Administration	2,110,890	2,124,503	2,124,503	2,124,503	2,124,503
Ontario Works Stratford	2,183,385	2,158,951	2,238,092	2,260,473	2,283,077
Ontario Works Perth	2,334,951	2,363,360	2,329,442	2,352,737	2,376,264
Ontario Works St. Marys	145,764	188,430	190,314	192,217	194,139
OW Employment Support	595,508	595,508	595,508	595,508	595,508
Addiction Treatment	141,075	141,075	141,075	141,075	141,075
Emergency Planning	13,500	14,500	15,500	16,500	17,500
Homelessness Initiatives	650,843	663,859	677,137	690,679	704,493
Homemakers & Nursing	45,000	54,000	60,000	68,000	72,000
National Child Tax Benefit	122,680	125,133	127,409	130,189	132,793
Local Access Recreation Program	52,019	53,059	54,120	55,203	56,307
Social Planning Council	20,000	25,000	25,000	25,000	25,000
Grants	37,432	37,432	37,432	37,432	37,432
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>8,453,046</b>	<b>8,544,811</b>	<b>8,615,531</b>	<b>8,689,515</b>	<b>8,760,091</b>

**NET BUDGET G611**

<b>958,173</b>	<b>896,403</b>	<b>858,354</b>	<b>790,519</b>	<b>726,431</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL TAX LEVY**

<b>958,173</b>	<b>896,403</b>	<b>858,354</b>	<b>790,519</b>	<b>726,431</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-7,494,873	-7,648,408	2.05%
Expenditures	8,453,046	8,544,811	1.09%
Net	<b>958,173</b>	<b>896,403</b>	<b>-6.45%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#58)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G611 - Ontario Works - net budget - \$896,403



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Social Services – Ontario Works – G611

#### **DEPARTMENT OVERVIEW:**

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

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

The following programs are operated within the Division:

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

#### **STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	18	18
Part Time Staff	0	0
Other	1	1
Total	19	19

New provincial computer system SAMS (Social Assistance Management System) went live November 12, 2014. A significant amount of data clean up and data conversion was required to populate information from the former system to the new one.

Additional clerical support at that time was required. A short term temporary position for less than 6 months has been approved in the 2014 budget.

### **CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

The funding announcement on October 31, 2008 reduces the cost sharing of social assistance payments resulting in the new municipal share of 8.6% for 2015.

The 2014 Provincial implications:

- Across the board 1% rate increase for recipients of social assistance commencing October 1, 2014.
- Single recipients see a separate rate increase of a flat \$30 per month.
- Four employment benefits will be merged into one benefit to better support the employment goals of social assistance clients effective January 2015.

The funding for the Social Research and Planning Council was reduced in 2014, and it is proposed to be restored to the original funding amount.

Service Reductions/Increases: None.

Revenue Reductions/Increases: See above with regard to provincial funding for social assistance.

Options for Reductions: None proposed.

### **GENERAL COMMENTS:**

The Ontario Works caseload has remained above historical highs, netting a current average of 679 cases per month. It is down slightly, but not enough to recommend changes in staffing levels.

### **C.A.O. COMMENTS:**

The City is basically a service manager for provincial programs. There is very little that is discretionary in this budget.

It is to the credit of the staff at Social Services that there were no significant problems with the implementation of the Provincial SAMS system. That would be the product of hard work and applied skills. They are to be congratulated.

## 2016-2017-2018 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

The funding announcement on October 31, 2008 further reduces the cost of social assistance payments working toward the goal of 100% ministry funding in 2018. The municipal share for Ontario Works benefits will be 5.8% in 2016 and 2.8% in 2017, from the historical 20% share.

It is anticipated that there will be an additional 1% benefit increase in December 2016 and onward annually.

### **C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**ANNE HATHAWAY  
DAY CARE - G613**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Regular Day Care Programs	-1,029,633	-1,046,596	-1,060,147	-1,063,734	-1,067,357
Program Assistants	-58,532	-54,800	-55,348	-55,901	-56,460
<b>TOTAL REVENUES</b>	<b>-1,088,165</b>	<b>-1,101,396</b>	<b>-1,115,495</b>	<b>-1,119,635</b>	<b>-1,123,817</b>

**EXPENDITURES**

Administration	68,955	72,548	73,157	73,847	74,518
Regular Day Care Programs	855,684	878,650	887,400	896,438	905,363
Regular Day Care Occupancy	87,950	75,344	71,450	72,250	72,950
Regular Day Care Dietary	94,879	97,659	98,159	98,159	98,159
Program Assistants	58,532	54,800	55,348	55,901	56,460
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,166,000</b>	<b>1,179,001</b>	<b>1,185,514</b>	<b>1,196,595</b>	<b>1,207,451</b>

**NET BUDGET G613**

	<b>77,835</b>	<b>77,605</b>	<b>70,018</b>	<b>76,959</b>	<b>83,634</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL TAX LEVY**

	<b>77,835</b>	<b>77,605</b>	<b>70,018</b>	<b>76,959</b>	<b>83,634</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-1,088,165	-1,101,396	1.22%
Expenditures	1,166,000	1,179,001	1.11%
Net	<b>77,835</b>	<b>77,605</b>	<b>-0.30%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#59)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G613 - Anne Hathaway Day Care - net budget - \$77,605





**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Social Services – Anne Hathaway Day Care – G613**

**DEPARTMENT OVERVIEW:**

Anne Hathaway is a full day childcare centre that is licensed by the Province of Ontario under the Day Nurseries Act and falls under the jurisdiction of The Ministry of Education. The program is licensed by the Child Care Quality Assurance & Licensing Early Learning Division. The Social Services Department of The Corporation of the City of Stratford operates the daycare centre.

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

Hours of operation are 7:00 am to 5:30 p.m. Monday to Friday for 12 months of the year.

Families pay a weekly fee for services. Invoices include all scheduled days and there is no reimbursement for vacation or sick days.

The centre offers a full day/part day childcare program and Nursery School Program. A Flexcare /Emergency Care program is also offered to the community based on available space on any given day.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	12	12
Part Time Staff	4	4
Other <i>Supply Staff</i>	6	6
Total	22	22

## **CHANGES FROM 2014 BUDGET:**

### **Cost Reductions/Increases:**

*Reduction* in Occupancy costs due to contracting janitorial services.

*Increase* in salaries and benefits of Part Time Staff. This is due to increase of needed coverage due to permanent staff having acquired more vacation time.

*Increase* in benefit budgets to better reflect actuals.

### **Service Reductions/Increases:**

Service Levels for 2015 are proposed to remain the same as those for 2014.

### **Revenue Reductions/Increases:**

Fee's from parents has been **increased** by 2%. Currently 40 out of 70 families pay the full parental fee. The other 30 families are subsidized through fee subsidy or Ontario Works. The 2% only applies to families. There is not an increase in amounts received through subsidy programs.

As part of the 2014 Ontario Budget, there was a commitment by the Province to provide daycares with a \$2/hr. grant for ECE wage increases. As our daycare already has adequate ECE wages, the grant would be a net revenue to the daycare. The specifics have yet to be released – \$10,000 has been included in the 2015 budget, but there is a risk that the funds will not be received or are less than anticipated.

### **Options for Reductions:**

None proposed.

## **GENERAL COMMENTS:**

There is not a lot of room within the budget to make substantial changes as this is a highly regulated service. When opportunities present themselves all options are considered. An example of that is the retirement of our custodian and the change in the way we purchase janitorial services.

Should eligible staff elect to retire, we will explore opportunities for program re-alignment to ensure that all opportunities for cost reduction as considered.

## **C.A.O. COMMENTS:**

No additional comments.

## 2016-2017-2018 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

However, there is a slight dip in 2016. A small change in a small budget makes a bigger difference in regard to percent.

### **C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

**HOUSING - G615**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
St. Marys	-352,428	-373,424	-380,892	-388,510	-396,281
Perth County	-1,687,311	-1,832,003	-1,868,643	-1,906,015	-1,944,136
User Fees	-2,269,925	-2,262,800	-2,308,056	-2,354,217	-2,401,301
Provincial Grant	-1,774,473	-1,819,623	-1,823,542	-1,786,347	-1,824,962
Federal Grant	-64,497	-64,497	-64,497	-64,497	-60,719
<b>TOTAL REVENUES</b>	<b>-6,148,634</b>	<b>-6,352,347</b>	<b>-6,445,630</b>	<b>-6,499,587</b>	<b>-6,627,399</b>

**EXPENDITURES**

Administration	1,258,035	1,359,913	1,382,329	1,405,123	1,428,299
Rent Supplements	630,000	620,000	723,275	723,050	748,350
Housing Providers	1,999,000	1,959,500	1,998,690	2,038,664	2,079,437
Affordable Housing	177,350	151,000	100,415	100,333	125,778
Properties	3,705,390	3,935,485	4,014,195	4,094,479	4,176,368
Amortization	201,550	227,599	232,151	236,794	241,530
<b>TOTAL EXPENDITURES</b>	<b>7,971,325</b>	<b>8,253,497</b>	<b>8,451,055</b>	<b>8,598,442</b>	<b>8,799,762</b>

**NET BUDGET G615**

	<b>1,822,691</b>	<b>1,901,150</b>	<b>2,005,425</b>	<b>2,098,855</b>	<b>2,172,363</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-201,550	-227,599	-232,151	-236,794	-241,530
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-201,550</b>	<b>-227,599</b>	<b>-232,151</b>	<b>-236,794</b>	<b>-241,530</b>

**TOTAL TAX LEVY**

	<b>1,621,141</b>	<b>1,673,551</b>	<b>1,773,274</b>	<b>1,862,061</b>	<b>1,930,834</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-6,148,634	-6,352,347	3.31%
Expenditures	7,769,775	8,025,898	3.30%
Net	<b>1,621,141</b>	<b>1,673,551</b>	<b>3.23%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#60)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G615 - Housing - net budget - \$1,673,551



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Social Services – Housing – G615

#### DEPARTMENT OVERVIEW:

The **Housing Division** is responsible either directly or as an intermediary for both the Public and the Social Housing portfolios of 1335 units:

- **Co-ordinated Access:** The Housing Division is the Coordinated Housing Access Centre (HAC) for Social Housing applications in the City of Stratford, County of Perth and the separated Town of St Marys. As such, the Housing Division processes and determines eligibility for applications for rent-geared-to-income across the County. Ongoing local responsibility for the Provincial Housing Arrears database includes the uploading and monitoring of outstanding arrears and debts of all former of local housing providers as per legislative requirements.

During 2014, 339 applications for social housing were processed through the HAC. The waitlist numbers fluctuated throughout the year with a high of 226 and closed out the year with 175 households still waiting.

- In addition Housing acts as an **intermediary and overseer of the 415 social housing units** in the county that operate either as non-profit housing corporations or cooperative housing corporations. Current staffing levels prohibit the ability to provide expected training and support to the Social Housing Providers.
- The Housing Division operates the **Perth & Stratford Housing Corporation** and directly administers 663 public housing units geographically spread across the County. Including 18 apartment buildings and 164 Family units. Forty (40) maintenance contracts are in place and managed at any given time to address ongoing service needs within the portfolio (including snow removal, cleaning, plumbing and electrical work, etc...). In addition, numerous tenders are executed each year for capital projects including roofing, asphalt and concrete work, etc.
- The Housing Division operates a number of funding programs that comprise the **Rent Supplement** program whereby the Division works with private enterprise landlords who house people who qualify for RGI on our behalf. The Housing Division then pays the landlord the variance between the tenants RGI calculation

and the market rent changed by the landlord. Housing currently has 169 rent supplement units.

- **Investment in Affordable Housing (IAH):** IAH funding has been extended for a 6-year term. Partial funding was received in the autumn for the balance of the 2014/15 year. Full funding will commence in April 2015.
- **Home Ownership (IAH):** The Home Ownership program provides interest free loans to first time home buyers. The program has supported local Habitat for Humanity homeowners and other service area residents to enter the home ownership market.
- **Housing Allowance Subsidy (IAH):** The housing Allowance funding is being utilized as a rental subsidy for eligible applicants currently on the housing waitlist. Payments are made directly to participants to off-set the private market rents they continue to pay while waiting for a subsidized unit to become available. This eases their financial struggle they face in the final weeks and months of waiting.
- **10-year Housing & Homelessness Plan:** The Housing Services Act requires the City as the Consolidated Municipal Service Manager, to develop and implement a 10-year plan to strategically develop an integrated system of housing and homelessness supports that are planned and delivered locally, that are partnership-based and include roles for nonprofit organizations, the private sector, and the public sector. Plans must include the provision of supports before and after obtaining housing to facilitate the transition from the street and/or shelters to safe, adequate, and stable housing. To support this work a Housing and Homelessness Coordinator will be funded through the Consolidated Homelessness Prevention Initiative (CHPI) dollars provided by the Ministry of Municipal Affairs and Housing and supervision would rest with the Manager of Housing.
- **Outreach Worker:** The Outreach Worker provides support to tenants and OW recipients who are at risk of losing their Housing and/or OW. The goal of the position is to prevent and reduce homelessness. Funding for this position will be funded through the OW Administration budget at 50-50 cost share with the province.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	11	12
Part Time Staff	1	0
Other	1 (2 months)	1 (3-months)
Total	11.5	12

## **CHANGES FROM 2014 BUDGET:**

### **Cost Reductions/Increases:**

- Increase in wages and benefits of \$91,875 (10.62%) to reflect the following:
  - increase of 1 part-time position to a full-time
  - increased maintenance hours to maintain aging buildings
  - Extension of a contract position for 3 months (Jan-March 2015) while resource plans are developed to support growing division needs
- Increased property taxes to \$920,000 to be more consistent with actuals from 2014 which are \$917,920.
- Increase in capital budget by \$50,000 as approved in the 2014 budget process.
- Increase in Operating expenses of \$52,150 (5.86%) to reflect anticipated additional expenditures due to aging buildings.
- Increase in Utility costs of \$80,000 to reflect increasing rates.
- Increase in Legal Expenses of \$35,000 to accurately reflect anticipated legal costs to assist staff in managing landlord issues effectively. Historically not all legal costs were budgeted for.
- Increase in Investment in Affordable Housing (IAH-E) expenditures to reflect the extension of the government program. The increase in these expenses will be directly offset by an increase in program funding on the revenue side.

### **Service Reductions/Increases:**

- Service levels will increase due to the additional Investment in Affordable Housing (IAH-E) funding.

### **Revenue Reductions/Increases:**

- Increase of rental revenue (User Fees) by \$15,250 (0.68%) to reflect 5 year trend of actual rental revenue received.
- Increase in IAH revenues to reflect the expansion of the government program. The increase in these revenues will be directly offset by an increase in the expenditures.

### **Options for Reductions:**

- Currently Social Housing providers report annually on their occupancy levels and their annual subsidy is adjusted accordingly. Peer Service Managers report that monthly monitoring of social housing providers results in reduced subsidies due to a



more accurate assessment of occupancy levels and ensures subsidies are not being provided for excessive vacancies in units.

- Increased staffing levels would allow for the implementation and monitoring of housing policies designed to reduce expenses and health hazards. For example, a non-smoking policy would reduce the unit clean-up costs, painting costs, reduce wear and tear on equipment in addition to reducing the health and safety risks for staff who work daily in public housing units. A second example would include the monitoring of air conditioning use and installation throughout the portfolio. Poor installation reduces the efficiency of both heating and air conditioning systems and increases associated utility costs paid by the corporation. Improperly installed window units also create damage to dry wall, window tracking and external brick work. A third area of concern and considerable costs is tenant pets. Tenant pets account for a significant amount of staff time to follow-up on noise complaints and damage to public housing units. To properly manage tenant pet behaviour and enforce tenant expectations for compliance to lease, by-law and Residential Tenancy Act rules additional resources are required.
- Prior to devolution of Public Housing from the Province, all Housing Corporation properties were tax exempt. Of the \$920,000 budgeted for Property Tax in 2015, approximately \$90,000 is education tax. If the Housing Corporation reverted to a tax-exempt status then the \$90,000 could be diverted to support necessary staffing increases. We intend to pursue this in 2015 for 2016 implementation.

### **GENERAL COMMENTS:**

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

The budgeted \$585,000 for Capital work (in line G-615-6614-9030 Equipment Purchases) represents only 0.6% of the \$95 million Housing Corporation portfolio and is insufficient to keep pace with the asset management demands of the aging stock.

Budget reflects a 1% increase in wages and benefits.

Funding for an in-house staff member to provide outreach to Social Services clients would be provided through the Ontario Works administration budget at a 50-50 cost share with the partner municipalities and the Ministry of Community and Social Services however, supervision of this position would rest with the Manager of Housing. This was approved for 2014 budget and deferred due to changes in department.

Preparation, leadership and delivery of the local 10-year Housing and Homelessness Plan is legislatively mandated in the Housing Services Act. Funding for the Housing and Homelessness Coordinator will be funded through the Consolidated Homelessness Prevention Initiative (CHPI) dollars provided by the Ministry of Municipal Affairs and Housing and supervision would rest with the Manager of Housing. This was approved for the 2014 budget and deferred due to staffing changes in the department.

New Fire Code regulations require the installation of Carbon Monoxide detectors in all units. The cost for this work has been assumed in the 2015 capital projects.

The Ministry of Municipal Affairs and Housing is continuously developing new funding and program models. Since devolution the Housing Division has absorbed numerous new initiatives such as the Homeownership & Housing Allowance programs, multiple new rent-supplement programs, and has worked with private sector developers to build new affordable housing capital projects. This has been combined with delivering service to an increasing complex caseload. The additional expectations of the Housing Services Act and the 10-year Plan are pushing the Housing Division far beyond capacity. In fact, despite the significant programming demands and ministry expectations that have been absorbed by the division since 2001, the housing FTE compliment reached only 11.5 in 2014 – this is the same FTE level of the Local Housing Authority Office pre-devolution in 2000. At that time the Ministry still maintained 100% of the Social Housing responsibilities and the Housing Authority only managed Public Housing responsibilities.

In late December 2014, notification was received with regard to funding levels of the Investment in Affordable Housing Extension (IAH-E) program. The funding allocations for all 6-years of the program are as follows:

Year 1 (2014-15)	Year 2 (2015-16)	Year 3 (2016-17)	Year 4 (2017-18)	Year 5 (2018-19)	Year 6 (2019-20)
\$374,900	\$663,900	\$663,500	\$663,100	\$661,400	\$315,300

Service Managers must prepare a Cash Flow Statement by February 28, 2015 outlining planned expenditures for the program component(s) they choose to participate in. Service Managers are allowed to stretch the operational component funding over a 10-year period; however, the funds must be fully *committed* in the year for which it is allocated. An example would be spreading funds for rent-supplements over a 10-year period to create longer, sustained subsidies for households. The 2015-16 allocation would then be flowed to the Service Manager over the ten years of the agreement based on actual spending. Because it is not yet determined how the \$663,900 funding for the 2015-16 (Year 2) is to be allocated, it is not possible to estimate the amount of IAH-E funding that will actually be received in 2015. Any funding received in 2015 will be directly offset by a corresponding expenditure. For these reasons, the 2015 submitted budget does not include the Year 2 portion of the IAH-E funding.

**C.A.O. COMMENTS:**

The maintenance of our aging housing stock is of considerable strategic importance to the City. It is reflected in the first pillar of our Strategic Priorities—Long Term Financial Planning which includes moving towards a sustainable level of funding for our current infrastructure. The need to properly maintain our housing stock including money being put aside in reserves for leasehold improvements and replacement is most important to the City; otherwise, we will be looking at borrowing for such matters.

## 2016-2017-2018 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

As per the comments above, the current human resources and capital budget forecasts will need to continually increase in order to properly maintain the Housing Corporation Assets and to effectively and efficiently oversee the social housing providers.

As per the reasons above, the IAH-E funding for 2016-2018 is not reflected in the projected budget.

### **C.A.O. COMMENTS:**

Moving to provide adequate funding to maintain, let alone expand, subsidized housing in the City will not be achieved in one year. We need to ramp up our financial commitment over a number of years.

**CITY OF STRATFORD 2015 BUDGET**

**CHILD CARE - G616**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Child Care Program Subsidies	-1,746,105	-1,749,659	-1,749,659	-1,749,659	-1,749,659
Child Care Administration	-152,142	-154,993	-155,059	-156,336	-157,628
Special Needs Administration	-277,875	-282,078	-283,620	-286,101	-288,621
Resource Centre	-67,737	-70,866	-71,056	-72,477	-73,926
Child Care Water Works	-2,670	-2,670	-2,670	-2,670	-2,670
OW Formal Child Care	-75,191	-75,392	-75,191	-75,191	-75,191
OW Informal Child Care	-16,307	-16,350	-16,307	-16,307	-16,307
<b>TOTAL REVENUES</b>	<b>-2,338,026</b>	<b>-2,352,008</b>	<b>-2,353,562</b>	<b>-2,358,741</b>	<b>-2,364,002</b>

**EXPENDITURES**

Child Care Program Subsidies	1,946,107	1,946,107	1,946,107	1,946,107	1,946,107
Child Care Administration	196,617	200,338	202,485	204,655	206,851
Special Needs Administration	310,525	316,278	320,539	324,864	329,255
Resource Centre	114,170	116,453	118,782	121,158	123,581
Child Care Water Works	2,670	2,670	2,670	2,670	2,670
OW Formal Child Care	83,000	83,000	83,000	83,000	83,000
OW Informal Child Care	18,000	18,000	18,000	18,000	18,000
Capital, Repairs, Maintenance	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>2,671,088</b>	<b>2,682,847</b>	<b>2,691,583</b>	<b>2,700,455</b>	<b>2,709,464</b>

**NET BUDGET G616**

<b>333,062</b>	<b>330,839</b>	<b>338,022</b>	<b>341,713</b>	<b>345,462</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL TAX LEVY**

<b>333,062</b>	<b>330,839</b>	<b>338,022</b>	<b>341,713</b>	<b>345,462</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-2,338,026	-2,352,008	0.60%
Expenditures	2,671,088	2,682,847	0.44%
Net	<b>333,062</b>	<b>330,839</b>	<b>-0.67%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#61)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G616 - Child Care - net budget - \$330,839



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: G616 and G617 Child Care Division**

**DEPARTMENT OVERVIEW:**

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

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

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

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

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

The Province has of 2014 assigned the Ministry of Education as the funding administrator for all categories of early learning children services programs.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	6.0	6.0
Part Time Staff		
Other		
Total	6.0	6.0

**CHANGES FROM 2014 BUDGET:**

Cost Reductions/Increases:

Nothing of any significance to report.

Service Reductions/Increases:

Revenue Reductions/Increases:

Options for Reductions: None proposed.

**GENERAL COMMENTS:**

The figures used for Ontario Grants are the actuals from 2014, as the Ministry of Education has not released the 2015 budget when the 2015-2018 was prepared.

The municipal shares are calculated in two different methods. For St Mary's using actual caseload figures and for Perth County and Stratford using municipal assessment percentages. The caseload figures used for the 2015 budget year are from 2013 actual figures.

**New Program title:**

Funding titled Planning is now referred to as Family Support Program Funding. The allocation was reduced from \$24,555 to \$23,500.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The occupancy and staff costs continue to increase annually and the funding provided from the province has been stagnant. This causes reduction in other account lines and will result in reduction of services in the future. The funding flexibility across accounts available from the Ministry of Education has been utilized to deal with allocation of funds to programs to maintain the supports they need.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**EARLY LEARNING &  
CHILD DEVELOPMENT - G617**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Child Care Programs Subsidies	-1,284,878	-1,292,992	-1,292,992	-1,292,992	-1,292,992
Administration/Special Needs	-1,063,289	-728,344	-354,812	-354,812	-354,812
Capital Retrofits	-53,204	-41,987	-41,987	-41,987	-41,987
MCYS Planning	-24,555	-23,500	-23,500	-23,500	-23,500
Capacity Building	-31,162	-32,557	-32,557	-32,557	-32,557
Repairs & Maintenance	-13,301	-13,479	-13,479	-13,479	-13,479
FDK Transformation	0	-32,867	-32,867	-32,867	-32,867
FDK Transition	-124,225	-240,276	-240,276	-240,276	-240,276
<b>TOTAL REVENUES</b>	<b>-2,594,614</b>	<b>-2,406,002</b>	<b>-2,032,470</b>	<b>-2,032,470</b>	<b>-2,032,470</b>

**EXPENDITURES**

Child Care Programs Subsidies	1,284,878	1,292,992	1,292,992	1,292,992	1,292,992
Administration/Special Needs	1,063,289	728,344	354,812	354,812	354,812
Capital Retrofits	53,204	41,987	41,987	41,987	41,987
MCYS Planning	24,555	23,500	23,500	23,500	23,500
Capacity Building	31,162	32,557	32,557	32,557	32,557
Repairs & Maintenance	13,301	13,479	13,479	13,479	13,479
FDK Transformation	0	32,867	32,867	32,867	32,867
FDK Transition	124,225	240,276	240,276	240,276	240,276
<b>TOTAL EXPENDITURES</b>	<b>2,594,614</b>	<b>2,406,002</b>	<b>2,032,470</b>	<b>2,032,470</b>	<b>2,032,470</b>

**NET BUDGET G617**

	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL TAX LEVY**

	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-2,594,614	-2,406,002	-7.27%
Expenditures	2,594,614	2,406,002	-7.27%
Net	<b>0</b>	<b>0</b>	<b>0.00%</b>



**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#62)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G617 - Early Learning & Child Development - net budget - \$0

**CITY OF STRATFORD 2015 BUDGET**

<b><u>PARKS - G711</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Operations	-133,000	-137,000	-141,000	-145,000	-149,000
Forestry	-98,300	-98,000	-98,000	-98,000	-98,000
<b>TOTAL REVENUES</b>	<b>-231,300</b>	<b>-235,000</b>	<b>-239,000</b>	<b>-243,000</b>	<b>-247,000</b>
<b><u>EXPENDITURES</u></b>					
Operations	1,489,239	1,513,940	1,515,195	1,526,621	1,536,941
Forestry	574,336	564,995	570,285	576,242	580,919
Amortization	157,158	157,158	157,158	157,158	157,158
<b>TOTAL EXPENDITURES</b>	<b>2,220,733</b>	<b>2,236,093</b>	<b>2,242,638</b>	<b>2,260,021</b>	<b>2,275,018</b>
<b>NET BUDGET G711</b>	<b>1,989,433</b>	<b>2,001,093</b>	<b>2,003,638</b>	<b>2,017,021</b>	<b>2,028,018</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-157,158	-157,158	-157,158	-157,158	-157,158
Less Transfer from Reserves	-15,000	-10,000	-10,000	-5,000	0
Plus Transfer to Reserves	64,000	64,000	64,000	64,000	64,000
<b>TOTAL ADJUSTMENTS</b>	<b>-108,158</b>	<b>-103,158</b>	<b>-103,158</b>	<b>-98,158</b>	<b>-93,158</b>

<b>TOTAL TAX LEVY</b>	<b>1,881,275</b>	<b>1,897,935</b>	<b>1,900,480</b>	<b>1,918,863</b>	<b>1,934,860</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-246,300	-245,000	-0.53%
Expenditures	2,127,575	2,142,935	0.72%
<b>Net</b>	<b>1,881,275</b>	<b>1,897,935</b>	<b>0.89%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#45)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G711 - Parks - net budget - \$1,897,935



## 2015 OPERATING BUDGET NOTES

### DEPARTMENT: Community Services - Parks & Forestry – G711

#### **DEPARTMENT OVERVIEW:**

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (24 neighborhood, 16 city parks, and 5 specialty parks), 29 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.

#### **STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	6	6
Part Time Staff		
Seasonal/Casual	24	24
Other		
Total	30	30

#### **CHANGES FROM 2014 BUDGET:**

##### **Cost Reductions/Increases:**

- 2015 part-time salaries reduced to reflect 2014 actuals
- \$15,000 from reserve to cover cost of Emerald Ash Borer control
- \$25,000 in facility improvements for upgrade of SERC softball diamond from stone dust to clay

**Service Reductions/Increases:**

No change in service.

**Revenue Reductions/Increases:**

No change in revenues.

**Options for Reductions:**

None proposed.

**GENERAL COMMENTS:**

There are no significant changes in operations.

**C.A.O. COMMENTS:**

The City parks system is one of Stratford's signatures and enjoyed by both residents and visitors. We are proposing no changes to what is a successful brand for the City.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**RECREATION - G721**

**REVENUE**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Programs	-169,000	-200,400	-187,500	-171,000	-173,000
Facilities	-1,956,737	-2,075,450	-2,100,624	-2,162,573	-2,226,350
<b>TOTAL REVENUES</b>	<b>-2,125,737</b>	<b>-2,275,850</b>	<b>-2,288,124</b>	<b>-2,333,573</b>	<b>-2,399,350</b>

**EXPENDITURES**

Programs:

Salaries & Benefits	374,998	376,776	382,586	380,840	385,680
Services & Materials	138,952	160,100	164,328	163,783	165,051

Facilities:

Salaries & Benefits	1,705,870	1,784,600	1,807,465	1,829,836	1,852,394
Utilities	883,800	916,000	945,500	959,500	974,000
Vehicle	22,000	25,000	25,000	26,000	26,000
Services & Materials	766,000	786,400	816,012	834,187	851,927
Amortization	969,063	969,063	969,063	969,063	969,063

**TOTAL EXPENDITURES**

<b>TOTAL EXPENDITURES</b>	<b>4,860,683</b>	<b>5,017,939</b>	<b>5,109,954</b>	<b>5,163,209</b>	<b>5,224,115</b>
<b>NET BUDGET G721</b>	<b>2,734,946</b>	<b>2,742,089</b>	<b>2,821,830</b>	<b>2,829,637</b>	<b>2,824,765</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-969,063	-969,063	-969,063	-969,063	-969,063
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	50,000	50,000	55,000	60,000	65,000
<b>TOTAL ADJUSTMENTS</b>	<b>-919,063</b>	<b>-919,063</b>	<b>-914,063</b>	<b>-909,063</b>	<b>-904,063</b>

**TOTAL TAX LEVY**

<b>TOTAL TAX LEVY</b>	<b>1,815,883</b>	<b>1,823,026</b>	<b>1,907,767</b>	<b>1,920,574</b>	<b>1,920,702</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-2,125,737	-2,275,850	7.06%
Expenditures	3,941,620	4,098,876	3.99%
Net	<b>1,815,883</b>	<b>1,823,026</b>	<b>0.39%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#46)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G721 - Recreation - net budget - \$1,823,026

## 2015 OPERATING BUDGET NOTES

**DEPARTMENT: Community Services -  
Recreation Programs – G721**

### **DEPARTMENT OVERVIEW:**

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

<b>Service</b>	<b>Particulars</b>	<b>Allocation</b>
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	Land use planning, social media strategy.	Staff time.
55+ Active Adults Programs	Management of 750 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 Fieldhouse Agriplex	Coordination/management of bookings during sport season (Oct – Apr); long-term leases of sport groups and Bingo Country; Fieldhouse maintenance and operations support to Ag. Society.	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.
Kiwanis Community Centre	Coordination of facility bookings, rental software	Staff time.

	systems, scheduling and training of facility staff, management of daily facility operations.	
Public Access Defibrillation	Coordination, management and evaluation of the City's AED program.	Staff time.

**STAFF RESOURCES:**

	<b>Current 2014</b>	<b>Proposed 2015</b>	<b>Notes</b>
Full Time Staff	3	3	Manager, Coordinator, Clerk
Part Time Staff			
Seasonal/Casual	16	16	Day camp program staff
Other			
<b>Total</b>	<b>19</b>	<b>19</b>	

**CHANGES MADE FROM 2014 BUDGET**

**Service Reductions:**

None known at this time.

**Cost Savings:**

- Part-time salaries and wages – is reduced by 2%, with part-time benefits subsequently reduced.

**Revenue Increases:**

- \$12,000.00 in new advertising revenues.
- 2% increase in recreation program revenues.

**Other:**

- Generally, budget increases are related to salary and benefit increases.
- Historically, a \$55,200 grant from the Ministry of Long Term Health & Care has been received to support the Active Adults (55+) recreation program; \$42,000 for operating and \$12,200 for special small capital projects. While there is no guarantee that the special small capital grant will be approved, this amount has been allocated to the "Ontario Grants " revenue line.
- A \$12,200 expense has been added to Services Other to offset the \$12,200 special small capital grant revenue in Ontario-Grants.

**GENERAL COMMENTS:**

- The Stratford Youth Centre accounts for 25% of the Recreation Program budget; approximately \$82,000 in expenditures with no revenues generated.
- Revenue – Recreation Programs includes day camps, active adult program lease and mail reimbursements, teen dance and concessions.
- Revenue – Advertising includes wedding show registration. Wedding show expenses are charged to advertising/marketing.



- Heat, hydro, water/sewage – are for the Youth Centre.
- Consultants – teen dance DJ services, Community Living program contract.
- Memberships – Older Adults Association of Ontario, Parks & Recreation Ontario.
- Services – Youth Centre program lease to YMCA, Youth Centre facility lease to CGNE, KCC special grant.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

No additional comments.



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Community Services - Facilities – G721**

**DEPARTMENT OVERVIEW:**

This division provides facility services for the Art Gallery, Kiwanis CC, Rotary Complex, Allman arena, Dufferin arena, Parks buildings, Cemetery facilities, Packham Road, SERC, Tourism booth/Boathouse, Upper Queens Pavilion and associated facilities as well Lions Pool.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	16	16
Part Time Staff	7	7
Seasonal/Casual	23	23
Other		
Total	46	46

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

The total energy used by facilities in the Community services department has been reduced by more than four percent overall. Though hydro is expected to increase by five percent in coming year we expect to meet a reduced target.

Part time budget has been increased to cover the cost of the part time custodians performing maintenance at the Kiwanis CC which was previously performed by non-union staff.

**Service Reductions/Increases:**

No change in service from 2014.

**Revenue Reductions/Increases:**

Ongoing increases in facility rental rates.

**Options for Reductions:**

None proposed.

**GENERAL COMMENTS:**

It should be noted that there are many pressures on these facilities due to the aged nature of some of the portfolio. Long term the services budget will need to increase so that more remedial maintenance can be done along with scheduled maintenance.

**C.A.O. COMMENTS:**

The City needs to move to investing more money in its facilities reserve in order to have the funding in place for large maintenance repair in the future; otherwise, these needed expenses will entail additional borrowing. We will be examining these needs in our asset management plans.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Revenues are projected to continue to rise three percent year over year. The cost of energy will continue to be a rising commodity for the foreseeable future. Facilities will need to constantly upgrade its systems to the most efficient possible to achieve our targets over the next few years. This has been addressed through capital funding and will need to continue.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>CEMETERY - G731</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Perpetual Care Fund	-60,000	-60,000	-60,000	-60,000	-60,000
Operations	-340,000	-320,000	-320,000	-320,000	-320,000
<b>TOTAL REVENUES</b>	<b>-400,000</b>	<b>-380,000</b>	<b>-380,000</b>	<b>-380,000</b>	<b>-380,000</b>
<b><u>EXPENDITURES</u></b>					
Operations	523,965	496,990	517,200	523,800	534,200
Amortization	99,141	99,141	99,141	99,141	99,141
<b>TOTAL EXPENDITURES</b>	<b>623,106</b>	<b>596,131</b>	<b>616,341</b>	<b>622,941</b>	<b>633,341</b>
<b>NET BUDGET G731</b>	<b>223,106</b>	<b>216,131</b>	<b>236,341</b>	<b>242,941</b>	<b>253,341</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-99,141	-99,141	-99,141	-99,141	-99,141
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	40,000	40,000	40,000	40,000	40,000
<b>TOTAL ADJUSTMENTS</b>	<b>-59,141</b>	<b>-59,141</b>	<b>-59,141</b>	<b>-59,141</b>	<b>-59,141</b>

<b>TOTAL TAX LEVY</b>	<b>163,965</b>	<b>156,990</b>	<b>177,200</b>	<b>183,800</b>	<b>194,200</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-400,000	-380,000	-5.00%
Expenditures	563,965	536,990	-4.78%
Net	<b>163,965</b>	<b>156,990</b>	<b>-4.25%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#47)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G731 - Cemetery - net budget - \$156,990



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Community Services - Cemetery – G731**

**DEPARTMENT OVERVIEW:**

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

The Cemetery offers a variety of interment options:

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

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	4	4
Part Time Staff		
Seasonal/Casual	4	4
Other		
Total	8	8

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Decrease in Full-Time Salaries now that the Parks Manager is now managing the Cemetery.

**Service Reductions/Increases:**

Service levels to be maintained.

**Revenue Reductions/Increases:**

Revenues are down \$20,000 over 2014 (more in real terms).

**Options for Reductions:**

None proposed.

**GENERAL COMMENTS:**

One of the significant challenges in this department involves the fact that fewer people are opting for formal burials which is impacting revenue. We have budgeted \$20,000 less revenue in 2015. This should normally increase at least with inflation to protect the bottom line.

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The projected future budgets reflect inflationary increases with no major changes expected in the near future.

**C.A.O. COMMENTS:**

The City, many years ago, did not charge perpetual care which has resulted in less money in our trust funds to help pay for maintenance. This, combined with historically low interest rates has and will create revenue challenges for the City.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>CITY TRANSIT - G750</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Operations	-1,034,000	-1,234,000	-1,198,000	-1,168,000	-1,131,000
<b>TOTAL REVENUES</b>	<b>-1,034,000</b>	<b>-1,234,000</b>	<b>-1,198,000</b>	<b>-1,168,000</b>	<b>-1,131,000</b>
<b><u>EXPENDITURES</u></b>					
Operations	2,287,331	2,514,328	2,562,758	2,612,184	2,687,166
Amortization	482,678	482,678	482,678	482,678	482,678
<b>TOTAL EXPENDITURES</b>	<b>2,770,009</b>	<b>2,997,006</b>	<b>3,045,436</b>	<b>3,094,862</b>	<b>3,169,844</b>
<b>NET BUDGET G750</b>	<b>1,736,009</b>	<b>1,763,006</b>	<b>1,847,436</b>	<b>1,926,862</b>	<b>2,038,844</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	-482,678	-482,678	-482,678	-482,678	-482,678
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-482,678</b>	<b>-482,678</b>	<b>-482,678</b>	<b>-482,678</b>	<b>-482,678</b>

<b>TOTAL TAX LEVY</b>	<b>1,253,331</b>	<b>1,280,328</b>	<b>1,364,758</b>	<b>1,444,184</b>	<b>1,556,166</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-1,034,000	-1,234,000	19.34%
Expenditures	2,287,331	2,514,328	9.92%
Net	<b>1,253,331</b>	<b>1,280,328</b>	<b>2.15%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#48)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G750 - City Transit - net budget - \$1,280,328





**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Community Services - City Transit – G750**

**DEPARTMENT OVERVIEW:**

Provides transit services on six routes not including school and factory servicing.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015	Notes
Full Time Staff	18	19	Budget includes a Transit Supervisor
Part Time Staff	11	14	Increasing the amount of Part time to offset the amount of absence time associated with an aging labour force.
Seasonal/Casual			
Other			
Total	29	33	

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

The 2015 operating budget includes the reinstatement of a non-union Transit Supervisor in the full time staff contingent.

The part time labour cost is increased by the aging work force increasing absence from work. The increase also reflects the cost of training new part time drivers on an ongoing basis.

The increase in the services and vehicle repair budget lines reflect the cost of repair on the aging transit fleet with a number of 17 year old buses still in rotation. The increase in fuel cost reflects the expectation that this commodity will rise slightly year over year.

**Service Reductions/Increases:**

Transit is not planning on reducing route servicing. The intention is to improve the services already provided without an increased cost.

### **Revenue Reductions/Increases:**

Revenue is increased by the addition of gas tax funding needed to offset the cost of operation in 2015.

### **Options for Reductions:**

One option is a reduction in service by changing the service hours by one hour (weekday 6am to 9pm and Saturday 6am to 7pm). This would reduce the expense roughly in the amount of \$60,000.00 in labour cost and roughly \$20,000.00 in fuel usage.

### **GENERAL COMMENTS:**

This department is at the onset of many positive changes which will increase its service delivery most notably new(er) buses. Use of gas tax funding alleviates some of the burden on the tax levy.

To operate a Sunday service offering the same hours as the Saturday service, 6am to 8pm ( 14 hours ) the cost of labour and fuel would be \$232,000.00. This does not include the repair and maintenance costs associated with operating longer hours per year.

### **C.A.O. COMMENTS:**

No additional comments.

## **2016-2017-2018 PROJECTED BUDGETS**

### **GENERAL COMMENTS:**

The strategy of taking money from reserves to keep the 2015 costs down and then slowly weaning ourselves off of this transfer does have implications in the following few years. We are hopeful that a dedicated Transit Manager will be able to find savings and efficiencies to help offset future increases.

### **C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

<b><u>PARALLEL TRANSIT - G751</u></b>	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
<b><u>REVENUE</u></b>					
Operations	-52,000	-59,000	-59,000	-59,000	-61,000
<b>TOTAL REVENUES</b>	<b>-52,000</b>	<b>-59,000</b>	<b>-59,000</b>	<b>-59,000</b>	<b>-61,000</b>
<b><u>EXPENDITURES</u></b>					
Operations	386,911	421,647	440,666	449,733	459,611
Amortization	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>386,911</b>	<b>421,647</b>	<b>440,666</b>	<b>449,733</b>	<b>459,611</b>
<b>NET BUDGET G751</b>	<b>334,911</b>	<b>362,647</b>	<b>381,666</b>	<b>390,733</b>	<b>398,611</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL TAX LEVY</b>	<b>334,911</b>	<b>362,647</b>	<b>381,666</b>	<b>390,733</b>	<b>398,611</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-52,000	-59,000	13.46%
Expenditures	386,911	421,647	8.98%
Net	<b>334,911</b>	<b>362,647</b>	<b>8.28%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#49)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G751 - Parallel Transit - net budget - \$362,647



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Community Services - Parallel Transit – G751**

**DEPARTMENT OVERVIEW:**

Parallel Transit provides assisted 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. People who avail themselves of this service must first qualify and meet the City's criteria.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015	Notes
Full Time Staff	3	3	
Part Time Staff	8	8	Unchanged but more hours.
Seasonal/Casual			
Other			
Total	11	11	

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Part time salaries are increased to reflect the part time cost in 2015 to fulfill our commitment to increase service in order to comply with the AODA regulations that state Parallel Transit hours of service must match those of conventional transit. They can exceed the hours of regular transit but they cannot be less.

**Service Reductions/Increases:**

No changes are proposed.

**Revenue Reductions/Increases:**

Revenue projection is increased to reflect the actuals and the increased hours of operation.

**Options for Reductions:**

A decrease in service is the only option for reduction.

## **GENERAL COMMENTS:**

To comply with the AODA legislation, the City must offer the same services for parallel transit as it does for regular transit. As such, we will be required to change two areas in order to comply with the provisions of the Act:

1. To increase operating hours for Parallel Transit to match those of regular transit. Currently, City of Stratford regular transit operates at the following hours:

Monday-Friday: 6:00am-9:30pm

Saturday: 6:00am-7:30pm

Parallel Transit operates at the following hours:

Monday-Thursday: 8:20am-4:40pm

Friday: 8:20am-10:40pm

Saturday-Sunday: 9:00am-4:00pm

Therefore, the City will be required to offer parallel transit services for an additional 40 hours per week.

2. To extend parallel transit reservation hours. Current reservation hours are 8:00am-5:00pm Monday through Friday. These hours will need to be extended to 7:00pm on weekdays, and will also need to be provided on weekends. While the legislation does not specify a start time for taking a reservation or a minimum duration, a four hour window on Saturdays and Sundays is recommended to meet the intent of the legislation.

We have examined other similar-sized municipalities that provide parallel transit services. However, an examination of the data published by the Canadian Urban Transit Association (CUTA) in 2012 indicates that these municipalities do not offer the same level of service that Stratford provides:

<b>Municipality</b>	<b>Method of Service Delivery</b>	<b>Population Served</b>	<b>Service Area (km<sup>2</sup>)</b>	<b># of Registered Users</b>	<b># of Vehicles</b>	<b>Annual Ridership</b>	<b>Annual Operating Expenses</b>
<b>Stratford</b>	Municipality	32,000	25.3	648	4	17,530	\$261,679
<b>Belleville</b>	Contract	49,454	247	631	2	10,727	\$220,953
<b>Fort Erie</b>	Contract	29,960	168	522	2	10,642	\$169,913
<b>North Bay</b>	Non-Profit	56,000	87	1,878	6	38,587	\$670,068
<b>Orillia</b>	Contract	30,659	28.8	468	1	5,489	\$132,486
<b>OwenSound</b>	Contract	22,000	23.7	504	1	4,762	\$144,935

The number of vehicles and annual ridership statistics are substantially lower than those of Stratford in all municipalities except North Bay, where population, ridership, and annual operating expenses are higher than our own. Furthermore, recent conversations with individual transit managers from these municipalities indicate that the cost of contract services has increased since 2012. For example, Fort Erie's current contract with Tokmakjian for the provision of parallel transit service now costs \$223,000 per year, while their number of vehicles and ridership level has remained the same. Similarly, Orillia's contract now costs \$43.00 per hour of service per driver, which amounts to approximately \$223,600 per year for the same number of vehicles and ridership levels.

We have further broken down the cost per rider and per registered user as follows:

<b>Municipality 2012</b>	<b># of Registered Users</b>	<b>Annual Ridership</b>	<b>Annual Operating Expenses</b>	<b>Cost Per Ride<sup>1</sup></b>	<b>Cost Per User</b>
<b>Stratford</b>	648	17,530	\$261,679	\$14.93	\$403.83
<b>Belleville</b>	631	10,727	\$220,953	\$20.60	\$350.16
<b>Fort Erie</b>	522	10,642	\$169,913	\$15.97	\$325.50
<b>North Bay</b>	1,878	38,587	\$670,068	\$17.37	\$356.80
<b>Orillia</b>	468	5,489	\$132,486	\$24.14	\$283.09
<b>OwenSound</b>	504	4,762	\$144,935	\$30.44	\$287.57

Of all comparable municipalities, Stratford offers the lowest cost per ride for parallel transit services, but has the highest cost per registered user. This can be attributed to our high level of ridership. While we only have 648 registered users, our annual ridership levels are substantially higher than all other comparable municipalities (with the exception of North Bay). The high level of ridership effects annual operating expenses, thus the cost of parallel transit services per user is higher than other comparable municipalities. These numbers indicate that residents who require parallel transit are making good use of this valuable service.

**C.A.O. COMMENTS:**

We continue to explore opportunities to manage costs effectively while protecting both the level of service and compliance with AODA.

## 2016-2017-2018 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

We expect that costs will stabilize now that the City is compliant with AODA requirements.

### **C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**REQUISITIONS  
FROM OTHERS - G810**

**EXPENDITURES**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Property Assessment Services	393,000	394,000	399,000	404,000	409,000
Perth District Health Unit	703,110	711,000	732,330	754,300	776,929
Ambulance Service	2,286,647	2,384,000	2,455,520	2,529,186	2,605,061
Spruce Lodge	367,380	387,500	399,125	411,099	423,432
SEED Co.	see G511	606,000	606,000	606,000	606,000
Stratford/Perth Archives	253,960	274,600	287,916	300,000	312,000
Stratford/Perth Museum	136,228	138,669	141,050	143,589	146,173
Stratford Tourism Alliance	415,000	425,000	435,000	445,000	445,000
Annexation Agreement	555,000	575,000	585,000	600,000	615,000
County Roads	1,238,399	1,560,000	1,950,000	2,008,500	2,068,755
<b>TOTAL EXPENDITURES</b>	<b>6,348,724</b>	<b>7,455,769</b>	<b>7,990,941</b>	<b>8,201,673</b>	<b>8,407,350</b>
<b>NET BUDGET G810</b>	<b>6,348,724</b>	<b>7,455,769</b>	<b>7,990,941</b>	<b>8,201,673</b>	<b>8,407,350</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL TAX LEVY</b>	<b>6,348,724</b>	<b>7,455,769</b>	<b>7,990,941</b>	<b>8,201,673</b>	<b>8,407,350</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	0	0	0.00%
Expenditures	6,348,724	7,455,769	17.44%
Net	<b>6,348,724</b>	<b>7,455,769</b>	<b>17.44%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#84-85)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
G810 - Requisitions from Others - net budget - \$7,455,769





**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Requisitions from Others – G810**

**DEPARTMENT OVERVIEW:**

This budget reflects required payments made to outside agencies.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff	n/a	n/a
Part Time Staff		
Other		
Total	n/a	n/a

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Perth District Health Unit, Spruce Lodge, Ambulance Services, and County Roads (along with Social Services) are attributed to the Municipalities based on cost sharing agreements. 2015 estimates from the specific entities have not yet been received, as such changes may be forthcoming.

Stratford Tourism Alliance has requested an additional \$10,000 as part of their 2015 Plan.

SEED Co. has been added to this budget as a levy.

The total budget is increasing by approximately \$1,100,000 - \$600,000 is due to the SEED Co. levy being introduced into this budget, as shown previously in G511. As well, the City's share of County Roads costs continues to be phased creating an extra \$320,000 in 2015. The rest of the increase is due to expected increases from outside boards. EMS is expected to be the most substantial.

**Service Reductions/Increases:**

n/a

**Revenue Reductions/Increases:**

n/a

**Options for Reductions:**

None identified.

**GENERAL COMMENTS:**

The budgets for the outside boards will be received at the January 29, 2015 MLC meeting and any significant changes will be brought forward to Council prior to finalizing the City Budget.

**C.A.O. COMMENTS:**

No further comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Per the shared services agreement, the County Roads costs to the City was to be phased in over 5 years. 2016 will be the final year of that phase in, with an approximate \$300,000 increase. Future County Roads increases should be closer to inflation.

**C.A.O. COMMENTS:**

No further comments.

**CITY OF STRATFORD 2015 BUDGET**

**OTHER MUNICIPAL SERVICES - G820**

**REVENUE**

Communities in Bloom  
**TOTAL REVENUES**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Communities in Bloom	-2,000	-2,000	-2,000	-2,000	-2,000
<b>TOTAL REVENUES</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>

**EXPENDITURES**

Parks Patrol  
 911 Dispatching  
 Accessibility Advisory Committee  
 Integrated Accessibility Standards  
 Energy & Environment Committee  
 Bike & Pedestrian Master Plan  
 Stratfords of the World  
 Communities in Bloom  
 Heritage Stratford  
 2017 Sesquicentennial  
 Municipal Liaison Committee  
 Stratford Town & Gown  
 Active Transportation Committee  
 Meth Special Project  
 Christmas Decorations  
 Chamber of Commerce  
**TOTAL EXPENDITURES**

Parks Patrol	39,439	38,717	39,104	39,495	39,890
911 Dispatching	13,500	13,000	13,000	13,000	13,000
Accessibility Advisory Committee	9,200	9,200	9,400	9,600	9,800
Integrated Accessibility Standards	67,000	47,000	47,000	47,000	47,000
Energy & Environment Committee	14,600	12,750	15,425	18,100	18,275
Bike & Pedestrian Master Plan	5,000	0	0	0	0
Stratfords of the World	3,640	3,750	3,950	4,200	4,400
Communities in Bloom	21,045	15,000	15,200	15,450	15,650
Heritage Stratford	23,500	23,500	23,650	23,900	24,050
2017 Sesquicentennial	9,400	7,450	7,550	7,650	4,700
Municipal Liaison Committee	234	400	450	500	550
Stratford Town & Gown	7,900	5,550	5,650	5,850	6,000
Active Transportation Committee	0	12,160	12,160	12,160	12,160
Meth Special Project	20,000	5,000	5,000	5,000	5,000
Christmas Decorations	5,781	5,897	6,015	6,135	6,258
Chamber of Commerce	3,147	3,241	3,338	3,438	3,541
<b>TOTAL EXPENDITURES</b>	<b>243,386</b>	<b>202,614</b>	<b>206,892</b>	<b>211,478</b>	<b>210,273</b>

**NET BUDGET G820**

<b>NET BUDGET G820</b>	<b>241,386</b>	<b>200,614</b>	<b>204,892</b>	<b>209,478</b>	<b>208,273</b>
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**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

Less Transfer from Reserves  
 Less Transfer from Reserve Funds  
 Plus Transfer to Reserves  
**TOTAL ADJUSTMENTS**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>	<b><u>2018 BUDGET</u></b>
Less Transfer from Reserves	-10,687	0	0	0	0
Less Transfer from Reserve Funds	-20,000	-5,000	-5,000	-5,000	-5,000
Plus Transfer to Reserves	0	0	0	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-30,687</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>

**TOTAL TAX LEVY**

<b>TOTAL TAX LEVY</b>	<b>210,699</b>	<b>195,614</b>	<b>199,892</b>	<b>204,478</b>	<b>203,273</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-32,687	-7,000	-78.58%
Expenditures	243,386	202,614	-16.75%
Net	<b>210,699</b>	<b>195,614</b>	<b>-7.16%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015 (#86)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015

G820 - Other Municipal Services - net budget - \$195,614



**2015 OPERATING BUDGET NOTES**

**DEPARTMENT: Other Municipal Services – G820**

**DEPARTMENT OVERVIEW:**

This budget reflects the expenses of Ad Hoc Committees and miscellaneous City services. A part-time Clerk's staff assists with the administration and minutes of several of these committees.

**STAFF RESOURCES:**

	Current 2014	Proposed 2015
Full Time Staff		
Part Time Staff	1	1
Other		
Total		

**CHANGES FROM 2014 BUDGET:**

**Cost Reductions/Increases:**

Most committee changes are within inflation or are reallocation of administration, with the following exceptions:

- Integrated Accessibility Standard decrease of \$20,000 based on revised contract
- Active Transportation has increased by \$4,000 for Materials

**Service Reductions/Increases:**

n/a

**Revenue Reductions/Increases:**

n/a

**Options for Reductions:**

Council can consider reducing or eliminating the amount of committees it currently funds.

**GENERAL COMMENTS:**

**C.A.O. COMMENTS:**

No additional comments.

**2016-2017-2018 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Projected increases are consistent with reasonable expectations.

**C.A.O. COMMENTS:**

No additional comments.

**CITY OF STRATFORD 2015 BUDGET**

**GRANTS - G872**

**EXPENDITURES**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>
Stratford General Hospital Expansion	300,000	300,000
Minor Sports Ice Subsidy	126,795	126,600
Contingency	38,000	3,000
Community Living Stratford & Area	3,000	3,000
United Way	26,000	27,000
Poppy Day Committee	350	350
Kiwanis Music Festival - Scholarships	1,000	1,000
Kiwanis Music Festival - Transportation	0	750
Stratford and Perth County Community Foundation	5,000	5,000
Family Services Perth Huron	9,500	9,500
Stratford Summer Music	20,000	20,000
Civic Beautification Committee	650	650
Canada Day Celebration	7,000	7,000
Santa Claus Parade	1,500	1,500
Winterfest	10,000	15,000
Lawn Bowling Club	4,000	6,000
ONE CARE Home & Community Support	22,000	22,000
Gallery Stratford	43,000	43,000
Stratford Concert Band	3,000	3,000
Horticultural Society	9,000	9,000
Stratford Chefs School	2,500	2,500
Guthrie Award (City of Stratford)	500	500
Off the Wall (Stratford Artists Alliance)	2,000	2,000
Kiwanis Club KCC Rental Reduction	3,000	3,000
Regional HIV/AIDS Connection	1,000	1,000
Stratford Symphony Orchestra	5,200	6,500
Conference Allocation	10,000	10,000
Junior Achievement of London & District	2,000	2,000
Rib/Blues Fest	2,700	3,000
Doors Open Stratford	750	750
Stratford International Children's Theatre Festival	8,000	8,000
Canadian Dairy XPO	5,000	5,000
Canadian Dairy XPO - Parking	0	34,260
SpringWorks Festival	3,200	3,200
Stratford Dog Park Association	2,300	2,300
Canadian Cancer Society (Relay for Life)	400	400
Stratford Arts Media	10,000	0
InnerChamber	500	500
Local Community Food Centre	0	2,000
MS Walk Committee 2015	0	234
Stratford Roller Sport Alliance	0	5,000
Stratford-Perth Humane Society	0	25,000

**GRANTS - G872 (cont'd.)**

Residential Hospice  
 Stratford & District Agricultural Society  
 Victorian Order of Nurses  
 Municipal Golf Course

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>
	0	25,000
	0	15,000
	0	5,000
	0	18,400
<b>TOTAL EXPENDITURES</b>	<b>688,845</b>	<b>783,894</b>
<b>NET BUDGET G872</b>	<b>688,845</b>	<b>783,894</b>

**ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING**

Less Amortization  
 Less Transfer from Reserves  
 Plus Transfer to Reserves  
**TOTAL ADJUSTMENTS**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>
	0	0
	-10,000	-10,000
	0	0
<b>TOTAL ADJUSTMENTS</b>	<b>-10,000</b>	<b>-10,000</b>

**TOTAL TAX LEVY**

<b>678,845</b>	<b>773,894</b>
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**BUDGET COMPARISON 2014-2015**

	<b><u>2014 BUDGET</u></b>	<b><u>2015 BUDGET</u></b>	<b><u>% CHANGE</u></b>
Revenue	-10,000	-10,000	
Expenditures	688,845	783,894	
Net	<b>678,845</b>	<b>773,894</b>	<b>14.00%</b>

**COMMITTEE RECOMMENDATIONS:**

see Summary of 2015 Budget Recommendations approved by Council February 23, 2015:  
 (#1-44; #72-77; #79)

**COUNCIL APPROVAL:**

By-Law # 23-2015 dated February 23, 2015  
 G872 - Grants - net budget - \$773,894



**CITY OF STRATFORD**  
**2015 CAPITAL BUDGET - FUNDED REQUESTS**

<i>approved by Council Feb.23/15</i>							
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
<b>POLICE (net 2014 capital \$0)</b>							
<b>2015 Capital Requests:</b>							
Replacement of four (4) police cruisers	148,000		-110,000	-38,000		0	
<b>Police Total 2015 Capital Requests</b>	<b>148,000</b>	<b>0</b>	<b>-110,000</b>	<b>-38,000</b>	<b>0</b>	<b>0</b>	
<b>LIBRARY (net 2014 capital \$49,500)</b>							
<b>2015 Capital Requests:</b>							
Computer Replacement	35,000					35,000	public access hardware and software
Building Security System replacement	7,000					7,000	existing system no longer supported
Pay Equity Maintenance	7,500					7,500	follow-up to 2013 project
<b>Library Total 2015 Capital Requests</b>	<b>49,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	
<b>CORPORATE SERVICES (net 2014 capital \$216,000)</b>							
Erie Street Parking Lot	500,000		-500,000			0	
C.A.O. Strategic Projects	60,000		-60,000			0	
<b>2014 Approved Carry Forwards:</b>							
CommunityServices - Surveillance Cameras	18,000		-18,000			0	
Corporate Services - OrthoImagery 2014	20,000		-20,000			0	
Corporate - GIS Enhancements	10,000		-10,000			0	
Corporate - Website Enhancements	30,000		-30,000			0	
Corporate - GP Process Review/Upgrade/Budget Module	22,000		-20,000			2,000	
Corporate - Intranet	60,000		-60,000			0	
Corporate - IT Security Review	25,000		-25,000			0	
Corporate - FIS Funded Development	10,000		-10,000			0	
Corporate -WMS Funded Development	64,000		-10,000			54,000	
Corporate -FirePro2 Module	1,500		-1,500			0	
<b>Corporate Services 2014 Carry Forwards</b>	<b>260,500</b>	<b>0</b>	<b>-204,500</b>	<b>0</b>	<b>0</b>	<b>56,000</b>	
<b>2015 Capital Requests:</b>							
<b>Information Technology:</b>							
*Corporate Server Upgrade	20,000		-10,000			10,000	
*Corporate - Storage Upgrades	10,000		-10,000			0	
*Corporate - DR Replication for Databases	20,000		-20,000			0	
*Corporate - Phone System Upgrade - City Hall	65,000		-40,000			25,000	
*Corporate - Mobile Devices & Connectivity	55,000		-25,000			30,000	
*Clerks - EDMS Committee Management Add-on	12,425		-12,425			0	
Corporate - Councillor Mobile Devices (Notebooks/etc)	20,500		-12,500			8,000	
Corporate - Other City Building - WiFi Enhancements	18,500		-18,500			0	
*Corporate Network enhancements	30,000					30,000	
*Building & Planning-AMANDA eNTERPRISE Enhancements/Modules	67,458		-67,458			0	
*Corporate - IT Enterprise Applications Audit	20,000		-20,000			0	
*Corporate - HRIS	30,000		-30,000			0	
*Corporate - Enterprise Application Enhancements	25,000		-25,000			0	
*Corporate - Transfer to Operating (IT Resource)	57,000					57,000	
IT Strategic Plan Implementation	50,000					50,000	Strategic Priorities

**CITY OF STRATFORD**  
**2015 CAPITAL BUDGET - FUNDED REQUESTS**

<i>approved by Council Feb.23/15</i>							
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
I.T. Sub-Total	500,883	0	-290,883	0	0	210,000	
<b>Corporate Services Total</b>	<b>1,321,383</b>	<b>0</b>	<b>-1,055,383</b>	<b>0</b>	<b>0</b>	<b>266,000</b>	
<b>SOCIAL SERVICES (net 2014 capital budget \$0)</b>							
<b>2015 Capital Requests:</b>							
<b>Housing:</b>							
Public Housing Capital	621,500		-621,500			0	Funded through the Operating Budget (+\$50,000 Strategic Priorities)
Housing & Homelessness Plan Implementation	550,000			-500,000		50,000	Strategic Priorities, new IAH Funding
Purchase of 2 Vans	80,000		-80,000			0	Funded through reserves
<b>Social Services Total</b>	<b>1,251,500</b>	<b>0</b>	<b>-701,500</b>	<b>-500,000</b>	<b>0</b>	<b>50,000</b>	
<b>COMMUNITY SERVICES (net 2014 capital budget \$300,000)</b>							
<b>2014 Approved Carry Forwards:</b>							
Skatepark	120,000		-120,000			0	specific location not determined yet
Bus Replacement	1,070,000		-1,070,000			0	2 buses ordered for delivery in 2015
Ice Resurfacing	70,000		-70,000			0	RFP to be released in 2015
Transit Utility Vehicle	50,000		-50,000			0	RFP to be released in 2015
<b>Community Services 2014 Carry Forwards</b>	<b>1,310,000</b>	<b>0</b>	<b>-1,310,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>2015 Capital Requests:</b>							
<b>Parks:</b>							
Playground equipment replacement	110,000					110,000	Anne Hathaway playground replacement with rubber surface
Wood Chipper	75,000		-75,000			0	
<b>Parks Sub-Total</b>	<b>185,000</b>	<b>0</b>	<b>-75,000</b>	<b>0</b>	<b>0</b>	<b>110,000</b>	
<b>Recreation:</b>							
Ice Resurfacers	85,000		-85,000			0	
<b>Recreation Sub-Total</b>	<b>85,000</b>	<b>0</b>	<b>-85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Cemetery:</b>							
Cemetery Master Plan	50,000					50,000	
Columbarium Towers (200 niche)	60,000		-60,000			0	
Accessibility Ramp (Office)	10,000					10,000	
<b>Cemetery Sub-Total</b>	<b>120,000</b>	<b>0</b>	<b>-60,000</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	
<b>Transit:</b>							
Transit Operational Review	30,000					30,000	
<b>Transit Sub-Total</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	
<b>Parallel Transit:</b>							
no requests						0	
<b>Parallel Transit Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Community Services Total 2015 Capital Requests</b>	<b>420,000</b>	<b>0</b>	<b>-220,000</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	
<b>Community Services Total</b>	<b>1,730,000</b>	<b>0</b>	<b>-1,530,000</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	

**CITY OF STRATFORD  
2015 CAPITAL BUDGET - FUNDED REQUESTS**

<i>approved by Council Feb.23/15</i>							
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
<b>FIRE (net 2014 capital budget \$22,000)</b>							
<b>2014 Approved Carry Forwards:</b>							
Self Contained Breathing Apparatus	22,000		-22,000			0	to reserve for purchase in 2016
911 Dispatch Centre Upgrades	14,000		-14,000			0	to complete in 2015
Rescue Truck	325,000		-325,000			0	for purchase in 2015
<b>Fire 2014 Carry Forwards</b>	<b>361,000</b>	<b>0</b>	<b>-361,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>2015 Capital Requests:</b>							
Repalcement of SCBA	22,000					22,000	Breathing Apparatus should be replaced no later than 2016. Cost effective/ Health and Safety
Replace Pumper #1 (1999) with 60-75' aerial	700,000		-700,000			0	Vehicle will be 16 years old. Pumper #4 (1995) remains in reserve.
<b>Fire Total 2015 Capital Requests</b>	<b>722,000</b>	<b>0</b>	<b>-700,000</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	
<b>Fire Total</b>	<b>1,083,000</b>	<b>0</b>	<b>-1,061,000</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	
<b>AIRPORT (net 2014 capital budget \$0)</b>							
<b>2015 Capital Requests:</b>							
Pavement Crack Sealing	20,000		-20,000			0	Ongoing runway preventative maintenance
<b>Airport Total</b>	<b>20,000</b>	<b>0</b>	<b>-20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>INFRASTRUCTURE &amp; DEVELOPMENT SERVICES</b>							
<b>Engineering, Public Works &amp; Water</b>							
(net 2014 capital budget \$1,315,000)							
<b>2014 Approved Carry Forwards:</b>							
Matilda - North of Galt to Road House Drain	710,000		-487,600	-115,000		107,400	local improvement contribution
Nile St. - Douro to Shakespeare	650,000		-370,700			279,300	reconstruction of road, water, storm
Borden St Trunk Sewer on Lorne Ave	353,500		-353,500			0	completion of south trunk work, holdback and top coat asphalt to be placed on trail
Bike Lane Markings	10,000		-8,200			1,800	new line markings on road Wright Boulevard
Mornington East Side Local Improvement Sidewalk	100,000		-50,000	-25,000		25,000	extension of sidewalk over culvert on Mornington Street
Delamere/Mornington Island Improvements	39,626		-39,626			0	island improvements at Mornington Street and Delamere Avenue coordinated with sidewalk placement
Short St Extension	570,000		-570,000			0	development charges project with percentage of municipal contribution
McCarthy Rd. Extension West	1,400,000		-1,400,000			0	development charges project with percentage of municipal contribution
North Shore Sanitary Trunk Removal	100,000		-100,000			0	removal of north shore abandoned sanitary trunk need to coordinate work with Conservation Authority
Trails	81,000		-81,000			0	build trails on municipal road allowances (Mornington Street)
Mornington/Vivian Trunk Sanitary Sewer	2,610,500		-2,610,500			0	reconstruction project with Mornington Bridge being replaced. Funding for bridge from Gas Tax \$454,500
Dufferin St - Oak to Walnut	356,500		-356,500			0	reconstruction project replacement of water, sanitary, storm and road
Bridge and Culvert Improvements	1,067,000		-1,067,000			0	Huron Street bridge rehab, various locations for erosion protection footings, bridges and foot bridges, Romeo Bridge deck survey, Romeo bridge extension Court Drain, Design for Perth line 36 bridge
Queen St Storm Trunk - Engineering	75,000		-75,000			0	preliminary engineering survey and investigation
Strachan Street Reconstruction	196,500		-25,000			171,500	completion of project top coat asphalt deficiencies and holdbacks

**CITY OF STRATFORD  
2015 CAPITAL BUDGET - FUNDED REQUESTS**

<i>approved by Council Feb.23/15</i>							
<b>Project</b>	<b>Gross Cost</b>	<b>Recoverable From Utilities</b>	<b>Recoverable From Reserves</b>	<b>Recoverable From External Sources</b>	<b>Long Term Financing</b>	<b>Net Tax Levy</b>	<b>Comments</b>
Romeo Sidewalk West Side	250,000		-150,000	-100,000		0	bridge and culvert carry forward
New Street Lights	50,000		-50,000			0	placement of new LED street lights in City street light system
Waste - Cell 3A	242,000		-242,000			0	completion of project deficiencies and holdback
Storm - City Wide Collection System	46,000		-14,000			32,000	catch basin improvements where needed throughout City
Storm - Pond and Drain Improvements	60,000		-35,000			25,000	inspection, cleanout and repair of ponds and drainage locations in City
Storm - Southside Drain Connections	100,000		-100,000			0	downspout disconnect program for City as identified in the Storm System EA
Public Works - Facility Improvements	74,700		-74,700			0	completion of fuel tanks update
Quinlan Pumping Station	150,000		-150,000			0	
<b>I&amp;DS 2014 Carry Forwards</b>	<b>9,292,326</b>	<b>0</b>	<b>-8,410,326</b>	<b>-240,000</b>	<b>0</b>	<b>642,000</b>	
<b>2015 Capital Requests:</b>							
<b>Sewer/Water/Road Construction:</b>							
St. Andrew - Road Widening	90,000		-90,000		0	0	Parking Reserve \$20000 reconstruction of road to allow for better parking
St. Vincent - Lorne to Patterson	96,000	-96,000			0	0	replace watermain due to condition 3 water main breaks in this section
Lorne Ave - Rail line to Wright	428,500	-428,500			0	0	replace 300 mm watermain due to excessive watermain breaks (8 breaks in this section )
Lorne Ave - Rail line to Erie	150,000	-150,000			0	0	replace 300 mm watermain due to excessive watermain breaks (8 breaks in this section)
O'Loane - Galt to Britannia	225,000	-225,000			0	0	placement of 200 mm watermain to connect to watermain to Galt and Britannia and complete loop for better water flow in the area
Oakdale - O'Loane to Matilda	156,000	-156,000			0	0	placement of 300 mm watermain to connect to watermain to O'Loane to Matilda and complete the loop for better water flow in the area
<b>Sewer/Water/Road Construction Sub-Total</b>	<b>1,145,500</b>	<b>-1,055,500</b>	<b>-90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Water:</b>							
Meter Replacements	50,000	-50,000				0	replace aged meters
Service Replacements	50,000	-50,000				0	replace services as needed
Chlorine Equipment	20,000	-20,000				0	repair and replace chlorine equipment as per schedule
Misc. Equipment	40,000	-40,000				0	one time items in need of replacement
SCADA	30,000	-30,000				0	update scada system to stay current
Forman Tower Coating	600,000	-600,000				0	painting of tower as per inspection
Water Bottle Filling Stations	50,000	-50,000				0	Installation at various City facilities
<b>Water Sub-Total</b>	<b>840,000</b>	<b>-840,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Roads:</b>							
Private Sidewalks	10,000					10,000	replacement of sidewalk as requested by land owner and cost shared due to condition of sidewalk as per City Policy
Sidewalk Upgrade	75,000					75,000	improvements to sidewalk to alleviate trip hazards
Core Area Brick Repairs	50,000					50,000	to repair interlock brick areas to eliminate trip hazards
Accessibility Improvements	25,000					25,000	repair, correct sidewalk areas that do not meet the accessibility requirements
Asphalt Resurfacing and Crack Sealing	595,000	-75,000	-207,000	-268,000		45,000	various roads are resurfaced within the City, funds from OCIF (\$268,000 3 year commitment 2015,16,17 )
Traffic Signals - Erie/West Gore	25,000					25,000	replacement of cabinet, detection system due to age
Traffic Signals - Huron/John St.	33,000					33,000	replacement of cabinet, detection system due to age
Traffic Signals - Huron/Forman	25,000					25,000	replacement of cabinet, detection system due to age
Bridge Inspections	40,000					40,000	bridge, culvert, railway, retaining wall inspection as mandated by the Province (occurs every 2 years)
Local Improvement Roads	50,000		-50,000			0	as per Council direction to commence a program of maintaining local road surfaces
Traffic Counts	15,000					15,000	two summer students to conduct traffic counts
<b>Roads Sub-Total</b>	<b>943,000</b>	<b>-75,000</b>	<b>-257,000</b>	<b>-268,000</b>	<b>0</b>	<b>343,000</b>	

**CITY OF STRATFORD**  
**2015 CAPITAL BUDGET - FUNDED REQUESTS**

<i>approved by Council Feb.23/15</i>							
<b>Project</b>	<b>Gross Cost</b>	<b>Recoverable From Utilities</b>	<b>Recoverable From Reserves</b>	<b>Recoverable From External Sources</b>	<b>Long Term Financing</b>	<b>Net Tax Levy</b>	<b>Comments</b>
<b>Sanitary:</b>							
Basement Isolation	50,000	-50,000				0	as per City policy installation subsidy for sump placement
House Service Applications	10,000	-10,000				0	request from homeowners to replace sanitary replacement
Residential Service Upgrades	130,000	-130,000				0	replacement of sanitary sewer servicing funding as per City sewer use bylaw
Pumping Station Upgrades	30,000	-30,000				0	flow meters for pump stations to monitor flow
WPCP Improvements	300,000	-300,000				0	capital improvements on the daily operation of the treatment plant
Sanitary Sewer Model	250,000	-250,000				0	update sanitary flow model to help review development requirements and constraints on the sewer
WPCP Clarifiers	2,800,000			-1,400,000	-1,400,000	0	replacement of 2 clarifier mechanisms and tankage repair funding submitted for Province (SCF \$1,400,000)
SCADA	30,000	-30,000				0	implement SCADA improvements on pumping stations
<b>Sanitary Sub-Total</b>	<b>3,600,000</b>	<b>-800,000</b>	<b>0</b>	<b>-1,400,000</b>	<b>-1,400,000</b>	<b>0</b>	
<b>Storm:</b>							
Storm Model	30,000					30,000	to retain a consultant to update the City storm sewer model to help in review of development applications
Road House Drain	918,500	-918,500				0	to retain a consultant to commence the design for the replacement of the retaining walls. An additional \$1.1 million will be required in 2016.
<b>Storm Sub-Total</b>	<b>948,500</b>	<b>-918,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	
<b>Miscellaneous:</b>							
Asset Management	250,000					250,000	
Landfill Financial Plan	40,000		-40,000			0	Landfill Reserves plan to ensure sufficient funds are being raised for operation, closure, and replacement
Landfill Land Acquisition	100,000		-100,000			0	Landfill Reserves plan to purchase additional land for buffer.
Landfill Recycling Depot	55,000		-55,000			0	Landfill Reserves upgrade depot
Public Works Vehicles	579,000		-529,000			50,000	Equipment Reserves purchase replacement vehicles as per replacement schedule
Water Vehicles	107,000		-107,000			0	Equipment Reserves purchase replacement vehicles as per replacement schedule
Public Works Facility - Safety Improvements	165,000		-165,000			0	Engineering Reserves to correct health and safety concerns at the site (Asbestos removal)
Infrastructure Levy	500,000					500,000	
<b>Miscellaneous Sub-Total</b>	<b>1,796,000</b>	<b>0</b>	<b>-996,000</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	
<b>Eng/PW/Water 2015 Capital Requests</b>	<b>18,565,326</b>	<b>-3,689,000</b>	<b>-9,753,326</b>	<b>-1,908,000</b>	<b>-1,400,000</b>	<b>1,815,000</b>	
<b>Building &amp; Planning (net 2014 capital \$244,000)</b>							
Justice building - HVAC and Furnance	20,000		-20,000			0	Justice Building reserve
Normal School	45,000		-45,000			0	funded with rental revenue
Anne Hathaway House - Furnances	25,000					25,000	
Library - front stairs	119,000					119,000	
Zoning By-Law	80,000		-80,000			0	
Building Reserves	50,000					50,000	Strategic Priorities
<b>Building &amp; Planning Sub-Total</b>	<b>339,000</b>	<b>0</b>	<b>-145,000</b>	<b>0</b>	<b>0</b>	<b>194,000</b>	
<b>Infrastructure &amp; Development Services Total</b>	<b>18,904,326</b>	<b>-3,689,000</b>	<b>-9,898,326</b>	<b>-1,908,000</b>	<b>-1,400,000</b>	<b>2,009,000</b>	
<b>GRAND TOTAL 2015 CAPITAL BUDGET FUNDED</b>	<b>24,507,709</b>	<b>-3,689,000</b>	<b>-14,376,209</b>	<b>-2,446,000</b>	<b>-1,400,000</b>	<b>2,596,500</b>	

(approved by Council February 23, 2015)

### **Summary of 2015 Budget Recommendations:**

1. That a 2015 City grant in the amount of \$7,000 be approved for the Canada Day Celebrations for the parade and fireworks.
2. That a 2015 City grant in the amount of \$400 be approved for the Canadian Cancer Society Relay for Life to cover the cost of tent permits.
3. That a 2015 City grant in the amount of \$5,000 be approved for the Canadian Dairy XPO to cover auxiliary costs at CheeseFEST and evening networking function.
4. That a 2015 City grant in the amount of \$650 be approved for the Civic Beautification Committee to assist with insurance costs.
5. That a 2015 City grant in the amount of \$3,000 be approved for Community Living Stratford & Area for transportation for clients (city bus, mobility bus).
6. That a 2015 City grant in the amount of \$10,000 be provided for Conference Allocation for Council Policy A.1.11 – Civic Conventions and Receptions.
7. That a 2015 City grant in the amount of \$3,000 be provided for Contingency for funding for after-budget requests.
8. That a 2015 City grant in the amount of \$750 be provided to Doors Open to enhance promotion and publicity for Doors Open 2015 event.
9. That a 2015 city grant in the amount of \$9,500 be provided to Family Services Perth-Huron to provide counselling services to Stratford residents who cannot pay.
10. That a 2015 City grant in the amount of \$43,000 be provided to Gallery Stratford for programs and operational support.
11. That a 2015 City grant in the amount of \$500 be provided for the Guthrie Award (City of Stratford), awarded to a young Stratford resident to assist in further professional theatre training.
12. That a 2015 City grant in the amount of \$500 be provided to INNERchamber to support the 5<sup>th</sup> season and to subsidize discounted student tickets.

13. That a 2015 City grant in the amount of \$2,000 be provided to Junior Achievement of London & District for delivery of programs to develop financial literacy and leadership skills in Stratford youth.
14. That a 2015 City grant in the amount of \$3,000 be provided to the Kiwanis Club to offset rental charges for use of the Kiwanis Community Centre.
15. That a 2015 City grant in the amount of \$1,000 be provided to the Kiwanis Music Festival for the Kiwanis Festival Award and Scholarship Fund to assist Stratford students with music/drama studies.
16. That a 2015 City grant in the amount of \$2,000 be provided to the Local Community Food Centre to assist with expanded food costs of the seniors lunch program.
17. That a 2015 City grant in the amount of \$126,600 be provided for Minor Sports Ice Subsidy.
18. That a 2015 City grant in the amount of \$234 be provided to the MS Walk Committee 2015 for sign and street permit fees for the 2015 event.
19. That the 2015 grant request of \$1,000 by Music and Opera Appreciation Inc., to establish social media and marketing presence, be denied.
20. That a 2015 City grant in the amount of \$2,000 be provided to Off The Wall – Stratford Artists Alliance to promote their programs among post-secondary education institutions.
21. That a 2015 City grant in the amount of \$1,000 be provided to Regional HIV/AIDS Connection to assist with most pressing client needs (transportation, food, medical care).
22. That the 2015 grant request in the amount of \$6,200 from Royal Canadian Army Cadets #223 to purchase tents for expeditions and field training exercises, be denied.
23. That a 2015 City grant in the amount of \$350 be provided to Royal Canadian Legion for Poppy Day Program which assists veterans and their families (bursaries, medical equipment).
24. That a 2015 City grant in the amount of \$1,500 be provided to Santa's Parade of Lights to assist with parade costs (bands, signs, advertising, audio visual).

25. That the 2015 grant request of \$2,000 from Slow Food Perth – Youth Division to support and promote activities and programs, be denied.
26. That a 2015 City grant in the amount of \$3,200 be provided to SpringWorks Festival for facility rentals.
27. That a 2015 grant in the amount of \$5,000 be provided to the Stratford & District Agricultural Society towards the cost of their year-end financial audit.
28. That a 2015 City grant in the amount of \$3,000 be provided to Stratford Blues and Ribfest to offset costs for rental fees of Allman Arena.
29. That a 2015 City grant in the amount of \$2,500 be provided to the Stratford Chefs School, of which \$2,000 is for marketing initiative and \$500 is for scholarship.
30. That a 2015 City grant in the amount of \$3,000 be provided to Stratford Concert Band to aid basic operations, purchase music, advertising and guest performers.
31. That a 2015 City grant in the amount of \$2,300 be provided to the Stratford Dog Park Association to cover the renewal cost of liability insurance.
32. That a 2015 City grant in the amount of \$300,000 be provided to Stratford General Hospital for hospital expansion.
33. That a 2015 City grant in the amount of \$9,000 be provided to Stratford & District Horticultural Society to cover cost and maintenance of annual flower beds.
34. That a 2015 City grant in the amount of \$8,000 be provided to Stratford International Children's Theatre Festival 2016.
35. That a 2015 City grant in the amount of \$6,000 be provided to Stratford Lawn Bowling to offset rent and allow group to continue operating without a loss and additional grounds keeping.
36. That a 2015 City grant in the amount of \$5,000 be provided to Stratford & Perth Community Foundation for staffing increase.
37. That the 2015 City grant request in the amount of \$4,000 from the Stratford Perth Museum Association, be denied.
38. That a 2015 City grant in the amount of \$20,000 be provided to Stratford Summer Music to cover artist fees for free events and use of Allman Arena.



39. That a 2015 City grant in the amount of \$6,500 be provided to Stratford Symphony Orchestra for continued operation and development.
40. That a 2015 City grant in the amount of \$27,000 be provided to the United Way of which \$25,000 is for the annual campaign and \$2,000 for the Multicultural Association.
41. That a 2015 City grant in the amount of \$5,000 be provided to Victorian Order of Nurses Perth Huron to upgrade to an industrial model dishwasher for the adult day program.
42. That a 2015 City grant in the amount of \$15,000 be provided to Winterfest to assist with costs of promotion, entertainment and facilities for the event.
43. That the 2015 City grant request from Willy Hoover in the amount of \$7,000 to finance a trip to Thailand for martial arts training and the world championship tournament, be denied.
44. That the City of Stratford approve \$75,000 in seed money, with \$25,000 being included in the 2015 budget and the remainder to be taken from reserves and paid back in 2016 and 2017, in fiscal 2015 for a residential hospice in Stratford, conditional upon SWLHIN approval of funding for a residential hospice and, that the City of Stratford commit to \$1.5 million in funding over 5 years [\$300,00 per year] once the City's commitment to the SGH MRI project is met.
45. That the 2015 G711 Parks operating budget be adopted as presented at the January 20, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$1,897,935.
46. That the 2015 G721 Recreation operating budget be adopted as presented at the January 20, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$1,823,026.
47. That the 2015 G731 Cemetery operating budget be adopted as presented at the January 20, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$156,990.
48. That the 2015 G750 City Transit operating budget be adopted as presented at the January 20, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$1,280,328.

49. That the 2015 G751 Parallel Transit operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$362,647.
50. That the 2015 G100 General Revenues budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of (\$2,621,123.)
51. That the 2015 G121 Clerks operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$465,000.
52. That the 2015 G131 Financial Services operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$1,132,136.
53. That the 2015 G134 Information Technology operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$797,617.
54. That the 2015 G135 Parking operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of (\$240,000.).
55. That the 2015 G136 Crossing Guards operating budget be adopted as presented at the January 20, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$157,200.
56. That the 2015 G231 Police operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$10,059,359.
57. That the 2015 G112 Human Resources operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$564,188.
58. That the 2015 G611 Ontario Works operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$896,403.
59. That the 2015 G613 Anne Hathaway Day Care operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$77,605.

60. That the 2015 G615 Housing operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$1,673,551.
61. That the 2015 G616 Child Care operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$330,839.
62. That the 2015 G617 Early Learning & Child Development operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$0. (\$2,406,002. revenue/expenditures).
63. That the 2015 G141 City Building Maintenance operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$420,204.
64. That the 2015 G251 Development Services operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$341,002.
65. That the 2015 G310 Engineering operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$932,379.
66. That the 2015 G320 Roads operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$3,627,950.
67. That the 2015 G330 Sanitary operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$0. (\$6,403,455. revenue/expenditures).
68. That the 2015 G340 Storm operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$240,585.
69. That the 2015 G350 Water operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$0. (\$4,366,870. revenue/expenditures).
70. That the 2015 G360 Waste operating budget be adopted as presented at the January 27, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$0. (\$3,064,100. revenue/expenditures).

71. That the 2015 G411 Stratford Public Library operating budget be adopted as presented at the February 3, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$2,047,875.
72. That a 2015 City grant for up to 500 public transit passes at \$1.50 per pass (\$750), be provided to the Kiwanis Music Festival towards the purchase of 500 bus passes during the 2015 music festival.
73. That a 2015 City grant in the amount of up to \$5,000 (90 hours at \$40 per hour) be provided for the Stratford Roller Sport Alliance for dry-pad rental subsidy.
74. That the request for a \$100,000 grant/donation from the City to the Stratford-Perth Humane Society for the animal welfare centre for the 2013 city loan forgiveness be supported, and that the amount be borrowed from city reserve and expensed evenly in 2015, 2016, 2017 and 2018.
75. That the request for a 2015 City grant in the amount of \$2,500 to cover building permit fees for the Stratford-Perth Humane Society animal welfare centre, be denied.
76. That the request for a \$500,000 in bridge financing from the City for the Stratford-Perth Humane Society animal welfare centre, be denied.
77. That the 2015 lease payment from the Stratford Municipal Golf Course in the amount of \$18,400 be waived.
78. That the 2015 G511 Economic Development (City) operating budget be adopted as presented at the February 3, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$0. (\$5,000. revenue/expenditures).
79. That a 2015 City grant in the amount of \$22,000 be provided to One Care Home and Community Support Services as subsidy for accessible van trips within Stratford.
80. That the 2015 G512 Airport operating budget be adopted as presented at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$172,288.
81. That the 2015 G101 Mayor's Office operating budget be adopted as presented at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$85,156.

82. That the 2015 G102 City Council operating budget be adopted as presented at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$224,439.
83. That the 2015 G111 Office of the C.A.O. operating budget be adopted as presented at the February 10, 2015, Finance & Labour Relations Committee meeting, for a 2015 net budget of \$501,370.
84. That the final budget payment to STA be reviewed in the third quarter; payment may be adjusted or applied to City loan if STS receipts are higher than budgeted.
85. That the 2015 G810 Requisitions from Others operating budget be adopted as revised at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$7,455,769.
86. That the 2015 G820 Other Municipal Services operating budget be adopted as presented at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$195,614.
87. That the 2015 G139 General Financial Services operating budget be adopted as presented at the February 10, 2015 Finance & Labour Relations Committee meeting, for a 2015 net budget of \$6,100,000.
88. That the 2015 G211 Fire operating budget be adopted as revised at the February 10, 2015 Finance and Labour Relations Committee meeting with a reduction of \$103,000 for a 2015 net budget of \$6,761,882 for a budget increase of 2.08%.
89. That the 2015 Capital budget be approved in the amount of \$2,596,500., including the \$500,000. Infrastructure levy.



**BY-LAW NUMBER 21-2015  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a by-law to set Tax Ratios for area municipal purposes for the year 2015 in the City of Stratford.

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**WHEREAS** Section 9 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, hereafter referred to as "the Act" provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10.(2) 3 of the Act provides that a municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 308.(2) and (3) of the Act provides that every municipality shall establish a set of tax ratios, and such tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1;

**AND WHEREAS** Section 308(4) of the Act requires tax ratios be established annually by April 30 subject to Ontario Regulation;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. For the taxation year 2015 the starting property class tax ratios are:


<b>Property Class</b>	<b>Tax Ratio</b>
a. Residential/farm	1.000000
b. Multi-residential	2.153900
c. New Multi-residential	1.000000
d. Commercial	1.975937
e. Industrial	2.876600
f. Pipelines	1.509000
g. Farmlands	0.250000

2. For the purpose of this by-law:
  - a. the commercial property class includes all occupied commercial office property, shopping centre property and parking lot property.
  - b. the industrial property class includes all occupied industrial property.
3. This By-law shall be deemed to have come into force and to take effect on January 1, 2015.

Read a FIRST, SECOND and THIRD Time and

FINALLY PASSED this 23rd day of February, 2015.

  
\_\_\_\_\_  
Mayor – Daniel B. Mathieson

  
\_\_\_\_\_  
Clerk – Joan Thomson



**BY-LAW NUMBER 23-2015  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a by-law to adopt the budget and tax levy and to govern and regulate the finances of The Corporation of the City of Stratford for the fiscal year ending December 31, 2015.

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**WHEREAS** Section 9 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, hereafter referred to as "the Act" provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(2)3 of the Act provides that a single-tier municipality may pass by-laws respecting financial management of the municipality and its local boards;

**AND WHEREAS** Section 290 of the Act provides that for each year a local municipality shall in the year or in the immediately preceding year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality including, (a) amounts sufficient to pay all debts of the municipality falling due within the year; (b) amounts required to be raised for sinking funds or retirement funds; and (c) amounts required for any board, commission or other body;

**AND WHEREAS** Section 307.(1) of the Act provides that all taxes shall, unless expressly provided otherwise, be levied upon the whole of the assessment for real property or other assessments made under the *Assessment Act* according to the amounts assessed and not upon one or more kinds of property or assessment or in different proportions;

**AND WHEREAS** Section 312.(2) of the Act provides for the passing of a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes;

**AND WHEREAS** Section 329.1 of the Act provides optional tax capping parameters to facilitate the transition to current value assessment for commercial, industrial, and multi-residential properties;

**AND WHEREAS** Ontario Regulation 73/03, amended to O.Reg. 577/06, as further amended to O.Reg. 57/10, made under the *Municipal Act, 2001* outlines adjustments to taxes for 2003 and subsequent taxation years in respect of changes in taxes for municipal purposes, and further outlines when a property may exempt from the application of Part IX of *Municipal Act, 2001* for a qualifying taxation year.

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the City of Stratford as follows:

1. The First of such instalments of the final levy is payable on or before August 14, 2015 and the second instalment of the final levy is payable on or before October 9, 2015;
2. That a penalty of one and one-quarter (1¼) per cent shall be added to any instalment on the first day of default and on the first day of each calendar month thereafter in which such default continues until the end of the year in which the taxes are levied, and such penalty shall be levied and collected in the same manner as if it had been originally imposed with and formed part of such instalment;

3. That it shall be lawful for the Treasurer of The Corporation of the City of Stratford to pay and he or she is hereby authorized to pay out the monies of The Corporation of the City of Stratford in his or her hands from time to time available for such purposes the several grants, rates and payments specified in Schedule "D" attached hereto and forming part of this By-law;
4. The Treasurer shall advise the Council of the insufficiency of any appropriation contained herein as soon as the same comes to his or her notice, and shall make adjustments in the sums set aside for various City purposes as the resolutions of the Council may from time to time provide;
5. The final tax levy for those on a 12 month pre-authorized automatic withdrawal payment plan shall be paid in 6 equal instalments due and payable on or after the first day of each month July to December. The pre-authorized payment plans shall be penalty free for as long as the taxpayer is in good standing with the terms of the plan agreement.
6. That Schedule "A" attached hereto forms part of this by-law.
7. That Schedule "B" attached hereto forms part of this by-law.
8. That Schedule "C" attached hereto forms part of this by-law.
9. That Schedule "D" attached hereto forms part of this by-law.
10. This By-law shall be deemed to have come into force and to take effect on January 1, 2015.

Read a FIRST, SECOND and THIRD Time and

FINALLY PASSED this 23rd day of February, 2015.

  
 Mayor – Daniel B. Mathieson

  
 Clerk – Joan Thomson



**Schedule "A" to By-law 23 -2015**

**passed this 23rd day of February, 2015**

1. That the assessment made and concluded in the last preceding year to wit,

<u>Class</u>	<u>Qualifying Codes</u>	<u>Current Value Assessment</u>
Residential-English Public	RT	2,303,329,616
Residential-English Separate	RT	409,699,738
Residential-French Public	RT	2,539,242
Residential-French Separate	RT	2,953,250
Residential-No Support	RT	566,705
Residential-Education Only	RD	2,262,000
Multi-Residential-English Public	MT	142,030,865
Multi-Residential-English-Separate	MT	7,428,195
Multi-Residential-No Support	MT	564,234
Multi-Residential-French Public	MT	187,277
Multi-Residential-French Separate	MT	97,919
New Multi-Residential-English Public	NT	6,792,780
New Multi-Residential-English Separate	NT	187,470
Commercial Occupied-No Support	CT	270,305,860
Commercial-Excess Land-No Support	CU	1,552,828
Commercial Vacant Land-No Support	CX	5,273,102
Shopping Occupied-No Support	ST	37,563,663
Shopping Occup-New Construction-No Support	ZT	20,418
Commercial New Construction-No Support	XT	111,532,551
Commercial New Construction-Excess Land	XU	637,425
Office Occupied-No Support	DT	1,927,991
Industrial Occupied-IT-No Support	IT	52,918,336
Industrial-Excess Land-No Support	IU	1,503,799
Industrial Vacant Land-No Support	IX	2,865,425
Ind Occupied-Shared PIL-No support	IH	309,350
Ind Vacant Land-Shared PIL-No support	IJ	471,600
Industrial New Construction-No Support	JT	6,085,822
Industrial New Construction-Excess Land	JU	122,290
Large Industrial Occupied-No Support	LT	28,917,625
Large Industrial-Excess Land-No Support	LU	437,900
Large Ind-New Construction-No Support	KT	18,097,425
Large Ind-New Const-Excess Land-No Support	KU	134,075
Pipelines-No Support	PT	7,768,581
Farmlands-English Public	FT	9,715,759
Farmlands-English Separate	FT	1,654,462
<u>Payments in Lieu</u>		
Residential-English Public	RH	286,275
Commercial Occupied-CF-No Support	CF	6,659,709
Commercial Occupied-CG-No Support	CG	3,439,298
Commercial Vacant Land-No Support	CY	110,000
Commercial-Occupied-Shared	CH	2,165,225
Commercial Vacant Land-Shared	CJ	83,300
Commercial Excess Land-No Support	CW	0
<b>Total Taxable</b>		<b>3,451,199,385</b>

is hereby adopted by the Council of The Corporation of the City of Stratford for the year 2015 and shall be levied.

**Schedule "B" to By-law 23-2015**

**passed this 23rd day of February, 2015**

1. That the tax rates of The Corporation of the City of Stratford for the year 2015 for the purposes mentioned in this By-law, but not including local improvement rates or other special rates collected as taxes, shall be as follows:

<u>Class</u>	<u>General</u>
Residential-English Public	0.01208509
Residential-English Separate	0.01208509
Residential-No Support	0.01208509
Residential-French Public	0.01208509
Residential-French Separate	0.01208509
Residential-Education Only	0.00000000
Residential-Farmland-English Public	0.00302127
Multi-Residential-English Public	0.02603007
Multi-Residential-English Separate	0.02603007
Multi-Residential-No Support	0.02603007
Multi-Residential-French Public	0.02603007
Multi-Residential-French Separate	0.02603007
New Multi-Residential-English Public	0.01208509
New Multi-Residential-English Separate	0.01208509
Commercial Occupied-No Support	0.02387938
Commercial Excess Land-No Support	0.01671557
Commercial Vacant Land-No Support	0.01671557
Shopping Occupied-No Support	0.02387938
Shopping Occupied-New Constr-No Support	0.02387938
Commercial New Construction-No Support	0.02387938
Commercial New Construction-Excess Land	0.01671557
Office Occupied-No Support	0.02387938
Industrial Occupied-IT-No Support	0.03430798
Industrial Occupied-I1-No Support	0.00302127
Industrial Excess Land-No Support	0.02230019
Industrial Vacant Land-No Support	0.02230019
Ind Occupied-Shared PIL-No support	0.03430798
Ind Vacant Land-Shared PIL-No support	0.02230019
Large Ind-New Construction-No Support	0.03430798
Large Ind-New Constr-Excess L-No Support	0.02230019
Industrial-New Construction-No Support	0.03430798
Large Industrial Occupied-No Support	0.03430798
Large Industrial-Excess Land-No Support	0.02230019
Pipelines-No Support	0.01823640
Farmlands-English Public	0.00302127
Farmlands-English Separate	0.00302127
 <u>Payments in Lieu</u>	
Residential-English Public	0.01208509
Residential-English Separate	0.01208509
Commercial Occupied-CF-No Support	0.02387938
Commercial Occupied-CG-No Support	0.02387938
Commercial Occupied-Shared	0.02387938
Commercial Vacant Land-Shared	0.01671557
Commercial Vacant Land-No Support	0.01671557
Commercial Excess Land-No Support	0.01671557
Industrial Occupied-No Support	0.03430798

**Schedule "C" to By-law 23-2015****passed this 23rd day of February, 2015**

1. As prescribed in Section 329.1 of the Act, the cap on Annualized taxes for the commercial, industrial, and multi-residential classes is set at 10 %.
2. As prescribed in Section 329.1 of the Act, the cap on the prior year current value assessment for the commercial, industrial, and multi-residential classes is set at 5 %.
3. As prescribed in Section 329.1 of the Act, any property in the commercial, industrial, and multi-residential classes whose 2014 Revised Taxes are within \$ 250 of the 2015 current value assessment tax will move to full current value assessment tax such that the tax impact in this parameter is revenue neutral.
4. As prescribed in Section 329.1 of the Act, New Construction Properties in the commercial, industrial, and multi-residential classes will be taxed at 100 % of 2015 current value assessment.
5. As prescribed in Ontario Regulation 73/03, amended to O.Reg.160/09 of the Act, a property in the commercial, industrial and multi-residential class is exempt from the application of Part IX of the Act if,
  1. the property was at CVA tax in 2014
  2. the property was capped in 2014 and clawed back in 2015
  3. the property was clawed back in 2014 and capped in 2015.

## Schedule "D" to By-law 23 -2015

passed this 23rd day of February, 2015

<b>Department</b>	<b>2015 Budget</b>
<b>101 Mayor's Office</b>	
Revenue	0
Expense	85,156
Net	85,156
<b>102 Council Services</b>	
Revenue	0
Expense	224,439
Net	224,439
<b>111 City Administrator's Office</b>	
Revenue	0
Expense	501,370
Net	501,370
<b>112 Human Resources</b>	
Revenue	0
Expense	564,188
Net	564,188
<b>121 City Clerk's Office</b>	
Revenue	(161,500)
Expense	626,500
Net	465,000
<b>131 Financial Services</b>	
Revenue	(201,964)
Expense	1,334,100
Net	1,132,136
<b>134 Information Technology</b>	
Revenue	(103,016)
Expense	900,633
Net	797,617
<b>135 Parking</b>	
Revenue	(630,000)
Expense	390,000
Net	(240,000)
<b>136 Crossing Guards</b>	
Revenue	0
Expense	157,200
Net	157,200
<b>139 General Financial Services</b>	
Revenue	(5,055,000)
Expense	11,155,000
Net	6,100,000

<b>141 City Building Maintenance</b>	Revenue	(583,544)
	Expense	1,003,748
	Net	420,204
<b>211 Fire</b>	Revenue	(127,000)
	Expense	6,888,882
	Net	6,761,882
<b>231 Police</b>	Revenue	(533,474)
	Expense	10,592,833
	Net	10,059,359
<b>251 Building &amp; Planning</b>	Revenue	(721,334)
	Expense	1,062,336
	Net	341,002
<b>310 Engineering</b>	Revenue	(708,300)
	Expense	1,640,679
	Net	932,379
<b>320 Roads</b>	Revenue	(681,500)
	Expense	4,309,450
	Net	3,627,950
<b>330 Sanitary</b>	Revenue	(6,403,455)
	Expense	6,403,455
	Net	0
<b>340 Storm</b>	Revenue	(36,500)
	Expense	277,085
	Net	240,585
<b>350 Water</b>	Revenue	(4,366,870)
	Expense	4,366,870
	Net	0
<b>360 Waste</b>	Revenue	(3,064,100)
	Expense	3,064,100
	Net	0
<b>411 Stratford Public Library</b>	Revenue	(369,699)
	Expense	2,417,574
	Net	2,047,875

<b>511 Economic Development</b> Revenue Expense Net	(5,000)
	5,000
	0
<b>512 Stratford Municipal Airport</b> Revenue Expense Net	(237,987)
	410,275
	172,288
<b>611 Social Services/Ontario Works</b> Revenue Expense Net	(7,648,408)
	8,544,811
	896,403
<b>613 Anne Hathaway Day Care Centre</b> Revenue Expense Net	(1,101,396)
	1,179,001
	77,605
<b>615 Housing</b> Revenue Expense Net	(6,352,347)
	8,025,898
	1,673,551
<b>616 Child Care</b> Revenue Expense Net	(2,352,008)
	2,682,847
	330,839
<b>617 Early Learning &amp; Child Development</b> Revenue Expense Net	(2,406,002)
	2,406,002
	0
<b>711 Parks</b> Revenue Expense Net	(245,000)
	2,142,935
	1,897,935
<b>721 Recreation</b> Revenue Expense Net	(2,275,850)
	4,098,876
	1,823,026
<b>731 Cemetery</b> Revenue Expense Net	(380,000)
	536,990
	156,990
<b>750 City Transit</b> Revenue Expense Net	(1,234,000)
	2,514,328
	1,280,328

<b>751 Parallel Transit</b>	
Revenue	(59,000)
Expense	421,647
Net	362,647
<b>810 Requisitions from Others</b>	
Revenue	0
Expense	7,455,769
Net	7,455,769
<b>820 Other Municipal Services</b>	
Revenue	(7,000)
Expense	202,614
Net	195,614
<b>872 Grants</b>	
Revenue	(10,000)
Expense	783,894
Net	773,894
<b><i>SUB TOTAL OPERATING</i></b>	
Revenue	(48,061,254)
Expense	99,376,485
Net	51,315,231
<b>Corporate Capital</b>	
Revenue	(1,055,383)
Expense	1,321,383
Net	266,000
<b>P/W Capital Projects (incl. Water)</b>	
Revenue	(16,750,326)
Expense	18,565,326
Net	1,815,000
<b>Community Services Capital</b>	
Revenue	(1,530,000)
Expense	1,730,000
Net	200,000
<b>Building &amp; Planning Capital</b>	
Revenue	(145,000)
Expense	339,000
Net	194,000
<b>Library Capital</b>	
Revenue	0
Expense	49,500
Net	49,500
<b>Police Services Capital</b>	
Revenue	(148,000)
Expense	148,000
Net	0

<b>Social Services Capital</b>	
Revenue	(1,201,500)
Expense	1,251,500
Net	50,000
<b>Fire Capital</b>	
Revenue	(1,061,000)
Expense	1,083,000
Net	22,000
<b>Airport Capital</b>	
Revenue	(20,000)
Expense	20,000
Net	0
<b><i>SUB TOTAL CAPITAL</i></b>	
Revenue	(21,911,209)
Expense	24,507,709
Net	2,596,500
Assessment Growth	(619,009)
CVA Increase	
Tax Levy	(50,671,599)
General Revenues	(2,621,123)
<b>GRAND TOTALS</b>	
Revenue	(123,884,194)
Expense	123,884,194
Net	0