



**The Corporation of the City of Stratford
Finance and Labour Relations Committee
Open Session
AGENDA**

Date: Monday, December 7, 2015
Time: 4:45 P.M.
Location: Council Chamber, City Hall
Committee Present: Councillor Clifford - Chair Presiding, Councillor Mark - Vice Chair, Mayor Mathieson, Councillor Brown, Councillor Henderson, Councillor Ingram, Councillor McManus, Councillor Ritsma, Councillor Vassilakos

Staff Present: Ron Shaw - Chief Administrative Officer, Andre Morin - Director of Corporate Services, Ed Dujlovic - Director of Infrastructure and Development Services, David St. Louis - Director of Community Services, Cindy McNair - Deputy CAO/Director of Human Resources, Carole Desmeules - Director of Social Services, Charlene Lavigne - Deputy Clerk, John Paradis - Fire Chief

Pages

1. Call to Order

The Chair to call the Meeting to Order. Councillors Beatty and Bunting have sent regrets for this meeting.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

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

Name, Item and General Nature

3. Delegations

None scheduled.

4. Stratford Soccer Association

7

The Director of Corporate Services has provided the attached costing summary.

For the consideration of Finance and Labour Relations Committee.

5. 2016 Rates for Water, Sanitary and Waste Management User Fees and Charges (FIN15-029)

8 - 11

See attached management report from the Director of Infrastructure & Development Services.

Motion by _____

Staff Recommendation: That the following rates be charged for water starting January 1, 2016:

Consumption Charge	2016
First 3 cubic metres	\$2.50/m³
All additional cubic metres	\$1.02/m³
Minimum consumption charge	\$7.50
Monthly Flat Charge	
Under 1 inch meter	\$2.00
1 inch meter	\$5.00

1½ inch meter	\$8.50
2 inch meter	\$11.50
3 inch meter	\$17.50
4 inch meter	\$24.50
6 inch meter	\$45.50
8 inch meter	\$63.50

That the following rates be charged for sanitary sewer starting January 1, 2016:

Sewage Service Rate	2016
Percentage of the water rate	159.2%
Fixed monthly charge	\$2.00

That the following rates be charged for waste management starting January 1, 2016:

	2016
Bag Tag	\$2.45
Bag or Can at Landfill Site	\$2.85
Minimum scale rate	\$15.00
Tip Fee – regular	\$76.00/tonne
Tip Fee – large hauler	\$71.00/tonne
Scale down – car	\$15.00
Scale down – truck	\$20.00
Scale down – trailer	\$20.00
Recycle Box	\$5.00

White Goods – freon removal	\$40.00
Televisions & computer monitors	\$0.00

6. Operating Budget

See budget binder "operating"

6.1 G231 Police (pg 45)

Motion by _____

Staff Recommendation: That the 2016 G231 Police operating budget be adopted as revised at the December 7, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$10,361,621.

6.2 G251 Development Services (pg 53)

Motion by _____

Staff recommendation: That the 2016 G251 Development Services operating budget be adopted as revised at the December 7, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$401,275.

6.3 G810 Requisitions from Others (pg 141)

Motion by _____

Staff recommendation: That the 2016 G810 Requisitions from Others operating budget be adopted as revised at the December 7, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$8,411,690.

6.4 G100 General Revenues (pg 1)

Motion by _____

Staff Recommendation: That the 2016 G100 General Revenues operating

budget be adopted as revised at the December 7, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$2,371,450.

7. Follow-up Information From the Previous Budget Meetings

12 - 51

See attached Management Report from the Director of Corporate Services.

Motion by _____

Staff Recommendation: That the Follow-Up Information from Previous Budget Meetings report dated December 7, 2015, be received.

8. Budget Summary Update

The Director of Corporate Services will give an update on the 2016 budget.

9. New Business

10. 2016 Budget Dates

There are no further budget meetings scheduled.

11. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by _____

That the Finance and Labour Relations Committee 2016 budget meeting of December 7, 2015 adjourn.

Soccer Fitness Park Estimates

Capital Cost	Estimate - Low	Estimate - High	Lifecycle
Artificial Turf, Lighting, Fencing, & Scoreboard	\$1,200,000	\$1,600,000	Various
Building/Pavilion	\$241,500	\$287,000	30
Walking Paths & Sidewalks	\$127,000	\$149,000	20
Parking Lots	\$61,500	\$72,500	20
Outdoor Exercise Equipment	\$27,600	\$32,500	10
Playground Equipment	\$75,000	\$95,000	15
Other - Trees, ramp, grading, sodding	\$89,500	\$106,187	n/a
Project Mangement	\$85,000	\$105,000	n/a
	\$1,907,100	\$2,447,187	

**Per Feasibility Study - Sep 2015*

Operating Cost	Annual Maintenance	Asset Lifecycle Replacement	
Artificial Turf, Lighting, Fencing, & Scoreboard	\$500	\$25,000	<i>Per Feasibility Study</i>
Building/Pavilion	Included in lifecycle	\$8,050	
Walking Paths & Sidewalks	\$400	\$6,350	
Parking Lots	\$1,500	\$3,075	
Outdoor Exercise Equipment	\$1,000	\$2,760	
Playground Equipment	\$1,000	\$5,000	
Other - Trees, ramp, grading, sodding	\$2,000	\$0	

**High level estimates*

Cost Recovery - Phase 1 - Artificial Turf	Capital	Operating
Soccer Association Fund Raising	\$700,000	
Development Charges	\$215,000	
Parkland Trust (Balance = \$437,000)	\$200,000	
City of Stratford		\$15,000
User Fees - Capital Replacement fee + increase usage		\$10,000
	\$1,115,000	\$25,000

Phase 1 - Artificial Turf	\$1,200,000
Shortfall	-\$85,000

Possible Shortfall funding options:

- Parkland Trust*
- Working Capital Reserve*
- Infrastructure Levy Reserve*
- Tax levy*



MANAGEMENT REPORT

Date: November 24, 2015
To: Finance & Labour Relations Committee
From: Ed Dujlovic, Director of Infrastructure & Development Services
Report#: FIN15-029
Attachments: None

Title: 2016 Rates for Water, Sanitary and Waste Management User Fees and Charges

Objective: To consider setting the 2016 rates for Water, Sanitary and Waste Management User Fees and Charges.

Background: It is necessary to review the water, sanitary sewer, and waste management rates and receive public input so as to establish the 2016 rates. A By-law will be required in order to establish the proposed new rates. A Notice of Intent to amend a By-law to set these user fees and charges for 2016 has been advertised in accordance with the City's notification policy. The public was invited to provide comments and/or attend the Finance and Labour Relations Committee meeting on December 7, 2015, and no comments have been received to date.

In the fall of 2014, the City retained Watson & Associates Economists Ltd. to carry out a rate study and financial plan for the water and sanitary systems. A financial plan for the water system is required as per the *Safe Water Drinking Act* as part of the mandatory licensing of municipal water system. The purpose of the study is to identify all current and future water and wastewater system capital needs and cost recovery options for capital. Future operating costs have been estimated over the next 10 years and new rates are recommended to recover the cost of the water and wastewater systems. This plan was adopted by Council on December 15, 2014.

Analysis: Potable Water Rate

The proposed increase, an additional \$1.00 per month on the fixed charge, would result in the average residential customer's (200 m³ per year) billing increasing from \$269.28 per year to \$281.28 per year (4.5%). The proposed rate accounts for 2016 operating costs, pays for planned 2016 capital projects, and also contributes to a reserve for future capital requirements. The proposed fees and charges are:

Consumption Charge	2015	2016 Proposed
First 3 cubic metres	\$2.50/m ³	\$2.50/m ³
All additional cubic metres	\$1.02/m ³	\$1.02/m ³
Minimum consumption charge	\$7.50	\$7.50
Monthly Flat Charge		
Under 1 inch meter	\$1.00	\$2.00
1 inch meter	\$3.50	\$5.00
1½ inch meter	\$7.00	\$8.50
2 inch meter	\$10.00	\$11.50
3 inch meter	\$16.00	\$17.50
4 inch meter	\$23.00	\$24.50
6 inch meter	\$44.00	\$45.50
8 inch meter	\$62.00	\$63.50

For clarification 1m³ = 220 Imperial Gallons

Sanitary Sewer Rate

The sanitary sewer rate provides funding for the operation of Stratford Water Pollution Control Plant, maintenance of pumping stations and the sanitary sewer collection system, direct funding for planned 2016 projects, and also covers the existing ongoing financing costs for previously constructed major Trunk Sanitary Sewer Upgrade Projects. In addition, there is a \$4.5 million deficit in the sanitary reserve fund that needs to be addressed.

At the present time, the sanitary sewer rate is 157.6% of water consumption cost and it is proposed that the rate increase to 159.2% of the water consumption rate and a \$2.00 per month fixed charge be implemented for 2016. The proposed increases would result in the average residential customer's (200 m³ per year) billing increasing from \$416.44 per year to \$433.59 per year (4.1%).

Sewage Service Rate	2015	2016 Proposed
Percentage of the water rate	157.6%	159.2%
Fixed monthly charge	\$1.00	\$2.00

Landfill Site, Tipping Fees, Waste Tag and Recycling Fees

It is recommended that changes to the fees be implemented in 2016. Staff have included in the proposed 2016 Budget, costs to carry out a Financial Plan and Rate Study for the waste management services provided by the City. The study will look at all costs, operating, landfill closure, and development of a new site. Based on current yearly disposal volumes, there are approximately 22 years of life left at the landfill site.

	2015	2016 Proposed
Bag Tag	\$2.40	\$2.45
Bag or Can at Landfill Site	\$2.80	\$2.85

Minimum scale rate	\$15.00	\$15.00
Tip Fee – regular	\$76.00/tonne	\$76.00/tonne
Tip Fee – large hauler	\$71.00/tonne	\$71.00/tonne
Scale down – car	\$15.00	\$15.00
Scale down – truck	\$20.00	\$20.00
Scale down – trailer	\$20.00	\$20.00
Recycle Box	\$5.00	\$5.00
White Goods – freon removal	\$40.00	\$40.00
Televisions & computer monitors	\$0.00	\$0.00

Financial Impact: With the proposed increases, the City of Stratford will still have one of the lowest combined water and sewer rates when compared to neighbouring municipalities.

Staff Recommendation: That the following rates be charged for water starting January 1, 2016:

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Minimum consumption charge	\$7.50
Monthly Flat Charge	
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Scale down – trailer	\$20.00
Recycle Box	\$5.00
White Goods – freon removal	\$40.00
Televisions & computer monitors	\$0.00

Ed Dujlovic, Director of Infrastructure & Development Services

Ron Shaw, Chief Administrative Officer



MANAGEMENT REPORT

Date: December 4, 2015
To: Finance and Labour Relations Committee
From: André Morin, Director of Corporate Services
Report#: FIN15-030
Attachments: Crematorium Feasibility Study 2005
 Community Services Facilities Cost Recovery
 Community Services Unfunded Capital
 Fire Vehicle Replacement Schedule
 Infrastructure & Development Services Report
 Advisory Committee Budget Detail
 Reserve Continuity
 Capital Comparisons
 Social Services Report
 Justice Building Study 2003

Title: Follow-Up Information from Previous Budget Meetings

Objective: To provide Committee with responses to questions and comments raised at the Budget Meetings held on November 4, 10 and 16, 2015.

Background: Over the past few weeks questions and requests for further information have arisen during budget meetings. This report will address these questions and requests.

Analysis: The following information was requested for follow-up:

- Crematorium Feasibility Study – the Executive Summary of this 2005 report from Hilton Landmarks is provided, along with the results of the 2007 report review from F.J. Galloway Associates.
- Community Services Facilities Cost Recovery – a list of facilities costs are summarized.
- Community Services Unfunded Capital – further detail is provided by individual project.
- Fire Dept Vehicle Replacement Schedule – includes reserve account balances.

- Infrastructure & Development Services – The Director of Infrastructure & Development Services has provided replies to various questions.
- Advisory Committee Budgets – further detail is provided for each committee’s budget request.
- Reserve Continuity – a list of reserve balances and transfers to/from in 2016.
- Capital Comparisons – municipal statistics related to capital
- Social Services – The Director of Social Services has provided replies to various questions.
- Justice Building Study – the Executive Summary of this 2003 report from Marshall & Murray Incorporated is provided.

Financial Impact: Not applicable.

Staff Recommendation: That the Follow-Up Information from Previous Budget Meetings report dated December 7, 2015 be received.



Director of Corporate Services

City of Stratford
Crematorium Feasibility Study
HLI Project: #95019-04
July 2005
Page i of ii

EXECUTIVE SUMMARY

The City of Stratford Community Services Department/Cemetery Department commissioned this study to determine the feasibility of a crematorium to be placed at Avondale Cemetery in Stratford. An examination of the costs associated with the development of a crematorium including purchase, installation and operation was prepared. The local market conditions for crematoria were examined and forecast over the projected life of the project. A series of pro forma income statements subsequently illustrate the effect of various sales scenarios. Several highlights of the study are significant and are summarized as follow:

- Stratford is an ideal location, as a crematorium sited there would be the closest one to serve all of Perth and Huron counties as well as parts of Middlesex, Oxford, Waterloo, Wellington and Bruce counties.
- Cremation is becoming an ever more popular method of final disposition, growing at 3.9% annually in the Stratford region.
- Currently 125 funeral homes are active in the Stratford crematorium market catchment area. These represent the primary target of marketing activities for the Stratford crematorium facility.
- Stratford's Avondale Cemetery currently conducts **120± cremation interments** annually.
- **85± of Avondale Cemetery's cremated remains for interments come from Stratford's two funeral homes (Heinbuck and W.G. Young).** It is estimated that Heinbuck and W.G. Young alone may be able to supply up to 150± cremations annually to Stratford's proposed Avondale Crematorium.
- The proposed Stratford's crematorium catchment area currently experiences some 1,730 cremations per year. This is anticipated to more than double to 3,500 by the year 2023.
- **Breakeven volume for the first year of operation at full costing is approximately 465 cases annually.**
- The proposed Stratford crematorium needs to capture 24% market share initially of the Stratford market catchment area cremations in order to achieve a positive cashflow in the first year (assuming a 2007 operating start, by then, cremations will have risen to 1,950 in Stratford catchment area).

City of Stratford
Crematorium Feasibility Study
HLI Project: #95019-04
July 2005
Page ii of ii

- At an initial sales volume of 603* cases (and with the expected increase in market size due to demographic factors) a positive cash flow will be achieved in the first year. The net present value (NPV) of the above scenario discounted at 7.5% is in excess of \$676,000. (*based on the current median number of cremations at Ontario crematoria).
- **Development Recommendation:** The City of Stratford should proceed with a crematorium facility at their Avondale Cemetery. Pursuing partnership with the private sector for this venture is not recommended because it is apparent the City could operate a viable crematorium independently, generating revenues to offset potential perpetual care fund shortfall circumstances.

Hilton
LANDMARKS Inc.
Cemetery Consultants, Planning and Design



F.J. GALLOWAY ASSOCIATES INC.

Management and Planning Consultants

MEMORANDUM

TO: Ron Shaw **DATE:** 2007-05-22
FROM: Fred Galloway **PROJECT:** G:\470 (Stratford Arena Business Plan)\memo-RonShaw-AvondaleCrematorium-2007-05-22.doc
RE: Avondale Cemetery Crematorium Feasibility Study Comments

As requested, I have had an opportunity to review the consultant's report on the Avondale Cemetery Crematorium Feasibility Study completed for the City of Stratford Cemetery Department and dated July 11, 2005. My review focused on examining the report and its findings in regards to the crematorium development based on some discussion we had had on challenges for a similar facility in Kitchener and possibly other locations.

The following comments are made for your consideration:

.1 Overview

- The technical analysis appears to be well-developed and the firm is highly experienced and regarded in the cemetery industry.
- The data used to reflect the growth in cremations is the same data that I have used repeatedly and reflects the growth trend. The general perception is that cremation will likely plateau in between two-thirds and three-quarters of the total interments market in Ontario.
- I would caution that the market population figures, particularly the proportions utilized for counties such as Middlesex are probably on the high side. As an example, in Middlesex, the County itself has a population of approximately 70,000 people, of which over 70% live on the west side of London. A significant portion of the residents on the east side, such as in Dorchester, are within minutes drive of the funeral homes and the crematorium in the east London area. I would have used a more conservative estimate of likely less than 10% for Middlesex. Similarly, 25% of the Waterloo Region population appears high, considering that over 80% of that population lives in Waterloo, Kitchener and Cambridge and another portion in South Dumfries in the Highway 401 corridor, which would indicate to me that there is probably only limited opportunities at 10% or less of that population related to the New Hamburg and Baden areas of Wilmot, parts of Wellsley and a small part of Woolwich Townships.
- As one moves out in concentric rings from Stratford geographically, the funeral homes and consumers in those areas have more cremation choices that are as close to or possibly even closer to them than the Stratford Crematorium would be. This would be true for Waterloo, Middlesex and Wellington, which in the model identified on Page 5 represent the vast majority of annual deaths / market potential.

- Perth County, possibly the area north of Woodstock in Oxford County, the West Nissouri area of Middlesex County and Huron and Bruce Counties constitute the primary market area with some limited market area from the west area of Waterloo Region.
- The City of Kitchener built a crematorium at Williamsburg Cemetery that is referred to in the report. It is indicated how Guelph and Waterloo were able to recover from the additional market capacity. However, Kitchener has not been able to achieve the targets that it had hoped for and it has had second doubts about its entry into the crematorium market. However, what has become a greater concern for the City of Kitchener, has been the fact that all of the funeral homes within the City except one have been purchased by conglomerates, the largest of which has built a large volume crematorium in the Mississauga area. All of its funeral homes in the GTA and down through the Golden Horseshoe and on to Woodstock are required to forward their cremation dispositions to that crematorium except in Kitchener where Kitchener has a verbal agreement with the Westmount Funeral Home. However, during the City of Kitchener's Strategic Cemeteries Plan, the Vice President of that company made it very clear that if Kitchener were to get into any line of business relative to funeral homes, that agreement would be over. The Manager of the Westmount Funeral Home has indicated to City staff several times that he is under pressure to limit that agreement or to eliminate it. If that were to occur, up to 50% of the cremations at Williamsburg could be lost.
- The risk factor for Stratford is that the Arbour Group, SCI, Mount Pleasant and Alderwood Corporations have not acquired, at this time, many funeral homes in smaller communities. Their consolidation over the last ten to fifteen years has been primarily in the larger centres of Windsor, London, Kitchener and in the Golden Horseshoe area. As indicated, all but one funeral home in Kitchener is now within a corporate environment plus only one independent exists in Waterloo. Consolidation has had a dramatic impact. Another example is the Roman Catholic Diocese of Toronto which received 70% of its burials from two 'Catholic' funeral homes in the Toronto area. Both of them were purchased by conglomerates who also owned cemeteries and there has been a significant decline in dispositions from those sources.

As indicated in the report, there is approximately a two to three year window when the "rules" will change dramatically and funeral homes will be able to be developed on cemetery property, operators will be able to offer "combo" packages of both funeral and cemetery services and crematoriums on a stand alone basis could be built.

.2 Risk Perspectives

The assessment of risk factors for Stratford are:

- If the conglomerates were to start acquiring funeral homes beyond the highly urbanized area, will they move their cremations from these new markets to higher production facilities in the greater GTA area?
- Would a large crematorium in London make economic sense to an operator or on a stand alone basis to service from Windsor to Kitchener and from Owen Sound to St. Thomas, thus changing the projected market size and its current service structure?
- Even with a two to three year window, a large crematorium that can complete 100 to 200 cremations a week could be developed in five or six years and absorb significant market capacity both in terms of new cremation market growth as described in the report and portions of current market operator shares.

- The high volume crematoriums have the potential for greater economies of scale that could result in downward price pressures, as they will need to have strong volume streams in order to operate these large facilities. Against this advantage on price, would be their additional transportation costs for bringing the remains to the crematorium and transporting them back.
- Another consideration that was unclear to me in the report was the non-identification of a sales strategy. To cover such a wide geography, a sales effort will likely be needed to inform both funeral home operators and the general public that Stratford has a crematorium. This may not be important within the local context of Perth County or some of the more immediate areas. However, this will become more important as one moves to the perimeter of the defined market area for Stratford where people have choices and competition may more readily exist. A sales effort will need to be considered that could involve brochures, sales calls, customer service supports and monitoring the competing crematoriums for price and service considerations that could influence volumes to a Stratford crematorium. I would be concerned if the sales model being proposed is all gravity based as I would suspect that as one moves away from Stratford, a sales effort will need to be implemented, especially in competitive environments.

.3 Summary

The report completed is reflective of the current state of the business and does identify potential threats. I would be more cautious about the threats in that the two to three year window does not really matter to the three large corporations, especially if the production side of the crematorium business is moving towards large scale high volume crematoriums, that once built, would have competitive impacts on the smaller one and two crematorium facilities and on prices.

Though I agree with the general analysis of the report, I would like to ensure that the broader risk / threat analysis is also part of the overall discussion as I believe there are two differing perspectives that I would hold:

- The market population identified I don't believe to be as large as indicated, especially in the larger market areas of Waterloo and Middlesex.
- The two to three year window is not a significant advantage if the market is moving towards large volume / high production cremation facilities that will be significantly more efficient to operate, force downward pressure on prices and could be connected with higher volume, corporate funeral homes that currently exist in the larger centres, eg: London, Kitchener, etc., and over time, could move into centres such as Woodstock, Stratford, Chatham and Sarnia if a next wave of consolidation were to occur.

This is a difficult analysis to determine what the right perspective is. Cremation is clearly growing. Stratford would have a short-term advantage in a large market area to the north that is unserved and transportation costs to high volume facilities would be higher. However, market structural changes are reasonably anticipated that need to be recognized and fully understood, as in five years or so, they could have a significant impact on long-term feasibility and economies of a crematorium. As the Boomer generation ages and starts to move in force to the 65 years of age and over category in the next ten years, the market will be gearing up for high volumes and changes are anticipated. In fact, that is one reason why there has been considerable industry pressure to change the Provincial Act to facilitate stand alone crematoriums, funeral homes on cemetery properties and a host of other industry repositionings.

Thank you for the opportunity to undertake this review. If you have any questions or wish further discussions, I would be pleased to participate.

Fred Galloway

2016	<u>Facility</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Net Expenditures</u>	<u>% Cost Recovery</u>
	Rotary/Molson	-\$871,500.00	\$1,182,199.00	\$310,699.00	73.72%
	Dufferin	-\$279,000.00	\$280,007.00	\$1,007.00	99.64%
	Allman	-\$298,000.00	\$393,107.00	\$95,107.00	75.81%
	Complex Halls	-\$182,390.00	\$252,028.00	\$69,638.00	72.37%
	Agriplex	-\$80,000.00	\$104,000.00	\$24,000.00	76.92%
	KCC	-\$117,000.00	\$225,900.00	\$108,900.00	51.79%
	Lions Pool	-\$75,000.00	\$346,785.00	\$271,785.00	21.63%
	Sportfields, PACKM SERC	-\$109,000.00	\$259,095.00	\$150,095.00	42.07%
		-\$2,011,890.00	\$3,043,121.00	\$1,031,231.00	

Note: There are other expenses in the Parks budget for Sportfields.

COMMUNITY SERVICES DEPT		
UNFUNDED PROJECTS	AMOUNTS	
to FC Dec 07 15	(Net Tax Levy)	
<u>Community Services</u>		
Boathouse Engineering & Inspection	\$40,000	
Allman Bathrooms	55,000	
Allman Electrical Service Tie Ins	70,000	
Lions Pool Filtration Replacement	50,000	
Lions Pool UV Sanitation	55,000	
Removal of Parks Lunchroom Building	30,000	
Lions Pool Liner and Deck Upgrades	210,000	
Lions Pool Mechanical	250,000	
North Shore Engineering	50,000	
Packham Road Pavilion	75,000	
Bandshell Refurbishment (Partial)	50,000	
Accessible Aids in Facilities	12,000	
Allman Brick Repointing	50,000	
Allman Interior Lighting	40,000	
Allman Sprinkler System	300,000	
Allman Polymer Glass	25,000	
Allman Window Replacement	20,000	
Allman HVAC	110,000	
Allman Timeclock	150,000	
Allman Lobby Upgrades	65,000	
Allman Arena Board Replacement	120,000	
Dufferin Rink Lighting	18,000	
Rotary Lighting	150,000	
Rotary Polymer Glass	40,000	
Rotary Flat Roof - Replace Membrane	650,000	
Rotary Arena Board Replacement	230,000	
Replace 6 HVAC at Rotary	500,000	
Replace 7 HVAC at Rotary	570,000	
Replace 6 HVAC at Rotary	500,000	
Arena Insulated Floor	140,000	
Cemetery Drainage, Roadways	40,000	
National Stadium Waterproofing	50,000	
Golf Course Accessibility	15,000	
Articulated Lift	50,000	
Transit Garage Roof	250,000	
Outdoor Fencing Replacement & Repair	100,000	
SERC Bathroom Upgrades	150,000	\$5,280,000

<i>Building Replacement Or Expansion</i>		
Upper Queens Bathroom & Snack Bar	\$1,200,000	
Tourist Booth Bathroom Expansion	1,000,000	
Swan Building	200,000	
Transit Garage	2,000,000	
Transit Terminal	1,100,000	
Lions Pool Building	800,000	
Indoor Soccer	5,000,000	
<i>Roof Replacement</i>		
KCC		
Allman		
Transit		
Rotary Complex		\$11,300,000
<i>Asphalt</i>		
Allman Parking Lot	\$300,000	
KCC Parking Lot	300,000	
Festival Lot	120,000	
Rotary Lot	950,000	
Parks Lot	50,000	
Cemetery Lot	50,000	
Gallery Lot	110,000	\$1,880,000
<i>Sportsfield Lighting</i>		
Packham Road	\$600,000	
SERC	300,000	
National Stadium	150,000	\$1,050,000
<i>Annual Capital</i>		
Playground (1 per year)	\$75,000	
Bus (1 per year)	600,000	\$675,000
		\$20,185,000

FIRE DEPT VEHICLE REPLACEMENT SCHEDULE

Light Vehicles

	Year	Suggested Replacement Year		Replacement Reason
		2019	2029	
4 X 4 Plow	2010	2019	2029	Replace with 3/4 - 1 ton (Truck 4)
Car #1	2009	2018	2028	Replace with 1/2 ton (Truck 5)
Van #2	2006	2017	2027	Replace with 1/2 ton (Truck 1)
Ford Escape	2013	2021	2031	Replace with 1/2 ton (Truck 2)
Mini-pumper	2007	2016	2026	Replace with 1/2 ton (Truck 3)
Van #1	2012	2020	2030	Replace with 1/2 ton (Truck 6)

Trucks

	Year	Suggested Replacement Year	
		2025-2027	2045
Pumper #2	2007	2025-2027	2045
Rescue Truck	1987	2015	2036
Aerial	1992	2022	2042
Pumper #1	1999	2015	2035
Pumper #4	1995	No Replacement	
Mini-Pumper	2007	2016	2026

RESERVE ACCOUNT

	DEBIT	CREDIT	BALANCE IN RESERVE
2014-N/A			\$ 843,379
Contribution		\$ 155,000	\$ 998,379
2015-Replace Pump 1 and Rescue Truck	\$ 950,000		\$ 48,379
Contribution		\$ 160,000	\$ 208,379
2016- Replace Mini Pump with 1/2 ton Truck 3	\$ 80,000		\$ 128,379
Contribution		\$ 165,000	\$ 293,379
2017-Replace Van 2 with 1/2 ton Truck 1	\$ 80,000		\$ 213,379
Contribution		\$ 170,000	\$ 383,379
2018-Replace Car 1 with 1/2 ton Truck 5	\$ 80,000		\$ 303,379
Contribution		\$ 175,000	\$ 478,379
2019- Replace F-250 Plow with 3/4-1 ton Truck 4	\$ 90,000		\$ 388,379
Contribution		\$ 180,000	\$ 568,379
2020 - Replace Van 1 with 1/2 ton Truck 6	\$ 80,000		\$ 488,379
Contribution		\$ 185,000	\$ 673,379
2021- Replace Ford Escape with 1/2 ton Truck 2	\$ 80,000		\$ 593,379
Contribution		\$ 190,000	\$ 783,379
2022- Replace Aerial with Bucket Aerial	\$ 1,400,000		\$ (616,621)
Contribution		\$ 195,000	\$ (421,621)
2023 - N/A			\$ (421,621)
Contribution		\$ 200,000	\$ (221,621)

RESERVE ACCOUNT			
	DEBIT	CREDIT	BALANCE IN RESERVE
2024- N/A			\$ (221,621)
Contribution		\$ 205,000	\$ (16,621)
2025 - Replace Pump 2 with Quint Pumper	550000		\$ (566,621)
Contribution		\$ 210,000	\$ (356,621)
2026 - Replace Truck 3	\$ 80,000		\$ (436,621)
Contribution		\$ 215,000	\$ (221,621)
2027 - Replace Truck 1	\$ 80,000		\$ (301,621)
Contribution		\$ 220,000	\$ (81,621)
2028 - Replace Truck 5	\$ 80,000		\$ (161,621)
Contribution		\$ 225,000	\$ 63,379
2029 - Replace Truck 4	90000		\$ (26,621)
Contribution		\$ 230,000	\$ 203,379
2030- Replace Truck 6	\$ 80,000		\$ 123,379
Contribution		\$ 235,000	\$ 358,379
2031- Replace Truck 2	\$ 80,000		\$ 278,379
Contribution		\$ 240,000	\$ 518,379
2032-N/A	\$ -		\$ 518,379
Contribution		\$ 245,000	\$ 763,379
2033-N/A	\$ -		\$ 763,379
Contribution		\$ 250,000	\$ 1,013,379
2034- N/A	\$ -		\$ 1,013,379
Contribution		\$ 255,000	\$ 1,268,379
2035-Replace Pump 1	\$ 600,000		\$ 668,379
Contribution		\$ 235,000	\$ 903,379
2036- Replace Rescue/Rehab	\$ 550,000		\$ 353,379
Contribution		\$ 240,000	\$ 593,379

Infrastructure & Development Services
 Follow-Up to Budget Meeting Questions/Comments
 to Finance & Labour Relations Committee Dec.7/15

1. Will the additional Planner be able to cover any operating costs currently being spent on consultants/contracted services? (example: master transportation study)

The additional planner will not likely lessen costs currently allocated to consultants. Large projects requiring a consultant such as the City's Official Plan Update and the Comprehensive Zoning By-law Review, are identified separately in the budget.

2. Is there an opportunity for cost sharing between Airport and IDS for asphalt/crack sealing?

Yes Airport can be included with the IDS City asphalt tender.

3. What is "private sidewalks" on the capital funded list?

When the City does work on sidewalks at times there are grade changes that affect private sidewalks that have been constructed from a private property to the City sidewalk. This funding is used to make adjustments to those sidewalks. For simplicity it could be rolled into the sidewalk funding budget.

4. Committee requested a report on "priority sidewalks" from the unfunded capital list (\$50,000).

An excerpt is attached from the Infrastructure, Transportation & Safety Committee minutes of March 9, 2015, which deals with this issue. Council approval from March 23, 2015, is also included.

5. Is there is a better solution for the core area than annually repairing the brick – could something else be installed to lower the cost of maintaining?

Replacing the brick work with decorative concrete.

**Excerpt from the Infrastructure, Transportation and Safety Committee –
minutes of meeting held on March 9, 2015**

5.0 REPORT OF THE MANAGER OF ENGINEERING

5.1 Missing Sidewalks in the City Road Network

Objective: To inform Council of the areas where sidewalks are missing as per City Policy S.2 Sidewalks, Boulevards and Streets (see attached Policy).

Background and Analysis: A sidewalk policy was adopted in 1973 which states:

“That the following be a general policy for new subdivisions:

- *Arterial and collector streets – sidewalks on both sides;*
- *Local streets and crescents –sidewalks on both sides;*
- *Short cul-de-sacs (maximum of 12 lots) – no sidewalk”*

The policy was amended in 2013 to add the following:

“That the following be a general policy for reconstruction projects:

- *Sidewalks on one side only on local residential streets at a width of 1.5 metres.”*

In 1988, the City adopted the engineering standards for development which required new streets in subdivisions to have sidewalks on one side for residential streets. Since the S.2 Sidewalk, Boulevard and Streets policy is in conflict with the engineering standards for development, Engineering is requesting that the existing policy S.2 Sidewalk, Boulevards and Streets be amended to reflect the current policy in the engineering standards for development which was adopted by Council in 1988 to:

- *“local streets and crescents - sidewalks on one side for local residential streets at a width of 1.5 metres”*

This will eliminate the conflict with the existing sidewalk policy and the engineering standards for development.

In 2010, the City adopted the Master Transportation Plan which outlined the gaps within the existing City sidewalk network. The plan also identified the need to complete a Bike and Pedestrian Master Plan.

In 2013, Council also adopted the Bike and Pedestrian Master plan which outlined bike routes and a trail network throughout the City. This plan has also been incorporated in this report to ensure that where sidewalks are missing and where a trail or multi use

path has been identified, placement of the appropriate solution is co-ordinated to ensure the proper network is placed within the City's road network.

Engineering staff commenced a review of the above noted studies and concluded the following funds are required to meet the recommendations:

• Arterial Roads (sidewalks on both sides of the road)	\$3,767,400
• Collector Roads (sidewalks on both sides of the road)	\$1,427,000
• Local Roads (sidewalk on one side of the road)	\$ 883,000
• Partially Completed Sidewalks (sidewalk on one side of the road)	\$ 225,000
Total	\$6,302,400

The attached map identifies the location of the missing links based on the adopted sidewalk policy and Master Plans as noted above. Arterial Roads (colored in red), Collector Roads (colored in green), Local Roads (colored in blue) and Partial Completed Roads (colored in yellow), have missing links which need to be placed, to bring the City into compliance with its current policy for sidewalks.

The estimated cost is based on a linear price of \$105 per linear metre, this cost would be sufficient to either place a multi-use trail or sidewalk in the location where there are missing links.

Based on the Master Transportation and the Bike and Pedestrian Master Plan, the following are the top priority links which are recommended to be completed in the next five years:

- Erie Street from Crane Ave. to West Gore St. sidewalk (east side)
- Lorne Ave. E. from Erie St. to Downie St. multi-use trail
- Mornington St. from McCarthy Rd. E. to Graff Ave. sidewalk (east side)
- Lorne Ave. W. from O'Loane Ave to Erie St. multi-use trail
- O'Loane Ave. from Hibernia St. to Perth Line 36 multi-use trail
- Romeo St. S. from Lorne Ave. E. to Norfolk St. multi-use trail
- C.H. Meier Blvd from Ontario St. to Douro St. multi-use trail
- Douro St. from Burritt St. to C.H. Meier Blvd. multi-use trail
- Romeo St. N. from Vivian Line 37 to Abraham Dr. sidewalk
- Romeo St. N. from Vivian Line 37 to McCarthy Rd. E. bike lanes
- St. Vincent St. S. from Lorne Ave. W. to Patterson St. sidewalk

Engineering concurs with the studies recommendations as to the priorities listed. The estimated cost for placement of these priority linkages is \$1,421,700.

With regard to the Asset Management Plan, these infrastructure projects are new assets and do not address the asset funding deficit. In addition, the installation of new

sidewalks will lengthen the time it takes to carry out snow clearing operations on sidewalks in the winter.

Financial impact: In the 2015 Capital budget, Infrastructure and Development Services included the following amounts for new construction:

- Bike Lane Markings \$10,000
- Trails \$81,000

Based on the above priority list, the funds needed to complete these projects in the next five (5) years needs to average \$284,940 per year. Some of the funding sources for these projects could be as follows:

- Local Improvement
- Development
- Tax Levy

The intent is to co-ordinate the priority list with capital projects where possible, while other projects on the list will be funded through the above noted revenue sources.

Staff recommendation: That Policy S.2 Sidewalks, Boulevards and Streets be amended to remove the following wording:

- Local streets and crescents–sidewalks on both sides;

And be replaced with the following wording:

- Local sidewalk and crescents-sidewalks on one side for local residential streets at a width of 1.5 metres;

And further that the following priority projects be referred to the Infrastructure and Development Capital Budget for consideration of implementation over a five year period:

- | | |
|--|----------------------|
| • Erie Street from Crane Ave. to West Gore St. | sidewalk (east side) |
| • Lorne Ave. E. from Erie St. to Downie St. | multi-use trail |
| • Mornington St. from McCarthy Rd. E. to Graff Ave. | sidewalk (east side) |
| • Lorne Ave. W. from O'Loane Ave to Erie St. | multi-use trail |
| • O'Loane Ave. from Hibernia St. to Perth Line 36 | multi-use trail |
| • Romeo St. S. from Lorne Ave. E. to Norfolk St. | multi-use trail |
| • C.H. Meier Blvd from Ontario St. to Douro St. | multi-use trail |
| • Douro St. from Burritt St. to C.H. Meier Blvd. | multi-use trail |
| • Romeo St. N. from Vivian Line 37 to Abraham Dr. | sidewalk |
| • Romeo St. N. from Vivian Line 37 to McCarthy Rd. E. | bike lanes |
| • St. Vincent St. S. from Lorne Ave. W. to Patterson St. | sidewalk |

Sub-committee discussion: The Director of Infrastructure and Development Services reviewed the report. He clarified that the policy for replacement sidewalks is that a sidewalk is installed on one side only and that “local roads” refers to a low traffic volume not that it is necessarily a residential street.

It was noted that the more sidewalk there is, the more it costs to maintain and clear.

Sub-committee recommendation: Motion by Councillor Henderson That Policy S.2 Sidewalks, Boulevards and Streets be amended to remove the following wording:

- Local streets and crescents–sidewalks on both sides;

And be replaced with the following wording:

- Local sidewalk and crescents-sidewalks on one side for local residential streets at a width of 1.5 metres;

And further that the following priority projects be referred to the Infrastructure and Development Capital Budget for consideration of implementation over a five year period:

- | | |
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| • O’Loane Ave. from Hibernia St. to Perth Line 36 | multi-use trail |
| • Romeo St. S. from Lorne Ave. E. to Norfolk St. | multi-use trail |
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| • Romeo St. N. from Vivian Line 37 to Abraham Dr. | sidewalk |
| • Romeo St. N. from Vivian Line 37 to McCarthy Rd. E. | bike lanes |
| • St. Vincent St. S. from Lorne Ave. W. to Patterson St. | sidewalk |

Carried (February 25, 2015)

Committee discussion: The Director of Infrastructure and Development Services advised that staff have developed a list of areas where sidewalks are missing and have identified priorities to be included as part of the capital budget discussions.

Committee recommendation: Motion by Councillor Ritsma and Councillor Ingram That Policy S.2 Sidewalks, Boulevards and Streets be amended to remove the following wording:

- **Local streets and crescents–sidewalks on both sides;**

And be replaced with the following wording:

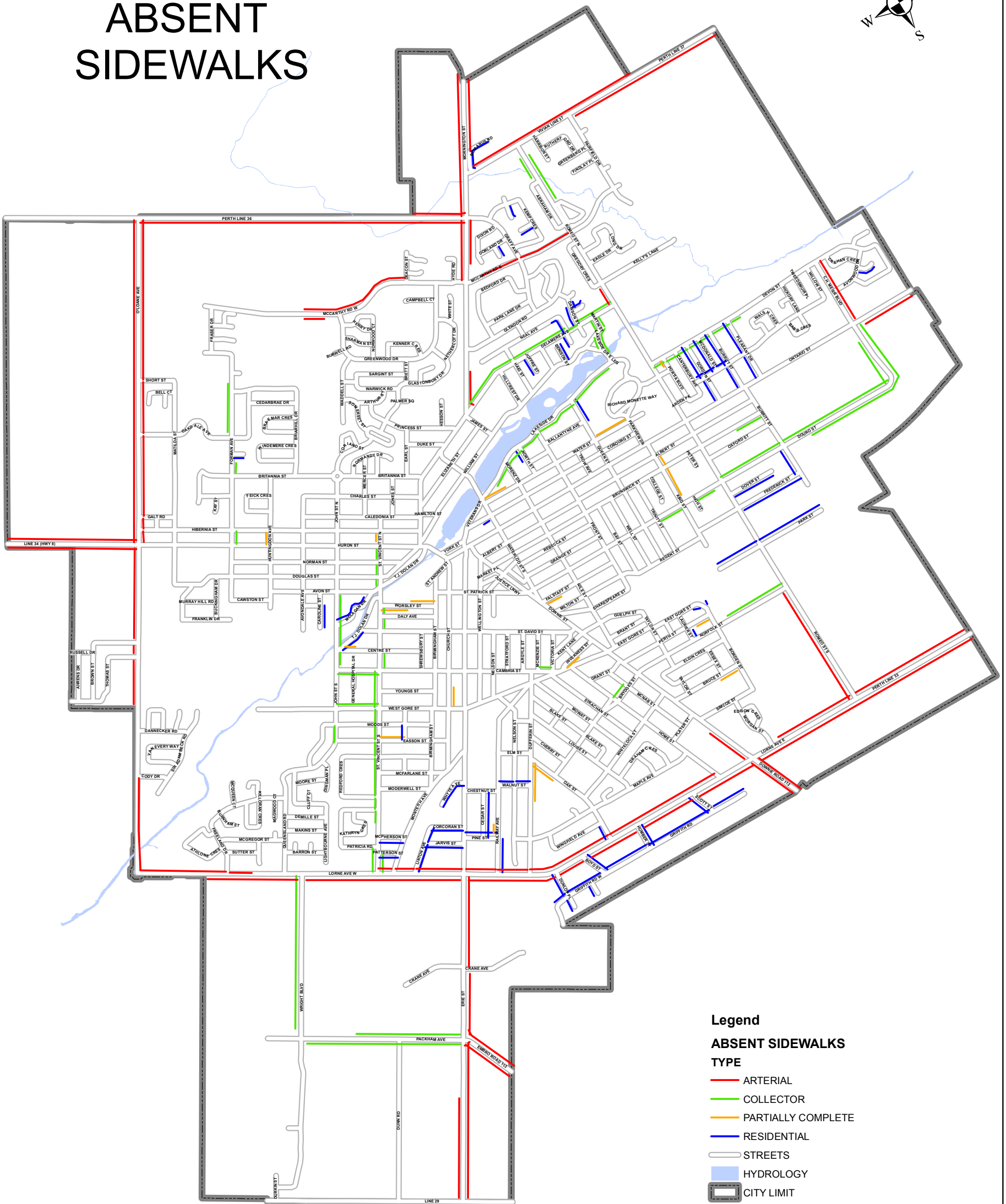
- **Local sidewalk and crescents-sidewalks on one side for local residential streets at a width of 1.5 metres;**

And further that the following priority projects be referred to the Infrastructure and Development Capital Budget for consideration of implementation over a five year period:

- | | |
|--|----------------------|
| • Erie Street from Crane Ave. to West Gore St. | sidewalk (east side) |
| • Lorne Ave. E. from Erie St. to Downie St. | multi-use trail |
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| • Romeo St. N. from Vivian Line 37 to McCarthy Rd. E. | bike lanes |
| • St. Vincent St. S. from Lorne Ave. W. to Patterson St. | sidewalk |

Carried

ABSENT SIDEWALKS



Legend

ABSENT SIDEWALKS TYPE

- ARTERIAL
- COLLECTOR
- PARTIALLY COMPLETE
- RESIDENTIAL
- STREETS
- HYDROLOGY
- CITY LIMIT



City of Stratford
 Infrastructure and Development
 Services Department
 06/02/2015

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At the March 23, 2015 Council meeting, City Council adopted the following recommendation of the Infrastructure, Transportation and Safety Committee:

That Policy S.2 Sidewalks, Boulevards and Streets be amended to remove the following wording:

- Local streets and crescents–sidewalks on both sides;

And be replaced with the following wording:

- Local sidewalk and crescents-sidewalks on one side for local residential streets at a width of 1.5 metres

And further that the following priority projects be referred to the Infrastructure and Development Capital Budget for consideration of implementation over a five year period:

- Erie Street from Crane Ave. to West Gore St. sidewalk (east side)
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- Romeo St. N. from Vivian Line 37 to McCarthy Rd. E. bike lanes
- St. Vincent St. S. from Lorne Ave. W. to Patterson St. sidewalk

**G820 Other Municipal Services
Committee Budget Details**

	2015 Committee Approved Budget	2016 Committee Budget Request	2016 Clerk's Office Committee Cost	Total 2016 Draft Budget
Active Transportation	5,000	7,500	7,700	\$ 15,200
Heritage Stratford	17,100	17,100	6,851	\$ 23,951
2017 Sesquicentennial	3,000	40,000	5,889	\$ 45,889
Accessibility Advisory	2,800	2,800	6,335	\$ 9,135
Environmental Study	7,500	7,500	6,057	\$ 13,557
Town & Gown	1,500	2,000	5,313	\$ 7,313
Stratfords of the World	800	800	2,692	\$ 3,492
Communities in Bloom	10,000	15,000 (also \$2,000 donation revenue)	6,096	\$ 21,096

CITY OF STRATFORD - RESERVE CONTINUITY		34						
		2015	2016					
		2015 Draft Balance	Transfer from Operating	Transfer from Capital	Transfer to/from Reserve	Transfers to Operating	Transfers to Capital	2016 Draft Balance
Department	Account Description							
OPERATING RESERVES								
Mayor/Council/CAO Total		110,518	20,000	0	0	-50,000	0	80,518
Corporate Services Total		8,088,881	712,000	0	0	-1,000,000	-220,000	7,580,881
Fire Total		83,174	0	0	0	0	0	83,174
Police Total		119,358	7,500	0	0	0	0	126,858
I & DS Total		403,071	10,000	0	0	0	0	413,071
Library Total		23,779	0	0	0	0	0	23,779
Economic Development Total		145,891	0	0	0	-5,000	0	140,891
Airport Total		25,670	0	0	0	0	0	25,670
Social Services Total		2,851	0	0	0	0	0	2,851
Community Services Total		-21,019	0	0	0	-10,000	0	-31,019
Committees of Council Total		34,732	0	0	0	0	0	34,732
OPERATING RESERVES TOTAL		9,016,906	749,500	0	0	-1,065,000	-220,000	8,481,406
CAPITAL RESERVES								
Mayor/Council/CAO Total		500,000	0	1,000,000	0	0	-213,942	1,286,058
Corporate Services Total		572,014	85,000	0	0	-57,000	-345,883	254,131
Fire Total		380,370	198,000	0	0	0	-154,058	424,312
Police Total		589,804	306,500	0	0	-110,000	-500,000	286,304
I & DS Total		6,207,033	6,769,252	0	0	-2,585,000	-2,632,400	7,758,885
Library Total		132,819	11,446	0	0	0	0	144,265
Airport Total		140,426	116,000	0	0	0	-20,000	236,426
Social Services Total		5,244,422	0	0	0	-1,697,000	-50,000	3,497,422
Community Services Total		432,069	154,000	0	0	0	-240,000	346,069
CAPITAL RESERVES TOTAL		14,198,957	7,640,198	1,000,000	0	-4,449,000	-4,156,283	14,233,872
TOTAL RESERVES BALANCE		23,215,863	8,389,698	1,000,000	0	(5,514,000)	(4,376,283)	22,715,278

CapEx Comparison

Year	MAH Code	Municipality	Households Municipal Data SLC 2 0040 01	Population Municipal Data SLC 2 0041 01	Acquisition of tangible capital assets SLC 53 1020 01	Per Capita
2009	25000	Waterloo R	191,170	534,900	(\$136,488,914.00)	255.17
	25101	Cambridge C	50,000	131,000	(\$34,517,072.00)	263.49
	25102	Kitchener C	85,120	224,100	(\$73,387,194.00)	327.48
	25103	Waterloo C	41,644	122,200	(\$1,438,829.00)	11.77
	37000	Oxford Co	42,561	93,147	(\$40,458,966.00)	434.36
	37101	Woodstock C	15,549	32,127	(\$10,485,254.00)	326.37
	40102	Brant County	13,273	31,485	(\$27,799,415.00)	882.94
	44101	St. Thomas C	15,225	36,110	(\$12,049,729.00)	333.70
	51103	Belleville C	21,239	48,821	(\$32,159,121.00)	658.71
	52000	Huron Co	29,088	56,321	(\$15,932,077.00)	282.88
	59101	London C	162,819	362,235	(\$222,288,249.00)	613.66
	65000	Perth Co	14,095	35,448	(\$7,378,623.00)	208.15
	65101	Stratford C	13,536	31,641	(\$32,506,040.00)	1,027.34
	70102	Orillia C	13,319	31,420	(\$40,823,548.00)	1,299.29
75101	Guelph C	47,500	120,400	(\$69,254,884.00)	575.21	
2010	25000	Waterloo R	194,890	543,700	(\$124,579,965.00)	229.13
	25101	Cambridge C	46,000	129,000	(\$41,353,880.00)	320.57
	25102	Kitchener C	86,750	229,400	(\$119,098,773.00)	519.18
	25103	Waterloo C	40,530	122,900	(\$28,546,156.00)	232.27
	37000	Oxford Co	42,794	93,711	(\$52,874,506.00)	564.23
	37101	Woodstock C	15,695	32,127	(\$12,889,553.00)	401.21
	40102	Brant County	13,580	30,825	(\$40,562,968.00)	1,315.91
	44101	St. Thomas C	15,225	36,110	(\$12,829,096.00)	355.28
	51103	Belleville C	21,239	48,821	(\$51,404,063.00)	1,052.91
	52000	Huron Co	27,535	57,131	(\$10,963,351.00)	191.90
	59101	London C	164,945	365,200	(\$306,535,879.00)	839.36
	65000	Perth Co	14,095	35,448	(\$5,314,470.00)	149.92
	65101	Stratford C	13,536	31,641	(\$32,349,547.00)	1,022.39
	70102	Orillia C	13,481	31,716	(\$43,562,853.00)	1,373.53
75101	Guelph C	47,500	123,000	(\$119,744,884.00)	973.54	

CapEx Comparison

Year	MAH Code	Municipality	Households Municipal Data SLC 2 0040 01	Population Municipal Data SLC 2 0041 01	Acquisition of tangible capital assets SLC 53 1020 01	Per Capita
2011	25000	Waterloo R	196,420	553,000	(\$112,946,484.00)	204.24
	25101	Cambridge C	46,460	126,700	(\$26,689,184.00)	210.65
	25102	Kitchener C	88,350	234,300	(\$84,919,165.00)	362.44
	25103	Waterloo C	41,730	124,900	(\$29,080,109.00)	232.83
	37000	Oxford Co	43,225	90,622	(\$49,783,129.00)	549.35
	37101	Woodstock C	16,176	32,127	(\$12,289,333.00)	382.52
	40102	Brant County	13,691	30,841	(\$20,187,700.00)	654.57
	44101	St. Thomas C	15,225	37,905	(\$18,828,916.00)	496.74
	51103	Belleville C	22,153	49,454	(\$46,562,952.00)	941.54
	52000	Huron Co	27,604	57,041	(\$12,821,828.00)	224.78
	59101	London C	167,570	366,150	(\$192,083,559.00)	524.60
	65000	Perth Co	13,883	37,571	(\$5,905,744.00)	157.19
	65101	Stratford C	13,892	30,886	(\$11,884,639.00)	384.79
	70102	Orillia C	13,779	30,586	(\$21,812,870.00)	713.17
75101	Guelph C	51,205	121,688	(\$95,740,981.00)	786.77	
2012	25000	Waterloo R	199,450	559,000	(\$160,965,624.00)	287.95
	25101	Cambridge C	47,770	132,900	(\$27,932,506.00)	210.18
	25102	Kitchener C	88,540	234,100	(\$79,128,953.00)	338.01
	25103	Waterloo C	42,590	129,100	(\$28,426,038.00)	220.19
	37000	Oxford Co	44,840	90,451	(\$20,412,576.00)	225.68
	37101	Woodstock C	16,484	32,216	(\$10,633,264.00)	330.06
	40102	Brant County	13,847	30,940	(\$29,287,992.00)	946.61
	44101	St. Thomas C	16,398	37,905	(\$6,469,648.00)	170.68
	51103	Belleville C	22,153	49,454	(\$21,825,684.00)	441.33
	52000	Huron Co	27,358	57,579	(\$12,654,123.00)	219.77
	59101	London C	169,145	369,940	(\$158,608,675.00)	428.74
	65000	Perth Co	13,883	37,571	(\$4,050,283.00)	107.80
	65101	Stratford C	14,052	30,886	(\$10,950,693.00)	354.55
	70102	Orillia C	13,734	30,659	(\$20,517,352.00)	669.21
75101	Guelph C	52,179	121,688	(\$49,798,579.00)	409.23	

CapEx Comparison

Year	MAH Code	Municipality	Households Municipal Data SLC 2 0040 01	Population Municipal Data SLC 2 0041 01	Acquisition of tangible capital assets SLC 53 1020 01	Per Capita
2013	25000	Waterloo R	201,080	563,000	(\$218,455,333.00)	388.02
	25101	Cambridge C	47,630	132,400	(\$21,025,927.00)	158.81
	25102	Kitchener C	88,765	234,000	(\$59,554,594.00)	254.51
	25103	Waterloo C	43,685	133,266	(\$17,319,113.00)	129.96
	37000	Oxford Co	45,268	90,798	(\$27,263,147.00)	300.26
	37101	Woodstock C	16,641	32,216	(\$9,252,771.00)	287.21
	40102	Brant County	13,963	31,134	(\$16,597,378.00)	533.09
	44101	St. Thomas C	16,398	37,905	(\$13,885,058.00)	366.31
	51103	Belleville C	21,065	49,454	(\$24,510,167.00)	495.62
	52000	Huron Co	27,358	57,579	(\$10,735,617.00)	186.45
	59101	London C	170,543	373,730	(\$166,700,268.00)	446.04
	65000	Perth Co	13,883	37,571	(\$5,710,131.00)	151.98
	65101	Stratford C	13,892	30,886	(\$8,444,654.00)	273.41
	70102	Orillia C	13,975	30,709	(\$14,526,835.00)	473.05
75101	Guelph C	39,572	126,250	(\$41,431,089.00)	328.17	
2014	25000	Waterloo R	203,930	568,500	(\$124,145,382.00)	218.37
	25101	Cambridge C	48,320	133,800	(\$21,265,753.00)	158.94
	25102	Kitchener C	90,560	236,500	(\$63,357,516.00)	267.90
	25103	Waterloo C	42,463	133,395	(\$30,129,001.00)	225.86
	37000	Oxford Co	45,144	90,481	(\$24,233,722.00)	267.83
	37101	Woodstock C	16,887	37,755	(\$8,835,561.00)	234.02
	40102	Brant County	14,141	31,252	(\$22,321,964.00)	714.26
	44101	St. Thomas C	16,398	37,905	(\$10,606,372.00)	279.81
	51103	Belleville C	21,065	49,454	(\$39,909,618.00)	807.00
	52000	Huron Co	27,358	57,579	(\$11,798,855.00)	204.92
	59101	London C	172,281	377,520	(\$198,922,400.00)	526.92
	65000	Perth Co	13,883	37,571	(\$8,093,135.00)	215.41
	65101	Stratford C	13,892	30,886	(\$9,264,445.00)	299.96
	70102	Orillia C	13,999	30,754	(\$17,369,803.00)	564.80
75101	Guelph C	38,715	126,250	(\$52,335,292.00)	414.54	

Follow up to the list of comments/questions re: Social Services Budget 2016:

1) Provide the latest breakdown on the SS reserve – broken down by Division:

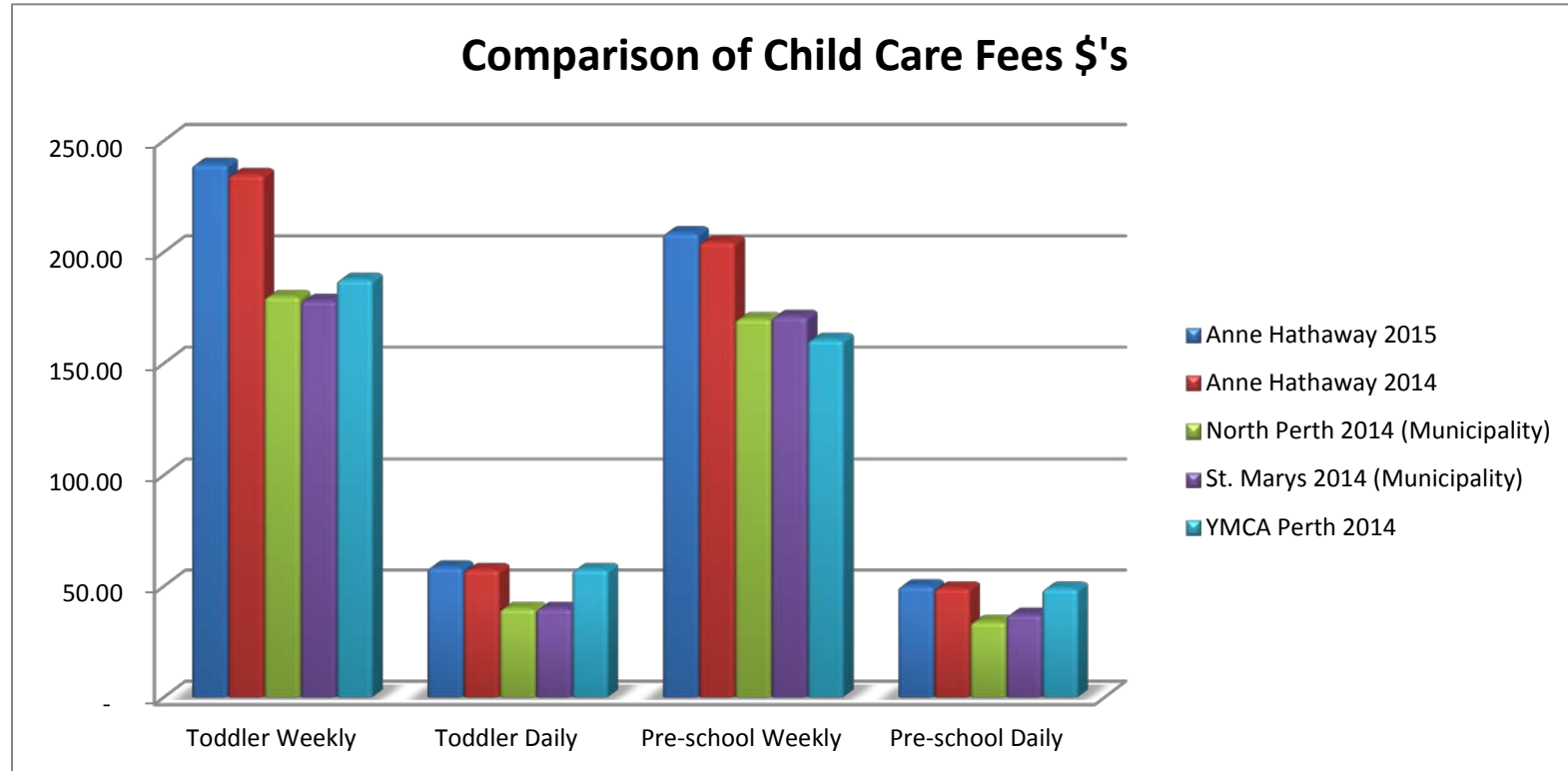
2015 Social Services Reserve

OW	\$1,300,788
Housing	\$1,879,169
Childcare	<u>\$1,903,945</u>
Total	\$5,083,902

2) Daycare – We need to make sure that we bring the Parent Fee increase thru sub-committee etc. From there we will be making one big amendment to the Fees and Charges By-law on December 15th at Council to take into account all the approved rate changes. The report we brought forward last year included a rate comparison with the local daycare's etc. and an explanation of the parent fees and subsidized fees.

Comparison of Child Care Fees

Group	Anne Hathaway 2015	Anne Hathaway 2014		North Perth 2014 (Municipality)		St. Marys 2014 (Municipality)		YMCA Perth 2014	
		Fee	%	Fee	%	Fee	%	Fee	%
Toddler Weekly	239.40	234.70	2%	180.00	33%	178.15	34%	187.62	28%
Toddler Daily	58.55	57.40	2%	40.00	46%	40.00	46%	57.50	2%
Pre-school Weekly	208.55	204.45	2%	170.00	23%	171.00	22%	160.62	30%
Pre-school Daily	50.10	49.15	2%	34.00	47%	37.25	34%	49.00	2%



3) Daycare – What is the increase in the cost of Repairs and Maintenance?

- This is the cost of the janitorial cleaning contract. In previous budgets custodial costs were showed as an inter-functional transfer to Infrastructure (Building and Planning).
- that amount is 0 for 2016

4) OW – there was a request to identify what the impact of the OW Upload was, or in other words, how much would the OW Increase/Decrease be if there was no upload in 2016?

- If the 2015 upload percentage was to remain at 91.4% (2015 levels), the total tax levy would be \$1,002,927 which would represent an increase of 11.88%. The change to the 94.2% upload decreased the tax levy amount by \$170,610.

5) There were questions about the change in the wage allocation in Childcare and what impact that has or should have on other budgets?

.25% of the Director Salary was moved from OW to Child Care Budget, to balance the cost across divisions. As a result, the salary and wage for OW was decreased by .25% of the Director Salary. The 0.49 increase in the OW budget is reflected by increases in wages and benefits as per the new collective agreement. It would have been higher with the .25% of the Director.

6) Housing – the wages of the new supervisor are 50% covered by the new IAH admin funding, but the IAH admin funding in 2016 is the same (actually down slightly) from 2015?

The IAH funding details are attached below. The decrease between year 2 and year 3 for the admin fees is \$20.

Component	Year 1 2014-15	Year 2 2015-16	Year 3 2016-17	Year 4 2017-18	Year 5 2018-19	Year 6 2019-20	Total
Capital							
Rental Housing	230,000	450,705	450,325	529,945		567,865	2,228,840
Homeownership	36,155	80,000	80,000				196,195
Ontario Renovates	90,000	100,000	100,000	100,000		150,000	540,000
Operating							
Rent Supplement						210,000	210,000
Housing Allowance							0
Administration							
SM Admin Fees	18,745	33,195	33,175	33,155		48,835	167,105
Total	374,900	663,900	663,500	663,100	\$0	976,700	\$3,342,100

The funding details for the housing supervisor are below. IAH is covering 28.4% of the funding.

<i>Revenue</i>	2015	2016
MCSS		
Ontario Works Administrative Share		\$10,000
MMAH		
IAH Administration		\$29,670
Rent Supplement Administration	\$7,500	\$14,400
CHPI Administration	\$33,350	\$50,100
Total Revenue	\$40,850	\$104,170
<i>Expenses</i>		
Salary/Benefit Costs*	\$40,850**	\$104,170



The Walter Fedy Partnership
... in the solutions business™

2003-0228-10

August 20, 2003

Marina Huissoon
Phone: 519-576-2150 Ext. 252
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RECEIVED

SEP 16 2004

CITY of STRATFORD
Building & Planning Dept.

Mr. Dave Carroll
City of Stratford
82 Erie Street, 2nd Floor
Stratford, Ontario
N5A 2M4

Dear Dave:

RE: Stratford Police Service - Development Options

Further to our meeting of last Monday August 16th, we have now developed the review process for the various development options discussed.

The feasibility study prepared in 2001 has been reviewed to determine if the requirements identified to 2016 still apply. With the exception of the increased pressure being experienced in CIB, the study conclusions are still applicable.

Having now completed the design development of the renovations / additions based on a \$3 million dollar budget, we have concluded that certain aspects of the existing site and building infrastructure pose functional compromises for the police:

- There is inadequate privacy for police vehicles entering and exiting the building
- There is inadequate parking for police staff & visitors
- The existing connection between the Courts and Police custody area causes a planning constraint in the planning of new layout. As a result, the arrangement of functions related to custody and high security areas are compromised.
- Based on the actual caseload of the Investigators and Drug Unit (CID) the space allocation for this department should be increased.
- The firing range in the basement of the existing building will not meet the long term training needs as training requirements and technology change.
(This issue was previously excluded from the scope of the needs assessment study)
- Functionality would benefit from vehicles currently stored off-site being stored within the building.
- Training programs could benefit from additional exercise space not contemplated in previous study.

Although the design as developed represents a great improvement over the facilities as they currently exist, and represents a cost effective response to the needs identified, the question is now asked "Could the needs of the Police be better met in another building?"

In order to address that question, the following development options have been identified:

1. Renovate the existing facility (as described in design documents produced to date), and build additional space onto the existing building.

1a would include the additional space to the south of the existing building (as already designed)
1b would include the additional space to the west of the existing building (The "Anna Banana site")

The cost effectiveness of this option 1b will depend on how much space in the existing building can remain as is instead of being renovated, as a result of a more efficient plan layout. With this option, site area would also become available for future additional space, or car parking at grade.

2. Purchase an existing building elsewhere in Stratford, in a location more suited to the site issues associated with Policing, and with space for future expansion beyond the 2016 horizon. Depending on which available building would be purchased, minor or extensive renovation would be required for this option.

Assuming that the base mechanical and electrical systems to the building are adequate for the new use, and that only "Tenant improvement" is required, the cost per square foot for finishing the space could range between \$40 to \$70 per sq. ft. (For a total finished area of 26,000 sq. ft. this would result in a construction cost of \$1.04 million to \$1.8 million).

3. Purchase a vacant site in a location more suited to the site issues associated with Policing, and with space for future expansion beyond the 2016 horizon. Average costs per square foot for new construction range from \$150 - \$200; thereby producing a potential construction cost of \$3.9 million to \$5.2 million for this option.

In order to determine which of these options is best suited to the future needs of the Stratford Police Service, we propose to do a cursory review and cost benefit comparison of the options.

The scope of this exercise is proposed to be as follows:

- Prepare an alternate plan concept of the existing building at St. George Street showing the implications of building the additional required space along St. George Street, to the west of the existing building.
- Review an existing building shell built for tenant leasehold and determine the required scope of work to make it suitable for the required Police functions. The scope will be described in written form, including Mechanical and Electrical needs, and a block diagram of how the Police needs will fit within the existing building envelope.
- Prepare a "blue sky" concept of the Stratford Police Space Needs on a vacant site. This concept will provide an assessment of the appropriate site area required, and will be based on a low-rise concept. The location and size of the site would ultimately determine whether the building should be 1 or 2 storeys in height.
- We anticipate that cost estimates will be prepared by Marshall & Murray for each of the options based on standard costs per square foot for renovation and new construction. (The cost of these cost estimates is not included in our fee).



Mr. Dave Carroll
City of Stratford

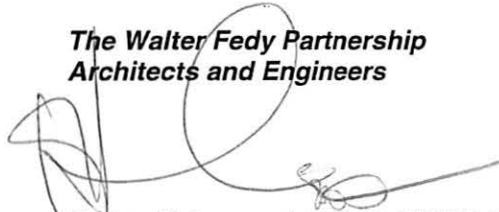
August 20, 2004
Page 3

Our fee to prepare the work as described above is \$8,000 plus GST, including disbursements. We are prepared to start work immediately, and could have the report completed for presentation to the committee within 2 months.

We trust that this additional work will assist in moving forward with the confidence that the best decision has been made for the future of the Stratford Police Service, and we look forward to continuing with the project.

Yours sincerely,

The Walter Fedy Partnership
Architects and Engineers



Marina Huissoon, Architect, MRUP, OAA, MRAIC
MH:cs

c.c. Central File





**CITY OF STRATFORD
STRATFORD POLICE STATION
ADDITIONS AND RENOVATIONS
Stratford, Ontario**

DESIGN DEVELOPMENT ESTIMATE

prepared for:

**CITY OF STRATFORD
Building and Planning Department
82 Erie Street, 2nd Floor
Stratford, Ontario
N5A 2M4**

prepared by:

**MARSHALL & MURRAY INCORPORATED
625 Wellington Street
London, Ontario
N6A 3R8**

November 25, 2003

FILE: (NN) L1723/3/DESIGN DEVELOPMENT/8/Frontend-R1.DOC

Quantity Surveyors and Development Consultants

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DESIGN DEVELOPMENT ESTIMATE

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1. EXECUTIVE SUMMARY

This report, a Design Development Estimate prepared by Marshall & Murray Inc., addresses the **Total Projected Construction Cost** to be incurred for the redevelopment at the Stratford Police Station, in Stratford, Ontario. The proposed redevelopment would consist of a new two-story addition and renovations to the existing facility.

The proposed redevelopment is being designed by The Walter Fedy Partnership. The estimate presented here is based on drawings received from the design team, meetings and oral information.

The **Total Projected Construction Cost** is estimated at **\$2,888,984**.

This is comprised of the following:

Addition	\$1,083,633
Basement Renovation	\$229,632
Ground Floor Renovation	<u>\$1,156,389</u>
Sub-Total	\$2,469,654
Allowance for Unheated Garage (780 sf)	\$80,200
Owner's Construction Contingency (10.0%)	\$254,985
Anticipated Phasing Costs Required (Allow 3.0% to March 2004)	<u>\$84,145</u>
Total Projected Construction Cost	\$2,888,984

Included in the above Construction Costs is the following sprinkler pricing:

New Addition (both levels)	\$27,700
Basement Renovation (1,910 sf)	\$5,940
Ground Floor Renovation (10,430 sf)	<u>\$32,450</u>
Total Cost included for Sprinklers	\$66,090

Items excluded from the above Construction Cost:

Additional Option to provide sprinklers to unrenovated areas and new water service from road	\$200,000
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This estimate is priced in November 2003 dollars.

1. EXECUTIVE SUMMARY (Cont'd)

The construction cost includes all labour, materials, plant, Provincial Sales Tax (P.S.T.), sub-contractors' overheads and profit, and the general contractor's overheads and profit, phasing allowance and owner's construction contingency allowance.

Excluded from the construction estimate is any allowance for price escalation (except as noted), soft costs, professional and design fees, furnishings and loose equipment, development charges and levies, financing costs, relocating costs, asbestos abatement, abnormal soil conditions, contaminated soil, project management, Goods and Services Tax (G.S.T.), inspection and testing, post contract contingencies, drapes, curtains, art work and premium labour.

If you have any questions or require further information, please do not hesitate to contact our office.

Yours truly,

MARSHALL & MURRAY INC.


Linn Marron Marshall, SRN, PQS

2. METHOD OF MEASUREMENT

This estimate has been prepared by measurement of quantities from the drawings received from the design team, The Walter Fedy Partnership. Unit costs, allowances and contingencies were applied to these quantities to reflect market conditions and provide a realistic budget.

3. GROSS FLOOR AREA

Addition	6,859 SF
Basement Renovation	1,910 SF
Ground Floor Renovation	<u>10,430 SF</u>
Total Gross Floor Area	19,199 SF

4. PRICING

This estimate is priced in November 2003 dollars.

5. TAXES

The Provincial Sales Tax (P.S.T.) has been included in the construction cost. The Goods and Services Tax (G.S.T.) is excluded.

6. MECHANICAL AND ELECTRICAL COSTS

Mechanical and Electrical Costs included in this estimate was based on information provided by the Consultants.

7. SITE SERVICES

This includes allowances for mechanical, electrical, civil site services, soft and hard landscaping.

8. CONTINGENCY

At this stage of the project, a 7.0% design contingency has been allowed.

9. OVERHEADS AND PROFIT

This cost is taken at 10.0% of the construction cost. This should be adequate to account for the present market conditions.

10. EXCLUSIONS TO CONSTRUCTION COST

- a) Price Escalation (Except As Noted)
- b) Soft Costs
- c) Professional and Design Fees
- d) Furnishings and Loose Equipment
- e) Development Charges and Levies
- f) Financing Costs
- g) Relocating Costs
- h) Asbestos Abatement
- i) Abnormal Soil Conditions
- j) Contaminated Soil
- k) Project Management
- l) Goods and Services Tax (G.S.T.)
- m) Inspection and Testing
- n) Post Contract Contingencies
- o) Drapes, Curtains & Art Work
- p) Premium Labour

11. DRAWING LIST

The following is the list of drawings, received from The Walter Fedy Partnership, upon which Marshall & Murray's Design Development Estimate was based.

	<u>Print Date</u>	<u>Date Received</u>
Architectural		
SKA-1 to SKA-7	Sep 23, 2003	Oct 7, 2003
Sections key	N/A	Oct 7, 2003
Sections & Details (13 in #)	N/A	Oct 7, 2003
Site Civil	Oct. 3, 2003	Oct 7, 2003
As Built Drawings	Oct. 6, 1988	July 29, 2003
Elevation Sketches	N/A	Oct 7, 2003
Design Brief	Sep 24, 2003	Sept 26, 2003
Schematic Design Photos	Sep 25, 2003	Sept 26, 2003
Structural		
SKS-1 to SKS-3	Oct. 3, 2003	Oct 7, 2003
Mechanical & Electrical		
SKE-01 to SKE-07	Sep 29, 2003	Oct 7, 2003
Mechanical Floor Plans (Level 0,1,2)	Oct 2, 2003	Oct 7, 2003
Design Brief	Aug. 2003	Aug. 8, 2003
As Built Drawings	Oct. 6, 1988	July 29, 2003