

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

Date: Monday, November 16, 2015

**Time:** 5:30 P.M.

**Location:** Council Chamber

City Hall

Committee Present:

Councillor Clifford - Chair Presiding, Councillor Mark - Vice Chair, Councillor

Beatty, Councillor Brown, Councillor Bunting, 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, Joan Thomson - City Clerk, Charlene Lavigne - Deputy Clerk, John Paradis - Fire Chief, Marilyn Pickering - Supervisor of Tax Revenue, Naeem Khan - Manager of IT, Janice Beirness - Manager of Financial Services

**Pages** 

#### Call to Order

The Chair to call the Meeting to Order.

Mayor Mathieson sends his regrets.

# 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. CAPITAL BUDGET/ASSET MANAGEMENT

5 - 71

The Director of Corporate Services will give an overview of the 2016 capital budget and asset management.

#### 5. REVIEW of DRAFT 2016 CAPITAL BUDGETS BY DEPARTMENT

72 - 78

Please review to "Capital" section of the 2016 budget binder.

Staff Recommendation: That the 2016 funded capital budget be adopted as presented at the November 16, 2015 Finance and Labour Relations Committee meeting, for a 2016 net capital budget of \$3,096,256. (\$25,222,135. gross cost with \$1,920,000. from utilities, \$6,214,879. from reserves, \$6,191,000. from external sources, and \$7,800,000. from long term financing).

Motion	by	

Staff Recommendation: That the unfunded capital projects list as presented at the November 16, 2015 Finance and Labour Relations Committee meeting, be received.

#### 5.1 Police

Funded (page 1) Unfunded (page 6)

# 5.2 Library

Funded (page 1) Unfunded (page 6)

# 5.3 Corporate Services

# 5.3.1 Parking

Funded (page 1)

# 5.3.2 Information Technology

Funded (page 1) Unfunded (page 6)

#### 5.4 Social Services

Funded (page 1) Unfunded (page 6)

# 5.5 Community Services

# 5.5.1 Parks

Funded (page 2)

#### 5.5.2 Recreation

Funded (page 2)

# 5.5.3 Cemetery

Funded (page 2)

#### 5.5.4 Transit

Funded (page 2)

#### 5.5.5 Parallel Transit

Funded (page 2)

Motion by \_\_\_\_\_

Staff Recommendation: That 2016 pre-budget approval be given for the purchase of one Parallel Transit bus totalling \$95,000, funded from reserves, for a net capital budget amount of \$0.

# 5.5.6 Community Services

Unfunded (page 6)

#### 5.6 Fire

# 5.6.1 Fire

Funded (page 2) Unfunded (page 6)

# 5.6.2 Airport

Funded (page 2)

# 5.7 Mayor/Council/CAO

Funded (page 5)

Unfunded (page 7)

5.8 Infrastructure and Development Servi	5.8	R TU	rrastructure	ana	Develo	pment	Service
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Funded (page 3) Unfunded (page 6)

#### 6. OPERATING BUDGET

6.1	G810 Requisitions from Others (page 141 binder)
·	Colo Requisitions from Carters (page 1 11 billion)

Motion by \_\_\_\_\_

Staff Recommendation: That the 2016 G810 Requisitions from Others operating budget be adopted as presented at the November 16, 2015, Finance and Labour Relations Committee meeting, for a 2016 net budget of \$\_\_\_\_\_.

#### 7. BUDGET SUMMARY UPDATE

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

#### 8. BUDGET COMMENTS RECEIVED FROM THE PUBLIC

79 - 80

Motion by \_\_\_\_\_

Staff recommendation: That the 2016 Budget Comments received to date from members of the public be received.

#### 9. NEW BUSINESS

#### 10. 2016 BUDGET DATES

Committee members are reminded of these upcoming scheduled budget meeting dates in the Council Chamber:

Wednesday, November 25, 2015 at 5:30 p.m. (est) \*tentative Monday, December 7, 2015 at 4:45 p.m.

# 11. Adjournment

Meeting Start Time: Meeting End Time:

Motion by \_\_\_\_\_

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

	Summary Table								
%			Total Numb	er of Priorities	1				
		Proceed	0						
100%		With Caution	1						
		Risk Exists	0						
_			Proceed with	Critical	_				
Count	Priority	Proceed		Implications	Status				
1	Phone System Upgrade	11	5	0	PROCEED WITH CAUTION				

City of Stratford Decision Tool									
Phone System Upgrade									
Corporate Services/IT	Corporate Services/IT								
Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes				
Clearly aligned with existing Council priorities	<b>V</b>	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities					
Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements					
Clearly aligned with existing Strategic Priorities	V	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities					
Improves or maintains	√	Reduces customer service to a		Reduces customer service to					
Have a high degree of local		Selected local support or have	V	, ,					
Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition					
Is innovative	√	Not innovative		Prohibits innovation in other areas					
Required financial resources are available		Unclear if required resources are available	$\sqrt{}$	Do not have required financial resources					
Funding clearly supported by Council		No funding decision made by Council	V	Not funded by Council					
Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	<b>V</b>	Do not have the resources (staff and skills)					
Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools					
Results in savings or in operational budget		Results in savings but requires significant up front investment	1	Does not result in savings or operational cost implications not in budget					
Will improve efficiency	<b>V</b>	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering					
Will improve effectiveness	<b>V</b>	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering					
Eliminates/reduces risk if completed	1	May introduce a level of risk if completed		High risk if not completed					
Enables other initiatives if completed	V	Moves another initiative to lower priority status		Takes funding from another initiative	0				
	Phone System Upgrade  Corporate Services/IT  Proceed  Clearly aligned with existing Council priorities  Complies and/or will meet legislative/regulatory requirements  Clearly aligned with existing Strategic Priorities  Improves or maintains customer service  Have a high degree of local support  Have a high degree of stakeholder support  Is innovative  Required financial resources are available  Funding clearly supported by Council  Have the resources (staff and skills)  Have the right tools  Results in savings or in operational budget  Will improve efficiency  Will improve effectiveness  Eliminates/reduces risk if completed Enables other initiatives if	Phone System Upgrade  Corporate Services/IT  Proceed  Yes  Clearly aligned with existing Council priorities  Complies and/or will meet legislative/regulatory requirements  Clearly aligned with existing Strategic Priorities  Improves or maintains customer service  Have a high degree of local support  Have a high degree of stakeholder support  Is innovative  Required financial resources are available Funding clearly supported by Council  Have the resources (staff and skills)  Have the right tools  Results in savings or in operational budget  Will improve efficiency  Will improve effectiveness  Eliminates/reduces risk if completed Enables other initiatives if	Phone System Upgrade  Corporate Services/IT  Proceed  Yes  Proceed With Caution  Clearly aligned with existing Council priorities  Completed  Completed  Yes  Proceed With Caution  Suggests a variation on existing Council priorities  Does not fully meet legislative/regulatory requirements  Clearly aligned with existing Strategic Priorities  Improves or maintains customer service  Have a high degree of local support  Have a high degree of stakeholder support  Is innovative  Required financial resources are available  Funding clearly supported by Council  Have the resources (staff and skills)  Play the right tools  Results in savings or in operational budget  Will improve effectiveness  Will improve effectiveness  Proceed With Caution  Suggests a variation on existing Suggests a variation on existing Council profities  Does not fully meet legislative/regulatory requirements  Not impove tested teasing Strategic Priorities  Reduces customer service to a portion of customers Selected local support or have not tested local support or have not tested stakeholder support support or have not tested stakeholder support support support support	Phone System Upgrade  Corporate Services/IT  Proceed  Proceed  Yes  Proceed With Caution  Yes  Clearly aligned with existing Council priorities  Complies and/or will meet legislative/regulatory requirements  Clearly aligned with existing Strategic Priorities  Clearly aligned with existing Strategic Priorities  Improves or maintains customer service  Have a high degree of local support  Have a high degree of stakeholder support  Is innovative  Required financial resources are available  Funding clearly supported by Council  Have the resources (staff and skills)  No funding decision made by Council  Have the right tools  Results in savings or in operational budget  Will improve efficiency  Will improve effectiveness  Ves  Proceed With Caution Yes  Suggests a variation on existing Council priorities  Does not fully meet legislative/regulatory requirements  Does not impact existing Strategic Priorities  Neduces customer service to a portion of customers  Selected local support or have not tested local support or have not tested stakeholder support stake  Selected stakeholder support or have not tested stakeholder support or have not tested stakeholder support stake  Improve sefficiency by May improve effectiveness but requires significant up front in	Phone System Upgrade  Corporate Services/IT  Proceed Ves Proceed With Caution Ves Critical Implications  Clearly aligned with existing Council priorities  Complete and/or will meet legislative/regulatory requirements  Clearly aligned with existing Strategic Priorities  Improves or maintains customer service  Lave a high degree of local support  Lave a high degree of stakeholder support  Is innovative  Required financial resources are available  Funding clearly supported by Council  Have the resources (staff and skills)  Have the right tools  Results in savings or in operational budget  Will improve efficiency  Will improve efficiency  Will improve effectiveness  Proceed With Caution  Yes Critical Implications  Not outlined in existing Council priorities  Reduces customer service to a portion of customers  Reduces customer service to a portion of customers  Selected stakeholder support or have not tested local support or have not tested local support or have not tested stakeholder support or have not rested stakeholder support or have not				

	Summary Table							
0/0			Total Number	er of Priorities	11			
				Proceed	0			
100%		11						
				0				
			Proceed with					
Count	Priority	Proceed	Caution	Implications	Status			
1	AODA - Door handles replacement and rekey - (6 locations \$179,300)	10	6	0	PROCEED WITH CAUTION			
2	Building Exterior - Roof (9 locations \$600,000)	10	6	0	PROCEED WITH CAUTION			
	Balcony/Railings/Decks (6 locations \$349,700)	9	7	0	PROCEED WITH CAUTION			
	Building Exterior - Windows, brick, door, wall repair and replacement (Multip	11	5		PROCEED WITH CAUTION			
	Building Interior - Floors, hallways, ceiling, walls (\$1,377,044)	11	4		PROCEED WITH CAUTION			
	Electrical - Fire Alarm Panel, Distribution panels, lights etc. (\$987,389)	13	3	0	PROCEED WITH CAUTION			
	Elevator Replacement - 45 Buckingham Dr. Stratford (\$270,000)	11	3	0	PROCEED WITH CAUTION			
	Mechanical - Water distribution, make up air, plumbing (\$569,325)	10	5		PROCEED WITH CAUTION			
	Safety - Fire alarm, emergency lighting, door magnets (6 Locations \$108,000)	12	4		PROCEED WITH CAUTION			
	Sitework - Parking lots, Driveway, sidewalks (\$590,758)	10	6		PROCEED WITH CAUTION			
11	Units - Floors, kitchen, washroom, appliances (\$3,170,127)	11	5	0	PROCEED WITH CAUTION			

	City of Stratford	l De	cision Tool						
Priority:	AODA - Door handles rep	lacem	ent and rekey - (6 locations \$	179,3	600)				
Responsibility:	Social Services - Public and Social Housing Division								
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes			
Council Priority	Clearly aligned with existing Council priorities	√	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities				
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements				
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities				
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers				
Local/Community Support	Have a high degree of local support	√	Selected local support or have not tested local support		Local opposition				
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition				
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas				
Financial Resources	Required financial resources are available	1	Unclear if required resources are available		Do not have required financial resources				
Funding	Funding clearly supported by Council		No funding decision made by Council	√	Not funded by Council				
Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	√	Do not have the resources (staff and skills)				
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools				
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	√	Does not result in savings or operational cost implications not in budget				
Organizational Efficiency	Will improve efficiency	√	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering				
Organizational Effectiveness	Will improve effectiveness		May improve effectiveness but requires significant up front investment	1	Adds complexity that requires process re-engineering				
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed				
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	√	Takes funding from another initiative				
		10		6		0			

Building Exterior - Roof (9					
	locati	ons \$600,000)			
Social Services - Public and	Socia	l Housing Division			
Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
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Have a high degree of local support	V	Selected local support or have not tested local support		Local opposition	
Have a high degree of stakeholder support	1	Selected stakeholder support or		Stakeholder opposition	
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	City of Stratford Decision Tool								
Priority:	Balcony/Railings/Decks (6	locati	ons \$349,700)						
Responsibility:	Social Services - Public and	Socia	l Housing Division						
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes			
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities				
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Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed				
Impact	Enables other initiatives if completed	9	Moves another initiative to lower priority status	√ 7	Takes funding from another initiative	0			

City of Stratford Decision Tool									
Priority:	Building Exterior - Window \$1,223,004)	s, bri	ck, door, wall repair and repl	acem	ent (Multiple locations -				
Responsibility:	Social Services - Public and Social Housing Division								
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes			
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City of Stratford Decision Tool								
Priority:	Building Interior - Floors, h	allwa	ys, ceiling, walls (\$1,377,044)					
Responsibility:	Social Services - Public and	Socia	l Housing Division					
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes		
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Impact	Enables other initiatives if completed	11	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative	0		

Priority:	Electrical - Fire Alarm Pane	l, Dis	tribution panels, lights etc. (\$	\$987,3	389)	
Responsibility:	Social Services - Public and	Socia	l Housing Division			
Decision Parameters	Decision Parameters Proceed Yes Proceed With Caution					Yes
Council Priority	Clearly aligned with existing Council priorities	<b>√</b>	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
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City of Stratford Decision Tool								
Priority:	Elevator Replacement - 45	Bucki	ngham Dr. Stratford (\$270,0	00)				
Responsibility:	Social Services - Public and	Socia	l Housing Division					
Decision Parameters	Decision Parameters Proceed Yes Proceed With Caution					Yes		
Council Priority	Clearly aligned with existing Council priorities	<b>V</b>	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities			
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Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	V	Do not have the resources (staff and skills)			
Tools (process and technology)	Have the right tools		Do not have the right tools, but can make it work easily		Do not have tools			
Savings	Results in savings or in operational budget	1	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget			
Organizational Efficiency	Will improve efficiency	1	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering			
Organizational Effectiveness	Will improve effectiveness	1	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering			
Risk Management	Eliminates/reduces risk if completed	$\sqrt{}$	May introduce a level of risk if completed		High risk if not completed			
Impact	Enables other initiatives if completed	11	Moves another initiative to lower priority status	√ 3	Takes funding from another initiative	0		

	City of Stratford	De	cision Tool			
Priority:	Mechanical - Water distribu	tion,	make up air, plumbing (\$569	,325)		
Responsibility:	Social Services - Public and	Socia	l Housing Division			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	1	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities		Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support	V	Selected local support or have not tested local support		Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative		Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available		Unclear if required resources are available	√	Do not have required financial resources	
Funding	Funding clearly supported by Council		No funding decision made by Council	√	Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	V	Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools		Do not have the right tools, but can make it work easily	√	Do not have tools	
Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	V	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	<b>V</b>	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	<b>V</b>	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	10	Moves another initiative to lower priority status	√ 5	Takes funding from another initiative	0

City of Stratford Decision Tool									
Priority:	Safety - Fire alarm, emerger	ıcy lig	hting, door magnets (6 Loca	tions	\$108,000)				
Responsibility:	Social Services - Public and	Socia	l Housing Division						
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes			
Council Priority	Clearly aligned with existing Council priorities	$\sqrt{}$	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities				
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements				
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities				
Customer Service	Improves or maintains customer service		Reduces customer service to a portion of customers		Reduces customer service to the majority of customers				
Local/Community Support	Have a high degree of local support	<b>V</b>	Selected local support or have not tested local support		Local opposition				
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition				
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas				
Financial Resources	Required financial resources are available		Unclear if required resources are available	√	Do not have required financial resources				
Funding	Funding clearly supported by Council		No funding decision made by Council	<b>√</b>	Not funded by Council				
Resources (staff and skills)	Have the resources (staff and skills)	1	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)				
Tools (process and technology)	Have the right tools		Do not have the right tools, but can make it work easily		Do not have tools				
Savings	Results in savings or in operational budget	V	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget				
Organizational Efficiency	Will improve efficiency	1	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering				
Organizational Effectiveness	Will improve effectiveness	1	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering				
Risk Management	Eliminates/reduces risk if completed	1	May introduce a level of risk if completed		High risk if not completed				
Impact	Enables other initiatives if completed	12	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative				

	City of Stratford	De	cision Tool			
Priority:	Sitework - Parking lots, Dri	veway	y, sidewalks (\$590,758)			
Responsibility:	Social Services - Public and	Socia	l Housing Division			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	V	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support	V	Selected local support or have not tested local support		Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available		Unclear if required resources are available	√	Do not have required financial resources	
Funding	Funding clearly supported by Council		No funding decision made by Council	√	Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	V	Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools		Do not have the right tools, but can make it work easily	√	Do not have tools	
Savings	Results in savings or in operational budget	V	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	<b>V</b>	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	<b>V</b>	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	V	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	10	Moves another initiative to lower priority status	√ 6	Takes funding from another initiative	0

	City of Stratford	De	cision Tool			
Priority:	Units - Floors, kitchen, was	hroor	m, appliances (\$3,170,127)			
Responsibility:	Social Services - Public and	Socia	l Housing Division			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	V	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support	V	Selected local support or have not tested local support		Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative	√	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available		Unclear if required resources are available	√	Do not have required financial resources	
Funding	Funding clearly supported by Council		No funding decision made by Council	√	Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	V	Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools		Do not have the right tools, but can make it work easily	√	Do not have tools	
Savings	Results in savings or in operational budget	V	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	<b>V</b>	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	<b>V</b>	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	V	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	11	Moves another initiative to lower priority status	√ 5	Takes funding from another initiative	0

	Summary Table								
%		er of Priorities	1						
	Proceed 0								
100%	Proceed With Caution 1								
				Risk Exists	0				
			Proceed with	Critical					
Count	Priority	Proceed		Implications					
1	Water Street Tennis Courts	6	5	0	PROCEED WITH CAUTION				

	City of Stratford	De	cision Tool			
Priority:	Water Street Tennis Courts					
Responsibility:	Community Services					
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	$\sqrt{}$	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities		Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	$\sqrt{}$	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	1	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative	N/A	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council		No funding decision made by Council	$\sqrt{}$	Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	N/A	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	N/A	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	<b>√</b>	Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency		Improves efficiency but requires significant up front investment	<b>V</b>	Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	<b>V</b>	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	6	Moves another initiative to lower priority status	√ 5	Takes funding from another initiative	0

	Summary T	'able			
%			Total Numb	er of Priorities	2
		Proceed	0		
100%		With Caution			
				Risk Exists	0
_			Proceed with	Critical	_
Count	Priority	Proceed		Implications	
	Fire Apparatus Replacement, 2 x Vehicles in 2016	14			PROCEED WITH CAUTION
2	SCBA Breathing Apparatus Replacement	14	2	0	PROCEED WITH CAUTION

	City of Stratford	De	cision Tool			
Priority:	Fire Apparatus Replacemen	t, 2 x	Vehicles in 2016			
Responsibility:	Fire Department					
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	1	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	1	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	1	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	V	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative	√	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	√	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	1	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	$\sqrt{}$	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	V	Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	V	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	V	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	<b>V</b>	Moves another initiative to lower priority status		Takes funding from another initiative	
		14		2		0

	City of Stratford	De	cision Tool			
Priority:	SCBA Breathing Apparatus	Repl	acement			
Responsibility:	Fire Department					
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service		Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	1	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	V	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative	√	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	1	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	V	Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	<b>V</b>	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	V	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	1	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	1	Moves another initiative to lower priority status		Takes funding from another initiative	

	Summary T	able						
%	Total Number of Priorities 2							
	Proceed 0							
50%			Proceed	With Caution	1			
50%				Risk Exists	1			
			Proceed with	Critical				
Count	Priority	Proceed	Caution	Implications	Status			
1	Cooper Site Redevelopment	2	8					
2	Market Square Redevelopment	10	3	1	RISK EXISTS			

	City of Stratford	De	cision Tool			
Priority:	Cooper Site Redevelopmen	t				
Responsibility:	CAO					
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities		Suggests a variation on existing Council priorities	$\sqrt{}$	Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	√	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities		Does not impact existing Strategic Priorities	$\checkmark$	Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	N/A	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	<b>V</b>	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	V	Stakeholder opposition	
Innovation	Is innovative	N/A	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available		Unclear if required resources are available	$\checkmark$	Do not have required financial resources	
Funding	Funding clearly supported by Council		No funding decision made by Council	√	Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	N/A	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	N/A	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	V	Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed		May introduce a level of risk if completed	$\checkmark$	High risk if not completed	
Impact	Enables other initiatives if completed	$\sqrt{}$	Moves another initiative to lower priority status		Takes funding from another initiative	
		2		8		0

# City of Stratford Decision Tool

Priority: Market Square Redevelopment

Responsibility:

Responsibility:						_
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Ye
Council Priority	Clearly aligned with existing Council priorities	1	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	V	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	V	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support	√	Selected local support or have not tested local support		Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	V	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition	
Innovation	Is innovative	V	Not innovative		Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	V	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	V	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)		Have either staff or skills, but not both and/or easy, but to obtain	<b>V</b>	Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	١
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed		May introduce a level of risk if completed	<b>V</b>	High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	<b>V</b>	Takes funding from another initiative	
		10		3		1

	Summar	y Table			
%			Total Numb	er of Priorities	14
				Proceed	0
100%			Proceed	With Caution	14
				Risk Exists	0
			Proceed with	Critical	
Count	Priority	Proceed	Caution	Implications	Status
1	Sidewalk Upgrade	10	3	0	PROCEED WITH CAUTION
2	Asphalt Resurfacing & Local Improvement Roads	11	4	0	PROCEED WITH CAUTION
	Bridge Improvements	10	4		PROCEED WITH CAUTION
	Road House Drain	8	5	0	PROCEED WITH CAUTION
	Storm - City Wide Collection System	9	4		PROCEED WITH CAUTION
	Short St. Construction	9	3		PROCEED WITH CAUTION
7	Whitelock - Sanitary Replacement	10	4		PROCEED WITH CAUTION
	Joffre St Reconstruction	8	4		PROCEED WITH CAUTION
9	Ballantyne - Watermain Replacement	10	4	0	PROCEED WITH CAUTION
10	WPCP Improvements	10	4	0	PROCEED WITH CAUTION
	WPCP - Clarifiers	9	4	0	PROCEED WITH CAUTION
12	Vehicles	9	4		PROCEED WITH CAUTION
13	Asset Management	13	3	0	PROCEED WITH CAUTION
14	Stratford Library Front Step Replacement	9	4	0	PROCEED WITH CAUTION

	City of Stratford	De	cision Tool					
Priority:	Sidewalk Upgrade							
Responsibility:	Infrastructure and Develops	Infrastructure and Development Services						
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes		
Council Priority	Clearly aligned with existing Council priorities	√	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities			
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements			
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities			
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Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition			
Stakeholder Support	Have a high degree of stakeholder support	<b>V</b>	Selected stakeholder support or have not tested stakeholder support		Stakeholder opposition			
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Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget			
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering			
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering			
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed			
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	√	Takes funding from another initiative			
		10		3		0		

	City of Stratford	De	C1S101 1 001			
Priority:	Asphalt Resurfacing & Loca	ıl Imp	provement Roads			
Responsibility:	Infrastructure and Develope	ment l	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
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Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support	<b>V</b>	Selected local support or have not tested local support	<b>V</b>	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	√	Unclear if required resources are available		Do not have required financial resources	
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Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	11	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative	0

Council Priority  Clearly aligned with existing Council priorities  Legislated/Regulated  Complies and/or will meet tegislative/regulatory requirements  Compose Strategic Plan  Clearly aligned with existing yequirements  Corporate Strategic Plan  Clearly aligned with existing Strategic Priorities  Customer Service  Improves or maintains associated priorities  Customer Service  Improves or maintains  Strategic Priorities  Customer Service  Improves or maintains  Strategic Priorities  Customer Service  Improves or maintains  Strategic Priorities  Reduces customer service to a portion of customers  Selected local support or tested local support or t		City of Stratford	De	cision Tool			
Decision Parameters	Priority:	Bridge Improvements					
Council Priority  Council Priority  Council Priority  Council Priority  Council Priority  Legislated/Regulated  Legislated/Regulated  Legislated/Regulated  Legislated/Regulated  Complex and/or will meet  Legislated/Regulated  Complex and/or will meet  Legislated/Regulated  Council priorities  Corporate Strategic Plan  Clearly algoned with existing  Strategic Priorities  Customer Service  Improves or maintains  Austomer service  Local/Community Support  Have a high degree of local  support  Thave a high degree of stakeholder support  Have a high degree of stakeholder support  Thave a high degree of stakeholder support  Required financial resources are twallable  Financial Resources  Required financial resources are twallable  Local/Community Support  Local Resources  Required financial resources are twallable  Tools (process and technology)  Local opposition  Lave the resources (staff and skills)  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve efficiency  Will improve efficiency  Will improve effectiveness  Will improve effectiveness  Nowes another injurity in the staff in completed  Local Age on the eight individue in existing position of customers required required required required required required required in the majority of customers  Selected stakeholder support on the treat stakeholder support or the treat stakeholder support or the support or the stakeholder support or the suppor	Responsibility:	Infrastructure and Develops	ment	Services			
Council Priorities	Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Legislative / regulatory requirements Strategic Priorities Strategic Pri	Council Priority		V				
Strategic Priorities   V   Strategic Priorities   V   Strategic Priorities   Selected local support or have not tested local sup	Legislated/Regulated	legislative/regulatory	V	legislative/regulatory		legislative/regulatory	
Local/Community Support   Have a high degree of local support   Stakeholder Support   Have a high degree of stakeholder support   Stakeholder Support   Have a high degree of stakeholder support   Stakeholder support on have not tested stakeholder support on have not stakeholder support on have not tested stakeholder support on have not stakeholder support on have not not have not not have required financial resources are available.    Funding	Corporate Strategic Plan		√				
Stakeholder Support  Have a high degree of stakeholder support  Innovation  Is innovative  Not innovative  Not innovative  Not innovative  Not innovative  Prohibits innovation in other areas  Financial Resources  Required financial resources are vailable  Funding	Customer Service	A Committee of the Comm	√				
Stakeholder Support	Local/Community Support	~ ~			<b>V</b>	Local opposition	
Financial Resources  Required financial resources are available  Funding  Funding (Council   Variable   Variab	Stakeholder Support			have not tested stakeholder	V	Stakeholder opposition	
Funding  Funding  Funding clearly supported by Council  Resources (staff and skills)  Have the resources (staff and skills)  Have the resources (staff and skills)  Tools (process and technology)  Have the right tools  Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will improve effectiveness but requires significant up front investment  Adds complexity that requires process re-engineering	Innovation	Is innovative		Not innovative	√		
Resources (staff and skills)  Have the resources (staff and skills)  Tools (process and technology)  Have the right tools  Tools (process and technology)  Have the right tools  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will imp	Financial Resources	1	√				
Resources (staff and skills)  Tools (process and technology)  Have the right tools  Tools (process and technology)  Have the right tools  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will improve effect	Funding		<b>V</b>	0		Not funded by Council	
Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will imp	Resources (staff and skills)		V	not both and/or easy, but to			
Savings  Results in savings or in operational budget  NA  Results in savings but requires significant up front investment  Organizational Efficiency  Will improve efficiency  NA  Improves efficiency but requires significant up front investment  Organizational Effectiveness  Will improve effectiveness  NA  May improve effectiveness but requires significant up front investment  NA  May improve effectiveness but requires significant up front investment  NA  May improve effectiveness but requires significant up front investment  NA  May improve effectiveness process re-engineering  Adds complexity that requires process re-engineering	Tools (process and technology)	Have the right tools	√			Do not have tools	
Organizational Efficiency  Will improve efficiency  Will improve efficiency  N/A  requires significant up front investment  May improve effectiveness but requires significant up front investment  N/A  May improve effectiveness but requires significant up front investment  Adds complexity that requires process re-engineering	Savings	$\mathcal{O}$	<b>V</b>			operational cost implications	
Organizational Effectiveness  Will improve effectiveness  N/A requires significant up front investment  Risk Management  Eliminates/reduces risk if completed  May introduce a level of risk if completed  High risk if not completed  Fnables other initiatives if	Organizational Efficiency	Will improve efficiency	N/A	requires significant up front			
Risk Management completed Completed Completed Flight risk if not completed Completed Completed Takes funding from another	Organizational Effectiveness	Will improve effectiveness	N/A	requires significant up front			
Enables other initiatives if Moves another initiative to Takes funding from another	Risk Management		$\sqrt{}$	*		High risk if not completed	
Impact completed lower priority status $\sqrt[4]{}$ initiative $0$	Impact	Enables other initiatives if		Moves another initiative to	V	Takes funding from another initiative	

	City of Stratford	De	cision Tool			
Priority:	Road House Drain					
Responsibility:	Infrastructure and Develope	ment	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	<b>V</b>	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget		Results in savings but requires significant up front investment	1	Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	<b>√</b>	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	<b>√</b>	Takes funding from another initiative	

	City of Stratford	De	cision Tool			
Priority:	Storm - City Wide Collectio	n Syst	tem			
Responsibility:	Infrastructure and Develops	ment :	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	<b>V</b>	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	V	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	√	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	<b>V</b>	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	V	Takes funding from another initiative	
		9		4		0

	City of Stratford	De	cision Tool			
Priority:	Short St. Construction					
Responsibility:	Infrastructure and Develops	ment	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	V	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	1	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	√	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	<b>V</b>	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	N/A	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	N/A	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	V	Moves another initiative to lower priority status		Takes funding from another initiative	
		9		3		0

Priority: Whitelock - Sanitary Replacement		City of Stratford	De	cision Tool			
Decision Parameters	Priority:	Whitelock - Sanitary Replac	emen	i .			
Council Priority  Council priorities  Complies and /or will meet legislative / regulatory requirements  Corporate Strategic Plan  Corporate Strategic Plan  Corporate Strategic Plan  Council priorities  Corporate Strategic Plan  Corporate Strategic Plan  Council priorities  Does not fully meet legislative / regulatory requirements  Council priorities  Does not fully meet legislative / requirements  Corporate Strategic Plan  Corporate Strategic Plan  Council priorities  Does not fully meet legislative / requirements  Strategic Priorities  Strateg	Responsibility:	Infrastructure and Develops	ment	Services			
Council Priority   Council priorities   Complex and/or will meet legislative (regulatory requirements requirements   Legislative (regulatory requirements   Local/community Support   Council   Plane   Law a high degree of local support or have not tested stakeholder support or not	Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Legislated/Regulated   Legislative/regulatory requirements   Legislative/regulatory requirements   Legislative/regulatory requirements   Local y algued with existing Strategic Priorities   Does not impact existing Strategic Priorities   Strategic Priorities   Local y algued with existing Strategic Priorities   Strategic Priorities   Strategic Priorities   Strategic Priorities   Local y Community Support   Have a high degree of local support of taskeholder support   Have a high degree of stakeholder support   Local y Community Support   Local y Consomers   Local y Community Support   Local y Consomers   Local y Community Support   Local y Consomers   Local	Council Priority		<b>V</b>				
Strategic Priorities   Strategic Priorities   Strategic Priorities	Legislated/Regulated	legislative/regulatory	<b>√</b>	legislative/regulatory		legislative/regulatory	
Customer Service	Corporate Strategic Plan		$\sqrt{}$				
Stakeholder Support  Have a high degree of stakeholder support  Innovation  Is innovative  Not innovative  Not innovative  Prohibits innovation in other areas are available  Funding  Funding clearly supported by Council  Funding  Funding clearly supported by Council  No funding decision made by Council  Not funded by Council  Not funded by Council  Not funded by Council  Not funded by Council  Do not have the resources (staff and skills, but not both and/or easy, but to obtain  Tools (process and technology)  Have the right tools  Fasults in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve efficiency  Will improve effectiveness  Not innovative  Valued stakeholder support of have not tested stakeholder support of the veral support of tested stakeholder support of have not tested stakeholder support of the veral stakeholder s	Customer Service	A Committee of the Comm	$\sqrt{}$				
Stakeholder Support   Have a high degree of stakeholder support   Have a high degree of stakeholder support	Local/Community Support	~ ~			<b>V</b>	Local opposition	
Financial Resources  Required financial resources are available  Funding  Funding clearly supported by Council  Resources (staff and skills)  Have the resources (staff and skills)  Tools (process and technology)  Results in savings or in operational budget  Organizational Efficiency  Will improve effectiveness  Will improve effectiveness  Will improve effectiveness  Will improve effectiveness  Not innovative  Varies areas  Do not have required financial resources are available  Not funded by Council  Not funded by Council  Not funded by Council  Do not have the resources (staff and skills, but not both and/or easy, but to obtain  Do not have the resources (staff and skills)  Do not have the right tools, but can make it work easily  Do not have tools  Does not result in savings or operational cost implications not in budget  Improves efficiency but requires significant up front investment  Organizational Effectiveness  Will improve effectiveness  Will improve effectiveness  Will improve effectiveness  NA  May improve effectiveness but requires significant up front investment  Adds complexity that requires process re-engineering	Stakeholder Support			have not tested stakeholder	V	Stakeholder opposition	
Funding  Funding  Funding clearly supported by Council  Resources (staff and skills)  Have the resources (staff and skills)  Tools (process and technology)  Have the right tools  Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  No funding decision made by Council  Not funded by Council  Not funded by Council  Do not have the resources (staff and skills, but not both and/or easy, but to obtain  Do not have the right tools, but can make it work easily  Poos not result in savings or operational cost implications not in budget  Improves efficiency but requires significant up front investment  Organizational Effectiveness  Will improve effectiveness  Will improve effectiveness  Not funded by Council  Do not have the resources (staff and skills)  Do not have tools  Does not result in savings or operational cost implications not in budget  Adds complexity that requires process re-engineering  Adds complexity that requires process re-engineering	Innovation	Is innovative		Not innovative	√		
Resources (staff and skills)  Have the resources (staff and skills)  Have the resources (staff and skills)  Have the right tools  Tools (process and technology)  Have the right tools  Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will improve effect	Financial Resources	1	√	1			
Resources (staff and skills)  Have the resources (staff and skills)  Tools (process and technology)  Have the right tools  V  Do not have the right tools, but can make it work easily  Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  N/A  Indicate the resources (staff and skills)  Do not have the resources (staff and skills)	Funding	0 111	√			Not funded by Council	
Savings  Results in savings or in operational budget  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will im	Resources (staff and skills)		<b>√</b>	not both and/or easy, but to			
Savings  Results in savings or in operational budget  V Results in savings but requires significant up front investment  Organizational Efficiency  Will improve efficiency  Will improve effectiveness  Will improve effectivenes	Tools (process and technology)	Have the right tools	√			Do not have tools	
Organizational Efficiency  Will improve efficiency  N/A requires significant up front investment  Organizational Effectiveness  Will improve effectiveness  N/A requires significant up front investment  May improve effectiveness but requires significant up front requires process re-engineering received and significant up front requires process re-engineering requires process re-engineering requires requires requires significant up front requires process re-engineering requires	Savings		<b>√</b>	Results in savings but requires significant up front investment		operational cost implications	
Organizational Effectiveness Will improve effectiveness N/A requires significant up front Adds complexity that requires process re-engineering	Organizational Efficiency	Will improve efficiency	N/A	requires significant up front			
	Organizational Effectiveness	Will improve effectiveness	N/A	requires significant up front			
Risk Management  Eliminates/reduces risk if completed  May introduce a level of risk if completed  High risk if not completed	Risk Management		$\checkmark$			High risk if not completed	
Impact Enables other initiatives if completed Moves another initiative to lower priority status  Moves another initiative to lower priority status  Takes funding from another initiative	Impact	Enables other initiatives if		Moves another initiative to	,	_	0

	City of Stratford	De	cision Tool			
Priority:	Joffre St Reconstruction					
Responsibility:	Infrastructure and Develops	ment l	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	V	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	V	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	1	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	V	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	V	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	<b>V</b>	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	N/A	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	V	Takes funding from another initiative	
		8		4		0

	City of Stratford	De	cision Tool			
Priority:	Ballantyne - Watermain Rep	olacem	nent			
Responsibility:	Infrastructure and Develops	ment l	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution	Yes	Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	$\sqrt{}$	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	<b>V</b>	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	<b>V</b>	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	$\sqrt{}$	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	$\sqrt{}$	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	√	Takes funding from another initiative	
		10		4		0

Priority:  Responsibility:  Decision Parameters		ment (										
Decision Parameters		ment :										
	Proceed	Infrastructure and Development Services										
	Proceed		s Proceed With Caution		Critical Implications	Yes						
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities							
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	<b>V</b>	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements							
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities							
Customer Service	Improves or maintains customer service	V	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers							
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	√	Local opposition							
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>√</b>	Stakeholder opposition							
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas							
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources							
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council							
Resources (staff and skills)	Have the resources (staff and skills)	<b>V</b>	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)							
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools							
Savings	Results in savings or in operational budget	1	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget							
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering							
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering							
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed							
Impact	Enables other initiatives if completed	10	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative	0						

	City of Stratford	De	cision Tool			
Priority:	WPCP - Clarifiers					
Responsibility:	Infrastructure and Develope	ment	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution		Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	1	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	V	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	<b>V</b>	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	N/A	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed		Moves another initiative to lower priority status	<b>V</b>	Takes funding from another initiative	
		9		4		0

	City of Stratford	De	cision Tool			
Priority:	Vehicles					
Responsibility:	Infrastructure and Develope	ment l	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution		Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	$\sqrt{}$	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	<b>V</b>	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>√</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	√	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\sqrt{}$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	<b>V</b>	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	9	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative	0

	City of Stratford	Dе	C1S101 1 001			
Priority:	Asset Management					
Responsibility:	Infrastructure and Develope	ment	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution		Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	V	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	V	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	V	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support		Selected stakeholder support or have not tested stakeholder support	<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	$\sqrt{}$	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	$\checkmark$	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	V	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	<b>V</b>	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	V	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	<b>V</b>	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	<b>V</b>	Moves another initiative to lower priority status		Takes funding from another initiative	

	City of Stratford	De	cision Tool			
Priority:	Stratford Library Front Step	Repl	acement			
Responsibility:	Infrastructure and Develope	ment l	Services			
Decision Parameters	Proceed	Yes	Proceed With Caution		Critical Implications	Yes
Council Priority	Clearly aligned with existing Council priorities	√	Suggests a variation on existing Council priorities		Not outlined in existing Council priorities	
Legislated/Regulated	Complies and/or will meet legislative/regulatory requirements	N/A	Does not fully meet legislative/regulatory requirements		Will not meet legislative/regulatory requirements	
Corporate Strategic Plan	Clearly aligned with existing Strategic Priorities	√	Does not impact existing Strategic Priorities		Does not align with existing Strategic Priorities	
Customer Service	Improves or maintains customer service	√	Reduces customer service to a portion of customers		Reduces customer service to the majority of customers	
Local/Community Support	Have a high degree of local support		Selected local support or have not tested local support	<b>V</b>	Local opposition	
Stakeholder Support	Have a high degree of stakeholder support	Have a high degree of Selected		<b>V</b>	Stakeholder opposition	
Innovation	Is innovative		Not innovative	V	Prohibits innovation in other areas	
Financial Resources	Required financial resources are available	√	Unclear if required resources are available		Do not have required financial resources	
Funding	Funding clearly supported by Council	√	No funding decision made by Council		Not funded by Council	
Resources (staff and skills)	Have the resources (staff and skills)	V	Have either staff or skills, but not both and/or easy, but to obtain		Do not have the resources (staff and skills)	
Tools (process and technology)	Have the right tools	√	Do not have the right tools, but can make it work easily		Do not have tools	
Savings	Results in savings or in operational budget	1	Results in savings but requires significant up front investment		Does not result in savings or operational cost implications not in budget	
Organizational Efficiency	Will improve efficiency	N/A	Improves efficiency but requires significant up front investment		Adds complexity that requires process re-engineering	
Organizational Effectiveness	Will improve effectiveness	N/A	May improve effectiveness but requires significant up front investment		Adds complexity that requires process re-engineering	
Risk Management	Eliminates/reduces risk if completed	√	May introduce a level of risk if completed		High risk if not completed	
Impact	Enables other initiatives if completed	9	Moves another initiative to lower priority status	√ 4	Takes funding from another initiative	0

				72			
		CITY OF STRAT	FORD				
		2017 CAPITAL	BUDGET FORE	CAST			
Department: Library							
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Computer Equipment Replacement	32,000					32,000	Children's computers, public training laptops, firewall server
Furniture and Shelving Replacement	18,000					18,000	
	_						
Total 2017 Capital Forecast	50,000	0	0	0	0	50,000	

				15			
		CITY OF STRAT	FORD				
		2018 CAPITAL	BUDGET FORE	CAST			
Department: Library							
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Computer Equipment Replacement	28,000					28,000	Public internet terminals, network and internet servers
Furniture and Shelving Replacement	22,000					22,000	
	_						
		_	_	_	_		
Total 2018 Capital Forecast	50,000	0	0	0	0	50,000	

				77			
		CITY OF STRAT	FORD				
		2019 CAPITAL	BUDGET FORE	CAST			
Department: Library							
Project	Gross Cost	Recoverable From Utilities	From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Computer Equipment Replacement	36,000					36,000	Network servers and switches, self-checkout replacement
Furniture and Shelving Replacement	14,000					14,000	
Total 2019 Capital Forecast	50,000	0	0	0	0	50,000	

				15			
		CITY OF STRA	TFORD				
		2020 CAPITAL	BUDGET FORE	CAST			
Department: Library							
Bushant						SI - I	0
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Computer Equipment Replacement	38,000					38,000	Staff desktops, network servers and switches
Furniture and Shelving Replacement	12,000					12,000	
Total 2020 Capital Forecast	50,000	0	0	0	0	50,000	

#### 2017 CAPITAL BUDGET FORECAST

Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Corporate - Server Upgrade - ITS - NAS	20,000		-20,000			0	
Corporate - Cloud Computing	30,000					30,000	
Corporate -Open Data Stretegy	30,000					30,000	
Corporate -Unified Communications	40,000					40,000	
Corporate -Document Management	85,000					85,000	
Corporate - Business Applications	20,000					20,000	
Corporate - Move to Operating (IT Resource)	15,000					15,000	
Total 2017	240,000	0	-20,000	0	0	220,000	

#### **2018 CAPITAL BUDGET FORECAST**

Project	Gross	Recoverable	Recoverable	Recoverable	Long Term	Net	Comments
Project	Cost	From Utilities	From Reserves	From External Sources	Financing	Tax Levy	Comments
Corporate - ITS SAN UPGRADE	50,000		-50,000			0	
Corporate - ITS SQL Server Upgrade	25,000		-25,000			0	
Corporate - ITS Bacup Server Upgrade	20,000		-20,000			0	
Corporate - CRM System	50,000					50,000	
Corporate - BYOD Strategy	40,000					40,000	
Corporate - Website review	20,000					20,000	
Corporate - Mobile apps review	25,000					25,000	
Corporate - Business Applications	25,000					25,000	
Corporate - Asset Management	50,000					50,000	
Corporate - Move to Operating (IT Resource)	15,000					15,000	
Total 2018	320,000		-95,000	0	0	225,000	

#### **2019 CAPITAL BUDGET FORECAST**

Project	Gross	Recoverable	Recoverable	Recoverable	Long Term	Net	Comments
Project	Cost	From Utilities	From Reserves		Financing	Tax Levy	Comments
Corporate - Virtual Host Upgrade	25,000		-25,000			0	
Corporate - NAS upgrade	20,000		-20,000			0	
Corporate - Server Upgrade	15,000		-15,000			0	
Corporate - Business Applications	50,000					50,000	
Corporate - Reporting Applications	50,000					50,000	
Corporate - Mobile Applications	25,000					25,000	
Corporate - CRM Applications	65,000					65,000	
Corporate- Ortho Imagery	25,000					25,000	
Corporate - Security Review	30,000					30,000	
Corporeate- Network Upgrade	30,000					30,000	
Corporate - Innovative technology	25,000					25,000	
Corporate - Move to Operating (IT Resource)	15,000					15,000	
Total 2019	375,000		-60,000	0	0	315,000	

#### 2020 CAPITAL BUDGET FORECAST

Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy	Comments
Corporate - Server Upgrade	30,000		-30,000			0	
Corporate - Business Applications	30,000					30,000	
Corporate - PC Upgrade	80,000					80,000	
Corporeate- Network Upgrade	30,000		-30,000			0	
Corporate - Innovative technology	25,000					25,000	
Corporate - Move to Operating (IT Resource)	50,000					50,000	
Corporate - Mobile Applications/Devices	30,000					30,000	
Corporate - Cloud & Big Data Analytics	30,000					30,000	
Corporate - Fibre Upgrade	30,000		-30,000			0	
Total 2020	335,000		-90,000	0	0	245,000	

50 Summary of 5 year Capital Needs for Social Services-Housing

		2007-2014	2015	2016	2017	2018	2019	2020	2021	Grand Total
Category	Capital Project	Unspent liability 2007-2014	2015	2016	2017	2018	2019	2020	2021	Grand Total
AODA Total		179,300	-	-	-	-	-	-	-	179,300
BE Total		1,508,696	77,003	587,005	167,979	174,212	175,636	57,142	75,815	2,823,488
BI Total		1,377,044	15,058	100,162	208,994	86,771	35,086	224,332	184	2,047,631
Electrical Total		987,389	22,699	35,149	350,534	13,951	68,175	35,101	304,700	1,817,698
Elevator Total		-	270,000	-	-	-	-	-	-	270,000
Mechanical Total		482,624	3,960	82,741	38,057	15,609	8,988	49,862	26,599	708,440
Safety Total		108,000	-	8,300	5,500	9,100	-	=	-	130,900
Sitework Total		469,954	7,822	112,982	145,495	116,711	41,982	4,135	3,815	902,896
Structure Total		69,474	609	22,023	10,240	9,184	9,414	-	4,945	125,889
Units Total		2,793,625	232,038	144,554	131,347	236,888	134,387	115,055	41,293	3,829,187
Grand Total		7,976,106	629,189	1,092,916	1,058,146	662,426	473,668	485,627	457,351	12,835,429
	TOTAL CAPITAL	7,976,106	629,189	1,092,916	1,058,146	662,426	473,668	485,627	457,351	12,835,429
Accumulated Capital Need			8,605,295	9,698,211	10,756,357	11,418,783	11,892,451	12,378,078	12,835,429	
Annual capital allocation			585,000	585,000	585,000	585,000	585,000	585,000	585,000	
Accumulated Unfunded Capital		7,976,106	8,020,295	8,528,211	9,001,357	9,078,783	8,967,451	8,868,078	8,740,429	
Accumulated Unfunded capital need with \$1.456 milli	ion annual spend			7,071,473	6,087,881	4,708,569	3,140,498	1,584,387	0	1,456,738

		51				
		С	ITY OF STRATFOR	RD		
		2017 FUNDED CA	APITAL BUDGET I	REQUESTS		
Department: Community Services						
Project Title (list by division if applicable)	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Parks & Forestry						
Playground Replacement -	50,000					50,000
3/4 Ton Truck with plow - Replacement ( P 8 )	50,000		50,000			0
Cemetery						
Nil						0
Transit						
Transit Office Accessible Ramp	20,000					20,000
Bus Replacement	550,000		550,000			0
Parallel Transit						
Nil						0
Facilities						
North Shore Engineering	50,000					50,000
HVAC Municipal Golf Course Building	80,000					80,000
Facility 1/2 ton truck Replacement ( Rec 1)	40,000		40,000			0
Utility Gator	15,000		15,000			0
Total 2017 FUNDED	855,000	o	655,000	0	o	200,000

		52		1		
		С	ITY OF STRATFOR	RD		
		2018 FUNDED C	APITAL BUDGET F	REQUESTS		
Department: Community Services						
Project Title (list by division if applicable)	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Parks & Forestry						
Playground Replacement	50,000					50,000
One Ton Truck with Box (p10) Replacement	85,000		85,000			0
Cemetery						
Office Building Brick Repointing	25,000					25,000
Riding Mower with leaf Picker- Replacement	35,000		35,000			0
Transit						
Accessible Bus stops	100,000					100,000
Parallel Transit						
Nil						
Facilities						
North Shore Land reclamation	1,000,000				1,000,000	0
Articulating Lift	50,000		50,000			0
Gallery HVAC Engineering	40,000					40,000
Total 2018 FUNDED	1,385,000	0	170,000	o	1,000,000	215,000

		53	ITY OF STRATFOR	RD		
		2019 FUNDED CA	APITAL BUDGET F	REQUESTS		
Department: Community Services						
Project Title (list by division if applicable)	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Parks & Forestry						
Playground replacement	50,000					50,000
One Ton Truck 2006 with Chipper Box (P6) Replacement	90,000		90,000			0
Cemetery						
Cemetery Water Lines	15,000					15,000
Transit						
Bus Replacement	600,000		600,000			0
Parallel Transit						
Nil						0
Facilities						
Facilty Truck Replacement (rec 2)	40,000		40,000			0
Fork Lift Replacement	35,000		35,000			0
Optimist Park lighting	60,000					60,000
Packham Ball facility drainage	75,000					75,000
Gallery HVAC Replacement	300,000		300,000			0
Total 2019 FUNDED	1,265,000	0	1,065,000	О	o	200,000

		34 C	ITY OF STRATFOR	RD		
		2020 FUNDED CA	APITAL BUDGET F	REQUESTS		
Department: Community Services						
Project Title (list by division if applicable)	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Parks & Forestry						
One Ton with Box 2006 (P10) Replacement	90,000		90,000			0
Cemetery						
3/4 Ton Truck (C2) Replacement	60,000		60,000			0
Riding Mower with leaf Picker- Replacement	35,000		35,000			0
Transit						
Accessible Bus Stops	100,000					100,000
Bus Replacement	600,000		600,000			0
Parallel Transit						
Bus Replacement	100,000		100,000			0
Facilities						
Faclity Truck Replacement (rec 3)	40,000		40,000			0
Ice Resurfacer Replacement	100,000		100,000			0
Municipal Golf Course Windows and Siding	60,000					60,000
Sound System Allman Arena	50,000					50,000
Total 2020 FUNDED	1,235,000	0	1,025,000	0	O	210,000

		33				
		CITY OF STRAT	TFORD			
		2017 CAPITAL	BUDGET FORE	CAST		
Department: Fire Department						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves		Long Term Financing	Net Tax Levy
Replace Fire Prevention Van	80,000		-80,000	G-R00-FDVE-0000		0
New telephone system	22,000		-22,000	Fire G921 Capital		0
Total 2017 Capital Forecast	102,000	0	-102,000	0	0	(

		50				
		CITY OF STRA	TFORD			
		2018 CAPITAL	BUDGET FORE	CAST		
Department: Fire Department						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Replace fire prevention car	80,000		-80,000	G-R00-FDVE-0000		0
Washroom renovation station 2	22,000		-22,000	Fire G921 Capital		0
Total 2018 Capital Forecast	102,000	0	-102,000	0	0	C

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		CITY OF STRA	TFORD			
		2019 CAPITAL	BUDGET FORE	CAST		
Department: Fire Department						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves		Long Term Financing	Net Tax Levy
Washroom renovations hall 2	22,000		-22,000	Fire G921 Capital		0
Replace 1 ton pick up truck	90,000		-90,000	G-R00-FDVE-0000		0
Total 2019 Capital Forecast	112,000	0	-112,000	0	0	0

		30				
		CITY OF STRAT	TFORD			
		2020 CAPITAL	BUDGET FORE	CAST		
Department: Fire Department						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves		Long Term Financing	Net Tax Levy
Replace van	80,000		-80,000	G-R00-FDVE-0000		0
Replace truck bay doors hall 1	22,000		-22,000	Fire G921 Capital		0
Total 2020 Capital Forecast	102,000	0	-102,000	0	0	(

		93				
		CITY OF STRATE	ORD			
		2017 CAPITAL B	UDGET FORECAS	T		
Department: Airport						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Pavement Crack Sealing	20,000		-20,000			0
						0
						0
						0
						0
						0
						0
						0
						0
						0
Total 2017 Capital Forecast	20,000	0	-20,000	0	0	

		CITY OF STRA	ΓFORD			
		2018 CAPITAL	BUDGET FORE	CAST		
Department: Airport						
Project	Gross Cost	Recoverable From Utilities	From Reserves		Long Term Financing	Net Tax Levy
Pavement Crack Sealing	25,000		-25,000			0
						0
						0
						0
						0
						0
						0
						0
						0
						0
Total 2018 Capital Forecast	25,000	0	-25,000	0	0	C

		CITY OF STRA	ΓFORD			
		2019 CAPITAL	BUDGET FORE	CAST		
Department: Airport						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves		Long Term Financing	Net Tax Levy
Pavement Crack Sealing	25,000		-25,000			0
						0
						0
						0
						0
						0
						0
						0
						0
						0
Total 2019 Capital Forecast	25,000	0	-25,000	0	0	

		CITY OF STRAT	ΓFORD			
		2020 CAPITAL	BUDGET FORE	CAST		
Department: Airport						
Project	Gross Cost	Recoverable From Utilities	From Reserves		Long Term Financing	Net Tax Levy
Pavement Crack Sealing	25,000		-25,000			0
						0
						0
						0
						0
						0
						0
						0
						0
						0
Total 2020 Capital Forecast	25,000	0	-25,000	0	0	C

# CITY OF STRATFORD 63 2017 CAPITAL BUDGET REQUESTS

**Department: Infrastructure and Development Services** 

Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
•	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other			
2016 Carry Forwards										
Whitelock from Louise to McNab										
Joffre Street- Delamere to William										
Ballantyne from Front to North										
Matilda - North of Galt to Road House Drain										
Dufferin St - Oak to Walnut										
Short Street (Matilda to SWM Pond)										
Short St SWM Pond to Forman										
McCarthy Rd. Extension West										
Bridge and Culvert Improvements										
Romeo Sidewalk West Side										
St Vincent - Lorne to Patterson										
Public Works - Facility Improvements										
WPCP Clarifiers										
O'loane- Galt to Britannia										
Lorne Ave Rail -Wright										
Lorne Ave Rail -Erie										
St Andrews Street Parking										<u> </u>
Mornington/Vivian Trunk Sanitary Sewer										<u> </u>
Nile St Douro to Shakespeare										
Mornington East Side Local Improvement Sidewalk										
Delamere/Mornington Island Improvements										
Storm - Southside Drain Connections										
Trails										<u> </u>
Bike Lane Markings										<u> </u>
Quinlan Pumping Station Design										<u> </u>
Queen St Storm Trunk - Engineering										<b></b>
										<u> </u>
Roads										<b></b>
Private Sidewalks	10,000									10,000
Sidewalk Upgrade	145,000									145,000
Core Area Brick Repairs	50,000									50,000
Accessibility Improvements	50,000									50,000
Asphalt Resurfacing and Crack Sealing	650,000		100,000	202,000			268,000			40,000
Street	25,000									25,000
Traffic Signals - Huron Street/Mornington/Douglas	35,000									35,000
Traffic Signals - Lorne Ave/Downie St	37,000									37,000

# **CITY OF STRATFORD** 2017 CAPITAL BUDGET REQUESTS

**Department: Infrastructure and Development Services** 

2017 Net Capital Budget Target \$								00,000		
Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other			
Bridge improvements	827,000			827,000						0
Local Improvement Roads	150,000			150,000						0
Traffic Counts	15,000									15,000
Bridge Appraisal	30,000			30,000						0
Bike Lane Markings	10,000									10,000
Trails	75,000									75,000
New Street Lights	25,000									25,000
At Grade RR Crossings Improvements	20,000									20,000
Storm										
Road House Drain	443,000			443,000						0
Storm - City Wide Collection System	120,000									120,000
Storm - Pond and Drain Improvements	60,000									60,000
·										
Sewer/Water/Road Reconstruction										
Oxford Street from Romeo to Burritt	360,000	10,000	350,000							0
Home Street from Whitlock to Brydges	650,000	10,000	100,000	216,000						324,000
Queen Street Reconstruction Stage 1	3,500,000								3,500,000	0
_										
<u>Sanitary</u>										
Basement Isolation	50,000	50,000								0
House Service Applications	10,000	10,000								0
Residential Service Upgrades	50,000	50,000								0
Pumping Station Flow Meters	30,000	30,000								0
WPCP Improvements	300,000	300,000								0
Pumping Station Upgrades	30,000	30,000								0
SCADA	30,000	30,000								0
City Wide Collection Improvements	75,000	75,000								0
Miscellanous Repairs	75,000	75,000								0
Grit Removal System	200,000	200,000								0
<u>Water</u>										
Meter Replacements	50,000		50,000							0
Service Replacements	50,000		50,000							0
Chlorine Equipment	20,000		20,000							0
Misc. Equipment	40,000		40,000							0

# CITY OF STRATFORD 65 2017 CAPITAL BUDGET REQUESTS

**Department: Infrastructure and Development Services** 

2017 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$ 1,878,000 Sanitary Reserve Target \$945,000 Water Reserve Target 1,000,000

Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other			
SCADA	30,000		30,000							0
Miscellanous Repairs	75,000		75,000							0
Lead Service Replacement Program	50,000		50,000							0
Hydrant Maitenance and Replacements	40,000		40,000							0
Valve Maintenance and Replacments	40,000		40,000							0
<u>Miscellaneous</u>										
Public Works Vehicles	783,000						783,000			0
Water Vehicles	75,000						75,000			0
Asset Management	250,000									250,000
Total 2017	9,640,000	910,000	945,000	1,868,000	0	0	1,126,000	0	3,500,000	1,291,000

Target	945,000	1,000,000	1,878,000
emaining	35,000	55,000	10,00

**Department: Engineering and Public Works** 

2018 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$ 1,967,000 Sanitary Reserve Target \$933,000 Water Reserve Target \$1,150,000

\$1,150,000												
Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net		
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy		
		Reserve	Reserve	Tax	DC Funds	Private share	Other					
2017 Carry Forwards												
TBD												
Roads												
Private Sidewalks	10,000									10,000		
Sidewalk Upgrade	145,000									145,000		
Core Area Brick Repairs	50,000									50,000		
Accessibility Improvements	50,000									50,000		
Asphalt Resurfacing and Crack Sealing	650,000	60,000	85,000	505,000						0		
Local Improvement Roads	150,000			150,000						0		
Traffic Counts	15,000									15,000		
Street	22,000									22,000		
Traffic Signals -Downie Street/Norfolk Street	35,000									35,000		
Traffic Signals - CH Meier Blvd /Mall Entrance	21,000									21,000		
Traffic Signals - Waterloo St/Brunswick St	15,000									15,000		
Bridge improvements	400,000			300,000						100,000		
New Street Lights	25,000									25,000		
Bike Lane Markings	10,000									10,000		
Trails	50,000									50,000		
At Grade RR Crossings Improvements	20,000									20,000		
<u>Storm</u>												
Road House Drain	500,000			500,000						0		
Storm - City Wide Collection System	120,000									120,000		
Storm - Pond and Drain Improvements	75,000									75,000		
Storm Pumping Station design Romeo	70,000									70,000		
Sewer/Water/Road Reconstruction												
St. Vincent St S. from Patterson to McFarlane	500,000	60,000	250,000	100,000						90,000		
Pleasant Drive from Willow to Devon	500,000	45,000	180,000	250,000						25,000		
Neal Ave from Morrison to Haig	387,000	50,000	205,000	132,000						0		
Water Street from Parkview to Queen	650,000	90,000	240,000	30,000						290,000		
<u>Sanitary</u>												
Basement Isolation	50,000	50,000								0		

# CITY OF STRATFORD 2018 CAPITAL BUDGET REQUESTS

**Department: Engineering and Public Works** 

2018 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$1,967,000 Sanitary Reserve Target \$933,000 Water Reserve Target \$1,150,000

Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other	,		
House Service Applications	10,000	10,000								0
Residential Service Upgrades	50,000	50,000								0
Pumping Station Flow Meters	30,000	30,000								0
WPCP Improvements	300,000	300,000								0
Pumping Station Upgrades	30,000	30,000								0
SCADA	30,000	30,000								0
City Wide Collection Improvements	75,000	75,000								0
Miscellanous Repairs	75,000	75,000								0
Grit Removal System	1,900,000								1,900,000	0
identified	890,000								890,000	0
Water										
Meter Replacements	50,000		50,000							0
Service Replacements	50,000		50,000							0
Chlorine Equipment	20,000		20,000							0
Misc. Equipment	40,000		40,000							0
SCADA	30,000		30,000							0
Miscellanous Repairs	75,000		75,000							0
Lead Service Replacement Program	50,000		50,000							0
Hydrant Maitenance and Replacements	20,000		20,000							0
Valve Maintenance and Replacments	40,000		40,000							0
<u>Miscellaneous</u>										
Public Works Vehicles	783,000						783,000			0
Water Vehicles	75,000						75,000			0
Public Works Facility - Functionality Review	53,000									53,000
Storm Master Plan Update	50,000									50,000
Landfill Recycling Depot	55,000						55,000			0
Landfill - Buffer acquition	100,000						100,000			0
T. I. 10040	0.424.000		4.60=.000	4.67.7.000	_		4.640.000		0.700.000	4.6.1.4.6.
Total 2018	9,401,000	955,000	1,335,000	1,967,000	0	0	1,013,000	0	2,790,000	1,341,000

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Target	
Remaining	

933,000	1,150,000	1,967,000
-22,000	-185,000	0

# CITY OF STRATFORD 2019 CAPITAL BUDGET REQUESTS Department: Engineering and Public Works

2019 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$ 1,967,000 Sanitary Reserve Target \$921,000 Water Reserve Target \$1,250,000

2019 Net Capital Budget Target \$ Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	\$1,250,000	Long Term	Net
1.10,000	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other	,	·g	
2018 Carry Forwards										
TBD										
<u>Roads</u>										
Private Sidewalks	10,000									10,000
Sidewalk Upgrade	145,000									145,000
Core Area Brick Repairs	50,000									50,000
Accessibility Improvements	50,000									50,000
Asphalt Resurfacing and Crack Sealing	750,000	60,000	85,000	605,000						0
Local Improvement Roads	200,000			200,000						0
Traffic Counts	15,000									15,000
Bridge Appraisal	40,000									40,000
Bridge improvements	265,000									265,000
New Street Lights	25,000									25,000
Bike Lane Markings	10,000									10,000
Trails	50,000									50,000
At Grade RR Crossings Improvements	20,000									20,000
<u>Storm</u>										
Storm - City Wide Collection System	120,000									120,000
Storm - Pond and Drain Improvements	75,000									75,000
Romeo Storm Pumping Station upgrade	430,000								430,000	0
Sewer/Water/Road Reconstruction										
Jones Street LI from Caledonia to Brittania	535,000	110,000	95,000	222,000						108,000
Avondale Ave from Hibernia to Cemetery	1,100,000	70,000	250,000	700,000						80,000
Erie Street from West Gore to Cambria	250,000		250,000							0
Gore	500,000	65,000	195,000	240,000						0
Forman	550,000				400,000		20,000			130,000
<u>Sanitary</u>										
Basement Isolation	50,000	50,000								0
House Service Applications	10,000	10,000								0
Residential Service Upgrades	50,000	50,000								0
Pumping Station Flow Meters	30,000	30,000								0

# CITY OF STRATFORD 69 2019 CAPITAL BUDGET REQUESTS

**Department: Engineering and Public Works** 

2019 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$1,967,000 Sanitary Reserve Target \$921,000 Water Reserve Target \$1,250,000

Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other			
WPCP Improvements	300,000	300,000								0
Pumping Station Upgrades	30,000	30,000								0
SCADA	30,000	30,000								0
City Wide Collection Improvements	75,000	75,000								0
Miscellanous Repairs	75,000	75,000								0
WPCP Process Review	250,000								250,000	0
Taylor Street Pumping Station Improvements	280,500	0							280,500	0
<u>Water</u>										
Meter Replacements	50,000		50,000							0
Service Replacements	50,000		50,000							0
Chlorine Equipment	20,000		20,000							0
Misc. Equipment	40,000		40,000							0
SCADA	30,000		30,000							0
Miscellanous Repairs	75,000		75,000							0
Lead Service Replacement Program	50,000		50,000							0
Hydrant Maitenance and Replacements	20,000		20,000							0
Valve Maintenance and Replacments	40,000		40,000							0
<u>Miscellaneous</u>	540.000						F40.000			
Public Works Vehicles	510,000						510,000			0
Water Vehicles	80,000						80,000			0
Public Works Facility - Functionality Review	45,000									45,000
Landfill Recycling Depot	55,000						55,000			0
Landfill - Buffer acquition	100,000						100,000			0
Total 2019	7,380,500	955,000	1,250,000	1,967,000	400,000	0	610,000	0	960,500	1,238,000

Target	921,000	1,250,000	1,967,000
Remaining	-34,000	0	0

77,000

# **CITY OF STRATFORD 2020 CAPITAL BUDGET REQUESTS**

**Department: Engineering and Public Works** 

2020 Net Capital Budget Target								1,350,000		
Project	Gross Cost	Recoverable	Recoverable From Water	Recoverable	Recoverable From	Recoverable From	Recoverable From	Carry Fam. 10	Long Term	Net
	Cost	from Sanitary		From Tax				Carry Forward	Financing	Tax Levy
2010 Corry Forwards		Reserve	Reserve	тах	DC Funds	Private share	Other			
2019 Carry Forwards TBD										
IDD										
Roads										
Private Sidewalks	10,000									10,000
Sidewalk Upgrade	145,000									145,000
Core Area Brick Repairs	50,000									50,000
Accessibility Improvements	50,000									50,000
Asphalt Resurfacing and Crack Sealing	750,000	60,000	85,000	605,000						0
Local Improvement Roads	200,000			200,000						0
Traffic Counts	15,000									15,000
Bridge improvements	265,000									265,000
New Street Lights	25,000									25,000
Bike Lane Markings	10,000									10,000
Trails	50,000									50,000
At Grade RR Crossings Improvements	20,000									20,000
Storm										
Storm - City Wide Collection System	120,000									120,000
Storm - Pond and Drain Improvements	75,000									75,000
Storm - Southside Drain Connections	100,000									100,000
Sewer/Water/Road Reconstruction										
Argyle Street	423,000		175,000	200,000						8,000
Mercer Street from Caledonia to Brittania	535,000	50,000	140,000	300,000						45,000
Queen Street Reconstruction Stage 2	3,500,000			550,000					2,750,000	200,000
Babb Crescent	400,000	30,000	293,000	77,000						0
Willow Street Cantebury to Walsh	350,000	40,000	275,000	35,000						0
O'Loane	550,000				400,000		20,000			130,000
<u>Sanitary</u>										
Basement Isolation	50,000									0
House Service Applications	10,000									0
Residential Service Upgrades	50,000	· ·								0
Pumping Station Flow Meters	30,000	30,000								0

#### CITY OF STRATFORD 2020 CAPITAL BUDGET REQUESTS

**Department: Engineering and Public Works** 

2020 Net Capital Budget Target \$1,315,000 Tax Levy Gas Tax Target \$1,967,000 Sanitary Reserve Target 921,000 Water Reserve Target \$1,350,000

Project	Gross	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable	Recoverable		Long Term	Net
	Cost	from Sanitary	From Water	From	From	From	From	Carry Forward	Financing	Tax Levy
		Reserve	Reserve	Tax	DC Funds	Private share	Other			
WPCP Improvements	300,000	300,000								0
Pumping Station Upgrades	30,000	30,000								0
SCADA	30,000	30,000								0
City Wide Collection Improvements	75,000	75,000								0
Miscellanous Repairs	75,000	75,000								0
WPCP process review	250,000								250,000	0
Improvements	361,000	0							361,000	0
Tertiary Filter Upgrade	2,300,000								2,300,000	0
<u>Water</u>										
Meter Replacements	50,000		50,000							0
Service Replacements	50,000		50,000							0
Chlorine Equipment	20,000		20,000							0
Misc. Equipment	40,000		40,000							0
SCADA	30,000		30,000							0
Miscellanous Repairs	75,000		75,000							0
Lead Service Replacement Program	50,000		50,000							0
Hydrant Maitenance and Replacements	20,000		20,000							0
Valve Maintenance and Replacments	40,000		40,000							0
<u>Miscellaneous</u>										
Public Works Vehicles	510,000						510,000			0
Water Vehicles	80,000						80,000			0
Sanitary Master Plan Update	50,000	50,000								0
Landfill Closure Finance Plan	50,000									50,000
Total 2019	12,269,000	920,000	1,343,000	1,967,000	400,000	0	610,000	0	5,661,000	1,368,000

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Target
Remaining

921,000	1,350,000	1,967,000
1,000	7,000	0

1,3	<b>15,000</b>
	E0.000

	CI	TY OF STRATFOR	RD			
	2016 CAPITAL	BUDGET - FUND	ED REQUESTS			
to Finance Committee Nov 16 15						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
POLICE (net 2015 capital \$0)						
Police Radio System	500,000		-500,000		_	0
Police Total 2016 Capital Requests	500,000	0	-500,000	0	0	0
LIBRARY (net 2015 capital \$49,500)						
Computer Equipment Replacement Furniture and Shelving Replacement	37,730 12,000					37,730 12,000
Library Total 2016 Capital Requests	49,730	0	0	0	0	0 49,730
CORPORATE SERVICES (net 2015 capital \$266,000)						
Refurbishing Municipal Parking Lots	500,000		-500,000			0
Information Technology:						
Infrastructure - Technology enchancement & upgrade	303,500		-162,500			141,000
Business Software enhancements & upgrades	558,383		-483,383			75,000
I.T. Sub-Total	861,883	0	-645,883	0	0	216,000
Corporate Services Total 2016 Capital Requests	1,361,883	0	-1,145,883	0	0	216,000
SOCIAL SERVICES (net 2015 capital budget \$50,000)						
Housing:						
Properties	985,000		-985,000			0
Software	250,000		-250,000			0
Housing Sub-Total	1,235,000	0	-1,235,000	0	0	0
Child Care:						
Vehicle	50,000		-50,000			0
Child Care Sub-Total	50,000	0	-50,000	0	0	0
Social Services Total 2016 Capital Requests	1,285,000	0	-1,285,000	0	0	0

	CI	ITY OF STRATFOR	RD			
	2016 CAPITAL	BUDGET - FUND	ED REQUESTS			
to Finance Committee Nov 16 15						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
COMMUNITY SERVICES (net 2015 capital budget \$200,000)						
Parks:						
4x4 Refuse Truck with Barrel Lifter (replacement)	120,000		-120,000			0
Playground Equipment - Avalon Park & Greenwood Park Prep Bromberg Subdivision Park for 2017 playground equip	45,000					45,000
	45.000					15,000
install.	15,000		400.000			•
Parks Sub-Total	180,000	0	-120,000	0	0	60,000
Recreation: Municipal Golf Course Roof	50,000					50,000
Water StreetTennis Courts	140,000		-50,000			90,000
Recreation Sub-Total		0	-50,000	0	0	140,000
Cemetery:	170,000	0	-30,000	0	U	140,000
One-ton Dump Truck with Steel Box (replacement)	70,000		-70,000			0
Riding Mower with Leaft Picker Attachment Incl. (replacement)	30,000		-30,000			0
Cemetery Sub-Total		0	-100,000	0	0	0
Transit:	,		,			
2 way Radio Replacement	20,000		-20,000			0
Transit Sub-Total	20,000	0	-20,000	0	0	0
Parallel Transit:						
Bus Replacement	95,000		-95,000			0
Parallel Transit Sub-Total	95,000	0	-95,000	0	0	0
Community Services Total 2016 Capital Requests	585,000	0	-385,000	0	0	200,000
Community Services Total 2010 Capital Requests	383,000	U	-385,000	U	U	200,000
FIRE (net 2015 capital budget \$22,000)						
THE THE ED TO CUPITAL BUNGET WELLOOD						
Self-Contained Breathing Apparatus Replacement	360,000		-238,000			122,000
Rescue Truck Replacement	524,722		-524,722			0
Main Pumper Truck Replacement	550,000		-550,000			0
Mini-Pumper replacement	80,000		-80,000			0
Fire Total 2016 Capital Requests	1,514,722	0	-1,392,722	0	0	122,000
ALPROPT ( LOGGE HILL LAND)						
AIRPORT (net 2015 capital budget \$0)						
Developed Creek Cooking	20.000		00.000			
Pavement Crack Sealing	20,000	0	-20,000	0	0	0
Airport Total 2016 Capital Requests	20,000	0	-20,000	0	0	0

	CI.	TY OF STRATFOR	RD			
		BUDGET - FUND				
to Finance Committee Nov 16 15						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
INFRASTRUCTURE & DEVELOPMENT SERVICES						
Engineering, Public Works & Water (net 2015 capital budget \$1,815,000)						
Sewer/Water/Road Construction: Short Street (Matilda to SWM Pond) Whitelock from Louise to McNab Joffre St - Delamere to William Ballantyne from Front to North Sewer/Water/Road Construction Sub-Total	553,800 140,000 370,000 340,000	-140,000 -200,000 -280,000	-404,274	-170,000 -60,000		149,526 0 0 0
Sewer/water/Road Construction Sub-Total	1,403,800	-620,000	-404,274	-230,000	0	149,526
Water: Meter Replacements Service Replacements Chlorine Equipment Misc. Equipment SCADA Miscellanous Repairs Lead Service Replacement Program Hydrant Maitenance and Replacements Valve Maintenance and Replacements Decommission Cooper St. Watermain Water Sub-Total	50,000 50,000 20,000 40,000 30,000 75,000 50,000 40,000 40,000 50,000 445,000	-50,000 -50,000 -20,000 -40,000 -30,000 -75,000 -50,000 -40,000 -50,000 -445,000	0	0	0	0 0 0 0 0 0 0 0
Roads: Private Sidewalks Sidewalk Upgrade Core Area Brick Repairs Accessibility Improvements Asphalt Resurfacing and Crack Sealing Traffic Signals - Ontario Street/Front Street	10,000 100,000 50,000 50,000 580,000 33,000	-75,000		-505,000		10,000 100,000 50,000 50,000 0 33,000
Traffic Signals - Critario Street/Front Street  Traffic Signals - Erie Street/Packham Avenue  Traffic Signals - Waterloo Street/Albert Street  Bridge improvements  Local Improvement Roads  Traffic Counts  Traffic Signals - Waterloo Street/Lakeside Avenue	21,000 14,000 903,000 150,000 15,000 25,000			-761,000 -150,000		33,000 21,000 14,000 142,000 0 15,000 25,000
Master Transportation Study Trails	50,000 50,000					50,000 50,000

	CIT	Y OF STRATFOR	RD			
	2016 CAPITAL I					
to Finance Committee Nov 16 15						
Project	Gross	Recoverable	Recoverable	Recoverable	Long Term	Net
•	Cost	From Utilities	From Reserves	From	Financing	Tax Levy
				External Sources		,
New Street Lights	25,000			External Sources		25,000
Bike Lane Markings	10,000					10,000
At Grade RR Crossings Inspection and Reporting	75,000					75,000
Roads Sub-Total	2,161,000	-75,000	0	-1,416,000	0	670,000
Sanitary:	25 000	25.000				
Basement Isolation	25,000	-25,000				0
House Service Applications	10,000 50,000	-10,000				0
Residential Service Upgrades	30,000	-50,000				0
Pumping Station Upgrades WPCP Improvements	310,000	-30,000				0
SCADA	30,000	-310,000				0
Pumping Station flow meters	30,000	-30,000				0
City Wide Collection Improvements	75,000	-30,000				0
Miscellanous Repairs	50,000	-75,000 -50,000				0
WPCP Clarifiers	2,800,000	-50,000			-2,800,000	0
Abandon Sanitary Trunk at Waldie Drain	50,000	-50,000			-2,800,000	0
Sanitary Sub-Total	3,460,000	-660,000	0	0	-2,800,000	0
Satilitally Sub-Total	3,460,000	-000,000	U	U	-2,800,000	U
Storm:						
Road House Drain	500,000			-500,000		0
Storm - City Wide Collection System	120,000					120,000
Storm - Pond and Drain Improvements	60,000					60,000
Queen Street Diversion Engineering	75,000		-50,000			25,000
Storm Sub-Total	755,000	0	-50,000	-500,000	0	205,000
Miscellaneous:						
Public Works Vehicles	605,000		-605,000			0
Water Vehicles	107,000		-107,000			0
Public Works Facility - Safety Improvements	39,000		-107,000			39,000
Development Charges Study	50,000		-50,000			39,000
Asset Management	250,000		-30,000			250,000
Miscellaneous Sub-Total	1,051,000	0	-762,000	0	0	289,000
	, ,		,,,,,,	-	-	- /
Eng/PW/Water/Misc Total 2016 Capital Requests	9,275,800	-1,800,000	-1,216,274	-2,146,000	-2,800,000	1,313,526

		70		,		
	CIT	TY OF STRATFOR	RD			
	2016 CAPITAL I	BUDGET - FUND	ED REQUESTS			
to Finance Committee Nov 16 15						
Project	Gross Cost	Recoverable From Utilities	Recoverable From Reserves	Recoverable From External Sources	Long Term Financing	Net Tax Levy
Building & Planning: (net 2015 capital \$194,000)						
32 Erie St. HVAC	25,000					25,000
Normal School - windows, door repairs, painting	50,000		-50,000			0
ustice Building - window replacement	20,000					20,000
Stratford Library - front step replacement	100,000					100,000
Building Reserve	50,000					50,000
Building & Planning Sub-Total	245,000	0	-50,000	0	0	195,000
I&DS Total 2016 Capital Requests	9,520,800	-1,800,000	-1,266,274	-2,146,000	-2,800,000	1,508,526
MAYOR/COUNCIL/CAO						
Cooper Building	7,500,000			-2,500,000	-5,000,000	0
Cooper Site - Risk Assessment	85,000			-85,000		0
Market Square	1,800,000	-120,000	-220,000	-1,460,000		0
nfrastructure Levy	1,000,000			_	_	1,000,000
Mayor/Council/CAO Total 2016 Capital Requests	10,385,000	-120,000	-220,000	-4,045,000	-5,000,000	1,000,000
GRAND TOTAL 2016 CAPITAL BUDGET FUNDED	25,222,135	-1,920,000	-6,214,879	-6,191,000	-7,800,000	3,096,256

	UNFUNDED	
PROJECTS	AMOUNTS	NOTES
to FC Nov 16 15	(Net Tax Levy)	
<u>Infrastructure &amp; Development Services</u>		
Asphalt Paving	\$620,000	
Local Improvement Roads	350,000	
Erie Street Sidewalk - West Gore to Chestnut	75,000	
Erie Street Sidewalk - Chestnut to Lorne	75,000	
Erie Street Sidewalk - Lorne to Packham	95,000	
Additional Sidewalk Priority Linkage	50,000	
Traffic Lights/Intersection Improvements Wright and Lorne	350,000	
IPS Downie & George	120,000	
Huron & Ontario St Traffic Studies	35,000	
South Side Storm Sewer Addendum	100,000	
Romeo & Park Intersection Improvements	120,000	
Monteith & Moderwell	30,000	
Solar Powered Speed Signs	20,000	
Joiai i owered Speed Signs	\$2,040,000	
Police	\$2,040,000	
New Headquarters	\$12,000,000	
New Headquarters	\$12,000,000	
	\$12,000,000	
<u>Library</u>		
New Building	\$18,000,000	
Thew building	\$18,000,000	
Corporate Services - Information Technology		
Cooper Site Adaptive Re-Use		
Corporate Phone System Upgrade	\$130,000	
IT Backup Generator	50,000	
IT Disaster Recovery	50,000	
The block of the sector of	\$230,000	
	Ψ230,000	
Community Services		
Facilities	\$5,280,000	
Building Replacement Or Expansion	11,300,000	
Asphalt	1,880,000	
Sportsfield Lighting	1,050,000	
Annual Capital	675,000	
	\$20,185,000	
	7=3/133/333	
Fire		
Airport	nil	
Fire 2nd Set of PPE for Firefighters and Lieutenants	\$72,000	
Fire Computer Aided Dispatch	239,000	
Fire Department Expansion	1,990,000	
<u> </u>	\$2,301,000	
	. , ,	
Housing		
Housing Infrastructure	\$8,020,295	
	,	
TOTAL UNFUNDED CAPITAL	\$62,776,295	
L		

	Funded
\$100,000	Received Pre-Budget Approval
20,000	
30,000	
150,000	
140,000	Funded
1,200,000	
	20,000 30,000 150,000 140,000

Sent:

September-16-15 8:43 PM

To:

stfdbudget

**Subject:** 

Tax Hike? Are you kidding?

My taxes have more than doubled in the 20 years I have owned my home. Do I have double the services? Absolutely not!

How about you concentrate on getting the 42 per cent of city's expenditures going to salaries and benefits under control before you even think about taking another bite out of our hard earned income?

Sent:

October-13-15 7:57 PM

To:

stfdbudget

Subject:

re: "Councillors Split Over Need For Large Tax Hike"

#### **Dear Councillors**

Please have mercy when considering any tax increases.

I think I can speak for my fellow neighbors as well as myself...we on Matilda Street are facing a huge bill for road work...many of us will be adding that onto our taxes as a way to pay it off...some of us are widows on pensions who are barely getting by as it is. Please have mercy!

Sincerely,