



## **2017 OPERATING BUDGET**

**Approved by City Council  
On January 23, 2017**

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**CITY OF STRATFORD 2017 BUDGET**

**G100 GENERAL REVENUES**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Reg Residential & Farm	-37,188,410	-36,895,139	-34,370,019	-38,562,150	-40,009,901	16.41%	-41,354,255	-42,094,672	-43,063,813
Commercial & Industrial	-14,102,201	-14,395,459	-19,015,919	-14,823,795	-15,053,961	(20.83%)	-15,552,660	-15,831,118	-16,195,597
Bill 79 Adjustments		-384		-579					
Local Improvement Charges		-1,821							
Encroachment Agreements	-13,000	-18,721	-15,000	-18,954	-18,000	20.00%	-18,500	-19,000	-19,000
Taxation City Centre				-198,531					
Taxation - Stratford Gen Hospital	-22,200	-22,200	-22,200	-22,200	-22,200		-22,200	-22,200	-22,200
Taxation - University of Waterloo	-2,000	-6,375	-10,000	-12,075	-15,000	50.00%	-20,000	-20,000	-20,000
Taxation - Perth County Jail	-3,750	-3,750	-3,750	-3,750	-3,750		-3,750	-3,750	-3,750
Taxation - Railways	-5,600	-5,603	-5,600	-10,638	-5,600		-5,600	-5,600	-5,600
Education Portion - PIL	-137,500	-137,555	-137,000	-137,450	-136,500	(0.36%)	-136,000	-135,000	-135,000
Festival Hydro Dividends/Interest	-2,437,073	-2,338,900	-2,250,000	-1,939,565	-2,150,000	(4.44%)	-2,150,000	-2,150,000	-2,150,000
<b>Total REVENUE</b>	<b>-53,911,734</b>	<b>-53,825,907</b>	<b>-55,829,488</b>	<b>-55,729,687</b>	<b>-57,414,912</b>	<b>2.84%</b>	<b>-59,262,965</b>	<b>-60,281,340</b>	<b>-61,614,960</b>
<b>NET BUDGET</b>	<b>-53,911,734</b>	<b>-53,825,907</b>	<b>-55,829,488</b>	<b>-55,729,687</b>	<b>-57,414,912</b>	<b>2.84%</b>	<b>-59,262,965</b>	<b>-60,281,340</b>	<b>-61,614,960</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G100 – General Revenues

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Not Applicable.

Service Reductions/Increases:

There is little discretion in this revenue budget.

Revenue Reductions/Increases:

- Encroachment Agreements – An increase has been included as there has been a slight increase in the number of encroachment agreements.
- University of Waterloo payments in lieu (PILs) is expected to increase in 2017 and stabilize at approximately \$20,000 in 2018 forward.
- A slight reduction in the education portion of PILs the City is entitled to keep is expected due to the continuing decrease in education rates.
- The Festival Hydro board has indicated that the interest and dividend would decrease to a total of \$2,150,000 over the next few years.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

Overall, this revenue is decreasing by 3.8%, mostly due to the decrease in Hydro dividends.

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

	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2017 Estimate</b>	<b>2018 Estimate</b>	<b>2019 Estimate</b>
Interest on Demand Loan of \$15,600,000 at 7.25%	\$1,131,000	\$1,131,000	\$1,131,000	\$1,131,000	\$1,131,000
FHI Common Share Dividend	948,673	786,100	686,100	686,100	686,100
FHI Preferred Share Dividend	305,000	305,000	305,000	305,000	305,000
FHSI Demand Note of \$372,000	27,900	27,900	27,900	27,900	27,900
FHSI Common Share Dividend	24,500				
<b>TOTAL</b>	<b>\$2,437,073</b>	<b>\$2,250,000</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS****GENERAL COMMENTS:**

Future revenues are expected to move up only slightly. Revenues from Festival Hydro should begin to rise again after 2020 as the debt principal from the new transformer station is reduced.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G101 MAYOR'S OFFICE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Recoverables		-2,176							
<b>Total REVENUE</b>		-2,176							
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	65,881	65,704	66,552	66,664	67,550	1.50%	68,563	69,592	70,636
Office Administration	3,075	3,194	3,150	3,292	3,150		3,150	3,150	3,150
Meeting Costs	2,000	1,414	2,000	2,983	2,000		2,000	2,000	2,000
Advertising	2,500	1,858	2,500	2,507	2,500		2,500	2,500	2,500
Conference Expenses	7,300	4,174	7,300	3,451	7,300		7,300	7,300	7,300
Special Projects	4,000	5,087	4,000	2,510	4,000		4,000	4,000	4,000
Office Equipment & Furnishi	400	565	400	1,172	400		400	400	400
<b>Total EXPENDITURES</b>	85,156	81,996	85,902	82,579	86,900	1.16%	87,913	88,942	89,986
<b>NET BUDGET</b>	85,156	79,820	85,902	82,579	86,900	1.16%	87,913	88,942	89,986



## 2016 OPERATING BUDGET NOTES

### DEPARTMENT: G101 - Mayor's Office

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

#### **GENERAL COMMENTS:**

No further comments.

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

No further comments.

## 2018-2019-2020 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

No significant changes anticipated.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G102 CITY COUNCIL SERVICES**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Donations				-25,928					
Recoverables		-4,419		834					
Contribution from Reserves				-2,500					
All Other				-93,361					
<b>Total REVENUE</b>		-4,419		-120,955					
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	138,889	138,308	138,889	143,024	140,972	1.50%	143,087	145,234	147,412
Materials	7,200	5,554	5,000	2,714	4,000	(20.00%)	4,400	4,400	4,400
Office Administration	13,750	13,511	13,850	13,803	13,850		13,850	13,850	13,850
Miscellaneous	36,000	34,245	36,000	26,382	37,000	2.78%	37,000	37,000	37,000
Special Events	2,000	489	2,000	1,602	2,000		2,000	2,000	2,000
Meeting Costs	7,100	5,516	7,200	4,765	7,200		7,200	7,200	7,200
Conference Expenses	16,000	4,256	16,000	6,211	16,000		16,000	16,000	16,000
Services - Other	3,500	1,577	3,300	711	3,300		3,500	3,500	3,500
Special Projects		2,010		135,654					
<b>Total EXPENDITURES</b>	224,439	205,466	222,239	334,866	224,322	0.94%	227,037	229,184	231,362
<b>NET BUDGET</b>	224,439	201,047	222,239	213,911	224,322	0.94%	227,037	229,184	231,362



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G102 - City Council Services

#### **DEPARTMENT OVERVIEW:**

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

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

No significant changes being proposed for the Council 2017 budget.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G111 CITY ADMINISTRATOR'S OFFICE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Recoverables		-4,500							
Contribution from Reserves		-7,123	-50,000	-27,987	-50,000				
<b>Total REVENUE</b>		-11,623	-50,000	-27,987	-50,000				
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	440,700	438,951	446,958	429,348	552,229	23.55%	559,500	567,000	575,000
Office Administration	11,620	9,012	11,620	10,130	11,620		11,930	12,040	12,040
Miscellaneous	1,800	1,826	1,800	1,808	1,800		1,850	1,875	1,875
Meeting Costs	1,550	2,505	1,550	2,137	1,550		1,575	1,575	1,575
Conference Expenses	6,900	7,728	6,900	1,954	6,900		7,075	7,125	7,225
Consultants	7,000	12,779	57,000	34,215	40,000	(29.82%)	7,200	7,200	7,200
Legal	5,000	11,236	5,000	11,872	5,000		6,000	6,500	6,500
Services - Other	1,500	940	1,500	1,737	1,500		1,500	1,500	1,500
Internet				420	900		900	900	900
Training	4,200	2,834	4,200	4,734	4,200		4,300	4,400	4,400
Amortization	2,920		2,920		2,920		2,920	2,920	2,920
Transfer to Reserves	20,000	20,000	20,000	20,000	10,000	(50.00%)	15,000	20,000	20,000
Office Equipment & Furnish	1,100		1,100	1,353	1,100		1,100	1,100	1,200
PSAB Adjustment	-2,920		-2,920		-2,920		-2,920	-2,920	-2,920
<b>Total EXPENDITURES</b>	501,370	507,811	557,628	519,708	636,799	14.20%	617,930	631,215	639,415
<b>NET BUDGET</b>	501,370	496,188	507,628	491,721	586,799	15.60%	617,930	631,215	639,415



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G111 - CAO's Office**

#### **DEPARTMENT OVERVIEW:**

The Office of the Chief Administrative Officer is responsible for the general management of the City of Stratford, coordinating the advice that is provided to City Council and providing administrative services to the Mayor and Council. This department currently consists of the CAO and three support staff.

Additional funds are included for legal fees that cannot be attributed to a single department and consulting fees for various initiatives that come up throughout the year and to undertake studies that come up throughout the year that are not otherwise in the budget.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Increased salary and benefits account for the additional costs.

Service Reductions/Increases:

A small reduction in external consulting is proposed, as some 2016 commitments will extend into 2017.

Revenue Reductions/Increases:

There are no revenues associated with this office.

Options for Reductions:

- Further reduce legal budget.
- Further reduce consulting budget.
- Reduce training budget.

**GENERAL COMMENTS:**

Money transferred to the reserve for special administrative projects are expected to be used for the following:

- Management and Leadership initiatives;
- Administration salary review

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

Variations in the 2017 budget pertain to salaries and benefits, consulting fees and a transfer to reserves. New funds were committed by Council to create a permanent Communications position.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future increases are in line with inflationary pressures.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G112 PERSONNEL & HUMAN RESOURCES**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	455,828	461,538	466,677	499,543	473,677	1.50%	476,650	483,800	491,057
Materials	1,000								
Office Administration	14,610	10,653	11,610	8,563	11,610		13,970	13,559	13,761
Meeting Costs	6,100	4,968	4,100	2,386	4,100		4,200	4,500	4,568
Advertising	13,600	31,967	13,600	9,802	14,000	2.94%	15,000	15,500	15,732
Conference Expenses	16,200	8,711	16,200	8,193	16,200		17,150	17,750	18,015
Consultants	21,000	22,154	21,000	17,584	21,000		21,000	21,000	21,315
Legal	5,000	4,252	5,000	35,294	10,000	100.00%	15,000	20,000	25,000
Training	30,350	25,239	30,350	25,795	30,350		31,500	34,500	35,017
Office Equipment & Furnishir	500		500	560	1,000	100.00%	1,000	1,000	1,015
<b>Total EXPENDITURES</b>	<b>564,188</b>	<b>569,482</b>	<b>569,037</b>	<b>607,720</b>	<b>581,937</b>	<b>2.27%</b>	<b>595,470</b>	<b>611,609</b>	<b>625,480</b>
<b>NET BUDGET</b>	<b>564,188</b>	<b>569,482</b>	<b>569,037</b>	<b>607,720</b>	<b>581,937</b>	<b>2.27%</b>	<b>595,470</b>	<b>611,609</b>	<b>625,480</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G112 – Human Resources

#### **DEPARTMENT OVERVIEW:**

The Human Resources Department is a strategic business partner that provides support to the Corporation, its managers, supervisors, and employees by ensuring they have the proper tools and information to effectively deliver a wide range of municipal services to our community. Our mission within the Human Resources Department is to ensure fair, consistent, and transparent practices and processes within our organization. We strive to implement and continuously improve our policies, procedures, and programs in order to enhance our services to our business partners within the organization.

Services provided by our department include; Recruitment and Selection, Labour and Employee Relations, Compensation and Benefits, Disability Management, Training & Development, Collective Bargaining, Health & Safety and Organizational Development and Design.

Human Resources' Initiatives in 2017:

- Negotiate the Parallel Transit Collective Agreement;
- CUPE 197 Job Evaluation Project;
- Review and update of various Human Resources policies and procedures;
- Implement recommendations to the Health & Safety Program as a result of the Audit that took place in 2016;
- Continue to assist with the Corporate Goals ;
- Work on Corporate training initiatives as identified by the Corporate Leadership Team.

Recruitment and Selection will continue to be a focus in 2017. There were a variety of reasons vacancies were created in 2017 which include; retirements, transfers, promotions, approved leaves of absence, pregnancy/parental leaves and resignations.

## **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Increases:

- Advertising (increased by \$400)
- Legal (increased by \$5,000 – this will be for all corporate labour relations legal costs)

Service Reductions/Increases:

Same service level.

Revenue Reductions/Increases:

No revenue reductions/increases proposed.

Options for Reductions:

None proposed.

## **GENERAL COMMENTS:**

No further comments.

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

No further comments.

## **2018-2019-2020 PROJECTED BUDGETS**

## **GENERAL COMMENTS:**

No further comments.

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

Future budget submissions will be reviewed and refined by the incoming Director of Human Resources.

**CITY OF STRATFORD 2017 BUDGET**

**G121 CITY CLERK'S OFFICE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-42,000	-23,646	-42,000	-21,337	-20,000	(52.38%)	-43,000	-43,500	-44,000
Fees		-31,151		-20,460	-35,200				
Licences & Permits	-115,000	-101,337	-115,000	-104,493	-112,100	(2.52%)	-117,000	-118,000	-119,000
Recoverables	-4,500	-270		-2	-4,500		-4,500	-4,500	-4,500
Contribution from Reserves				-4,922	-5,000		-160,000		
<b>Total REVENUE</b>	-161,500	-156,404	-157,000	-151,214	-176,800	12.61%	-324,500	-166,000	-167,500
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	476,000	464,918	480,000	448,608	492,500	2.60%	500,000	507,500	514,500
Materials	16,500	15,495	16,500	15,310	22,200	34.55%	175,200	21,300	20,400
Office Administration	18,900	16,832	18,700	10,002	19,900	6.42%	20,700	21,600	22,300
Meeting Costs	2,100	1,260	800		800		800	900	1,000
Advertising	35,000	34,652	35,000	23,871	35,000		35,000	35,000	36,000
Conference Expenses			2,700	1,166	3,000	11.11%	3,250	3,550	3,850
Legal	18,000	27,065	18,000	26,308	22,000	22.22%	25,000	27,000	29,000
Services - Other	8,000	11,714	8,000	7,557	8,500	6.25%	12,000	12,200	12,400
Training	8,000	3,659	6,400	4,052	6,800	6.25%	6,900	7,150	7,400
Bank Charges		35		-49					
Amortization	4,379		4,379		4,379		4,379	4,379	4,379
Transfer to Reserves	42,000	42,000	42,000	42,000	51,000	21.43%	57,500	62,500	62,500
Office Equipment & Furnishi	2,000	1,623	2,000	309	2,200	10.00%	2,400	2,400	2,500
PSAB Adjustment	-4,379		-4,379		-4,379		-4,379	-4,379	-4,379
<b>Total EXPENDITURES</b>	626,500	619,253	630,100	579,134	663,900	5.36%	838,750	701,100	711,850
<b>NET BUDGET</b>	465,000	462,849	473,100	427,920	487,100	2.96%	514,250	535,100	544,350



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G121 - Clerk's Office

#### **DEPARTMENT OVERVIEW:**

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

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

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

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

\*2016 – to date for 2016

<b>TABLE 1</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>*2016</b>
Number of Council/Committee Meetings	122	114	95	110	108	121	98	105	56
Number of Sub-committee Meetings	78	75	61	63	47	68	61	37	32

<b>TABLE 1</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>*2016</b>
Number of In-Camera Sessions	32	31	23	19	19	21	21	23	17
Number of Advisory Committee Meetings	42	41	47	53	47	39	35	68	39
Business Licences Issued	37	33	38	39	45	51	51	50	40
Marriage Licences Issued	283	252	222	219	247	192	194	215	141
Death Registrations	468	455	434	437	463	427	456	511	293
Civil Ceremonies Conducted	40	38	35	28	33	28	30	45	27
By-laws Adopted	169	233	157	140	170	155	160	176	103
Commissioning of Documents (# of )	154	119	148	124	130	133	126	149	100
Temporary Street Closure Applications	28	48	60	41	39	43	49	54	39
Lottery Licences Issued	305	146	143	134	124	129	202	486	353

### **CHANGES FROM 2016 BUDGET:**

#### Cost Reductions/Increases:

- No cost reductions are proposed for the 2017 operating budget.
- If changes are made to the method of voting for the 2018 Municipal Election, there will need to be an increase to the transfer to reserve amount – i.e. using internet voting and paper ballots, rather than internet and telephone voting.
- City now pays for mailing/courier costs of marriage licenses for 35 to 45 ceremonies performed and vital statistics registrations of approximately 500 per year. Previously, the mailing costs were the responsibility of the Province for this mandated service – this has added costs to the budget of approximately \$1,500.
- Legal costs have been increased to align with historical actuals.
- Transfers to Reserves have been increase - +\$4,000 for the Integrity Commissioner and +\$5,000 to the Election reserve to begin to put funds aside for the 2022 election.

#### Service Reductions/Increases:

- Similar service levels are proposed for 2017.
- Planning Advisory Committee – new mandatory requirement under the Planning Act for the City to have a Planning Advisory Committee.
- Integrity Commissioner – retainer fee and cost of investigations added in 2017

#### Revenue Reductions/Increases:

- Encroachment Application Fee increase of \$100.00 to more fully recover expenses to register the agreement on title.
- HST now charged for civil ceremonies – therefore civil ceremony fee will be increased to \$339 (including HST).
- Revenue increases for business licenses and auditorium rentals are based on Consumer Price Index increase that is applied at the start of each year.

#### Options for Reductions:

Based on the current election format, the 2018 election is estimated to cost \$160,000. The estimate for the 2020 election is \$200,000. An increase of \$5,000 to the election reserve has been added to the 2017 Budget to smooth the transition to the increased estimates but it is not intended to be necessary to be used for the 2018 election.

#### **GENERAL COMMENTS:**

A possible reduction in revenue of \$10,000 may be required if the Province proceeds to up-load vital statistic registrations to the Province and funeral homes.

Staff will be spending some of the funds in the election reserve in 2017 because of changes made to the *Municipal Elections Act*, that moved forward timeframes and deadlines for having certain by-laws, contracts, policies and procedures in place by mid-2017 and by the end of 2017.

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

No further comments.

### **2018-2019-2020 PROJECTED BUDGETS**

#### **GENERAL COMMENTS:**

The transfer to reserve for elections will be increased by \$5,000 each year to be used for the 2022 election.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G131 TREASURER'S OFFICE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-2,500	-10,744	-3,000	-6,318	-3,200	6.67%	-3,400	-3,600	-3,600
Fees	-23,500	-23,085	-28,000	-26,840	-28,000		-28,500	-29,000	-29,500
Recoverables	-175,964	-1		25	0				
Contribution from Reserve					-150,000		-127,000		
Interfunctional Transfers		-175,965	-198,000		-202,986	2.52%	-200,000	-202,000	-205,000
<b>Total REVENUE</b>	-201,964	-209,795	-229,000	-33,133	-384,186	67.77%	-358,900	-234,600	-238,100
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,144,600	1,095,213	1,216,350	1,293,922	1,349,500	10.95%	1,370,100	1,307,391	1,325,823
Office Administration	114,100	116,620	117,150	123,456	120,600	2.94%	120,650	121,700	122,750
Meeting Costs				20	0				
Repairs & Maintenance	4,500	4,257	5,000	15,468	47,000	840.00%	47,000	5,000	5,000
Advertising				-37	0				
Audit	48,000	48,000	48,000	48,000	49,000	2.08%	49,500	50,000	51,000
Conference Expenses	1,500	1,422	1,500	3,452	3,500	133.33%	3,500	1,500	1,500
Legal	1,500	2,092	1,500	752	1,500		1,500	1,500	1,500
Services - Other	1,500	2,622	1,500	449	1,500		1,500	1,500	1,500
Training	15,400	10,899	15,400	10,584	15,400		15,400	15,400	15,400
Bank Charges	1,000	72	500	64	500		500	500	500
Amortization	9,600		10,000		10,000		10,000	10,000	10,000
Interfunctional Transfers				2,450	0				
Office Equipment & Furnishings	2,000	5,602	2,000	404	2,500	25.00%	2,500	2,500	2,500
PSAB Adjustment	-9,600		-10,000		-10,000		-10,000	-10,000	-10,000
<b>Total EXPENDITURES</b>	1,334,100	1,286,799	1,408,900	1,498,984	1,591,000	12.92%	1,612,150	1,506,991	1,527,473
<b>NET BUDGET</b>	1,132,136	1,077,004	1,179,900	1,465,851	1,206,814	2.28%	1,253,250	1,272,391	1,289,373



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G131 - Financial Services**

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

##### Cost Reductions/Increases:

With the exception of the staffing resource increase, the costs of the division are relatively stable and include only slight adjustments to meet historical spending patterns.

##### Service Reductions/Increases:

In 2017, it is being proposed to eliminate one (1) part time position and add one (1) full time position, for a net effect of the addition of +.5 FTE (Full Time Equivalent). The full business case will be presented under a separate cover, but benefits of this change will have a positive impact on efficiencies, internal control, and will effect some financial processes in other departments leading to some cost savings.

EBidding will be implemented in 2017 which will be an enhancement to our purchasing protocols. This is anticipated to result in the City receiving more bids on average and less bid disqualifications; leading to more value for money in the long term, but no direct savings are expected to the Financial Services budget at this time.

##### Revenue Reductions/Increases:

An increase in the transfer from reserve for asset management of \$25,000 has been included to assist in funding the additional staffing resource noted above in 2017.

Options for Reductions:

No further reductions are noted without impacting the levels of service.

**GENERAL COMMENTS:**

The 2017 budget reflects a 2.28% increase over 2016.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future increases should be within inflation. No large increases are anticipated.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G134 INFORMATION TECHNOLOGY SERV**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees				-54					
Fees		-4,819	-4,819	-4,819	-4,819		-4,915	-5,014	-5,114
Recoverables		-45,040	-21,000	-27,571	-21,000		-21,420	-21,848	-22,285
Contribution from Reserves	-57,000		-57,000	-1,001	-57,000		-58,140	-59,303	-60,489
Interfunctional Transfers	-46,016	-75,698	-46,016	-85,895	-77,287	67.96%	-78,000	-79,000	-80,000
<b>Total REVENUE</b>	-103,016	-125,557	-128,835	-119,340	-160,106	24.27%	-162,475	-165,165	-167,888
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	254,000	167,933	245,400	223,871	327,500	33.46%	332,650	338,350	345,117
Materials	1,000	618	1,000		1,000		1,020	1,040	1,061
Office Administration	3,063	-2,303	3,102	5,413	3,652	17.73%	3,726	3,799	3,875
Meeting Costs	400		400		400		408	416	424
Repairs & Maintenance	193,000	212,567	222,000	218,413	222,000		229,500	234,090	238,772
Conference Expenses	6,700	1,898	6,700	3,201	6,700		6,834	6,970	7,109
Services - Other	289,000	287,703	295,500	268,423	270,000	(8.63%)	275,000	275,000	275,000
Internet	74,970	70,166	76,469	69,826	78,126	2.17%	83,099	84,760	86,456
Training	3,500	210	3,500	112	3,500		3,570	3,641	3,714
Amortization	166,031		166,031		166,031		169,352	172,739	176,194
Transfer to Reserves	75,000	75,000	80,000	80,000	85,000	6.25%	90,000	95,000	96,000
Tools & Equipment		101,789		29,445					
PSAB Adjustment	-166,031		-166,031		-166,031		-169,352	-172,739	-176,194
<b>Total EXPENDITURES</b>	900,633	915,581	934,071	898,704	997,878	6.83%	1,025,807	1,043,066	1,057,528
<b>NET BUDGET</b>	797,617	790,024	805,236	779,364	837,772	4.04%	863,332	877,901	889,640



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G134 - Information Technology Services

#### **DEPARTMENT OVERVIEW:**

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

A few of the key activities of the division include:

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

Keeping up with these activities and the mandate of the Information Technology division, these key projects were successfully completed in the past:

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

- Geographic Information Systems Upgrade
- Treekeeper Management Software Implementation
- Parking System/Devices Upgrade
- Storage Upgrade
- Firewall Upgrade
- Backup System upgrade
- Technology Training Lab
- Information Technology Security Review
- Great Plains Business Process Optimization
- Great Plains Financial software Upgrade
- Personal Computer Upgrade
- Works Order Management process review
- Council Mobile Devices
- Social Services Application Upgrade
- Building Permitting & Licensing system upgrade
- Paperless Council Agenda & Software
- Amanda application process review/enhancements/upgrades

A number of projects were initiated in 2016 and will continue in 2017. These projects are:

- Asset Management initiative
- Core Switch Upgrades
- UPS Upgrades
- Amanda & GIS Integration
- WorksManager & GIS Integration
- CLASS System Upgrade
- Unified Communication Systems
- Cellphones Upgrade and integration
- Disaster Recovery Replication enhancement
- Field Devices upgrades
- Fibre expansion to City locations
- Corporate Intranet
- Communities in Bloom Symposium Website
- Network Security Assessment
- Enhanced Public eServices

## **Information Technology Strategy**

ITS are essential to the daily operations of the Corporation of the City of Stratford. The absence of ITS resources will impede the efficiency and productivity of the organization. Therefore, funds should be reallocated into ITS staff resourcing to ensure the ITS department can meet its goals and objectives. Further staffing resources were approved in 2015 budget.

The implementation of this strategy will enable the City of Stratford to continue achieving its strategic priorities while serving the community as a Smart City.

In 2014, Council approved a \$50,000 increase to the ITS budget to assist with resourcing. This funding was used to hire extra contract help on a special project basis. As per the ITS Strategy, 1 FT Application Analyst and 1 PT Administration Assistant were to be added in 2015, being funded by the 2014 budget increase and taking 25% (approx. \$57,000) from IT Capital Budget on a yearly basis. Further, 1 FT Application Analyst was recommended in the ITS Strategy for 2017, and that position has been added to the 2017 budget.

We expect these positions will continue to save funding from the ITS capital budget on an ongoing basis through internally performing project management, systems support, and building applications. Further savings are anticipated through corporate efficiencies; however these savings have not been quantified.

### **CHANGES FROM 2016 BUDGET:**

#### Cost Reductions/Increases:

Full-time and Part-time salaries have been adjusted based on the current and 2017 staff and contract compliment. Most other line items will remain static, with a few increases due to inflation.

#### Service Reductions/Increases:

An increase of \$5,000 was made to reserve funding for ITS asset depreciation in 2016 and will continue to increase until 2019. The transfer has been static at \$75,000 for a number of years and currently is inadequate to fully fund core ITS infrastructure.

A decrease in contract hours, saving approximately \$25,000 in the current ITS support contract, will help facilitate the increase for the Data Analyst capabilities within the City. The ITS division is currently in the process of testing resource requirements while maintaining the excellent standard of its Service Level Agreement.

#### Revenue Reductions/Increases:

A decrease in revenue of approximately \$10,000 has been included for ITS provided to SEED Co. Increased revenue in other areas will more than offset this revenue reduction.

#### Options for Reductions:

A reduction to the transfer to reserves for ITS asset depreciation can provide a slight reduction in the short term but would have to be made up in future years.

**GENERAL COMMENTS:**

The overall ITS Budget for 2017 includes an overall **increase of 4.04%**.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Future years reflect normal inflationary increases with the exception of a continued \$5,000 increase to the ITS depreciation reserve.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G135 PARKING DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Parking Revenue	-470,000	-590,249	-864,000	-856,900	-900,000	4.17%	-900,000	-910,000	-920,000
Fines	-160,000	-167,852	-160,000	-188,707	-165,000	3.13%	-170,000	-175,000	-180,000
Gain on Disposal of Assets		-523							
Contribution from Reserve Funds		-473,834							
<b>Total REVENUE</b>	<b>-630,000</b>	<b>-1,232,458</b>	<b>-1,024,000</b>	<b>-1,045,607</b>	<b>-1,065,000</b>	<b>4.00%</b>	<b>-1,070,000</b>	<b>-1,085,000</b>	<b>-1,100,000</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	124,600	124,341	125,700	122,210	125,700		129,700	132,000	134,000
Utilities		414	500	395	1,000	100.00%	500	500	500
Materials	11,000	3,365	11,000	1,741	11,100	0.91%	11,000	11,000	11,000
Office Administration	10,500	33,657	9,500	15,881	14,500	52.63%	10,500	10,500	10,500
Repairs & Maintenance	23,800	8,141	25,000	8,150	50,000	100.00%	50,000	50,000	50,000
Vehicle Expenses				1,708					
Consultants			40,000	35,535	10,000	(75.00%)	10,000	10,000	10,000
Contractors	100,000	100,175	140,000	116,267	157,450	12.46%	165,500	171,000	174,000
Legal	10,000	3,344	10,000		10,000		10,000	10,000	10,000
Services - Other	20,000	17,010	20,000	1,203		(100.00%)	13,000	13,000	13,000
Training		695		695					
Bldg., Machinery & Equip. Rental	30,000	30,000	30,000	30,000	30,000		30,000	30,000	30,000
Amortization	35,000		35,000		35,000		35,000	35,000	35,000
Transfer to Reserve Fund	10,100	558,515	277,300	821,973	315,250	13.69%	294,800	297,000	302,000
City Owned Rental Expense	5,000	7,199	5,000	2,950	5,000		5,000	5,000	5,000
Interfunctional Transfers	45,000	105,601	85,000		85,000		85,000	85,000	85,000
PSAB Adjustment	-35,000		-35,000		-35,000		-35,000	-35,000	-35,000
<b>Total EXPENDITURES</b>	<b>390,000</b>	<b>992,457</b>	<b>779,000</b>	<b>1,158,708</b>	<b>815,000</b>	<b>4.62%</b>	<b>815,000</b>	<b>825,000</b>	<b>835,000</b>
<b>NET BUDGET</b>	<b>-240,000</b>	<b>-240,001</b>	<b>-245,000</b>	<b>113,101</b>	<b>-250,000</b>	<b>2.04%</b>	<b>-255,000</b>	<b>-260,000</b>	<b>-265,000</b>



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G135 - Parking**

#### **DEPARTMENT OVERVIEW:**

The Parking Division of the Corporate Services Department is responsible for enforcing certain provisions of the traffic and parking by-law, receives payments for fines, and issues monthly parking permits for municipal downtown parking lots.

A Downtown Parking Study was undertaken in 2016 and staff is working with the Infrastructure and Development Services Department to implement changes to downtown parking operations including use of technology, upgrading infrastructure and signage. This will lead to more payment options (ie. credit/debit card, etc.) for our users.

#### **CHANGES FROM 2016 BUDGET:**

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

- Consultant costs are decreasing as the 2016 additional costs were one-time;
- Maintenance contract costs will increase with the new technology and software being implemented to improve the service and allow other payment options;
- Cell phone annual operating costs will increase, but the future capital costs of handheld devices will be reduced;
- An increase in contracted services expense is estimated, as upgrades to the parking lots are being proposed.

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

A third enforcement officer was hired in August 2016 and the enforcement has been increased in the downtown core and on weekends. As well, in collaboration with the Infrastructure and Development Services Department, we will be providing further parking enforcement outside of the downtown core.

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

None noted.

**Options for Reductions:**

None noted.

**GENERAL COMMENTS:**

The operational changes will improve the efficiency and turnover of parking in downtown Stratford. There continue to be sufficient parking spaces in the downtown and staff will be monitoring to make adjustments as needed. Funding continues to be directed to the capital reserve fund for future parking lot improvements and the change-over from parking meters to new technology allowing payment by license plate with cash, credit and possibly payment of time by phone or mobile device.

It is estimated that \$315,000 will be transferred to the Parking reserve fund in 2017.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

As staff begin implementing the parking report recommendations, the impact on future operational and capital parking budgets will be presented.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G136 CROSSING GUARD DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits		138	500		500		500	500	500
Materials	500	1,207	500	1,042	500		500	500	500
Contractors	150,000	116,808	152,000	134,136	156,000	2.63%	157,000	159,000	161,000
Services - Other	1,700		1,700		1,700		1,700	1,700	1,700
Tools & Equipment	5,000	3,354	5,000	1,688	5,000		5,000	5,000	5,000
<b>Total EXPENDITURES</b>	157,200	121,507	159,700	136,866	163,700	2.50%	164,700	166,700	168,700
<b>NET BUDGET</b>	157,200	121,507	159,700	136,866	163,700	2.50%	164,700	166,700	168,700



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G136 - Crossing Guards

#### **DEPARTMENT OVERVIEW:**

Crossing Guards is a division within the Clerk's Office/Corporate Services Department. Crossing Guards provide safe crossing for students who walk to and from school. The current Crossing Guard contract with the Commissionaires of Great Lakes expires in 2018. There are presently 18 full time guards and four spare guards who fill in for the full time guards when they are unable to attend the crossing due to illness, etc.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

The agreement includes automatic incremental pay increases for the Crossing Guards on an annual basis. Additionally there is a provision included in the current operating budget to recognize the change in minimum wage.

There have been two requests for new locations and pending the traffic warrant study results, there may be up to two additional crossing guards needed. Reports will be forwarded to the Infrastructure, Transportation and Safety Sub-committee in late 2016 once they become available.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

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

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

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The only change anticipated for 2018 and 2019 would be the incremental pay increases that are included in the contract and that were previously adopted in the agreement. A review of the crossing guard contract will be initiated in early 2018.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G139 GENERAL FINANCIAL SERVICES**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Supplementaries	-800,000	-843,048	-850,000	-464,804	-1,000,000	17.65%	-850,000	-850,000	-850,000
Government Grants		-5,876		-94,025					
POA Revenue	-185,000	-259,165	-170,000	-240,316	-185,000	8.82%	-190,000	-190,000	-190,000
Penalties & Interest	-450,000	-464,743	-450,000	-433,987	-460,000	2.22%	-462,000	-462,000	-466,000
Investment & Interest Income	-15,000	-187,629	-15,000	-223,571	-20,000	33.33%	-20,000	-20,000	-20,000
Donations	-50,000	-84,286	-40,000	-40,000	-30,000	(25.00%)	-15,000	-15,000	-15,000
Land Sales		-547,890		-266,884					
Recoverables	-140,000	-57,707	-142,000	-97,809		(100.00%)			
Contribution from Reserves	-3,415,000	-2,662,128	-3,350,991		-3,206,074	(4.32%)	-3,069,440	-3,010,297	-2,957,689
Contribution from Reserve Fur		-749,442		-111,871					
Interfunctional Transfers		-104,000		-105,000	-144,000		-146,000	-148,000	-150,000
<b>Total REVENUE</b>	-5,055,000	-5,965,914	-5,017,991	-2,078,267	-5,045,074	0.54%	-4,752,440	-4,695,297	-4,648,689
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	225,000	138,175	75,000	-1,028	76,000	1.33%	77,000	78,000	79,000
Consultants		280		5,851					
Contractors				119,826					
Insurance	875,000	878,843	873,000	935,534	895,000	2.52%	920,000	940,000	960,000
Legal	10,000	35,009	10,000	46,740	10,000		10,000	10,000	10,000
Services - Other	15,000	22,296	15,000	16,992	15,000		15,000	15,000	15,000
Bank Charges	30,000	76,923	25,000	18,450	21,000	(16.00%)	21,000	22,000	23,000
Interest on Long-Term Debt	2,650,004	2,573,630	2,511,725	2,511,119	2,430,198	(3.25%)	2,319,572	2,119,441	2,088,857
Principal Repayment L-T Debt	5,925,000	5,740,263	6,066,351	6,056,120	6,212,347	2.41%	6,316,346	6,373,215	6,519,661
Tax Write-Offs	1,075,000	816,200	1,050,000	1,559,803	1,075,000	2.38%	1,100,000	1,075,000	1,075,000
Transfer to Reserves	350,000	812,698	375,000	100,000	435,000	16.00%	475,000	510,000	525,000
Transfer to Reserve Fund		491,322		270,670					
<b>Total EXPENDITURES</b>	11,155,004	11,585,639	11,001,076	11,640,077	11,169,545	1.53%	11,253,918	11,142,656	11,295,518
<b>NET BUDGET</b>	6,100,004	5,619,725	5,983,085	9,561,810	6,124,471	2.36%	6,501,478	6,447,359	6,646,829



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G139 - General Financial Services

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

##### Cost Reductions/Increases:

- Property Tax write-offs are expected to increase in 2017, being the first year of the new re-assessment cycle.
- The tax stabilization reserve target is \$175,000/year and is being increased each year to reach that target by 2020. This reserve is to be used for large one-time property tax or assessment reductions.
- Debt principal and interest payments are budgeted to increase in 2017 to fund the Northshore redevelopment and the Cooper Site redevelopment.
- Insurance costs are expected to be slightly over CPI in 2017 based on current claims activity. Staff is investigating the possible need for Cyber Security insurance which may have a further impact on insurance premiums.
- The transfer to reserve for sick/severance liability was implemented in 2014 with a target annual contribution of \$350,000 which we are expected to achieve in 2019.

##### Service Reductions/Increases:

None noted.

##### Revenue Reductions/Increases:

A slight revenue increase in interest from property taxes and general interest revenue is expected in 2017.

Options for Reductions:

Reserve contributions can be considered, but both the tax stabilization reserve and sick/severance reserve annual budget amounts are under the target.

The new debt issuance for 2017 has not yet been finalized and the terms can be reviewed once better details are available.

**GENERAL COMMENTS:**

The 2017 debt projections include an assumption for the sale price of the old fairgrounds to be applied against current unfinanced debt – lower than expected proceeds from this sale may affect current estimates.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

A continued phase in of the increase to the tax stabilization reserve and sick/severance reserve will continue to 2018. Future long term debt needs may change as the City continues to assess its long term funding of the asset management plan.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G141 CITY BLDG/PROP OPERATION/MAIN**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Perth/St. Marys Payments	-12,500	-10,635	-12,500		-12,688	1.50%	-12,878	-13,071	-13,267
Rentals & Leases	-283,969	-292,077	-295,628	-298,859	-305,865	3.46%	-316,108	-326,354	-336,554
Recoverables		-100							
Interfunctional Transfers	-287,075	-245,235	-307,929	-232,260	-313,885	1.93%	-319,957	-326,147	-332,458
<b>Total REVENUE</b>	<b>-583,544</b>	<b>-548,047</b>	<b>-616,057</b>	<b>-531,119</b>	<b>-632,438</b>	<b>2.66%</b>	<b>-648,943</b>	<b>-665,572</b>	<b>-682,279</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	431,341	453,014	433,736	480,934	440,186	1.49%	446,790	453,491	460,293
Utilities	210,586	209,343	214,534	223,698	222,041	3.50%	231,612	241,640	252,142
Materials	28,798	31,888	32,213	30,004	33,650	4.46%	34,156	34,666	35,187
Office Administration	2,000	2,268	2,040	2,288	2,000	(1.96%)	2,030	2,060	2,091
Repairs & Maintenance	3,774		3,825	10,400	9,300	143.14%	9,441	9,581	9,725
Clothing & Uniforms		882		953					
Vehicle Expenses		545		849					
Services - Other	279,219	225,502	278,620	194,185	282,421	1.36%	286,584	290,805	295,095
Training	3,030	202	3,061		2,250	(26.49%)	2,284	2,319	2,352
Amortization	181,722		181,722		181,722		181,722	181,722	181,722
Transfer to Reserves	40,000	30,593	50,000		60,000	20.00%	70,000	80,000	90,000
Tools & Equipment	5,000	4,282	5,020	386	5,000	(0.40%)	5,076	5,150	5,230
PSAB Adjustment	-181,722		-181,722		-181,722		-181,722	-181,722	-181,722
<b>Total EXPENDITURES</b>	<b>1,003,748</b>	<b>958,519</b>	<b>1,023,049</b>	<b>943,697</b>	<b>1,056,848</b>	<b>3.30%</b>	<b>1,087,973</b>	<b>1,119,712</b>	<b>1,152,115</b>
<b>NET BUDGET</b>	<b>420,204</b>	<b>410,472</b>	<b>406,992</b>	<b>412,578</b>	<b>424,410</b>	<b>4.28%</b>	<b>439,030</b>	<b>454,140</b>	<b>469,836</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G141 – City Building Maintenance

#### **DEPARTMENT OVERVIEW:**

This budget is part of the Development Services Division of the Infrastructure & Development Services Department. Costs for the operation and maintenance of City buildings, other than those assigned to specific departments, are dealt with in this budget.

#### **CHANGES FROM 2016 BUDGET:**

No change has been made to the Rental and Leases, Part Time Salaries and Benefits at City Hall. If the City rents out the auditorium for cinema purposes on a regular basis, these numbers will change dramatically.

#### Cost Reductions/Increases:

Hydro costs are increasing beyond the rate of inflation. For this reason, hydro costs are estimated to increase by 5%.

In recent years, snow removal is exceeding budget projections. For this reason the snow removal budget is proposed to increase by approximately 140% or \$5,475.

No other cost reductions/increases are proposed.

#### Service Reductions/Increases:

No service reductions/increases are proposed.

#### Revenue Reductions/Increases:

See note above regarding possible renting of the City Hall Auditorium. No other revenue reductions or increases are proposed.

#### Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

The increase in the net overall budget is 4.28% or \$17,418 over 2016.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G211 FIRE DEPARTMENT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-125,700	-128,011	-125,700	-128,329	-133,670	6.34%	-136,176	-138,732	-141,339
Gain on Disposal of Assets		-5,471	-60,000			(100.00%)			
Recoverables	-1,300		-1,300		-1,300		-1,300	-1,300	
Contribution from Reserves		-279,874		-54,217					
<b>Total REVENUE</b>	-127,000	-413,356	-187,000	-182,546	-134,970	(27.82%)	-137,476	-140,032	-141,339
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	6,433,457	6,366,445	6,603,109	6,553,605	6,524,280	(1.19%)	6,961,296	7,197,972	7,341,911
Utilities	23,370	20,692	24,000	21,225	24,000		24,000	24,000	24,000
Materials	53,300	58,493	52,700	51,639	49,500	(6.07%)	52,700	52,700	52,700
Office Administration	21,035	23,647	22,200	25,240	22,000	(0.90%)	22,200	22,200	22,200
Repairs & Maintenance	4,500		4,500	1,945	4,500		4,500	4,500	4,500
Clothing & Uniforms	35,000	86,160	46,000	43,324	40,000	(13.04%)	40,000	40,000	40,000
Vehicle Expenses	24,750	17,115	15,000	15,739	15,000		15,000	15,000	15,000
Advertising	1,700	1,175	1,700	2,516	1,700		1,700	1,700	1,700
Consultants		81,976							
Legal	6,000	8,776	5,000	6,773	5,000		5,000	5,000	5,000
Services - Other	51,800	79,817	39,400	90,156	37,600	(4.57%)	39,400	39,400	39,400
Training	21,930	19,270	47,200	41,973	42,200	(10.59%)	54,700	54,700	47,200
Bank Charges	3,090	1,723	3,100	1,723	2,500	(19.35%)	2,500	2,500	2,500
Amortization	234,830		234,830		234,830		234,830	234,830	234,830
Transfer to Reserves	193,000	193,000	198,000	198,000	378,000	90.91%	208,000	213,000	218,000
Interfunctional Transfers		340							
Office Equipment & Furnishi	5,100	633	4,500		4,500		4,500	4,500	4,500
Tools & Equipment	10,850	8,303	13,000	13,793	8,000	(38.46%)	13,000	13,000	13,000
PSAB Adjustment	-234,830		-234,830		-234,830		-234,830	-234,830	-234,830
<b>Total EXPENDITURES</b>	6,888,882	6,967,565	7,079,409	7,067,651	7,158,780	1.12%	7,448,496	7,690,172	7,831,611
<b>NET BUDGET</b>	6,761,882	6,554,209	6,892,409	6,885,105	7,023,810	1.91%	7,311,020	7,550,140	7,690,272



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G211 - Fire**

#### **DEPARTMENT OVERVIEW:**

The Stratford Fire Department is a full time career department providing 24/7 coverage for the community. The department provides general fire services for the community including Fire Prevention, Public Fire Safety Education, Fire Safety Standards and Enforcement and Inspections, as well as Fire Suppression and Emergency Response out of two strategically located fire stations. Training and Community Emergency Management are also critical components of the Department. Dispatching services are provided to 21 Fire Departments throughout Huron and Perth Counties.

The Fire Department is comprised of 50 unionized staff, 1 Deputy Chief and 1 Fire Chief. Our core response services include:

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

- Reduction in clothing/PPE by \$6,000;
- Amalgamated bank, collection and credit card expenses under a single line item under Administration for ease of tracking and payment;
- Reductions under materials/services-other throughout;
- Reduction of training funds by \$5,000;
- \$175,000 has been added to the transfer to reserve account to budget for 2016/17 salary adjustments in the new Fire Association contract.

Service Reductions/Increases:

Maintain service levels for 2017.

Revenue Reductions/Increases:

- Revenue increases for dispatching user fees are based on the Consumer Price Index increase as per existing agreements with 21 Fire Departments within Huron and Perth Counties.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

This budget reflects an overall increase of **1.91%**.

The Fire Department will be running pilot courses to see if cost savings can be realized through in-house instruction of firefighter training that is currently conducted by sending members to third party training institutes around the province. If successful, the Department anticipates savings and possible future revenue generation through instruction of other firefighters from the area.

The Fire Department is currently examining new models for dispatching which will continue into 2017. A report will be brought forward to Council when this analysis is completed.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

2018 salaries and benefits are projected to increase our costs due to wage adjustments for step increases, 3/6/9 increases, and the new collective agreement.

The projected future salaries and benefits after 2018 are currently based on inflationary increases.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G231 POLICE DEPARTMENT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-323,125	-330,786	-353,000	-354,738	-353,000		-353,000	-353,000	-353,000
User Fees	-55,000	-60,860	-40,000	-64,238	-40,000		-40,000	-40,000	-40,000
Licences & Permits	-17,000	-17,525	-17,000	-12,150	-17,000		-17,000	-17,000	-17,000
Sales	-2,300	-2,826	-2,000	-2,893	-2,000		-2,000	-2,000	-2,000
Gain on Disposal of Assets	-4,000	-7,192		-3,500	-5,000		-5,000	-5,000	-5,000
Recoverables				-15,000	0				
Contribution from Reserves	-132,049	-151,128	-110,000	-54,213	-231,684	110.62%	-358,021	-293,053	-275,325
<b>Total REVENUE</b>	<b>-533,474</b>	<b>-570,317</b>	<b>-522,000</b>	<b>-506,732</b>	<b>-648,684</b>	<b>24.27%</b>	<b>-775,021</b>	<b>-710,053</b>	<b>-692,325</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	9,159,818	9,138,661	9,395,166	9,266,073	9,697,819	3.22%	9,966,772	10,088,314	10,289,435
Materials	83,100	84,624	83,080	74,411	83,430	0.42%	83,930	84,911	85,724
Office Administration	71,170	60,337	70,470	53,207	72,693	3.15%	72,743	73,799	73,861
Meeting Costs	4,100	2,135	4,100	732	4,200	2.44%	4,300	4,300	4,300
Prisoner Meals	2,500	1,829	2,500	2,131	2,500		2,525	2,550	2,576
Repairs & Maintenance	33,150	31,536	43,400	30,251	48,025	10.66%	51,700	50,710	51,460
Clothing & Uniforms	56,680	53,098	62,680	57,632	63,200	0.83%	63,760	65,560	66,120
Vehicle Expenses	191,540	167,911	191,540	151,244	191,660	0.06%	201,420	206,285	207,150
Specialized Projects	5,250	4,472	5,250	1,884	5,250		5,250	5,250	5,250
Advertising	675		675	454	675		682	689	695
Conference Expenses	20,890	20,154	20,890	12,677	21,590	3.35%	22,060	22,475	22,700
Contractors	126,000	135,856	128,520	135,587	136,090	5.89%	138,812	141,588	144,420
Legal	25,000	31,138	25,000	49,453	25,000		25,000	25,000	25,000
Services - Other	228,760	227,027	233,880	241,799	236,224	1.00%	237,576	242,965	248,487
Training	65,000	56,487	65,000	54,160	90,700	39.54%	92,450	93,795	95,104
Bldg., Machinery & Equip. F	70,700	69,255	71,200	64,775	72,200	1.40%	72,864	73,531	74,202
Amortization	296,349		296,349		296,349		296,349	296,349	296,349
Transfer to Reserves	344,000	344,000	314,000	329,000	285,000	(9.24%)	392,000	420,000	423,000

**CITY OF STRATFORD 2017 BUDGET**

**G231 POLICE DEPARTMENT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
Office Equipment & Furnish	6,500	7,872	6,500	6,118	6,500		6,666	6,733	6,800
Tools & Equipment	98,000	91,098	110,000	105,206	116,500	5.91%	101,225	103,210	105,500
PSAB Adjustment	-296,349		-296,349		-296,349		-296,349	-296,349	-296,349
Vehicle Purchases				22,533					
<b>Total EXPENDITURES</b>	10,592,833	10,527,490	10,833,851	10,659,327	11,159,256	3.00%	11,541,735	11,711,665	11,931,784
<b>NET BUDGET</b>	10,059,359	9,957,173	10,311,851	10,152,595	10,510,572	1.93%	10,766,714	11,001,612	11,239,459



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G231 – Police

#### **DEPARTMENT OVERVIEW:**

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

The Service has an authorized strength of 56 sworn members as well as 18 full-time and 3 part-time civilian members. It is administered by its Chief, and 3 Inspectors. The Service provides adequate and effective policing to the community by complying with the Police Services Act and its Regulations. The Stratford Police Service provides a number of services to the community including:

#### Sworn Officers

- Uniform Patrol
- Emergency Response Unit (ERU)
- Community Services Officer
- High School Resource Officer
- Forensic Identification Officer
- Training Officer
- Criminal Investigations Branch
- Domestic Violence Officer
- Street Crime Unit (Drug-Intelligence Investigations)
- Scenes of Crime Officers
- Crisis Negotiators
- Drug Recognitions Officers(DRE)
- Collision Reconstruction Officers
- Forensic Technology Crime Investigator

#### Civilian Support Staff

- Data Entry (reports, e-ticketing)
- Front Office Support (assisting citizens at lobby)
- Court Clerk (electronic Briefs)
- NICHE coordinator
- Information Technology (contracted)
- Freedom of Information Inquiries

- Records Checks
- Administrative Support (payroll, grants, financial controller)

The major cost of operating the Police Service is tied to salaries and benefits. Only about 8 % of the entire budget can be described as “discretionary spending” and even some of that portion is essentially fixed costs. Resultantly, close fiscal management and oversight is maintained in an effort to remain within the Service’s allotted budgets.

**CHANGES FROM 2016 BUDGET:**

The CAO of the City of Stratford has previously advised the Finance Sub-Committee that emergency service budgets traditionally come with a higher percent increase than other departments. This is largely due to the fact that, using police as an example, approximately 92% of its operating budget is tied to salaries and benefits which are often negotiated subsequent to budget submissions and have the right of arbitration. The overall budget increase from 2016 to 2017 while taking into account the 2% wage increase, is presented at 1.93%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2017 within the limits of those accounts. Those accounts not at 0% are as follows:

Cost Reductions/Increases:

GAIN ON DISPOSAL OF ASSETS- PROCEEDS – Change from 0 to \$(5,000). Increased \$5,000 for anticipated disposal of assets proceeds in 2017.

CONTRIBUTION FROM RESERVES- Change from \$0 to (\$96,684). Increased \$96,684 for budgeted retirement sick bank payouts in 2017.

F.T. SALARIES & WAGES- Increase from \$7,310,816 to \$7,563,749. Increased \$252,933 or 3.46%. Increase results from 2018 Collective Agreement wage increase of 2%, upcoming classification changes & Sick bank and Vacation bank payouts. Sick bank amount (\$96,684) above is included in this line item and is offset by contribution from reserves. Without including the sick bank payout amount which will be offset, the salaries & wages increase is 2.14%.

PART TIME SALARIES & WAGES- Change from \$90,000 to \$100,000. Increase \$10,000 or 11.11%. Increase due to Collective Agreement wage increase of 2%, classification changes, and increased amount to accommodate required hours based on 2015, 2016 usage.

Full Time Benefits- Change from \$1,938,000 to \$1,980,000. Increased \$42,000 or 2.17%. Change is reflective of monthly premium directly related to 25% of FT salaries, and 22 retiree’s premiums. Total of 95 member premiums. Increase of 1 premium from last year (94).

P.T. BENEFITS - Change from \$9,000 to \$10,000. Increased \$1,000 or 11.11%; change reflective of salary increase's direct impact on monthly benefits premiums. Based on 10% of PT salaries.

PAYROLL, EAP, WSIB - Change from \$23,500 to \$20,000. Decrease \$3,500 or (14.89) %; decreased to better reflect anticipated/historical requirement.

OFFICE SUPPLIES AND PAPER - Change from \$6,120 to \$6,243. Increase \$123 or 2%. Incremental changes due to anticipated material cost increases.

PHOTOCOPIER EXPENSE - Change from \$2,500 to \$3,000. Increase \$500 or 20.00%. Change due to anticipated material cost increases with higher usage.

MEALS AND MEETING COSTS- Change from \$4,100 to \$4,200. Increase \$100 or 2.44%. Incremental change due to anticipated cost increases.

PUBLICATIONS & SUBSCRIPTIONS- Change from \$2,200 to \$2,600. Increase \$400 or 18.18%. Increase for cost of Vernon's Directory purchase every other year.

UNIFORMS- Change from \$34,680 to \$35,200. Increase \$520 or 1.50%. Incremental change due to anticipated increased costs of 1.50% next PCPG contract renewal.

VEHICLE FUEL – Change from \$93,840 to \$93,000. Decrease \$840 or (0.90) %. Incremental changes due to anticipated decrease to fuel usage with new vehicles.

VEHICLE REPAIRS (LABOUR, PARTS, LICENCES) – Change from \$35,700 to \$36,060. Increase \$360 or 1%. Only 1% increase for vehicle repairs with newer fleet.

CONFERENCES-ACCOMMODATIONS – Change from \$6,600 to \$6,700. Increase \$100 or 1.52%. Incremental changes due to anticipated cost increases.

CONFERENCES-EXPENSES – Change from \$3,570 to \$3,710. Increase \$140 or 3.92%. Incremental changes due to anticipated cost increases.

CONFERENCES-REGISTRATION – Change from \$6,120 to \$6,400. Increase \$280 or 4.58%. Incremental changes due to anticipated cost increases.

CONFERENCES-TRAVEL/MILEAGE – Change from \$4,600 to \$4,780. Increase \$180 or 3.91%; Incremental changes due to anticipated fuel cost increases.

CONTRACTED SERVICES – Change from \$128,500 to \$136,090. Increase \$7,590 or 5.89%; Incremental increase for Xenium service cost increase, and \$5,000 for RWAM Disability Management Services.

MAINTENANCE CONTRACTS- Change from \$30,800 to \$35,425. Increase \$4,625 or 15%. Change is required for additional servers and other equipment resulting in increased annual cost.

POLICE DEPART-POLICE ADMI-Memberships – Change from \$5,300 to \$5,500. Increase \$200 or 3.77%; Increased to meet historical experience of \$5,453 in 2015, and anticipated inflationary cost increases.

TELEPHONE – BASIC – Change from \$38,000 to \$39,000. Increase \$1,000 or 2.63%. Additional phone expenses, added to inflationary service cost increases.

TRAINING-MILEAGE – Change from \$5,600 to \$5,800. Increase \$200 or 3.57%; Incremental changes due to anticipated cost increases.

TRAINING-EXPENSES – Change from \$39,500 to \$65,000. Increase \$25,500 or 65.56%; Increase due to expected cost increases as a result of OPC raising their training costs by 50%.

LEASED OFFICE EQUIP – Change from \$7,700 to \$8,200. Increase \$500 or 6.49%. Changes due to printing and scanning charges/cost increases. Increased to meet actual expenses.

BICYCLE AUCTION SERVICES – OTHER- Change from \$5,000 to \$5,100. Increased \$100 or 2%. Incremental changes due to anticipated material cost increases.

TAXI LICENCING SERVICES- Change from \$180 to \$200. Increase \$20 or 11.11%; Incremental changes due to anticipated services cost increases.

MATERIALS- LAW ENFORCEMENT – Change from \$23,400 to \$23,750. Increase \$350 or 1.50%; Incremental changes due to anticipated material cost increases within PCPG contract.

LAW ENFORCEMENT EQUIPMENT-TRANSFER TO RESERVES – Change from \$10,000 to \$15,000. Increase \$5,000 or 50%. To build reserve for future equipment requirements.

INVESTIGATIONS TRANSFER TO RESERVES- Change from \$5,000 to \$15,000. Increase \$10,000 or 200%. Our reserve account is low at only \$77,000. Additional funds are needed to build reserve for future special investigations.

CANINE UNIT- Change from \$8,000 to \$9,000. Increase \$1,000 or 12.50%. Increased for expected training costs increases with London Police Service.

CANINE UNIT-TRANSFER TO RESERVES- Increase \$2,500 to start new reserve for Canine. Reserve needed for expenses such as purchase a new canine when needed, as well as associated costs for equipment and special training.

PRIDE OPERATING SERVICES- Change from \$202,700 to \$203,764. Increase \$1,064 or 0.52%; Incremental changes due to anticipated increases to cost for services.

COMMUNICATIONS- TRANSFER FROM RESERVES- Change from \$10,000 to \$30,000. Increase \$20,000 or 200%. Increase required for telephone system.

COMMUNICATIONS- TRANSFER TO RESERVES- Change from \$226,500 to \$75,000. Decrease \$151,500 or 66.89%. Continue to build reserve for anticipated NG-911 required telephone system estimated cost of \$110,000 to be implemented in 2018 and for new radio system in 10-12 years.

COMMUNICATIONS – EQUIPMENT PURCHASES- Change from \$10,000 to \$11,500. Increase \$1,500 or 15%. Security door upgrades required in 2017.

POLICE SERVICES BOARD-SALARIES & WAGES- Change from \$22,000 to \$22,220. Increase \$220 or 1%; Incremental changes due to anticipated salaries and wages cost increases.

POLICE SERVICES BOARD –SERVICES-OTHER- Change from \$16,000 to \$16,160. Increase \$160 or 1%; Incremental changes due to anticipated material cost increases.

PRIDE CAPITAL-CONTRIBUTION FROM RESERVES – Change from \$100,000 to \$105,000. Increase \$5,000 or 5%; Required equipment cost increases.

PRIDE CAPITAL-TRANSFER TO RESERVES- Change from \$50,000 to \$75,000. Increase \$25,000 or 50%. Continue to rebuild reserve for future equipment purchases.

PRIDE CAPITAL-EQUIPMENT – Change from \$100,000 to \$105,000. Increase \$5,000 or 5%; Incremental changes due to anticipated equipment upgrades (2 servers) + upgraded Windows licensing, plus annual incremental cost increases for other existing equipment.

LEASE/EXP 154 DOWNIE/WAREHOUSE- Change from \$63,500 to \$64,000. Increase \$500 or 0.79%; incremental changes due to anticipated monthly utility cost increases.

VEHICLE LEASE- Change from \$62,000 to \$62,600. Increase \$600 or 0.97%. Incremental changes due to anticipated cost increases as current vehicle leases expire and are replaced.

POLICE CAPITAL-TRANSFER TO RESERVES- Change from \$20,000 to \$100,000. Increase \$80,000 or 400%; increased for 2 cruiser purchases and 2 car leases (plain cars).

Service Reductions/Increases:

Demands for service/enforcement continue to increase. We saw calls for service/enforcement in 2015 over 2014 increase from 24,518 to 24,838. To date in 2016, our year over year increase in service/enforcement activity stands at approximately 8%.

Revenue Reductions/Increases:

No changes to report.

Options for Reductions:

None.

**GENERAL COMMENTS:**

These are the costs to maintain the current operation of the department. Given that the vast majority of our operating costs are tied to wages and benefits, and wages are set by either negotiation or, failing that, arbitration, there is little in the way of reductions to discretionary spending other than to reduce transfers to reserves which have been somewhat depleted over the past nine years.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Forecasted increases are generally in line with inflation.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G251 BUILDING & PLANNING DEPARTMENT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-64,260	-76,655	-65,545	-72,981	-71,520	9.12%	-67,518	-68,530	-69,559
Fees	-74,627	-94,712	-75,860	-55,928	-73,450	(3.18%)	-69,262	-70,086	-70,921
Licences & Permits	-534,340	-645,681	-545,027	-779,443	-551,208	1.13%	-561,970	-572,943	-584,131
Sales	-2,000	-29	-2,000	-207	-200	(90.00%)	-200	-200	-200
Recoverables		-4,953		-53					
Contribution from Reserves		-4,467							
Interfunctional Transfers	-46,107	-46,107	-49,000	-49,000	-49,735	1.50%	-50,481	-51,238	-52,007
<b>Total REVENUE</b>	-721,334	-872,604	-737,432	-957,612	-746,113	1.18%	-749,431	-762,997	-776,818
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	894,126	912,566	960,601	980,222	982,488	2.28%	1,005,523	1,020,605	1,036,399
Materials	10,300	9,995	10,506	10,543	10,095	(3.91%)	10,301	10,455	10,630
Office Administration	16,176	19,282	16,436	18,147	19,506	18.68%	19,815	20,112	20,421
Vehicle Expenses	7,920	5,295	6,974	3,909	7,000	0.37%	7,106	7,212	7,320
Consultants	10,200		10,404	1,500	10,404		10,560	10,718	10,879
Contractors	5,100	-218	5,202	538	5,280	1.50%	5,359	5,440	5,521
Legal	84,236	35,624	85,921	58,710	80,653	(6.13%)	81,863	83,091	84,337
Services - Other	5,610	425	5,723	2,826	5,584	(2.43%)	5,669	5,752	5,839
Training	11,628	11,590	11,860	14,239	13,504	13.86%	13,707	13,913	14,121
Bank Charges	2,040	2,806	2,080	2,821	2,334	12.21%	2,369	2,405	2,440
Amortization	5,304		5,304		5,304		5,304	5,304	5,304
Transfer to Reserves	15,000	99,620	10,000	10,000	15,075	50.75%	15,151	15,228	15,307
PSAB Adjustment	-5,304		-5,304		-5,304		-5,304	-5,304	-5,304
<b>Total EXPENDITURES</b>	1,062,336	1,096,985	1,125,707	1,103,455	1,151,923	2.33%	1,177,423	1,194,931	1,213,214
<b>NET BUDGET</b>	341,002	224,381	388,275	145,843	405,810	4.52%	427,992	431,934	436,396



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G251 – Development Services

#### **DEPARTMENT OVERVIEW:**

Formerly known as the Building and Planning Department, Building and Planning functions have been incorporated into the Infrastructure and Development Services Department, Development Services Division. Responsibilities for this division are issuing building permits, processing development applications (subdivision, condominium, site plan, zone change, minor variance and consents), developing planning policy, enforcing various City by-laws and maintaining the GIS system.

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

#### **CHANGES FROM 2016 BUDGET:**

Creation of the new Planner position in 2016 will allow staff to complete several projects requested by Council including the Sign By-law review and the Fence and Hedge By-law review. Creation of this position together with slightly above inflation increases in memberships and registrations has necessitated a slight increase in all the membership and training accounts.

It is always difficult to project building and planning applications. This year a more detailed review of recent trends was undertaken to project application fees. As a result, building permit fees have conservatively been estimated to increase by 2%, and planning and zoning fees to decrease by approximately 3%.

The Official Plan Reserve has been returned to the 2015 amount of \$10,000.

#### Service Reductions/Increases:

With the approval of Official Plan Amendment No. 21 by the Ministry of Municipal Affairs, new processes are planned for 2017 including pre-application formal consultation and the adoption of a Complete Application By-law. This is expected to result in more complete applications which can be processed in a timelier manner.

In January 2016 the Source Protection Plan came into effect. While the City has a contract with the UTRCA, the Plan coming into effect has, and will continue to, require a first level of screening by Development Services staff.

Revenue Reductions/Increases:

As noted above, building permit fees and planning and zoning fees are projected to increase by 2% and decrease by 3% respectively.

Options for Reductions:

None proposed.

**GENERAL COMMENTS:**

The increase in the net overall budget is 7.09% or \$27,535 over 2016

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G310 ENGINEERING**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-21,000	-33,620	-22,000	-18,321	-23,515	6.89%	-23,865	-24,205	-24,550
Sales	-3,600	-12,598	-4,200	-3,718	-4,200		-4,327	-4,392	-4,458
Gain on Disposal of Assets		-2,544							
Recoverables	-500,000	-274,230	-500,000	-889	-500,000		-500,000	-500,000	-500,000
Contribution from Reserves		-1,242							
City Own Rental Revenue	-17,000	-28,062	-17,000	-86,480	-17,255	1.50%	-17,514	-17,777	-18,044
Interfunctional Transfers	-166,700	-166,700	-170,000	-170,000	-172,550	1.50%	-175,138	-177,765	-180,431
<b>Total REVENUE</b>	<b>-708,300</b>	<b>-518,996</b>	<b>-713,200</b>	<b>-279,408</b>	<b>-717,520</b>	<b>0.61%</b>	<b>-720,844</b>	<b>-724,139</b>	<b>-727,483</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,523,529	1,435,483	1,488,981	1,496,149	1,511,316	1.50%	1,533,986	1,556,996	1,580,351
Materials	4,600	2,519	4,800	2,715	4,700	(2.08%)	4,945	5,019	5,094
Office Administration	19,350	18,874	19,450	18,146	19,850	2.06%	20,038	20,338	20,644
Meeting Costs	700	313	800	319	800		824	836	848
Clothing & Uniforms	2,000	2,082	2,000	2,085	2,030	1.50%	2,060	2,091	2,122
Vehicle Expenses	21,000	11,244	19,000	12,902	19,000		21,634	21,959	22,289
Consultants	5,000	2,724	5,000		5,000		5,151	5,228	5,306
Legal	5,000	15,234	7,500	4,891	7,500		7,727	7,843	7,961
Services - Other	12,500	5,537	12,000	4,669	7,000	(41.67%)	12,362	12,548	12,736
Training	19,000	19,764	21,000	19,058	23,000	9.52%	21,635	21,959	22,288
Bank Charges				603					
Transfer to Reserves	15,500	19,213	16,000	1,000	16,240	1.50%	16,483	16,731	16,982
City Owned Rental Expense	9,000	10,384	10,000	85,644	10,150	1.50%	10,302	10,456	10,612
Interfunctional Transfers		592							
Office Equipment & Furnish	2,500		3,000		3,000		3,091	3,137	3,184
Tools & Equipment	1,000	231	1,000	2,084	1,000		1,030	1,046	1,062
<b>Total EXPENDITURES</b>	<b>1,640,679</b>	<b>1,544,194</b>	<b>1,610,531</b>	<b>1,650,265</b>	<b>1,630,586</b>	<b>1.25%</b>	<b>1,661,268</b>	<b>1,686,187</b>	<b>1,711,479</b>
<b>NET BUDGET</b>	<b>932,379</b>	<b>1,025,198</b>	<b>897,331</b>	<b>1,370,857</b>	<b>913,066</b>	<b>1.75%</b>	<b>940,424</b>	<b>962,048</b>	<b>983,996</b>



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G310 - Engineering**

#### **DEPARTMENT OVERVIEW:**

The Engineering Division is part of the Infrastructure & Development Services Department. Engineering's role is to directly plan and manage and/or provide support to all areas of responsibility of the Engineering and Public Works Division, and other Divisions as required.

This includes our municipal road and sidewalk network, water supply & distribution system, sanitary collection & treatment system, storm collection system, garbage collection & landfill, recyclables pickup, and subdivision development approval.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Minor adjustments have been to several line items with the majority of the increases tied to inflation.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Minor adjustments have been made.

Options for Reductions:

None noted.

#### **GENERAL COMMENTS:**

An increase for salary and wages has been included in the budget for 2017. The budget has also taken into account increases for step adjustments.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G320 ROAD**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants		-4,986		-73,812					
User Fees				-1,723					
Rentals & Leases		110							
Sale of Equipment	-500	-2,363	-500	-1,566	-500		-500	-500	500
Gain on Disposal of Assets		-4,073		-25,752	-4,000				
Recoverables	-26,000	-26,731	-25,000	-11,458	-24,000	(4.00%)	-24,000	-24,000	-24,000
Contribution from Reserves	-5,000		-5,000	-4,140		(100.00%)			
City Own Rental Revenue	-600,000	-544,590	-600,000	-436,373	-600,000		-609,000	-618,135	-627,407
Interfunctional Transfers	-50,000	-105,601	-50,000		-50,750	1.50%	-51,512	-52,284	-53,068
<b>Total REVENUE</b>	<b>-681,500</b>	<b>-688,234</b>	<b>-680,500</b>	<b>-554,824</b>	<b>-679,250</b>	<b>(0.18%)</b>	<b>-685,012</b>	<b>-694,919</b>	<b>-703,975</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,726,700	1,734,104	1,780,240	1,850,771	1,806,945	1.50%	1,834,049	1,861,558	1,889,483
Utilities	458,000	496,251	308,000	392,881	439,875	42.82%	461,191	483,638	491,351
Materials	343,500	268,638	346,000	320,361	334,015	(3.46%)	356,459	361,805	372,539
Office Administration	13,800	16,094	13,300	16,112	13,693	2.95%	13,702	13,909	14,122
Miscellaneous		2,340							
Meeting Costs	500		500		508	1.60%	515	523	531
Repairs & Maintenance	22,000	30,936	22,000	33,096	22,000		22,665	23,005	24,119
Clothing & Uniforms	27,000	30,495	27,000	32,901	27,405	1.50%	27,816	28,233	28,656
Vehicle Expenses	302,500	363,720	283,500	379,224	290,163	2.35%	311,643	316,318	331,860
Advertising	250	224	250	124	250		258	261	265
Consultants				7,036					
Contractors	312,000	381,085	320,000	355,542	350,520	9.54%	352,332	357,617	362,981
Services - Other	345,000	494,389	323,500	411,711	349,463	8.03%	354,846	360,170	365,572
Training	6,000	8,548	8,000	5,613	8,120	1.50%	8,242	8,365	8,490
Amortization	2,199,303		2,199,303		2,199,303		2,199,303	2,199,303	2,199,303
Transfer to Reserves	280,000	289,059	525,000	220,752	480,000	(8.57%)	540,000	570,000	600,000

**CITY OF STRATFORD 2017 BUDGET**

**G320 ROAD**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
City Owned Rental Expense	452,500	467,644	452,500	385,335	459,288	1.50%	466,178	473,170	480,267
Office Equipment & Furnishings	1,500		1,500	383	1,523	1.53%	1,545	1,569	1,593
Tools & Equipment	18,200	22,618	18,000	26,202	18,470	2.61%	18,744	19,022	19,314
PSAB Adjustment	-2,199,303		-2,199,303		-2,199,303		-2,199,303	-2,199,303	-2,199,303
<b>Total EXPENDITURES</b>	4,309,450	4,606,145	4,429,290	4,438,044	4,602,238	3.90%	4,770,185	4,879,163	4,991,143
<b>NET BUDGET</b>	3,627,950	3,917,911	3,748,790	3,883,220	3,922,988	4.65%	4,085,173	4,184,244	4,287,168



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G320 - Roads**

#### **DEPARTMENT OVERVIEW:**

This budget represents the Public Works Division of the Infrastructure & Development Services Department. It covers staffing and materials required for functions relating to the City's road network: pavement patching and repair, bridge and culvert maintenance, street sweeping, sidewalk repairs, railway crossing maintenance (purchased), traffic signal and signs maintenance, pavement marking maintenance, animal control (purchased), vehicle and equipment maintenance and winter snow plowing and removal on roads and sidewalks.

In addition, street lighting operational costs (billed by Festival Hydro) are also included under the Roads budget. Roads staff are based at the Works Yard and are assigned to work in the various required areas.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Adjustments made to materials and services by others adjusted to reflect actual expenditures.

The LED streetlight conversion was completed using funds from the Capital reserve to be paid back over a 4 year period at \$195,000 per year. To reduce the impact of the increases in hydro rates, the LED payback amount has been reduced to \$150,000 per year from 2017 to 2020, adding one year to the payback.

The budget reflects increases to electrical costs beyond the rate of inflation.

There is also an increase in animal control as per the contract with the Humane Society that expires at the end of 2017.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

An increase for salary and wages has been included in the budget for 2017.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G330 SANITARY**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-6,253,455	-6,033,212	-6,669,162	-6,201,401	-6,200,000	(7.03%)	-6,400,000	-6,600,000	-6,800,000
Recoverables	-50,000	-71,097	-50,000	-10,912	-50,000		-50,000	-50,000	-50,000
City Own Rental Revenue	-100,000	-85,620	-100,000	-86,229	-101,500	1.50%	-103,022	-104,567	-106,136
<b>Total REVENUE</b>	-6,403,455	-6,189,929	-6,819,162	-6,298,542	-6,351,500	(6.86%)	-6,553,022	-6,754,567	-6,956,136
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	243,700	259,374	355,200	266,910	360,527	1.50%	365,935	371,424	376,996
Utilities	380,300	399,704	362,325	467,326	380,450	5.00%	387,720	395,176	402,819
Materials	20,250	62,552	20,250	17,772	20,550	1.48%	20,863	21,175	21,492
Office Administration	4,200	4,623	4,300	5,175	4,365	1.51%	4,431	4,496	4,564
Meeting Costs				13					
Repairs & Maintenance	25,000	3,928	25,000	543	50,000	100.00%	50,750	51,511	52,284
Clothing & Uniforms		1,325	1,000		1,100	10.00%	1,200	1,300	1,400
Vehicle Expenses	39,000	42,813	38,000	28,647	38,890	2.34%	39,474	40,066	40,666
Consultants				204					
Contractors	893,000	863,781	893,000	820,269	926,395	3.74%	940,291	954,396	968,712
Legal		153		804					
Services - Other	410,000	386,754	419,000	486,515	70,000	(83.29%)	71,050	72,116	73,197
Training	10,000	8,093	10,000	11,340	10,000		10,150	10,302	10,457
Amortization	581,773		581,773		581,773		581,773	581,773	581,773
Transfer to Reserves	4,251,005	4,035,268	4,564,087	6,199,714	4,355,393	(4.57%)	4,525,323	4,694,732	4,863,606
City Owned Rental Expense	59,000	57,621	59,000	53,564	59,885	1.50%	60,783	61,695	62,620
Interfunctional Transfers	63,000	63,000	63,000	63,000	63,945	1.50%	64,904	65,878	66,866
Tools & Equipment	5,000	940	5,000	5,205	10,000	100.00%	10,150	10,302	10,457
PSAB Adjustment	-581,773		-581,773		-581,773		-581,773	-581,773	-581,773
<b>Total EXPENDITURES</b>	6,403,455	6,189,929	6,819,162	8,427,001	6,351,500	(6.86%)	6,553,024	6,754,569	6,956,136
<b>NET BUDGET</b>				2,128,459			2	2	



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G330 - Sanitary

#### **DEPARTMENT OVERVIEW:**

This budget handles environmental services related to sanitary, as part of the Infrastructure & Development Services Department. The Sanitary budget covers staffing and materials required for activities related to the collection and treatment of wastewater. This includes sanitary sewer and pumping station operations as well as the operation of the Water Pollution Control Plant (WPCP), which is contracted out to OCWA (Ontario Clean Water Agency). A sum of \$310,000 has been budgeted for ongoing replacements and upgrades at the plant.

Staff working in this area is based out of the Public Works yard and four staff is primarily assigned for the required work.

It should also be noted that funding for ongoing Sanitary Sewer upgrades is housed within this budget and that this budget is covered entirely (no tax levy impact) by the revenue provided through the Sewer Surcharge fee and monthly flat rate charge.

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

The 2017 proposed contribution to the sanitary reserve is \$4,253,893. based on the following breakdown:

- Capital - \$1,056,351
- Deficit Reduction - \$500,000
- New Debt - \$159,000
- Existing Debt (principal & interest) - \$2,538,542

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

The annual levy from the Upper Thames Conservation Authority has been transferred to the Water Budget.

New debt is to be issued in 2017 to cover the costs for clarifier project at the WPCP. This was included in the rate study.

Increases required for contractors and materials required in order to maintain the pumping stations.

The budget reflects increases to electrical cost beyond the rate of inflation.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue increases are as per the Council approved Financial Plan. The flat rate is to increase from \$2.00 per month to \$3.00 per month and the new sewer surcharge rate will be 160.8%.

Sewer Revenue adjusted downwards to reflect actuals.

Options for Reductions:

No further comments.

**GENERAL COMMENTS:**

Salaries and wages for 2017 have been increased, while other expenses have been budgeted as per anticipated costs (OCWA) and inflationary increases.

Capital infrastructure replacement and upgrading is funded from the Sanitary Reserve.

An increase for salaries and wages has been included in the budget for 2017

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

For the future budget years, revenue increases have been budgeted for 2018 to 2020 based on the financial plan requirements. This plan calls for an increase in each year to the flat monthly fee of \$1.00 and the Sewer Surcharge increase of 1%.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G340 STORM**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees				-373					
Recoverables	-36,500	-36,457	-36,000	-39,283	-36,000		-36,000	-36,000	-36,000
<b>Total REVENUE</b>	-36,500	-36,457	-36,000	-39,656	-36,000		-36,000	-36,000	-36,000
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	148,985	90,625	151,050	81,309	153,308	1.49%	155,616	157,950	160,350
Utilities	2,500	1,789	2,550	2,289	3,000	17.65%	3,150	3,308	3,473
Materials	29,000	27,597	29,000	14,623	29,435	1.50%	29,877	30,325	30,780
Miscellaneous		694							
Repairs & Maintenance		142							
Clothing & Uniforms		69							
Vehicle Expenses	400	183	400	83	406	1.50%	412	418	424
Contractors		16,847		8,105					
Services - Other	57,000	86,924	57,000	71,143	57,855	1.50%	58,723	59,604	60,498
Amortization	824,370		824,370		824,370		824,370	824,370	824,370
City Owned Rental Expense	39,000	28,049	39,000	19,717	39,585	1.50%	40,179	40,781	41,393
Tools & Equipment	200		200		200		206	209	
PSAB Adjustment	-824,370		-824,370		-824,370		-824,370	-824,370	-824,370
<b>Total EXPENDITURES</b>	277,085	252,919	279,200	197,269	283,789	1.64%	288,163	292,595	296,918
<b>NET BUDGET</b>	240,585	216,462	243,200	157,613	247,789	1.89%	252,163	256,595	260,918



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G340 - Storm

#### **DEPARTMENT OVERVIEW:**

This budget is part of the Public Works Division of the Infrastructure & Development Services Department. It covers staffing, materials and services required for functions relating to the City's storm water collection system, which encompasses the road network, catch basins, storm sewers, creeks, culverts and storm water management ponds.

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

There is no service reduction proposed.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

None noted.

#### **GENERAL COMMENTS:**

An increase for salaries and wages has been included in the budget for 2017.

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

No further comments.

## 2018-2019-2020 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

Future budgets will have to be increased to cover additional expenses to deal with the maintenance of storm water management ponds that the City has assumed and will be assuming as a result of development. Additional funds may be required to address the various Municipal Drains that the City is reviewing in 2016.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G350 WATER**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-15,000	-15,000		-22,391					
User Fees	-4,178,870	-3,995,262	-4,321,060	-4,205,460	-4,223,600	(2.26%)	-4,367,600	-4,511,600	-4,655,600
Rentals & Leases		823		151					
Gain on Disposal of Assets		-3,562		-3,053					
Recoverables	-8,000	-9,373	-8,000	-22,734	-8,000		-8,000	-8,000	-8,000
City Own Rental Revenue	-165,000	-180,285	-168,000	-155,689	-170,520	1.50%	-173,078	-175,674	-184,458
<b>Total REVENUE</b>	<b>-4,366,870</b>	<b>-4,202,659</b>	<b>-4,497,060</b>	<b>-4,409,176</b>	<b>-4,402,120</b>	<b>(2.11%)</b>	<b>-4,548,678</b>	<b>-4,695,274</b>	<b>-4,848,058</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,226,277	1,184,488	1,252,700	1,163,779	1,258,636	0.47%	1,290,567	1,309,922	1,349,246
Utilities	308,800	329,000	299,000	319,533	313,950	5.00%	328,997	345,122	350,629
Materials	217,000	269,362	218,000	189,050	229,770	5.40%	224,589	227,958	235,513
Office Administration	13,350	14,600	16,300	14,658	16,545	1.50%	16,788	17,040	17,299
Miscellaneous		479							
Meeting Costs	1,270	2,460	1,500	1,082	1,523	1.53%	1,545	1,569	1,622
Repairs & Maintenance	10,000	8,094	10,000	7,771	30,000	200.00%	10,302	10,457	10,614
Clothing & Uniforms	5,000	4,299	5,000	6,140	5,075	1.50%	5,151	5,228	5,306
Vehicle Expenses	51,800	56,660	52,300	51,365	53,085	1.50%	53,880	54,688	57,349
Consultants	5,000		5,000	6,638	5,075	1.50%	5,151	5,228	5,306
Contractors	103,000	37,393	74,000	41,453	44,210	(40.26%)	76,237	77,380	79,053
Legal	200		1,000		1,015	1.50%	1,030	1,046	1,062
Services - Other	315,000	248,231	316,000	363,372	691,740	118.91%	702,116	712,647	725,569
Training	30,000	22,111	30,000	35,946	30,000		30,907	31,370	31,841
Amortization	470,090		470,090		470,090		470,090	470,090	470,090
Transfer to Reserves	1,084,963	1,075,998	1,244,060	3,053	744,821	(40.13%)	799,834	879,010	937,793
City Owned Rental Expense	156,910	179,739	160,100	148,237	162,502	1.50%	164,939	167,413	174,591

**CITY OF STRATFORD 2017 BUDGET**

**G350 WATER**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
Interfunctional Transfers	832,000	762,485	805,800	776,306	807,165	0.17%	830,155	842,608	858,578
Office Equipment & Furnish	500	865	500		508	1.60%	515	523	531
Tools & Equipment	5,800	6,394	5,800	2,936	6,500	12.07%	5,975	6,065	6,156
PSAB Adjustment	-470,090		-470,090		-470,090		-470,090	-470,090	-470,090
<b>Total EXPENDITURES</b>	<b>4,366,870</b>	<b>4,202,658</b>	<b>4,497,060</b>	<b>3,131,319</b>	<b>4,402,120</b>	<b>(2.11%)</b>	<b>4,548,678</b>	<b>4,695,274</b>	<b>4,848,058</b>
<b>NET BUDGET</b>		<b>-1</b>		<b>-1,277,857</b>					



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G350 - Water

#### **DEPARTMENT OVERVIEW:**

This budget handles environmental services related to water, as part of the Infrastructure & Development Services Department. The Water budget covers staffing and materials required for activities relating to the supply, treatment and distribution of water. This includes operation and maintenance of all water related infrastructure, including two water towers, 11 wells, six pumping stations and all watermains, valves and hydrants and water meter program.

Front line staff working in this department work from space leased from Festival Hydro.

Funding for this budget is entirely through Water User Rates (no tax levy implications). The 2016 rates and proposed 2017 rates are:

	<b>2016</b>	<b>2017</b>
First 3 cubic metres	\$2.50/m <sup>3</sup>	\$2.50/m <sup>3</sup>
All additional cubic metres	\$1.02/m <sup>3</sup>	\$1.02/m <sup>3</sup>
Minimum consumption charge	\$7.50	\$7.50
<u>Monthly flat charge</u>		
Under 1 inch meter	\$2.00	\$3.00
1 inch meter	\$5.00	\$6.50
1½ inch meter	\$8.50	\$10.00
2 inch meter	\$11.50	\$13.00
3 inch meter	\$17.50	\$19.00
4 inch meter	\$24.50	\$26.00
6 inch meter	\$45.50	\$47.00
8 inch meter	\$63.50	\$65.00

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Scheduled overtime costs, \$10,000, had been reduced to reflect changes in sampling protocol.

The levy from the Upper Thames Conservation Authority has been transferred from sanitary.

The budget reflects increases to electrical cost beyond the rate of inflation.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue has been adjusted to reflect actuals.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

Capital infrastructure replacement and upgrading is funded from the Water Reserve.

An increase for salaries and wages has been included in the budget for 2017.

The OCWA operating contract expires at the end of 2017.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The Rate Study recommends yearly increases to the monthly flat charge and no change to the consumption rate.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G360 WASTE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-345,000	-272,442	-280,000	-300,941	-280,000		-280,000	-280,000	-280,000
User Fees	-2,400,000	-2,470,432	-2,413,000	-2,453,454	-2,444,010	1.29%	-2,480,670	-2,517,881	-2,555,648
Sales	-4,000	-4,775	-4,000	-7,633	-4,000		-4,106	-4,160	-4,215
Sale of Equipment	-100								
Gain on Disposal of Assets		-490							
Recoverables	-20,000	-5,231	-20,000	-15,615	-10,000	(50.00%)	-20,605	-20,914	-21,228
City Own Rental Revenue	-295,000	-289,396	-295,000	-294,038	-299,425	1.50%	-303,916	-308,475	-313,102
<b>Total REVENUE</b>	<b>-3,064,100</b>	<b>-3,042,766</b>	<b>-3,012,000</b>	<b>-3,071,681</b>	<b>-3,037,435</b>	<b>0.84%</b>	<b>-3,089,297</b>	<b>-3,131,430</b>	<b>-3,174,193</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	569,960	527,120	671,470	552,262	681,538	1.50%	691,764	702,142	712,676
Utilities	13,275	13,231	13,800	14,518	16,005	15.98%	16,794	17,623	18,494
Materials	36,000	58,404	38,000	45,846	38,570	1.50%	39,148	39,736	40,332
Office Administration	1,550	2,005	1,950	1,798	1,980	1.54%	2,010	2,038	2,069
Meeting Costs		65							
Repairs & Maintenance	10,000	4,161	10,000	2,565	10,150	1.50%	10,302	10,457	10,614
Clothing & Uniforms	200			469					
Vehicle Expenses	134,000	156,155	140,000	98,008	142,100	1.50%	144,232	146,395	148,591
Advertising	500		500		508	1.60%	515	523	531
Consultants	65,000	67,992	70,000	57,547	71,050	1.50%	72,116	73,197	74,295
Contractors	980,000	989,411	996,000	988,140	1,010,940	1.50%	1,026,104	1,041,496	1,057,118
Services - Other	130,000	164,521	130,000	136,702	131,950	1.50%	133,929	135,938	137,977
Training	2,500	3,307	3,000	3,367	3,045	1.50%	3,091	3,137	3,184
Amortization	106,000		106,000		106,000		106,000	106,000	106,000
Transfer to Reserves	753,415	720,628	559,580		546,232	(2.39%)	560,176	563,794	567,438

**CITY OF STRATFORD 2017 BUDGET**

**G360 WASTE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
City Owned Rental Expense	367,000	335,766	377,000	332,621	382,656	1.50%	388,395	394,221	400,135
Office Equipment & Furnishi	300		300	331	305	1.67%	309	314	319
Tools & Equipment	400		400		406	1.50%	412	418	424
PSAB Adjustment	-106,000		-106,000		-106,000		-106,000	-106,000	-106,000
<b>Total EXPENDITURES</b>	<b>3,064,100</b>	<b>3,042,766</b>	<b>3,012,000</b>	<b>2,234,174</b>	<b>3,037,435</b>	<b>0.84%</b>	<b>3,089,297</b>	<b>3,131,429</b>	<b>3,174,197</b>
<b>NET BUDGET</b>				<b>-837,507</b>				<b>-1</b>	<b>4</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G360 - Waste

#### **DEPARTMENT OVERVIEW:**

This budget is part of the Public Works Division of the Infrastructure & Development Services Department. The Waste budget covers staffing and materials required for functions relating to garbage collection, recyclables collection and operation of the landfill.

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

Funding for this budget is entirely through Waste rates.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:  
None noted.

Service Reductions/Increases:  
None proposed.

Revenue Reductions/Increases:

The current and proposed rates are:

	<b>2016</b>	<b>2017</b>
Bag Tag	\$2.45	\$2.50
Bag or Can at Landfill Site	\$2.85	\$3.00
Minimum scale rate	\$15.00	\$15.00
Tip Fee – regular	\$76.00	\$77.00
Tip Fee – large hauler	\$71.00	\$72.00
Scale down – car	\$15.00	\$15.00
Scale down – truck	\$20.00	\$20.00
Scale down – trailer	\$20.00	\$20.00
Recycle Box	\$5.00	\$6.00
White Goods – Freon removal	\$40.00	\$40.00
Televisions & computer monitors	\$0.00	\$0.00

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

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

A financial plan and user fee study will be carried out in 2016/17. The plan will determine the fees needed to operate the landfill, garbage collection, recycling, close out and the establishment of a new landfill site. At current disposal volumes the land fill has 25 - 30 years of life.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

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

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G411 STRATFORD PUBLIC LIBRARY**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-59,321	-63,323	-62,666	-65,591	-57,858	(7.67%)	-59,121	-59,121	-58,491
Perth/St. Marys Payments	-37,786	-34,537	-35,227	-36,100	-36,822	4.53%	-36,650	-37,383	-38,130
User Fees	-150,297	-150,326	-156,747	-157,572	-158,789	1.30%	-172,352	-180,745	-186,032
Fines	-27,000	-22,375	-20,000	-21,031	-20,000		-20,000	-20,000	-20,000
Donations	-4,000	-21,560	-8,000	-6,774	-7,000	(12.50%)	-7,000	-7,000	-7,000
Recoverables	-91,295	-92,736	-96,590	-104,565	-100,110	3.64%	-100,493	-102,503	-104,553
Contribution from Reserves		-80,643		-32,296					
Contribution from Reserve			-5,000		-5,000		-5,000	-5,000	-5,000
<b>Total REVENUE</b>	<b>-369,699</b>	<b>-465,500</b>	<b>-384,230</b>	<b>-423,929</b>	<b>-385,579</b>	<b>0.35%</b>	<b>-400,616</b>	<b>-411,752</b>	<b>-419,206</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,824,397	1,892,582	1,884,582	1,941,188	1,932,396	2.54%	1,963,677	2,002,844	2,022,794
Utilities	36,044	38,456	35,923	44,103	45,121	25.60%	40,636	42,636	44,636
Materials	6,700	6,183	6,700	5,966	6,700		6,971	7,110	7,252
Library Resources	189,398	182,152	189,398	190,176	189,398		197,049	200,990	205,003
Day Care Supplies	2,000	2,829	2,000	2,683	4,000	100.00%	3,500	4,000	5,000
Office Administration	34,833	34,308	34,233	34,573	34,620	1.13%	34,908	35,154	35,411
Miscellaneous	2,500	2,174	2,000	2,227	2,000		2,500	2,500	2,500
Meeting Costs	5,000	7,038	5,000	4,509	5,200	4.00%	5,410	5,631	5,880
Repairs & Maintenance	69,584	70,009	72,196	68,815	72,320	0.17%	78,245	81,494	82,506
Vehicle Expenses	6,000	3,258	3,000	579	3,000		3,500	3,500	3,500
Advertising	11,000	9,784	11,000	11,315	12,000	9.09%	13,310	14,641	15,750
Conference Expenses	10,000	6,174	10,000	4,540	11,000	10.00%	12,580	14,167	15,682
Contractors	36,939	40,111	35,379	32,071	35,486	0.30%	38,246	39,444	40,069
Insurance	10,018	8,855	10,018	8,920	10,018		10,423	10,631	10,899
Legal	500	3,115	500	921	500		1,000	1,000	1,000
Services - Other	133,663	132,393	141,323	141,054	143,739	1.71%	153,920	160,703	165,207
Internet	4,100	4,779	5,000	4,819	5,000		5,775	6,064	6,367

**CITY OF STRATFORD 2017 BUDGET**

**G411 STRATFORD PUBLIC LIBRARY**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
Training	10,000	12,183	10,000	12,306	12,000	20.00%	12,100	13,310	14,500
Bank Charges	900	905	900	817	900		900	900	900
Amortization	225,482		225,482		225,482		225,482	225,482	225,482
Transfer to Reserves	11,398	12,737	11,446	11,446	14,438	26.14%	13,438	14,438	15,438
Tools & Equipment	12,600	35,258	12,600	14,798	15,000	19.05%	15,000	17,000	19,000
PSAB Adjustment	-225,482		-225,482		-225,482		-225,482	-225,482	-225,482
<b>Total EXPENDITURES</b>	<b>2,417,574</b>	<b>2,505,283</b>	<b>2,483,198</b>	<b>2,537,826</b>	<b>2,554,836</b>	<b>2.88%</b>	<b>2,613,088</b>	<b>2,678,157</b>	<b>2,719,294</b>
<b>NET BUDGET</b>	<b>2,047,875</b>	<b>2,039,783</b>	<b>2,098,968</b>	<b>2,113,897</b>	<b>2,169,257</b>	<b>3.35%</b>	<b>2,212,472</b>	<b>2,266,405</b>	<b>2,300,088</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: Stratford Public Library

#### **DEPARTMENT OVERVIEW:**

In 2016, high and growing use of the Library continues to demonstrate its value to the residents of Stratford. Notable work includes:

- **17% increase in walk-in traffic. That's an additional 25,000 visits each year, or 499 people every day.**
- 40% increase in attendance at TD Summer Reading Club programs.
- Consistent circulation, computer and Wi-Fi use. Market research indicates that library users are streamlining their use of libraries, therefore the consistency of Stratford's numbers in these categories is an indicator of continued high relevance by existing users.
- Creation of a new quiet study room, refurbishment of the children's program room and refresh of multiple public spaces.
- Ongoing collaborative partnerships with the University of Waterloo Stratford Campus, Avon Maitland District School Board, Regional Tourism Organization 4, and City of Stratford departments including the Fire Department and Social Services.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

- Wages and benefits: 1.5% COLA to all staff, step increases for multiple newer hires.
- \$24,546 for Operational expenses, including more accurate estimates for current expenses, and some modest service improvements. Major elements include:
  - \$9,077 for Hydro
  - \$3,000 for PLOW van reserves
  - \$3,000 for Program supplies

- \$3,000 for Staff training
- \$2,400 for Operational Equipment (public furniture replacement)
- All other discretionary budget lines held at amounts budgeted in 2015 or prior.

#### Service Reductions/Increases:

Since 2014, service reductions include:

- Reduction of staff by 0.3 FTE (2014/2015).
- Reduction of research databases available to the public. Previously funded by the provincial government, these subscriptions to these databases would cost an additional \$15,000 annually (2015).
- Ongoing: reduction of purchasing power due to status quo budget in combination with increasing demand for multiple formats. E-books are especially problematic due to the high cost and licensing restrictions.

#### Service increases:

- Creation of a quiet study room, refurbishment of children's program room (2016).
- Increase in number and type of programs offered to adults, teens, and children (2016).

#### Revenue Reductions/Increases:

- Revenue from grants are decreasing. In 2017, SPL will lose \$4,820 in annual revenue, previously provided as a Provincial rebate for internet expenses
- Revenue generated from services provided to Perth County Information Network and Perth South is expected to grow at the rate of inflation.

#### Options for Reductions:

- Further reduction of staffing levels. This would lead to service cuts in programming and open hours.
- Reduction of materials budget, decreasing the ability to purchase new materials. All funds for materials are currently deployed through consortia purchasing/resource sharing models. The materials budget has been increased by 4% over the last ten years, well below the rate of inflation.

### **GENERAL COMMENTS:**

This budget partially addresses the Library's current budgetary needs.

A more fully funded library budget would represent an increase of **5%** over 2016, or an additional \$33,630.

This would include:

- \$18,002 for the Collections, an increase of 10% that would restore some of the purchasing power lost in the last decade of minimal increases for this line.
- \$15,628 to restore 0.2FTE of the 0.3FTE removed in 2015.

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

## **2018-2019-2020 PROJECTED BUDGETS**

### **GENERAL COMMENTS:**

Perth South continues to pay below market rate in its contract for library services received. The 2016 contract rate is \$36,100. At current per capita rates paid by the City of Stratford, the actual price of this contract would be \$94,975. Perth South residents are strong users of the library system and 50% of households have an active library card with either Stratford or St Marys Public Library.

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

**CITY OF STRATFORD 2017 BUDGET**

**G511 ECONOMIC DEVELOPMENT (CITY)**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants		-1,893,483		-754,702					
Sponsorships		-606,000		-576,115					
Recoverables		-2,135,195		-635,659					
Contribution from Reserves	-5,000		-5,000		-5,000		-5,000	-5,000	-5,000
Contribution from Reserve Funds		-1,251							
<b>Total REVENUE</b>	-5,000	-4,635,929	-5,000	-1,966,476	-5,000		-5,000	-5,000	-5,000
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits		236,444		312,730					
Office Administration		40,136		45,172					
Miscellaneous		4,840		11,952					
Meeting Costs		7,057		4,032					
Repairs & Maintenance				922					
Advertising		18,844		49,074					
Conference Expenses		15,930		11,613					
Consultants	5,000	4,156,059	5,000	1,436,909	5,000		5,000	5,000	5,000
Legal		22,412		8,434					
Services - Other		36,154		37,835					
Training		1,007		70					
Bldg., Machinery & Equip. Rental		6,254							
Office Equipment & Furnishings				38,287					
<b>Total EXPENDITURES</b>	5,000	4,545,137	5,000	1,957,030	5,000		5,000	5,000	5,000
<b>NET BUDGET</b>		-90,792		-9,446					



## 2017 OPERATING BUDGET NOTES

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

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

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

No changes.

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

No changes.

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

No changes.

##### **Options for Reductions:**

None proposed.

#### **GENERAL COMMENTS:**

This budget relates to expenses associated with the City's industrial land. These expenses relate to mostly legal and appraisal fees that cannot be netted against any sale of land or to a specific project. Expenses related to promoting these lands are the responsibility of Stratford Economic Enterprise Development Corporation (SEED Co.)

The funding for these expenses is funded from the special initiatives reserve which is funded from receiving a percentage of sales from each land sale.

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

No further comments.

## 2018-2019-2020 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

No further comments.

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

SEED Co. staff will begin to plan for future expansion of the Wright Industrial Park to ensure that industrial land supply is maintained.

**CITY OF STRATFORD 2017 BUDGET**

**G512 STRATFORD MUNICIPAL AIRPORT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-2,000	-2,669	-2,000	-2,450	-2,000		-2,500	-2,500	-2,500
Parking Revenue	-17,687	-3,868	-17,687	-7,320	-16,000	(9.54%)	-16,320	-16,646	-16,979
Rentals & Leases	-48,300	-30,639	-52,763	-31,166	-54,393	3.09%	-55,050	-55,721	-56,405
Sales	-170,000	-178,515	-170,000	-202,023	-171,700	1.00%	-171,700	-173,417	-175,151
<b>Total REVENUE</b>	<b>-237,987</b>	<b>-215,691</b>	<b>-242,450</b>	<b>-242,959</b>	<b>-244,093</b>	<b>0.68%</b>	<b>-245,570</b>	<b>-248,284</b>	<b>-251,035</b>
<b>EXPENDITURES</b>									
Utilities	18,400	15,653	18,500	18,050	18,600	0.54%	18,700	18,900	19,000
Materials	26,550	6,414	26,150	28,927	23,200	(11.28%)	24,040	24,586	24,940
Office Administration	2,800	3,228	2,850	3,331	3,275	14.91%	3,275	3,375	3,375
Repairs & Maintenance	10,000	4,700	10,000	5,560	10,500	5.00%	11,000	11,000	11,000
Goods Purchased for Resale	132,800	142,625	132,800	131,832	134,128	1.00%	134,128	134,469	135,814
Vehicle Expenses	2,000	3,014	4,000	3,411	4,000		4,500	4,500	4,500
Advertising	1,500		1,000		1,000		1,000	1,000	1,000
Insurance	4,700	4,860	4,800	4,860	4,800		4,800	4,900	4,900
Legal				2,663					
Services - Other	95,525	120,097	99,125	112,298	100,125	1.01%	100,325	100,825	105,025
Amortization	86,294		86,294			(100.00%)			
Transfer to Reserves	116,000	116,000	116,000	116,000	116,000		121,000	121,000	126,000
Interfunctional Transfers		280							
PSAB Adjustment	-86,294		-86,294			(100.00%)			
<b>Total EXPENDITURES</b>	<b>410,275</b>	<b>416,871</b>	<b>415,225</b>	<b>426,932</b>	<b>415,628</b>	<b>0.10%</b>	<b>422,768</b>	<b>424,555</b>	<b>435,554</b>
<b>NET BUDGET</b>	<b>172,288</b>	<b>201,180</b>	<b>172,775</b>	<b>183,973</b>	<b>171,535</b>	<b>(0.72%)</b>	<b>177,198</b>	<b>176,271</b>	<b>184,519</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G512 - Airport

#### **DEPARTMENT OVERVIEW:**

The Stratford Municipal Airport is located within the Township of Perth East, just 6 Kms north of the City, occupying 480 Acres. There are 2 asphalt runways covering a total of 23 Acres. The airport is home to 45 aircraft seeing 10,000 – 12,000 aircraft movements on an annual basis.

Revenue sources include fuel sales, aircraft parking, farm land rental, terminal building rental and land lease agreements. Airport operations are contracted to Stratford Air Services Ltd. According to the airport study conducted in 2015 by the University of Waterloo, there is an estimated \$3.3 million in economic activity generated by the Stratford Municipal Airport.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

- Property tax revenue and expense values have been adjusted to reflect actuals.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases: .

- Increase in fuel revenue due to a slight upturn in general aviation activity.

Options for Reductions:

None proposed.

#### **GENERAL COMMENTS:**

This budget reflects an overall decrease of **0.72%**.

The five year airport management contract will expire August 1, 2017.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

Canada's air navigation services provider (Nav Canada) will implement a fee for annual assessment and verification of navigation aids at many airports in Canada. The estimated annual cost for this service will be approximately \$3,000 - \$4,000. It is expected this annual fee will commence in 2020.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G611 SOCIAL SERVICES DEPARTMENT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-6,575,434	-6,937,747	-7,401,165	-6,972,652	-7,886,593	6.56%	-8,257,349	-8,358,310	-8,429,587
Perth/St. Marys Payments	-1,061,599	-1,054,580	-1,007,006	-1,007,006	-917,694	(8.87%)	-784,212	-805,984	-811,428
Recoverables	-11,376								
Contribution from Reserves		-15,166	-171,900			(100.00%)			
<b>Total REVENUE</b>	<b>-7,648,409</b>	<b>-8,007,493</b>	<b>-8,580,071</b>	<b>-7,979,658</b>	<b>-8,804,287</b>	<b>2.61%</b>	<b>-9,041,561</b>	<b>-9,164,294</b>	<b>-9,241,015</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,771,479	2,075,128	1,780,134	1,796,309	2,156,285	21.13%	2,188,989	2,221,459	2,254,781
Materials		220							
Office Administration	63,100	74,535	63,100	87,905	83,600	32.49%	83,600	83,600	83,600
Miscellaneous	23,354	3,011	23,354	402		(100.00%)			
Meeting Costs	10,500	11,055	10,500	9,238	12,000	14.29%	12,000	12,000	12,000
Vehicle Expenses					2,200		2,200	2,200	2,200
Advertising	1,000		1,000		500	(50.00%)	500	500	500
Audit	5,000	2,000	5,000	2,000		(100.00%)			
Conference Expenses	4,000	4,080	4,000	5,411	10,000	150.00%	10,000	10,000	10,000
Consultants	5,000	59,609	5,000	3,460		(100.00%)			
Legal	12,000	6,535	15,000	2,099		(100.00%)			
Services - Other	413,129	211,021	586,924	233,713	329,989	(43.78%)	329,989	329,989	329,989
Training	11,000	13,436	18,000	19,228	37,000	105.56%	37,000	37,000	37,000
Bldg., Machinery & Equip. Rental	38,296	21,778	39,062	39,275	45,000	15.20%	45,000	45,000	45,000
Rent Expense	173,015	173,015	173,015	160,040	142,382	(17.71%)	142,382	142,382	142,382
Social Assistance Payments	5,644,225	5,734,826	6,317,386	5,716,322	6,605,218	4.56%	6,702,321	6,779,994	6,837,244
Ontario Dental Assoc	3,000	3,516	3,000	1,939		(100.00%)	3,000	3,000	3,000
Transfer to Reserves	294,525	368,673	294,525			(100.00%)			
Interfunctional Transfers	60,187	57,893	61,391		91,441	48.95%	91,441	91,441	91,441
Office Equipment & Furnishings	2,000	20,698	2,000	5,418	5,000	150.00%	5,000	5,000	5,000
Tools & Equipment	10,000	57,236	10,000	1,768	10,000		10,000	10,000	1,000
<b>Total EXPENDITURES</b>	<b>8,544,810</b>	<b>8,898,265</b>	<b>9,412,391</b>	<b>8,084,527</b>	<b>9,530,615</b>	<b>1.26%</b>	<b>9,663,422</b>	<b>9,773,565</b>	<b>9,855,137</b>
<b>NET BUDGET</b>	<b>896,401</b>	<b>890,772</b>	<b>832,320</b>	<b>104,869</b>	<b>726,328</b>	<b>(12.73%)</b>	<b>621,861</b>	<b>609,271</b>	<b>614,122</b>



## 2017 OPERATING BUDGET NOTES

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

#### **DEPARTMENT OVERVIEW:**

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

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

Ontario Works is primarily an employment assistance and financial support program. However, the Ontario Works Division is also responsible for the delivery of other programs which include The Homemakers and Nurses Services, under the Ministry of Health and Long-Term and the Community Homelessness Prevention Initiative (CHPI), under the Ministry of Municipal Affairs and Housing since 2013. In 2015, a total of 2,340 nights of emergency accommodation were provided to 380 individuals were served through Community Homelessness Prevention Initiative (CHPI) funding. As well as various others programs and services that are funded by the municipalities in our service area, such as the Emergency Planning.

#### **Role and Responsibilities:**

The **Ontario Works Division** key responsibility is for the delivering of the Ontario Works provincially cost-shared program, to eligible recipients living within the service area. The program provides basic needs, shelter, health and employment benefits to eligible clients and helps them prepare a plan to become self-sufficient.

## Source of Funding:

Eighty-two point seventy-five (82.75%) of the funding for the **Ontario Works Division** comes from the provincial Ministries. The Ministry of Community and Social Services (MCSS) funds the Ontario Works program with subsidized funding from the Ministry of Municipal Affairs and Housing (MMAH) for the Community Homelessness Prevention Initiative, and the Ministry of Health and Long-Term Care (MOHLTC) funding for the Homemakers and Nurses Services. The City of Stratford, the County of Perth and the Town of St. Marys share the remainder of the cost for other programs.

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

- Ontario Works intake and case Management, which includes Family Support, Eligibility Review and Enhanced Verification Process (Cost-share for 2017, 50% provincial MCSS and 50% municipal funding);
- Ontario Works Employment Supports (Cost-share for 2017, 97.2% provincial MCSS and 2.8% municipal funding);
- Addictions Services Initiative (Cost-share 2017, 97.2% provincial MCSS and 2.8% municipal funding).

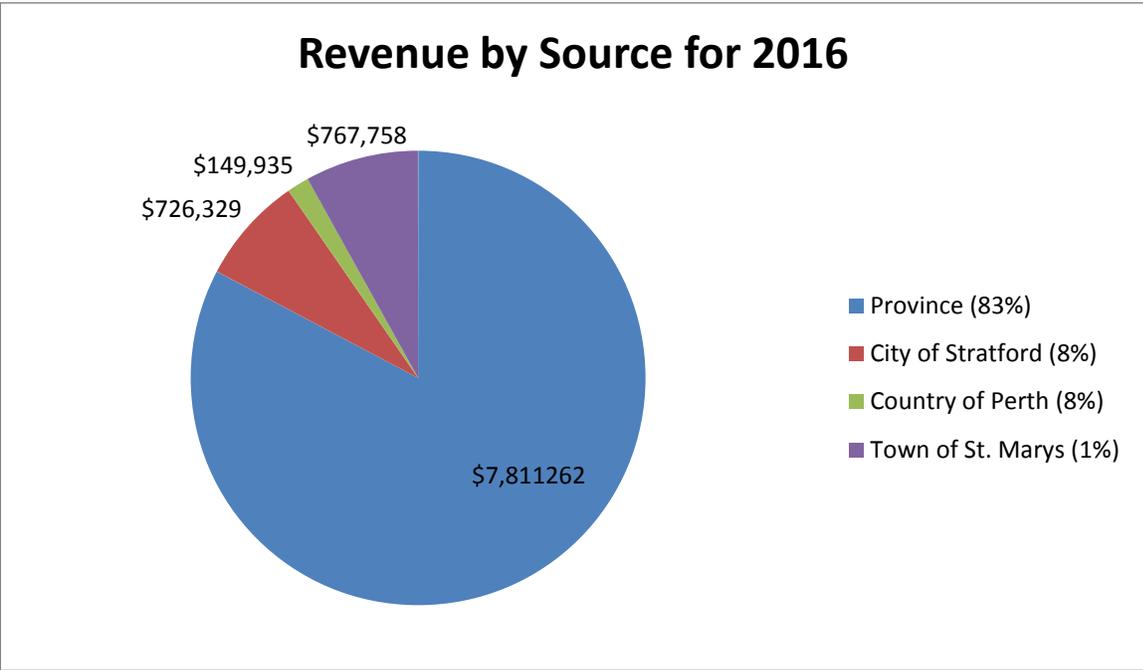
Along with the Ontario Works program the Ontario Works Division operates the following programs:

- Community Homelessness Prevention Initiative (100% MMAH funding, however all three municipalities have also agreed to contribute over and above the Ministry grant to this initiative)
- Homemakers and Nurses Services (80% provincial MOHLTC and 20% municipal funding)
- Emergency Planning (100% municipal funding)
- National Child Tax Benefit (100% municipal)
- Recreation Program (100% municipal)
- Shelterlink Operating Grant (100% municipal)
- St Marys Adult Learning Program (100% municipal)
- Social Planning Council (100% municipal)

**The total operating budget for 2017 is estimated at \$9,530,615**

**The Ontario Works Division is funded approximately at 82.75% or \$7,886,593 by the Province and at 17.25% or \$1,644,022 by the Municipalities.**

**Of the \$1,644,022 estimated municipal contributions, the cost-share portion for the City of Stratford estimated to be \$726,329, or 7.62% of the overall budget which represents a decrease of 12.73%, or \$105,991 over the 2016 City of Stratford municipal contributions.**



**CHANGES FROM 2016 BUDGET:**

**The Ontario Works** caseload has remained above historical highs, averaging approximately 650 Ontario Works cases and approximately 35 Temporary Care Assistance cases in 2016. In 2013, legislation was implemented that increased the employment earnings level exemption (*Directive 5.3 under Ontario Works Act, 1997*). In February 2017 we will see Child Support Income and CPP Orphan Benefits income become exempt. It is anticipated that the caseload will see a slight increase because of these legislative changes

We continue to see a marked increase of above 18% in 2016, in the number of participants who have employment earnings, and could still qualify for Ontario Works benefits under the change in *Ontario Works Act, 1997*. This is mainly due to insufficient hourly wages and/or employment hours, which fail to generate enough income to exit these clients from the system.

Effective October 1, 2016, the Ministry of Community and Social Services announced a 1.5% increase of annual benefit.

- Even with the increase in the number of social assistance recipients, combine with the increase benefit payments, the municipal levy for Stratford will be **decreasing by 12.73% or \$105,991**. Changes in the provincial share for the Ontario Works program will increase from 94.2% in 2016 to 97.2% in 2017 and the municipal share will be reduced from 5.8% to 2.8% in 2016 (As outlined in the chart on the next page).

Ontario Works	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Ongoing
Provincial Share	80%	80.6%	81.2%	82.8%	85.8%	88.6%	91.4%	94.2%	97.2%	100%	100%
Municipal Share	20%	19.4%	18.8%	17.2%	14.2%	11.4%	8.6%	5.8%	2.8%	0%	0%

*Ministry of Community and Social Services Re: Ontario Works Upload of Eligible Municipal Costs. (Nov 24, 2009)*

### Cost Reductions/Increases:

- Due to the Ministry changing the format on how to report expenditures there is a change in the following lines: Social Service Audit, Legal, Consultants and Ontario Dental Association. These GL accounts are now identified under Employment Supports-Services Other
- The Ministry will not identify Services other or Miscellaneous as expenditure therefore we did not input expenditures for these lines.
- Training has increased by 156.6% due to ongoing staff training, new employee training, and enhanced SAMS training.
- There is a marked increase in office equipment and furnishings (150%) to cover the costs of new staff
- Salaries, Wages and Benefits increased over 2016 due in part to additional positions of supervisor, case worker, clerk and financial clerk. For most positions the costs are within the existing budget as a result of a realignment of the Services – Other account into the wage accounts. The remaining (Financial Clerk) position is being funded with additional administrative funds received through the CHPI program. There are also increased wage costs within the Community Homeless Initiative Plan which is due to the increased reporting requirements as well as administration of the increased funding. The wages in this instance are covered by the increased administrative fees received through this program. It is anticipated in 2018 through 2020 services provided will increase with a reduction in the cost to the municipal shares.

### Service Reductions/Increases:

As stated in the 2016 budget notes; SAMS continues to impact the business processes and obligations of Ontario Works delivery.

### Revenue Reductions/Increases:

A reduction of **12.73% or \$105,991** compared to last year is a budget reduction.

### Options for Reductions:

None proposed. This program is heavily regulated by the ministries and there is very little that is discretionary in this budget.

### **GENERAL COMMENTS:**

The overall cost share budget for the City of Stratford for 2017 includes an overall decrease of approximately 12.73% or \$105,991.

The City of Stratford still struggles with increasing Ontario Works the ongoing technical and systems issues that developed with the implementation of SAMS. Our caseloads remains somewhat stagnate because of the legislated increase to the earnings exemption, combined with low hourly wages and part-time seasonal work. These factors allow participants to remain subsidized by OW assistance while being employed.

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

There is little discretion in this budget for the City. The City administers provincial programs in accordance with mandated Provincial legislated policy on behalf of the City, County of Perth and the Town of St. Marys.

## **2018-2019-2020 PROJECTED BUDGETS**

### **GENERAL COMMENTS:**

In 2018 the provincial share for the Ontario Works program will increase to 100%. Although there is a budgeted 1% increase to Social Assistance payments in the 2018 through 2020 budgets, there will be a reduction in the municipal tax levy in 2018 due to the completion of the upload. Other than the Social Assistance payments, wages were budgeted to increase by an estimated 1.5% in each year from 2018 – 2020.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G613 ANNE HATHAWAY DAY CARE CENTRE**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-10,000		-48,977	-2,085	-52,000	6.17%	-52,000	-52,000	-52,000
User Fees	-821,109	-766,075	-822,885	-759,590	-946,490	15.02%	-1,285,721	-1,285,721	-1,285,721
Donations		-150		-631					
Recoverables	-270,287	-268,280	-271,007	-636,632	-253,119	(6.60%)	-254,103	-255,102	-256,115
Contribution from Reserves		-35,195		-11,189					
<b>Total REVENUE</b>	<b>-1,101,396</b>	<b>-1,069,700</b>	<b>-1,142,869</b>	<b>-1,410,127</b>	<b>-1,251,609</b>	<b>9.51%</b>	<b>-1,591,824</b>	<b>-1,592,823</b>	<b>-1,593,836</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,054,357	1,097,039	1,072,324	1,116,295	1,183,823	10.40%	1,406,024	1,427,115	1,448,520
Utilities	17,000	17,009	17,500	14,264	16,400	(6.29%)	16,728	17,062	17,404
Materials	8,150	6,125	6,100	5,619	6,300	3.28%	6,300	6,300	1,800
Day Care Supplies	2,500	1,548	2,500	2,498	2,500		2,500	2,500	2,500
Day Care Special Events	600	412	600	271	600		600	600	600
Office Administration	7,450	6,847	7,700	9,649	7,725	0.32%	7,725	7,725	7,725
Miscellaneous	600		600	47	200	(66.67%)	450	450	200
Meeting Costs	33,800	33,295	34,300	6,777	200	(99.42%)	200	200	200
Prisoner Meals				27,600	41,000		52,020	53,060	54,112
Repairs & Maintenance	6,200	37,863	46,812	47,630	45,000	(3.87%)	46,200	46,200	45,000
Advertising	1,800	1,286	1,500	958	1,500		1,500	1,500	1,500
Services - Other	5,350	11,171	4,850	985	4,700	(3.09%)	4,700	4,700	4,700
Training	1,300	2,226	2,800	2,601	2,500	(10.71%)	2,500	2,500	2,500
Bank Charges	500		300	15	100	(66.67%)	100	100	100
Transfer to Reserves				400,000					
Interfunctional Transfers	39,394	13,500							
Tools & Equipment		763		641					
<b>Total EXPENDITURES</b>	<b>1,179,001</b>	<b>1,229,084</b>	<b>1,197,886</b>	<b>1,635,850</b>	<b>1,312,548</b>	<b>9.57%</b>	<b>1,547,547</b>	<b>1,570,012</b>	<b>1,586,861</b>
<b>NET BUDGET</b>	<b>77,605</b>	<b>159,384</b>	<b>55,017</b>	<b>225,723</b>	<b>60,939</b>	<b>10.76%</b>	<b>-44,277</b>	<b>-22,811</b>	<b>-6,975</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G613 - Anne Hathaway Day Care Centre

#### **DEPARTMENT OVERVIEW:**

The City of Stratford Social Services Department is responsible to administer the childcare program at **Anne Hathaway Day Care Centre**. Anne Hathaway is a full day childcare program that falls under the jurisdiction of The Ministry of Education under *The Child Care and Early Years Act, 2014*. The program is licensed by the Child Care Quality Assurance and Licensing Early Learning Division.

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

#### **Some of the programs and services provide at Anne Hathaway Day Care Centre**

Presently, the program offers 70 licensed spaces and is a fully inclusive program that provides an enriching early years' experience to children between the ages of 18 months and 5 years. The program provides: full day child care services; Half day Nursery School Program; Emergency/Flexcare childcare as well as Before/After school care for children 4-5 years of age. The vast majority of children attend the program on a full time basis while their parents attend work or school. Centre staff work closely with community agencies regarding any families that may have children who are at risk of developmental, physical or emotional challenges. Anne Hathaway Day Care is recognized as a leading facility for quality care within the community. Demand for space in the program exceeds capacity, specifically in the toddler age group (18 months – 2.5 years). At any time there can be up to 90 children on the waiting list. On average, the center operates at 95% of capacity.

#### **Source of funding:**

The program is cost shared by parent fees, wage subsidy, provincial funding by the Ministry of Education, and the municipality of Stratford. Additionally over the years grant funding has been received for capital costs, health and safety, building repair and equipment improvements.

Parents pay a weekly fee ranging from \$209.00 to \$240.00 depending on the age of their child. Base on a recent survey of Child Care fees, the fees for parents are at the upper end of childcare fees within Perth County. There is a childcare subsidy available to those families unable to pay the childcare fees and who qualify for the program.

The fee subsidy program is administered though the Social Services, Child Care Division and is based on family income. Approximately 30 of the children are in receipt of fee subsidy.

The program also receives approximately \$187,500 per year in wage subsidy funding which is administered by the Child Care Division. Additionally, over the years Health and Safety grant money has been received for capital costs and improvements. Two recent grants have paid for the conversion of playgrounds to natural and garden play spaces and the replacement of outdated HVAC equipment at the Child Care Centre.

The municipality generally contributes between \$75,000 to \$100,000 in order to balance the budget. In 2015 a cap was placed on the operating budget of \$75,000. Adjusted for inflation this number is \$77,267 for 2017.

### **CHANGES FROM 2016 BUDGET:**

#### **Implementation of the Wage Enhancement program:**

The 2014 provincial budget included funding to support a wage enhancement in the licensed childcare sector. The wage enhancement program was designed to increase staff salaries by \$1.00 an hour for hours worked in 2015 and an additional \$2.00 an hour for hours worked in 2016 and 2017. Wage Enhancement is provided for direct hours of care provided (excludes vacation and sick time etc.) and is only for those employees who are counted in the staff-child ratio under the Act. The grant is available for childcare staff who earns less than \$26.68 per hour. Anne Hathaway has 5 staff who qualify for this program.

In recognition of the fact that the City of Stratford already pays Early Childhood Education staff above the associated wage of \$26.68 per hour, an operational grant is available to help offset salaries and benefits of those staff directly in the program. The 2017 budget reflects Anne Hathaway Day Care Centre's allotment.

Cost Reductions/Increases:

#### **Cost Increases:**

- Increase in salaries based on recent contract negotiation settlements.
- Increase in benefits costs of \$10,000 due to two staff retirement benefit costs (new in 2016). Previous years' benefits were calculated at approximately 26.2% and increased to 28% in 2017.

- A further increase in salaries, wages and benefits of an estimated \$94,799 is expected due to an anticipated modernization and expansion project. The capital costs for this project are expected to be fully covered by a grant and the increased salary and benefit costs will be completely offset by increased revenues to the centre. Please refer to the chart at the end of the Revenue Increase section for the impact of the additional spaces in 2017.

### **Cost Reductions:**

Anne Hathaway Day Care Centre is eligible for the use of 100% Grant funding for a Modernization and Expansion project. The project will reconfigure existing underutilized space within the day care center to increase the overall capacity from the current 70 spaces to 102 by the end of 2017. It is anticipated that these additional spaces will be phased in as the modernization project progresses with 16 spots to be available July 1, 2017 and the remaining 16 spots available October 1, 2017. The project will provide much needed upgrades to an aging facility. It will generate overall positive outcomes in the reduction of energy costs through the replacement of outdated fixtures with energy efficient lighting and updated windows and window coverings. It will allow for legislative requirements to be met by increasing the number of available washrooms per child as stipulated by the Child Care and Early Years Act, 2014 as currently the washroom areas do not meet legislative requirements. It will provide better services for families through the creation of additional child care spaces for a critically underserved age group (18 months – 2.5 years). These improvements will have a further positive impact on the overall operating budget by generating additional parent revenue and reducing energy costs. In addition to this, the reconfiguration of space allows for the future growth in the area of before and after school programs for children aged 6 – 12 years in 2018. The project will be scaled based on available funding.

### **Service Reductions/Increases**

An increase in service is expected at the completion the Anne Hathaway Day Care Modernization and Expansion Project by increasing the number of licensed childcare spaces from 70 to 102.

### **Revenue Reductions/Increases**

#### **Revenue Increases**

- A Wage Enhancement Grant, estimated to be \$52,000 has been budgeted for 2017. Approximately \$5,000 of this grant will cover costs for four staff that qualify for the wage enhancement with the remaining grant to come to the city from the Ministry of Education as an operational grant to off-set salary costs of the Early Childhood Educators.
- An increase to the Programing Revenue, estimated at \$156,498 for 2017, is expected with the addition of 32 child care spaces through the Modernization and Expansion Project proposed in 2016 with completion in 2017. Please refer to the chart on the next page for the impact of the additional spaces in 2017.

	2017 (as is)	1/2 year (16 new spots)	Difference	1/4 year (16 new spots)	Difference
<b>6302 REGULAR DAY CARE PROGRAMS</b>					
G-613-6302-1320 DAY CARE REVENUE	-424,541	-486,636	62,095	-511,440	24,804
G-613-6302-1321 PARENT REVENUE	-365,451	-415,433	49,982	-435,050	19,617
G-613-6302-2100 F.T. SALARIES & WAGES	597,923	647,298	-49,375	671,985	-24,687
G-613-6302-2500 F.T. BENEFITS	167,290	181,115	-13,825	188,027	-6,912
<b>Total 6302 REGULAR DAY CARE PROGRAMS</b>	<b>-148,457</b>	<b>-197,334</b>	<b>48,877</b>	<b>-210,156</b>	<b>12,822</b>
<b>6306 REGULAR DAY CARE DIETARY</b>					
G-613-6306-3120 FOOD	35,000	39,000	-4,000	41,000	-2,000
<b>Total 6306 REGULAR DAY CARE DIETARY</b>	<b>93,781</b>	<b>97,781</b>	<b>-4,000</b>	<b>99,781</b>	<b>-2,000</b>
<b>Total 613 ANNE HATHAWAY DAY CARE CENTRE</b>	<b>116,638</b>	<b>71,761</b>	<b>44,877</b>	<b>60,939</b>	<b>10,822</b>

## 2018-2019-2020 PROJECTED BUDGETS

As a result of the Expansion Project, a further 15 before/after school spaces are expected to be developed and available at the beginning of 2018. These additional spaces would require the addition of one ½ time position in 2018. The increased revenue and associated staffing cost increases are reflected in the 2018 through 2020 budgets. Also reflected in the 2018 through 2020 budgets is the full impact of the additional 32 spaces that would be created and filled during 2017. The projected overall impact of this Expansion Project will allow the Centre to be self-sufficient in the 2018 through 2020 years. Factoring in an estimated 1.5% increase to salaries and wages over each of these three years and an anticipated 2% increase to food and utility costs, the expansion of the Centre in 2017 will still allow room for funding to be transferred to a reserve in 2018 through 2020 to be used against future capital requirements or operating deficits.

### **GENERAL COMMENTS:**

An anticipated increase in salaries was noted in 2018-2020 budgets to reflect wages and benefits negotiated contract agreement and inflationary increases with no major changes expected in the near future.

The completion of Wage Enhancement agreements has resulted in additional grants being received to offset the cost of salaries and benefits for staff directly working with the children.

Anne Hathaway Day Care will continue to pursue opportunities to provide school age care. A school age program would be financially beneficial based on the larger teacher-child ratio. The completion of the Modernization and Expansion project would align Anne Hathaway for future growth in the area in 2018.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G615 PERTH & STRATFORD HOUSING**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-1,819,623	-2,183,262	-2,377,115	-2,533,198	-3,540,703	48.95%	-1,671,792	-2,422,520	-1,539,867
Housing Supports	-64,497	-64,497	-64,497	-48,373	-60,719	(5.86%)	-55,430	-53,010	-50,696
Perth/St. Marys Payments	-2,205,427	-2,205,427	-2,358,869	-1,769,152	-2,398,214	1.67%	-2,721,707	-2,622,891	-2,694,306
User Fees	-2,262,800	-2,347,201	-2,341,350	-1,856,987	-2,383,836	1.81%	-2,407,674	-2,431,751	-2,456,069
Recoverables		-2,905		-5,714					
Contribution from Reserves		-351,468	-650,000	-68,532	-250,000	(61.54%)			
All Other		-1,673,551		-1,345,632					
<b>Total REVENUE</b>	<b>-6,352,347</b>	<b>-8,828,311</b>	<b>-7,791,831</b>	<b>-7,627,588</b>	<b>-8,633,472</b>	<b>10.80%</b>	<b>-6,856,603</b>	<b>-7,530,172</b>	<b>-6,740,938</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	957,360	668,848	1,033,739	1,114,668	1,056,007	2.15%	1,301,829	1,087,888	1,104,189
Utilities	875,000	911,187	900,000	601,958	930,000	3.33%	969,350	1,010,481	1,053,475
Materials	941,850	1,149,653	1,117,850	757,665	1,206,100	7.89%	1,206,100	1,206,100	1,206,100
Office Administration	50,110	38,957	48,100	44,790	49,900	3.74%	49,900	49,900	49,900
Miscellaneous	1,100	1,165	1,100	2,179	1,100		1,100	1,100	1,100
Housing Payments	144,000	110,361	126,725	87,895	288,105	127.35%	110,015	133,507	88,261
Meeting Costs	16,350	4,734	5,800	10,158	10,925	88.36%	10,925	10,925	10,925
Vehicle Expenses		45,882	20,000	3,391	22,000	10.00%	22,000	22,000	22,000
Advertising	1,000	381	500	462	500		500	500	500
Audit	3,900	6,085	3,900		6,100	56.41%	6,100	6,100	6,100
Conference Expenses	3,000	1,415	5,000	5,439	5,000		5,000	5,000	5,000
Consultants	8,000	27,555	8,000	12,515	65,000	712.50%	15,000	15,000	15,000
Insurance	97,000	123,134	100,000	20,000	120,000	20.00%	121,800	123,627	125,481
Legal				4,755	8,000		8,000	8,000	8,000
Property Taxes	920,000		925,000		970,000	4.86%	984,550	999,318	1,014,308
Services - Other	627,000	1,856,585	1,282,882	1,307,979	629,025	(50.97%)	647,488	647,159	647,228
Training	3,000	4,904	4,000	5,974	7,500	87.50%	7,500	7,500	7,500
Affordable Housing		237,000		990,927	629,945			717,865	

**CITY OF STRATFORD 2017 BUDGET**

**G615 PERTH & STRATFORD HOUSING**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
Bldg., Machinery & Equip.	628,060	628,025	560,900	418,903	568,256	1.31%	541,092	525,653	510,712
Rent Expense	69,000	28,952	79,343	68,952	78,455	(1.12%)	78,455	78,455	78,455
Amortization	227,599		242,522		250,564	3.32%	250,564	250,564	250,564
Social Assistance Payments	1,959,500	1,894,423	2,032,000	1,195,540	2,075,560	2.14%	2,117,036	2,141,945	2,109,994
Transfer to Reserves		493,755		234,719					
Interfunctional Transfers	93,668	63,908	93,668		50,386	(46.21%)	50,386	50,386	50,386
Office Equipment & Furnish	5,000	9,932	2,500	3,466	10,000	300.00%	10,000	10,000	10,000
Tools & Equipment	622,000	521,468	1,235,000	210,634	1,743,730	41.19%	675,000	675,000	675,000
PSAB Adjustment	-227,599		-242,522		-250,564	3.32%	-250,564	-250,564	-250,564
<b>Total EXPENDITURES</b>	8,025,898	8,828,309	9,586,007	7,102,969	10,531,594	9.86%	8,939,126	9,533,409	8,799,614
<b>NET BUDGET</b>	1,673,551	-2	1,794,176	-524,619	1,898,122	5.79%	2,082,523	2,003,237	2,058,676



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G615 - Housing

#### DEPARTMENT OVERVIEW:

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

The **Public and Social Housing Division "Housing Division"** offers geared-to-income housing and subsidized rental accommodation to qualified singles and families. Housing is provided in apartments, townhouses and houses owned by Perth and Stratford Housing Corporation, of which the City of Stratford is the sole shareholder. The City is responsible to manage the day-to-day operations and management of the assets of the Perth and Stratford Housing Corporation, including the rent Supplement Programs and any programs related to the housing projects. It also oversees the administration of geared-to-income and affordable market units owned and managed by non-profits, co-operatives and private landlords. Further, it oversees and administers Affordable Housing programs such as Housing Allowances, In-Situ Rental Allowances and the building or renovations of affordable housing units in the private market.

The mandate of the **Housing Division** is to administer the *Housing Services Act (2011)* in accordance with Ministry of Municipal Affairs and Housing legislation and guidelines. We are also governed by the *Residential Tenancies Act (2006)*.

The purpose of the *Housing Services Act* is,

- a) to provide for community-based planning and delivery of housing and homelessness services with general provincial oversight and policy direction;  
and
- b) to provide flexibility for service managers and housing providers while retaining requirements with respect to housing programs that predate this *Act* and housing projects that are subject to those programs.

The purpose of the *Residential Tenancies Act* is,

- a) to provide protection for residential tenants from unlawful rent increases and unlawful evictions, to establish a framework for the regulation of residential rents, to balance the rights and responsibilities of residential landlords and tenants and to provide for the adjudication of disputes and for other processes to informally resolve disputes.

### **Roles and Responsibilities:**

The Housing Division is responsible, either directly or acts as an intermediary, for both the public housing and the social housing portfolios and the administration of the provincially-mandated social housing and homelessness programs.

In total, there are currently 1,208 units plus 55 individuals or families receiving housing or rental allowances that the Housing Division either oversees or manages.

### **Overall the Housing Division is responsible to:**

- manage the day-to-day operation and management of 663 geared-to-income rental units owned by Perth and Stratford Housing Corporation.
- provide services and work with 32 private landlords to manage 130 geared-to-income rent supplement units.
- oversee three Provincial Non Profit providers that manage 92 units of which 16 are geared-to-income and 76 are market units. All units are geared to seniors.
- oversee one Municipal Non Profit provider that manages 53 units of which 26 are geared-to-income and 27 are market units. All units are geared to seniors or people with disabilities.
- oversee of 4 Co-Operative Housing Provincial Reformed providers that manage 166 units of which 110 are geared-to-income and 56 are market units.
- oversee of 2 Provincial Reformed providers that manage 84 units of which 68 are geared-to-income and 16 are market units.
- oversee 1 Provincial Reformed Second Stage provider that provides 20 geared-to-income units to women and children in crisis.
- administer the housing allowance payments to 40 individuals or families on a monthly basis.
- calculate and administer the rental allowance payments to 15 high need individuals on a monthly basis.

Of the 1,208 units managed or overseen by the Housing Division, 1,033 or 85.5% of these units are geared-to-income units; the remaining units are market units that have more affordable rents than comparable units in the private market.

## Under the Social Housing portfolio:

The Housing Division as the CMSM for Stratford, Perth County and St. Marys is responsible for the following programs and services:

- **Co-ordinated Access:** The Housing Division is the Coordinated Housing Access Centre (HAC) for social housing applications in the City of Stratford, County of Perth and Town of St Marys. As such, the Housing Division processes and determines eligibility for applications for rent-geared-to-income (RGI) housing across the county. There are 903 RGI units within the service area. The CMSM is also responsible for locally updating and monitoring the Provincial Housing Arrears database, which lists former tenants who left social housing with outstanding debts.

During 2015, 339 applications for Social Housing were processed through the Housing Access Centre. This is higher compared to the 2014 number of 339 applications. This same trend has been observed in 2016 and is anticipated for 2017. The waitlist numbers fluctuated throughout the year. At the year end of 2015 there were 183 applicants on the wait list. This is higher in comparison to the 2014 yearend total of 175 applicants on the wait list. The same trend has been observed in 2016 and is anticipated for 2017.

- **Intermediary and overseer of Housing Service Providers:** The Housing Division oversees the management of 9 Social Housing Providers who operate 415 social housing units in the county, either as non-profit housing corporations or cooperative housing corporations (please note that one provider manages both Municipal Non Profit and Provincial Reformed units). The legislated administrative functions required by the CMSM to oversee the housing providers are numerous such as administering mortgage and rent subsidies; coordinating and authorizing transfer payments to Housing Providers; receiving, reviewing and evaluating annual financial reports for each Housing Provider; assessing extraordinary financial requests; reviewing Housing Provider operations to ensure compliance with the *Housing Services Act*, its regulations and any rules allocated by the CMSM and providing direction, training and guidance for technical support from Housing Providers.
- **Rent Supplement Program:** Staff works with private landlords who provide housing on our behalf to those people who qualify for rent-geared-to-income. The Housing Division then pays the landlord the difference between what the tenant pays and the market value of the unit. There are currently 32 landlords and 130 rent supplement units that staff deals with.
- **Investment in Affordable Housing Program (IAH):** IAH funding has been extended for a 6-year term as of 2014. Partial funding was received in the autumn for the 2014/15 year and full funding started in 2015/2016. During the course of the extension funding (running until the March 31, 2020), \$3,342,100 in funding will be made available to the City of Stratford Consolidated Service Manager. This funding will be used to create new affordable housing units,

renovate existing rental housing units to make them affordable, extend homeownership loans to low income families and provide rent supplements to private landlords that house low income renters.

- **Affordable Home Ownership under (IAH):** The Affordable Home Ownership program is part of the Investment in Affordable Housing Program. It provides interest-free loans of up to 5% of the purchase price of an eligible home for qualifying first-time home buyers. The program has supported local Habitat for Humanity homeowners and helped other service area residents to enter the home ownership market. During 2015, twelve (12) Homeownership Loans were provided. To date in 2016, eight (8) Homeownership Loans have been provided.
- **Housing Allowance Subsidy (IAH):** The Housing Allowance funding is used as a rental subsidy for eligible applicants currently on the housing waitlist. Payments are made directly to applicants to off-set the private market rents they continue to pay while waiting for a subsidized unit to become available. This is intended to ease their financial challenges in the final weeks and months of waiting. To date in 2016, an average of 33 individuals and families have received this allowance each month.
- **Housing Allowance High Needs In-situ (IAH):** The High Needs In-situ funding is used as a rental subsidy for eligible applicants that are currently in the private market and who, due to medical or social needs, would not do well moving from their current situation (where supports are already in place) into a subsidized housing unit. The tenant receives an allowance equal to the difference between the affordable rent calculation and the market rent on their unit. There are currently 13 individuals receiving this funding.
- **Homeless Prevention and Affordable Housing Plan**  
The *Housing Services Act* requires us to develop and implement a *10-year Housing and Homelessness Plan*. The plan provides strategies to develop an integrated system of housing and homelessness supports and lead the process to increase the number of affordable units. These supports need to be planned and delivered locally, be partnership-based, and include roles for nonprofit organizations, the private sector, and the public sector. Plans must include the provision of supports before and after clients obtain housing to facilitate the transition from the street and/or shelters to safe, adequate, and stable housing. An annual report that outlines successes to date and reflect current work must be submitted to the Ministry and to the Public. To support this work a Social Housing Supervisor and a Housing and Homelessness Coordinator is funded through the Consolidated Homelessness Prevention Initiative (CHPI), Rent Supplement Administration, Investment in Affordable Housing Administration and Ontario Works Administration funding.
- **Outreach Worker:** The Outreach Worker provides support to tenants and Ontario Works (OW) recipients who are at risk of losing their housing and/or OW benefits. The goal of the Outreach Worker is ultimately to prevent and reduce

homelessness. Funding for this position is coming through the Ontario Works and the CHPI administration budget.

### **Under the Public Housing Portfolio:**

- The Housing Division operates the **Perth & Stratford Housing Corporation** and directly administers 663 public housing units geographically spread across the county, including 18 apartment buildings and 164 family units. All public housing units are rent geared-to-income (RGI). There are 40 maintenance contracts in place to address ongoing service needs within the portfolio (including snow removal, cleaning, plumbing, electrical work, etc.). Management oversee the after hour services, 7 days a week for any emergencies or tenants related housing issues.

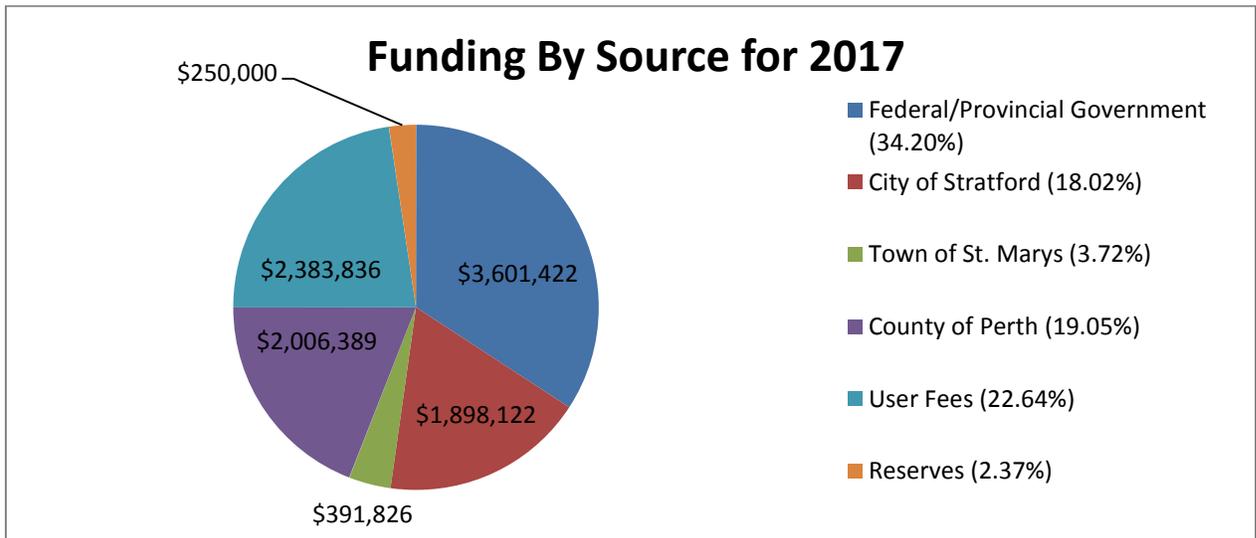
### **Source of Funding:**

The **Public and Social Housing Division programs and services** are funded by all three levels of government: federal, provincial and municipal. Twenty-two point sixty-three percent (22.63%) of overall funding is also provided by user fees (tenant rent charges, etc.) and transfers from reserves when needed to offset ongoing housing capital needs.

At the provincial level the funding source comes from the Ministry of Municipal Affairs and Housing. The Ministry will be providing \$3.601 million dollars, or thirty-four point twenty percent (34.20%) of the overall funding in 2017.

At the Municipal level, the Social Housing Agreement between the County and the City of Stratford assigned the City's role as the Service Manager. The agreement is based on criteria and principles established by the Province, and it stipulates that the annual cost of the social housing program will be allocated based on a combination of the actual cost of social housing and the negotiated weighted average assessments of the City of Stratford, the Town of St. Marys and the County of Perth.

The 2017 budget for the Public and Social Housing Division is estimated to be \$10,531,595. Of that, municipalities will fund forty point seventy-nine percent (40.79%) of the total 2017 Housing budget, or an estimated \$4.296 million dollars. The City of Stratford cost share funding represents \$1.898 million, or eighteen point two percent (18.02%) of the total 2017 budget.



There are 17 staff members in the Housing Division, who together deliver 28,375 hours of service annually.

#### NEW PROGRAMS IN 2017:

- **Investment in Affordable Housing funding:** The Ministry of Municipal Affairs and Housing will be distributing \$663,100 in funding as the 4th year funding allocation for the City of Stratford for the period between April 1, 2017 and March 31<sup>st</sup>, 2018. This funding will support the following programs in 2017:
  1. **Rental Housing:** \$629,945 funding will be used towards Rental Housing to creating more affordable housing units.
  2. **Administration fee:** \$33,155 of this funding will be used towards staffing cost to implement the IAH program.
  
- **Social Infrastructure Funding (SIF):** The Ministry of Municipal Affairs and Housing will be distributing funding under the following 2 programs;
  1. **Investment in Affordable Housing Seniors:** The Ministry of Municipal Affairs and Housing will be distributing \$551,300 between April 1<sup>st</sup> 2017 and March 31<sup>st</sup> 2018. This is similar to the IAH program mentioned above.
  2. **Social Housing Improvement Program (SHIP):** SHIP is a capital program that aims to improve and preserve the quality of social housing in the province. The objective is to assist in the repair, and energy and water retrofit of existing social housing to address capital needs, improve energy efficiency and reduce greenhouse gas emissions. The Ministry of Municipal Affairs and Housing has distributed \$892,335 which has to be committed by March 31<sup>st</sup> 2017.

- **Survivors of Domestic Violence - Portable Housing Benefit (SDV-PHB) Pilot Program:** The SDV-PHB Pilot is a two-year pilot program that will help survivors of domestic violence who have been approved under the Special Priority Policy (SPP) access safe and affordable housing. Instead of households living in emergency shelters or other precarious housing situations until a social housing unit becomes available, the SDV-PHB Pilot program will provide survivors of domestic violence with the option to receive a portable housing benefit so they can immediately find housing in their community. The Provincial government will be providing \$17.7M over 3 years to pilot a portable housing benefit to support 3,000 survivors of domestic violence across Ontario.

The following amount in funding is committed to the City of Stratford towards this program over the next 2 years:

PROGRAM	Fiscal Year	
	2016-17	2107-18
SDV-PHB Pilot program	\$144,183	\$176,800

**CHANGES FROM 2016 BUDGET:**

**Cost Reductions/Increases:**

**Public Housing Administration:**

- Increase in benefits by \$18,421 or 7.55% due to the following factors:
  - Benefits for full time positions were calculated based on 26.12% of the cost of wages in the 2016 budget. This has been increased to 28% in the 2017 budget.
  - Benefits for part time positions were calculated based on 20.6% of the cost of wages in the 2016 budget. This has been increased to 28% in the 2017 budget
- Increase in vehicles–maintenance expenditures by \$2000 or 16.67% is to accommodate for the purchase of 2 new vehicles in 2016 and the anticipated cost associated with funding the replacement reserve fund towards replacing these vehicles after 10 years.
- Increase in audit cost by \$2,200 or 56.41% is due the requirements of preparation of financial statements. The original contract with the auditor did not include this service in the \$3,900 fee.
- Increase in consultants fee by \$57,000 or 712.5% from \$8,000 to \$65,000 is due to the following factors:

- \$50,000 was allocated from reserves to complete the feasibility study to complete the one point of entry service delivery model.
  - \$15,000 was allocated for consultants to provide housing providers information and strategies on the expiration of Operations Agreements.
- Increase in insurance cost by 20% from \$100,000 to \$120,000 is due to the following:
    - Increase in insurance cost by 5% or \$5,000 from \$95,000 to \$100,000.
    - Estimated insurance claims estimate based on 2015 actuals from \$5,000 to \$20,000
  - Increase in cell phone cost by 20% or \$1,000. This is due to the Housing Supervisor and Housing and Homelessness Co-coordinators cell phone cost.
  - Increase in training expense by \$3,500 or 87.5% is cost associated with sending staff to attend the ONPHA conference. The Public Housing Review Officer (1 position), The Maintenance Co-coordinator (1 position), Maintenance Person (1 position), Public Housing Review Clerk (1 position), Housing Supervisor (1 position) and the Receptionist (1 position) will be attending the conference.
  - Increase in travel/mileage from \$5,500 to \$10,625 or 93.18% is associated with the accommodation cost associated with staff attending the ONPHA conference in 2017. The Public Housing Review Officer (1 position), The Maintenance Co-coordinator (1 position), Maintenance Person (1 position), Public Housing Review Clerk (1 position), Housing Supervisor (1 position) and the Receptionist (1 position) will be attending the conference.
  - Increase in rental of building / machinery and equipment from \$51,200 to \$62,903 or 22.86% is due the licensing cost associated with the AIG Service Manager Software annual cost.
  - **Decrease** in Administration Charges by 46.21% or \$43,282 is due to realignment of the divisions charge back process from division based to number of employees based method resulted in the decrease of Administration Charges.
  - Increase in the office equipment and furnishing cost by 300% from \$2,500 to \$10,000 is due to the cost associated with the one point of entry service delivery changes.
  - **Decrease** in Capital Expense from \$250,000 in the 2016 budget to \$210,000 in 2017 budget is due to the work that has been completed towards the new computer software program for the Housing Division. This software purchase is funded 100% by a transfer from reserve accounts as highlighted in the revenue section.

## Public Housing Properties

- Increase in Ontario Grants by 9.41% or \$34,551 is due to the Federal Government increasing untargeted funding.
- Change in Perth, St. Marys and Stratford's contribution as part of the Municipal contribution is due to the changing of the weighted assessment between the three municipalities.
- The Hydro cost increased by 5.83% or \$30,000 is based on a 2% increase from the 2015 actuals. Between January 2015 and December 2015, the kilowatt per Hour cost for electricity increase from 8.8 cents to 9.4 cents or a 6.8% increase. The increasing cost for electricity in resulting in the increased budgeted amount for 2017.
- The cost for water increased by 7.32% or \$15,000. This is based on a 2% increase compared to the 2015 actuals.
- Increase in materials by \$88,250 or 7.89% due to the following factors:
  - Life Safety Systems Operating cost increase by \$13,000 due to the renewal of contracts. This contributed to 15% of the increase
  - With the aging infrastructure resulting in increased plumbing general budgeted expense has been increased by \$15,000. This accounted for 17% of the increase
  - The increase in overall service cost of contractors by 3% to 5% also contributes towards the overall increase in operating expenditure.

**Increase** in Equipment Purchases by \$548,730 from \$985,000 to \$1,533,730 for capital expenditures is due to the reduction of \$400,000 additional capital funding allocated in 2016 towards addressing urgent capital work at various locations based on building condition audits done in 2015. The resulting increase is a combination of \$80,000 to fund portion of the unfunded liability of \$8,294,022 and to account for the expenditures funded through the Social Housing Improvement Program (SHIP). An itemize list of capital projects is provided under Capital Budget. This budgeted amount includes \$50,000 allocated from the City of Stratford towards Housing.

## Affordable Housing

- Increase in Affordable Housing Services – Ontario Grants to reflect the increase from \$757,050 to \$918,050 or a 21.27% increase due to the additional Investment in Affordable Housing seniors and the Survivors of Domestic Violence Portable Housing Benefit that is being received. The SIF-IAH funding is being used towards Capital work within the Social Housing portfolio.

### **Service Increases:**

The following services have been introduced in order to mitigate safety risks and reduce future operating costs.

#### **Ash Tree inventory and removal:**

The Emerald Ash Borer is a forest pest that has killed millions of Ash trees in southwestern Ontario. Within the CMSM area, this has resulted in trees become structurally unstable and creating a safety risk to tenants and the public. Funding in the amount of \$40,000 has been allocated towards removal of 40 unstable Ash trees.

Increase in Service levels due to the additional Investment in Affordable Housing (IAH-E) funding in 2016.

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

- An administrative contribution from reserves is budgeted \$200,000 in order to accommodate the purchase and implement the new housing computer software program within the Housing Division. This revenue is completely offset by the majority of the expense showing in the Capital Expenditures.
- Affordable Housing Ontario Grants increased significantly due to funding from the Investment in Affordable Housing Seniors Program and Portable Housing benefit. The Service Manager was allocated funding to, in conjunction with the 10 Year Housing and Homelessness Plan; provide additional affordable housing options in the service area in conjunction with the *A 10 Year Housing and Homelessness Plan*. This increased revenue will be offset completely by an increase in affordable housing expenditures as funding flows from the Ministry through the Housing Division and is directed to targeted projects.

### **GENERAL COMMENTS:**

The overall cost share budget for the City of Stratford for 2017 includes an overall increase of **5.79% or \$103,946**. The decrease in the cost share budget for the Town of St. Marys is a decrease of **\$8,404 or -2.10%** and the increase in the cost share for the County of Perth is **\$47,750 or 2.44%**. The change in the weighted assessment between the three municipalities has contributed to the decrease in the amount for St. Marys. If last year weighted assessments was used the increase for the City of Stratford would be \$59,377 or 3.31%.

The larger portion of the increase in the housing budget can be attributed to increased staffing and benefit costs. This accounts for \$22,268 which is due to an increase in benefit cost and the 1.25% overall increase in wage cost to the unionized staff.

Fifteen point fifteen percent (15.15%) of the increases in the housing budget is offset by the increase in the municipal contribution of \$143,292 in 2017. Another three point

seventy percent (3.70%) is offset by the increase in federal funding of \$35,000, which is a result of an increase in untargeted funding.

The aging housing stock under the Local Housing Corporation requires extensive resources allocations and capital investment for the upkeep of buildings aging from 36 to 70 years old. Therefore there is a need for increased capital and operating funding. The budgeted \$585,000 for Capital projects represents only 0.60% of the \$98,000,000 Housing Corporation portfolio and is insufficient to adequately finance the cost associated with existing asset management demands of the aging housing stock. As such the allocation towards Capital projects have been increased to \$665,000. This will be a small step towards funding the unfunded liability of \$8,257,522.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

The 2018 through 2020 budgets have been adjusted to reflect an estimated two percent (2%) increase to the provider subsidy payments in each year to accommodate increased operating costs as released by the Ministry of Municipal Affairs and Housing each year. These increases have been mitigated by the adjustment to reflect providers reaching the end of their agreements. Also forecasted is an increase of 1.5% each year towards all wage and benefit accounts, an estimated 1.5% increase to insurance costs and a 1.5% increase to Municipal taxes. Utility costs are expected to increase at a rate of 2% for heat, 5% for hydro and 4% for water in each year from 2018 through 2020. Increases to costs are partially offset by an estimated 1% per year increase to User Fees.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G616 CHILD CARE DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-1,860,899	-1,860,105	-1,860,899	-1,860,900	-1,860,899		-1,860,899	-1,860,899	-1,860,899
Perth/St. Marys Payments	-491,110	-399,946	-480,050	-480,050	-486,399	1.32%	-479,803	-483,257	-486,766
<b>Total REVENUE</b>	<b>-2,352,009</b>	<b>-2,260,051</b>	<b>-2,340,949</b>	<b>-2,340,950</b>	<b>-2,347,298</b>	<b>0.27%</b>	<b>-2,340,702</b>	<b>-2,344,156</b>	<b>-2,347,665</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	363,268	377,492	369,464	389,037	367,847	(0.44%)	374,996	380,621	386,331
Office Administration	4,826		4,715	3,619	12,903	173.66%	9,080	9,208	9,337
Miscellaneous	510		510	242	510		510	510	510
Meeting Costs	918		923	2,170	939	1.73%	955	970	987
Advertising					1,000				
Conference Expenses	1,711		1,711	1,893	1,745	1.99%	1,780	1,815	1,852
Services - Other	29,260	177,380	29,699	60,338	29,699		29,699	29,699	29,699
Training	1,109	305	1,109	11,205	4,000	260.69%	4,080	4,162	4,245
Bldg., Machinery & Equip. Rental	2,424	2,631	2,424	6,602	12,014	395.63%	12,254	12,499	12,749
Social Assistance Payments	1,417,993	1,149,051	1,419,640	1,643,582	1,419,640		1,419,640	1,419,640	1,419,640
Wage Subsidies	858,018	843,901	858,018	884,522	858,018		858,018	858,018	858,018
Interfunctional Transfers					21,087				
Office Equipment & Furnishings	2,810	1,663	2,810	2,838	2,866	1.99%	2,924	2,982	3,042
<b>Total EXPENDITURES</b>	<b>2,682,847</b>	<b>2,552,423</b>	<b>2,691,023</b>	<b>3,006,048</b>	<b>2,732,268</b>	<b>1.53%</b>	<b>2,713,936</b>	<b>2,720,124</b>	<b>2,726,410</b>
<b>NET BUDGET</b>	<b>330,838</b>	<b>292,372</b>	<b>350,074</b>	<b>665,098</b>	<b>384,970</b>	<b>9.97%</b>	<b>373,234</b>	<b>375,968</b>	<b>378,745</b>

**CITY OF STRATFORD 2017 BUDGET**

**G617 EARLY LEARNING & CHILD DEVELOP**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-2,032,470	-2,454,955	-2,549,169	-2,883,147	-3,250,572	27.51%	-2,804,263	-2,804,263	-2,804,263
Contribution from Reser	-373,532		-1,047,000		-737,690	(29.54%)	-737,690	-737,690	-737,690
<b>Total REVENUE</b>	<b>-2,406,002</b>	<b>-2,454,955</b>	<b>-3,596,169</b>	<b>-2,883,147</b>	<b>-3,988,262</b>	<b>10.90%</b>	<b>-3,541,953</b>	<b>-3,541,953</b>	<b>-3,541,953</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benef	194,812	226,984	386,349	246,266	453,396	17.35%	460,051	465,854	471,744
Materials	30,560	19,246	20,560	16,610	39,331	91.30%	40,106	40,897	41,704
Office Administration	30,000	34,918	21,700	15,306	32,000	47.47%	32,640	33,293	31,836
Miscellaneous		1,099	1,300	4,123	1,300		1,300	1,300	1,300
Meeting Costs	2,000	6,102	2,000	2,446	2,000		2,000	2,000	2,000
Conference Expenses		25		1,804					
Services - Other	713,651	424,051	1,429,544	695,521	1,203,338	(15.82%)	1,124,390	1,124,390	1,124,390
Training		5							
Bldg., Machinery & Equi		2,631							
Rent Expense					46,492		46,957	47,943	48,422
Social Assistance Payme	1,022,957	1,500,013	1,322,694	1,263,593	1,796,033	35.79%	1,440,703	1,440,703	1,440,703
Wage Subsidies	412,022	238,216	412,022	247,925	412,022		412,022	412,022	412,022
Office Equipment & Furr		1,663			2,350		2,350	2,350	2,350
<b>Total EXPENDITURES</b>	<b>2,406,002</b>	<b>2,454,953</b>	<b>3,596,169</b>	<b>2,493,594</b>	<b>3,988,262</b>	<b>10.90%</b>	<b>3,562,519</b>	<b>3,570,752</b>	<b>3,576,471</b>
<b>NET BUDGET</b>		<b>-2</b>		<b>-389,553</b>			<b>20,566</b>	<b>28,799</b>	<b>34,518</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G616/G617 - Child Care / Early Learning & Child Development

#### **DEPARTMENT OVERVIEW:**

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

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

Early Learning and Child Care services play a key role in promoting healthy child development and helping children arrive at school ready to learn. They also provide essential support for many parents, by helping them balance the demands of career and family while participating in the workforce or pursuing education or training.

#### **Roles and Responsibilities:**

The Child Care Division is responsible as the Service Manager under the *Act to*;

- coordinate the planning and operation of child care and early years programs and services with the planning and provision of other human services delivered by the service system manager;
- develop and administer local policies respecting the operation of child care and early years programs and services;
- administer the delivery of eleven financial assistance programs in accordance with provincial legislation and local policies;
- provide financial assistance for persons who are charged fees in respect of licensed child care, authorized recreational and skill building programs and extended day programs, in accordance with the regulations;

- assess the economic viability of the child care and early years programs and services in the service area and, if necessary, make or facilitate changes to help make such programs and services economically viable;
- provide services to eight licensed child care licensees with thirty individual programs and financial supports for families attending four recreation programs with six individual programs;
- provide assistance in training and professional development to persons who operate child care and early years programs and services to improve their capabilities in relation to matters such as governance, financial management and the planning and delivery of programs and services;
- Administer the Special Needs Resources services which include direct supports and assessment of children with special needs.

**Some of the programs and services administered under the Child Care Division:**

- *The Fee Subsidy Funding Program* offers financial support to eligible families for child care expenses. The process of determining eligibility and level of financial assistance involves an income test procedure.
- Fee subsidies are provided to Ontario Works participants, including those in the Learning, Earning and Parenting program (LEAP), as well as families deemed eligible in approved employment or education situations, and families that demonstrate a social need.
- *Wage Subsidy and Enhancement programs* are allocated to Early Learning programs to improve the wages of staff and to assist in program sustainability.
- *The Health and Safety, and Repairs and Maintenance programs* offer one-time grants for operators providing children services, address compliance licensing issues and/or to address the upkeep of equipment and property repairs.
- *Provide assistance in training and professional development to persons who operate child care and early years programs and services.* To support transformation of children services to following the Early Years Pedagogy set by the Ontario Early Years Act. The support is provided through funding professional development, resources and equipment.
- *Children's Resource Consultant program.* The Child Care Division provides services through a Family Service plan approach to promote inclusive environment in the Early Learning and Child Care programs in all Perth County programs.

**Source of funding:**

**The Child Care Division** is funded at 87% by the Ministry of Education and at 13% by the Municipalities. The municipal shares are calculated using the negotiated municipal assessment percentages.

**The total proposed budget expenditures for 2017 is \$6,720,530**

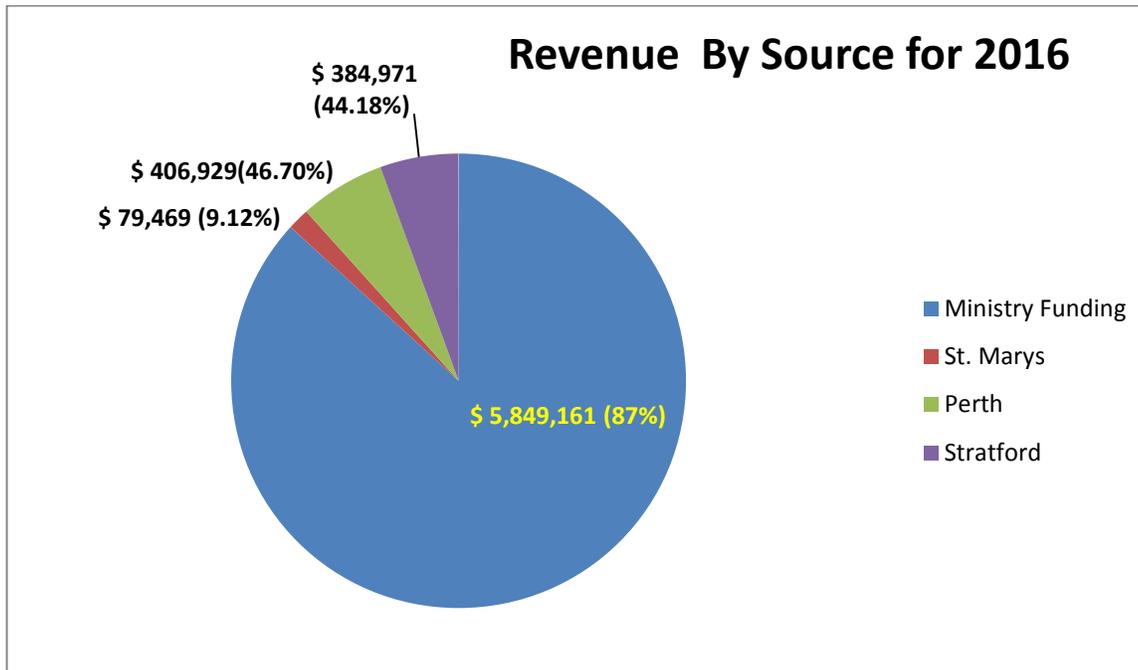
Total Provincial contribution accounts for 87% (\$5,849,161)

Total Municipal contributions accounts for 13% (\$871,369)

**Of the \$880,140 from the estimated municipal contributions, the cost share portion for the City of Stratford is \$384,971, or 44%.**

Cost share for the County of Perth is estimated at \$406,929.

Cost share for the Town of St. Marys is estimated at \$79,469.



**The Child Care Division is responsible to deliver the following programs and services:**

There are four different types of cost sharing 100% provincial, 80% provincial and 20% municipal, 50% provincial and 50% municipal and 100% municipal in the Child Care Budget.

Programs funded 100% by the province are in Budget G617;

- Capital Retrofits
- Special Needs Resourcing
- Wage Enhancement
- Transformation/Full Day Kindergarten Transition
- Family Support
- Fee Subsidy
- Wage Subsidy
- Operating Grants
- Repairs and Maintenance
- Data Analysis Services
- Ontario Early Years and Child and Family Centres

Programs cost shared with the municipalities are in Budget accounts G616;

- Ontario Works Child Care
- Fee Subsidy
- Wage Subsidy
- Community Development
- Special Needs Resourcing
- Operating Grants

## **CHANGES FROM 2016 BUDGET:**

### **New Programs**

The CMSMs have been given the responsibility to manage the Data Analysis Services and the Province will transfer funding to the CMSM as of January 1, 2017. This is to enable the Ontario Early Years Child and Family Centres (OEYCFC) Service Plan development. This support will be crucial in the first stage of a long-term framework for OEYCFCs in Perth County. The role of the Data Analysis Coordinator is to inform the service system planning and support municipal service system managers in their role through an analytical approach of the various data available.

The province announced October 4, 2016 the allocation of one time funding for OEYCFC Planning. The allocation is based on the population of children and the City of Stratford is in group 1 receiving in 2017 \$87,719. The creation of OEYCFCs is the first step in the transformation that has begun and will continue over the next five years. Further details about the ongoing funding approach for OEYCFCs will be released early 2017.

These two new investments have been provided by the Ministry as new resources to support the preparation for the plan development and implementation of the broader early years system.

The cost of the DAC position and one time Planning allocation will be 100% provincial funds that will be added to the 2017 Service Agreement. The planning process is to commence January 1, 2017 to meet the May, 2017 submission deadline set in the Ministry of Education OEYCFC Planning Guidelines.

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

#### ***Potential Service Reductions***

Programs administered by the Child Care division allocate funds to children services that are market driven. The caseloads fluctuate annually and presently there is no waitlist for funding for families receiving assistance or special needs program supports. As operators are entitled to additional funding when they expand, there will be pressures on the budget and if they cannot be addressed the result are waitlists. The transition to providing child care to younger age groups and non-school day programs for school age children will be area where demand for additional programs could occurs.

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

The funding allocation from the Ministry of Education for 2017 has not been released. The actual allocation figures from 2016 were used in the preparation of the 2017 budget. The Provincial Service Agreement allocation for 2017 is unknown at the point of time of the preparation of the Child Care budget therefore whether it is an increase or reduction is undetermined.

## *Increases*

The funding for the Data Analysis Services is an additional \$73,153 allocation to the 2017 budget allocation from the Ministry of Education.

## **Cost Reductions/Increases:**

### *Increases*

The increase of salaries and benefits are as per the collective agreement. All other administrative costs were analyzed comparing previous years amounts and actuals for the current year to determine if any increase from 2016 was warranted.

#### 80/20 Cost Share programs:

OW, 6194 and 6195 program have no increase to expenses but the resulting municipal shares have changed implementing the apportionment figures supplied by Corporate. The City of Stratford levy decreased.

Fee Subsidy, 6321 also has had no increases to expenses but with the application of the apportionment figures the City of Stratford tax levy increased.

Special Needs Resourcing has a decrease in expenditures in the budget but with the application of the apportionment figures the City of Stratford tax levy increased.

#### 50/50 Cost Share program:

Child Care Administration (63CC) has had several new interdepartmental charges added to the expenditure accounts. With the addition of the new charges and also with the application of the apportionment figures the City of Stratford tax levy increased. The new charges are to re-align departmental costs of shared services, rent, IT support and telephone by number of staff per division.

## **GENERAL COMMENTS:**

The expenses for administrative costs in the 2017 budget applied to Provincial funds are at the maximum allowed as per the Service Agreement.

The Municipal shares were calculated as per an apportionment set of percentages provided by Corporate Service Department. For the 2017 Budget the following estimates were used for shared municipal services:

City of Stratford	44.18%
County of Perth	46.70%
Town of St. Mary's	9.12%

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

No further comments.

## 2018-2019-2020 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

The projected budgets have been calculated using an estimated annual increase between 1-2% for administration costs. Other service costs have not been increased which may result in service reduction depending on the demand for Child Care services.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G711 PARKS DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants		-6,380							
User Fees				-31,500					
Rentals & Leases	-134,000	-145,746	-137,000	-133,911	-145,000	5.84%	-145,000	-145,000	-145,000
Donations	-11,000	-25,553	-11,000	-16,800	-11,000		-11,000	-11,000	-11,000
Gain on Disposal of Assets		-12,470							
Recoverables	-90,000	-136,627	-100,000	-128,443	-100,000		-100,000	-100,000	-100,000
Contribution from Reserves	-10,000		-10,000	-1,373		(100.00%)			
<b>Total REVENUE</b>	-245,000	-326,776	-258,000	-312,027	-256,000	(0.78%)	-256,000	-256,000	-256,000
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,099,495	1,024,157	1,121,475	1,049,887	1,218,800	8.68%	1,223,944	1,236,920	1,250,089
Utilities	50,000	57,820	55,000	56,365	65,000	18.18%	68,250	71,664	75,245
Materials	80,000	72,094	70,000	69,900	75,000	7.14%	75,000	75,000	75,000
Office Administration	12,440	10,039	10,140	10,408	10,200	0.59%	10,200	10,200	10,200
Repairs & Maintenance	563,000	565,863	576,000	492,943	582,000	1.04%	598,750	616,338	634,804
Clothing & Uniforms	1,500	3,283	1,600	2,096	1,600		1,600	1,600	1,600
Vehicle Expenses	38,000	45,243	38,000	37,444	45,000	18.42%	47,250	49,613	52,093
Services - Other	201,000	211,039	213,000	268,447	210,000	(1.41%)	220,500	231,525	243,101
Training	8,500	5,651	8,000	8,305	8,000		8,000	8,000	8,000
Facility Improvements	25,000	24,425	25,000	20,043	25,000		25,000	25,000	25,000
Amortization	157,158		157,158		157,158		157,158	157,158	157,158
Transfer to Reserves	64,000	82,950	64,000	70,610	64,000		64,000	64,000	64,000
PSAB Adjustment	-157,158		-157,158		-157,158		-157,158	-157,158	-157,158
<b>Total EXPENDITURES</b>	2,142,935	2,102,564	2,182,215	2,086,448	2,304,600	5.61%	2,342,494	2,389,860	2,439,132
<b>NET BUDGET</b>	1,897,935	1,775,788	1,924,215	1,774,421	2,048,600	6.46%	2,086,494	2,133,860	2,183,132



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G711 - Parks & Forestry**

#### **DEPARTMENT OVERVIEW:**

The Parks & Forestry Division of the Community Services Department is responsible for the maintenance of 45 city parks (24 neighborhood, 16 city parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout city as well as horticulture and maintenance of all city gardens. In addition, this Division is also responsible for garbage collection in the parks and facilities on a daily basis with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

Services are provided through a combination of full-time, temporary staff and contracted services. Grass cutting, tree removal and some pruning are undertaken through contracted services. Grass cutting on the boulevards is undertaken by staff. In the spring the Horticultural Society assists in planting flowers but the ongoing maintenance is provided by full-time staff and temporary labourers. During the winter months this Division also assists in snow plowing and removal at recreation locations, furniture repair and winter housing of swans.

#### **CHANGES FROM 2016 BUDGET:**

##### Cost Reductions/Increases:

- Hydro increase based on a continuing hydro rate increase
- Vehicle repair increase with an aging fleet
- Addition of Supervisor of Parks, Forestry & Cemetery
  - Required to assist Manager of Parks Forestry and Cemetery in training, scheduling, supervising and delegating of work to employees and contractors in a variety of activities.
  - The new role encompasses development, operation, and ongoing maintenance of parks and playgrounds, sport fields, urban forestry, natural areas, horticulture, cemetery and other municipal grounds.
  - Benefits are increased supervision to promote a more efficient, responsive and safe work operations.

Service Reductions/Increases:

- 7days/week sweeping of walkway on Lakeside Dr. added.

Revenue Reductions/Increases:

- Rental and Leases shows an increase based on 2015 actuals.
- Decrease in contributions from reserves in Forestry as the Emerald Ash Borer Reserve is depleted.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

We continue to remove a large number of ash trees and we believe the removal numbers will now decrease moving forward.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G721 RECREATION DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-115,000	-60,876	-104,200	-64,086	-54,200	(47.98%)	-84,200	-84,200	-84,200
User Fees	-176,400	-288,181	-161,000	-272,618	-287,000	78.26%	-291,410	-295,952	-300,630
Advertising Revenue	-12,000	-24,706	-17,000	-13,395	-25,000	47.06%	-25,000	-25,000	-25,000
Rentals & Leases	-1,972,450	-1,848,317	-2,011,890	-1,588,859	-1,842,000	(8.44%)	-1,897,260	-1,954,177	-2,012,802
Recoverables		-11,717		-13,076					
Contribution from Reserves		-1,962							
<b>Total REVENUE</b>	-2,275,850	-2,235,759	-2,294,090	-1,952,034	-2,208,200	(3.74%)	-2,297,870	-2,359,329	-2,422,632
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	2,161,377	2,171,830	2,208,089	2,189,933	2,234,885	1.21%	2,304,202	2,338,893	2,373,901
Utilities	900,600	967,688	894,000	1,031,777	1,051,300	17.60%	1,103,710	1,158,741	1,216,522
Materials	14,500	14,100	14,500	10,034	14,500		24,500	24,500	24,500
Office Administration	31,500	46,404	32,500	37,268	40,500	24.62%	41,500	43,500	43,500
Repairs & Maintenance	70,400	74,109	72,512	119,637	160,000	120.65%	170,000	180,000	180,000
Clothing & Uniforms	11,000	9,060	11,000	11,507	10,000	(9.09%)	10,000	10,000	11,000
Vehicle Expenses	25,000	16,851	25,000	17,547	30,000	20.00%	32,000	32,000	32,000
Advertising	28,000	37,768	28,500	21,198	27,000	(5.26%)	27,000	27,500	27,500
Consultants	20,000	20,000	22,000	24,624	22,000		22,000	22,000	22,000
Services - Other	729,000	769,537	752,453	759,150	672,000	(10.69%)	683,850	701,043	758,595
Training	7,500	10,167	9,500	8,268	11,000	15.79%	11,000	11,000	11,000
Facility Improvements	50,000	69,375	50,000	41,414	50,000		52,500	55,125	57,881
Bank Charges		3,771	1,000	4,522	1,000		1,000	1,000	1,000
Amortization	969,063		969,063		969,063		969,063	969,063	969,063
Transfer to Reserves	50,000	116,604	65,000	101,559	50,000	(23.08%)	50,000	50,000	50,000
Transfer to Reserve Fund				20,600					
Interfunctional Transfers		6,370	3,500	11,865		(100.00%)			
PSAB Adjustment	-969,063		-969,063		-969,063		-969,063	-969,063	-969,063
<b>Total EXPENDITURES</b>	4,098,877	4,333,634	4,189,554	4,410,903	4,374,185	4.41%	4,533,262	4,655,302	4,809,399
<b>NET BUDGET</b>	1,823,027	2,097,875	1,895,464	2,458,869	2,165,985	14.27%	2,235,392	2,295,973	2,386,767



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G721 - Recreation - Programs

#### **DEPARTMENT OVERVIEW:**

The **Recreation Program budget** of the Community Services Department consists of operating dollars to support the following:

<b>Service</b>	<b>Particulars</b>	<b>Allocation</b>
Child & Youth Programs	Summer day camps, P.A. day camps, holiday break camps, community teen dances.	Staff time, program materials, labour.
Stratford Youth Centre	Lease of facility, agreement to support program services offered through YMCA.	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest, Leisure Activity Council, etc.	Staff time.
Corporate/Special Projects		Staff time.
55+ Active Adults Programs	Management of 900 members, volunteers, coordination, implementation, supervision, and evaluation of 25 peer-to-peer lead programs and activities	Service contract with Community Living of Stratford and Area, and staff time.
Stratford Agriplex Fieldhouse	Coordination/management of bookings during sport season (Oct – Apr); long-term leases of sport groups and Bingo Country; Fieldhouse maintenance and operations support to Ag. Society.	Staff time.
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives promoting programs and services delivered through the department's 5 divisions.	Advertising costs and staff time.
Kiwanis Community Centre	Coordination of facility bookings, rental software systems, management of daily facility operations.	Staff time.

Public Access Defibrillation	Management and evaluation of the City's AED program.	Staff time.
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**CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

- Services-Other has increased due to the acquisition of new electronic recreation management software called PerfectMind. PerfectMind will replace the redundant Class system, in service by the City since 1995. The license fee to use PerfectMind is \$35,500 per year plus taxes, at a fixed annual fee over the next 5 years. The expense of the annual license fee will be recovered through program, activity and facility revenues.

Service Reductions/Increases:

None at this time.

Revenue Reductions/Increases:

- increase in recreation program revenues to reflect historical and registration software recovery.

Options for Reductions:

None at this time.

**GENERAL COMMENTS:**

- Generally, budget increases are related to salary and benefit increases.
- Historically, a \$54,200 grant from the Ministry of Long Term Health & Care has been received to support the Active Adults (55+) recreation program; \$42,000 for operating and \$12,200 for special small capital projects. While there is no guarantee that the special small capital grant will be approved, this amount has been allocated to the Ontario Grants revenue line.
- The Stratford Youth Centre accounts for 25% of the Recreation Program budget; approximately \$87,000 in expenditures with no revenues generated.

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

No further comments.

## 2018-2019-2020 PROJECTED BUDGETS

### **GENERAL COMMENTS:**

No further comments.

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

No further comments.



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G721 - Recreation - Facilities

#### **DEPARTMENT OVERVIEW:**

In the Community Services Department, this portfolio oversees the daily operation of Rotary Complex, Allman Arena, Dufferin Arena, Kiwanis Centre/TPT, Tourism/Boathouse as well as outdoor sporting locations such as Packham Road, Upper Queens, and SERC. In addition to this it provides preventative maintenance as well as capital improvement to each location including the Cemetery and Parks buildings, as well as the Art Gallery.

#### **CHANGES FROM 2016 BUDGET:**

##### Cost Reductions/Increases:

- Part time salaries and wages have been raised moderately to reflect the increased costs for our work outdoors in summer.
- Maintenance contract budget line has been increased to include the other static contracts such as sanitary disposal and pest control. These same costs have been removed from the general services budget line where they have been charged previously.
- Heat reduced to reflect actuals from past three winters.
- Hydro increase based on a continuing hydro rate increase.
- A review of our HST on commercial activities will be conducted by the Finance division in 2017 which is expected to lead to approximately \$25K in annual savings – this is reflected in the Services Other budget line.

##### Service Reductions/Increases:

No service changes proposed.

##### Revenue Reductions/Increases:

- Facilities revenue has been adjusted down to reflect shifting the \$130,000 minor sports council grant from the Community Grant Program back to the Community Services budget.
- Grants have been removed to reflect a reduction in available funding for energy conservation projects.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

Part time salaries and wages have been raised moderately to reflect the increased costs for our work outdoors in summer. This figure is conservative by comparison to the various duties being performed which do not have offsetting revenues such as ballfield maintenance, bathroom maintenance, huge increase in staffing at splashpad for maintenance, increase in workers at Upper Queens for special events etc.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G731 CEMETERY DIVISION**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
User Fees	-60,000								
Rentals & Leases	-320,000	-297,191	-320,000	-293,318	-320,000		-320,000	-320,000	-320,000
Sale of Equipment				-5,991					
Contribution from Trust Funds		-55,466	-50,000	-68,348	-80,000	60.00%	-55,000	-55,000	-55,000
<b>Total REVENUE</b>	-380,000	-352,657	-370,000	-367,657	-400,000	8.11%	-375,000	-375,000	-375,000
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	394,640	412,743	399,200	418,849	403,300	1.03%	409,198	415,336	421,566
Utilities	12,900	13,692	13,100	14,961	14,500	10.69%	14,875	15,269	15,682
Office Administration	2,950	3,815	3,500	3,243	4,000	14.29%	4,000	4,000	4,000
Repairs & Maintenance	9,000	13,543	9,000	6,327	9,000		9,000	9,000	9,000
Clothing & Uniforms	2,000	2,235	2,000	449	2,200	10.00%	2,200	2,200	2,200
Vehicle Expenses	36,000	39,430	31,000	28,962	33,000	6.45%	34,650	36,383	38,201
Services - Other	37,500	55,643	38,000	43,077	45,000	18.42%	47,250	49,613	52,093
Training	2,000	456	2,000	171	1,000	(50.00%)	1,000	1,000	1,000
Bank Charges		1,472		2,883					
Amortization	99,141		99,141		99,141		99,141	99,141	99,141
Transfer to Reserves	40,000	80,000	40,000	45,991	40,000		40,000	40,000	40,000
Interfunctional Transfers				2,500					
PSAB Adjustment	-99,141		-99,141		-99,141		-99,141	-99,141	-99,141
<b>Total EXPENDITURES</b>	536,990	623,029	537,800	567,413	552,000	2.64%	562,173	572,801	583,742
<b>NET BUDGET</b>	156,990	270,372	167,800	199,756	152,000	(9.42%)	187,173	197,801	208,742



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G731 - Cemetery**

#### **DEPARTMENT OVERVIEW:**

The Community Services Department (Parks & Forestry Division) is responsible for the Avondale Cemetery, which is 105 acres; with 65 active acres and 40 acres yet to be developed.

The Cemetery offers a variety of interment options:

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

- Job Evaluation has increased FT Salaries over the normal yearly increase.
- Hydro has increased based on a continuing hydro rate increase.

Service Reductions/Increases:

No service changes.

Revenue Reductions/Increases:

- Contribution from Trust Funds increased to \$55,000 based on previous actuals.
- No increase in revenue as it is difficult to predict revenue from year to year.

Options for Reductions:

None noted.

**GENERAL COMMENTS:**

Now that the Cemetery operation is combined with Parks & Forestry, day to day operations have the ability to share resources, although, the large department has increased the work load on the Manager. This department would be serviced better with the addition of a Supervisory position.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G750 TRANSIT OPERATIONS**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Government Grants	-200,000		-250,000		-250,000		-200,000	-150,000	-100,000
Transit Fares	-400,000	-246,694	-300,000	-246,220	-300,000		-310,000	-310,000	-315,000
Rentals & Leases	-610,000	-597,072	-610,000	-630,380	-610,000		-610,000	-610,000	-610,000
Sales	-24,000	-19,000	-24,000	-15,661	-24,000		-24,000	-24,000	-24,000
Gain on Disposal of Assets		-236		-727					
Contribution from Reserve		-200,000		-250,000					
<b>Total REVENUE</b>	<b>-1,234,000</b>	<b>-1,063,002</b>	<b>-1,184,000</b>	<b>-1,142,988</b>	<b>-1,184,000</b>		<b>-1,144,000</b>	<b>-1,094,000</b>	<b>-1,049,000</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	1,841,328	2,026,508	1,869,137	2,124,117	1,982,000	6.04%	2,028,792	2,059,224	2,090,113
Utilities	36,400	33,449	36,400	32,738	39,000	7.14%	40,150	41,250	42,450
Materials	5,000	2,194	5,000	3,971	5,000		5,000	5,000	5,000
Office Administration	6,100	6,992	6,600	4,528	7,100	7.58%	7,100	7,100	7,100
Repairs & Maintenance	5,000	8,445	10,000	16,120	5,000	(50.00%)	5,000	5,000	5,000
Clothing & Uniforms	7,000	2,135	7,100	12,514	7,100		7,100	7,100	7,100
Vehicle Expenses	490,000	505,958	492,000	466,363	490,000	(0.41%)	500,000	500,000	500,000
Advertising	1,000		1,000	464	1,000		1,000	1,000	1,000
Conference Expenses	2,500	1,514	2,500	4,715	2,500		2,500	2,500	2,500
Services - Other	120,000	124,067	120,000	120,849	125,000	4.17%	125,000	125,000	125,000
Amortization	482,678		482,678		482,678		482,678	482,678	482,678
PSAB Adjustment	-482,678		-482,678		-482,678		-482,678	-482,678	-482,678
<b>Total EXPENDITURES</b>	<b>2,514,328</b>	<b>2,711,262</b>	<b>2,549,737</b>	<b>2,786,379</b>	<b>2,663,700</b>	<b>4.47%</b>	<b>2,721,642</b>	<b>2,753,174</b>	<b>2,785,263</b>
<b>NET BUDGET</b>	<b>1,280,328</b>	<b>1,648,260</b>	<b>1,365,737</b>	<b>1,643,391</b>	<b>1,479,700</b>	<b>8.34%</b>	<b>1,577,642</b>	<b>1,659,174</b>	<b>1,736,263</b>



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G750 - Transit**

#### **DEPARTMENT OVERVIEW:**

The Community Services Department under the Transit Division provides services on six routes not including school and factory servicing.

#### **CHANGES FROM 2016 BUDGET:**

- Conventional Transit delivery of service in 2017 will be the main focus (Route structure/design/Transit Terminal) based on recommendations from Route Review and Staff.
- The only significant change is an increase for Part time wages due to operating a Sunday service in 2017.

#### Cost Reductions/Increases:

- Part-time labour increased significantly based on the continuing of Sunday service that was introduced late in 2016.
- Part-time benefits also increased based on the increase in part-time salaries and the increased enrollment in the OMERS pension plan.

#### Service Reductions/Increases:

- Delivery of service increases to expand into areas not currently being served (i.e. Sobeys, O'Loane, High Schools).

#### Revenue Reductions/Increases:

- Although fares have increased, we are maintaining our current revenue numbers based on previous years actuals

#### Options for Reductions:

None noted.

**GENERAL COMMENTS:**

The budget shows an increase in 2017 overall mainly due to the continuing operation of Sunday Service with Part time staff.

Ontario Grant comes from Gas Tax and should be lowered as it takes away from our reserve to purchase vehicles (intended to be a short term budget adjustment).

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 BUDGET**

**G751 PARALLEL TRANSIT**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Transit Fares	-57,000	-48,609	-57,000	-46,140	-50,000	(12.28%)	-57,000	-57,000	-57,000
Donations	-2,000								
<b>Total REVENUE</b>	<b>-59,000</b>	<b>-48,609</b>	<b>-57,000</b>	<b>-46,140</b>	<b>-50,000</b>	<b>(12.28%)</b>	<b>-57,000</b>	<b>-57,000</b>	<b>-57,000</b>
<b>EXPENDITURES</b>									
Salaries, Wages & Benefits	372,547	385,202	380,944	404,035	393,432	3.28%	403,847	411,924	420,162
Office Administration	5,400	4,400	5,400	5,915	5,000	(7.41%)	5,550	5,550	5,550
Miscellaneous	500	387	500	1,054	500		500	500	500
Meeting Costs	500		500			(100.00%)	500	500	500
Clothing & Uniforms	4,000	3,887	4,000	4,424	4,000		4,000	4,000	4,000
Vehicle Expenses	31,000	26,385	27,000	20,254	27,000		27,500	28,000	28,250
Advertising	700	479	700		700		700	700	700
Conference Expenses	2,000		2,000	1,526	1,000	(50.00%)	2,000	2,000	2,000
Services - Other	5,000	4,620	5,000	9,130	5,000		5,500	6,000	6,000
<b>Total EXPENDITURES</b>	<b>421,647</b>	<b>425,360</b>	<b>426,044</b>	<b>446,338</b>	<b>436,632</b>	<b>2.49%</b>	<b>450,097</b>	<b>459,174</b>	<b>467,662</b>
<b>NET BUDGET</b>	<b>362,647</b>	<b>376,751</b>	<b>369,044</b>	<b>400,198</b>	<b>386,632</b>	<b>4.77%</b>	<b>393,097</b>	<b>402,174</b>	<b>410,662</b>



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G751 – Parallel Transit

#### **DEPARTMENT OVERVIEW:**

The Community Services Department provides Parallel Transit services under its Transit Division on short term and long term bases to Stratford residents who are unable to utilize the regular transit system due to physical limitations.

#### **CHANGES FROM 2016 BUDGET:**

There are no significant budget changes from 2016. We will continue to monitor in 2017 and take advantage of any cost reductions (labour) and service delivery increases throughout the year as per continued past practice.

##### Cost Reductions/Increases:

- Part-time benefits – increased due to the increased enrollment in OMERS pension plan.
- Vehicle Repairs – decreased due to the addition of a new Mobility Bus in late 2016.

##### Service Reductions/Increases:

No reductions or increases projected.

##### Revenue Reductions/Increases:

- Transit Fares lowered to \$50,000 as previous actuals are lower due to the fee schedule changing to match Transit fee structure leading to more customers purchasing monthly passes.

##### Options for Reductions:

- Although overtime is being maintained at an acceptable level, further monitoring and continued increased utilization of Part time staff will keep this number at a lower level.

**GENERAL COMMENTS:**

The 2017 budget shows a small increase on Part time benefits line due to majority of Staff enrolling in the OMERS Pension plan.

A minor increased ridership is directly related to our increased hours as mandated by the AODA.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 OPERATING BUDGET**

**G810 REQUISITIONS FROM OTHERS**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>EXPENDITURES</b>									
Property Assessment Services	394,000	393,651	396,000	394,314	398,000	0.51%	400,000	402,000	404,000
Perth District Health Unit	711,000	710,305	718,954	699,126	673,009	(6.39%)	690,000	710,000	730,000
Ambulance Services	2,384,000	2,295,993	2,763,799	2,667,033	2,679,414	(3.05%)	2,800,000	2,825,000	2,850,000
Spruce Lodge	387,500	387,500	489,026	485,478	491,923	0.59%	504,000	515,000	525,000
Stratford/Perth Archives	274,600	270,347	286,137	285,332	301,000	5.19%	315,000	330,000	345,000
Stratford Perth Museum	138,669	138,668	140,340	139,922	143,000	1.90%	147,000	150,000	154,000
Stratford Tourism Alliance	425,000	425,000	500,000	501,163	535,000	7.00%	540,000	545,000	550,000
Annexation Agreement	575,000	571,189	575,000	606,680	600,000	4.35%	610,000	625,000	640,000
County Roads Agreement	1,560,000	1,563,422	1,897,627	1,960,456	1,935,000	1.97%	2,050,000	2,110,000	2,175,000
Seed Co	606,000	606,000	576,115	576,115	585,557	1.64%	597,268	609,213	621,397
<b>Total EXPENDITURES</b>	<b>7,455,769</b>	<b>7,362,075</b>	<b>8,342,998</b>	<b>8,315,619</b>	<b>8,341,903</b>	<b>(0.01%)</b>	<b>8,653,268</b>	<b>8,821,213</b>	<b>8,994,397</b>
<b>NET BUDGET</b>	<b>7,455,769</b>	<b>7,362,075</b>	<b>8,342,998</b>	<b>8,315,619</b>	<b>8,341,903</b>	<b>(0.01%)</b>	<b>8,653,268</b>	<b>8,821,213</b>	<b>8,994,397</b>



## **2017 OPERATING BUDGET NOTES**

### **DEPARTMENT: G810 – Requisitions from Others**

#### **DEPARTMENT OVERVIEW:**

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

- MPAC – Cost based on legislated provincial assessment apportionment.
- Stratford/Perth Archives – Cost is based on agreement at 44% Stratford/56% County.
- Stratford/Perth Museum – Cost is based on agreement at 60% Stratford/40% County, with an annual increase based on CPI.
- Stratford Economic Enterprise Development Co. – Annual tax levy request.
- Stratford Tourism Alliance – Annual tax levy request.
- Annexation Agreement – Compensation payments made under various annexation agreements to the respective Townships.
- Perth District Health Unit, Ambulance Service, Spruce Lodge, County Roads, and Social Services are cost shared between the City of Stratford and the County of Perth under a 2012 agreement based on "notional assessment". St. Marys' costs are apportioned under old service specific agreements. There are negotiations under way to change the cost sharing formula and to include all 3 parties into the same agreement for these services.

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Cost increases are based on the 2017 Budget Municipal Liaison Committee budget submissions.

The Stratford Tourism Alliance has requested an increase of \$50,000 to their annual levy in 2017. However, City staff has only included an increase of \$35,000 and recommend that the loan payments due to the City, from the STA, be adjusted accordingly to meet the final approved 2017 Levy. The current annual loan payments are \$42,187.50 and the balance owing at the end of 2016 will be \$168,750.

Furthermore, an additional \$50,000 was originally added to the STA 2017 budget request to hire an Event Coordinator. A business case was later presented for a new Communications position. This was approved for 2017, and the \$50,000 was moved from the STA budget to the CAO budget to be used for this new position.

Service Reductions/Increases:

Nothing noted.

Revenue Reductions/Increases:

Nothing noted.

Options for Reductions:

Most of these costs are legislated or under agreement with Council having very little discretion. The exception is SEED Co. and STA – these costs are at the full discretion of Council.

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No further comments.

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

No further comments.

**CITY OF STRATFORD 2017 OPERATING BUDGET**

**G820 OTHER MUN SERVICES/PROGRAMS**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>EXPENDITURES</b>									
Parks Patrol	38,717	35,114	39,104	33,913	39,495	1.00%	39,495	39,495	39,495
911 Dispatching	13,000	13,312	13,000	14,921	13,000		15,000	15,000	15,000
Active Transportation	12,160	12,160	15,200	15,200	15,200		15,200	15,200	15,200
Heritage Stfd (Lacac)	23,500	12,913	23,951	6,614	23,818	(0.56%)	23,818	23,818	23,818
2017 Sesquicentennial	7,450	7,450	45,889	45,889	65,776	43.34%			
Municipal Liaison Committee	400	400			310		310	310	310
Accessibility Advisory Commity	9,200	9,200	9,135	9,135	9,034	(1.11%)	9,034	9,034	9,034
Integrated Accessibility Stand	47,000	22,170	40,000	12,935	30,000	(25.00%)	30,000	30,000	30,000
Environmental Study Committee	12,750	12,750	13,557	13,557	13,443	(0.84%)	13,443	13,443	13,443
Christmas Decorations	5,897	6,101	6,000	5,645	6,000		6,000	6,000	6,000
Stfd Town & Gown Committee	5,550	5,400	7,313	7,313	8,264	13.00%	8,264	8,264	8,264
Stratfords Of The World	3,750	3,750	3,492	3,492	3,444	(1.37%)	3,444	3,444	3,444
Chamber Of Commerce Grant	3,241	3,298	3,338	3,397	3,438	3.00%	3,541	3,647	3,757
Communities In Bloom	13,000	13,000	21,096	21,096	16,234	(23.05%)	16,234	16,234	16,234
<b>Total EXPENDITURES</b>	195,615	157,018	241,075	193,107	247,456	2.65%	183,783	183,889	183,999
<b>NET BUDGET</b>	195,615	157,018	241,075	193,107	247,456	2.65%	183,783	183,889	183,999



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G820 - Other Municipal Services

#### **DEPARTMENT OVERVIEW:**

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

#### **CHANGES FROM 2016 BUDGET:**

Cost Reductions/Increases:

Parks Patrol – 1% overall increase

911 Dispatching – contract to remain the same for the next few years

Advisory Committees – salaries & wages, benefits, office supplies and advertising are a transfer from the Clerks division and are based on previous year usage. The committee requests are:

- Active Transportation – requesting \$7,500 (same as 2016) – various initiatives.
- Heritage Stratford – requesting \$17,100 (same as 2016).
- Sesquicentennial committee – requesting \$60,000 (\$20,000 increase from 2016) – scheduled for delegation November 21<sup>st</sup> budget meeting.
- Municipal Liaison – minimal cost to provide a recording secretary for MLC meetings hosted by the City.
- Accessibility – requesting \$2,800 (same as 2016).
- Energy & Environment – requesting \$7,500 (same as 2016).
- Town & Gown – requesting \$3,000 (Increase of \$1,000 from 2016).
- Stratfords of the World – \$800 (same as 2016).
- Communities in Bloom – requesting \$10,000 (\$5,000 decrease from 2016 – 2016 was one-time increase in order to host the 2016 annual conference).

Christmas Decorations – setup/takedown/repairs for City Hall decorations – status quo.

Chamber of Commerce – requested increase on fee for service is 3%.

Accessibility Standards – decrease based on the amount of contracted work estimated to be required in 2017.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

None noted.

Options for Reductions:

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

**GENERAL COMMENTS:**

No additional comments.

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

No additional comments.

**2018-2019-2020 PROJECTED BUDGETS**

**GENERAL COMMENTS:**

No additional comments.

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

No additional comments.

**CITY OF STRATFORD 2017 OPERATING BUDGET**

**G872 GENERAL GRANTS**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
<b>REVENUE</b>									
Contribution from Reserves	-10,000	-10,000	-5,000	-5,000	-10,000				
<b>Total REVENUE</b>	-10,000	-10,000	-5,000	-5,000	-10,000	0	0	0	0
<b>EXPENDITURES</b>									
Stfd General Hospital Expansion	300,000	300,000	250,000	250,000	250,000				
Minor Sports Ice Subsidy	126,600	153,433	126,000	155,175		(100.00%)			
Contingency	3,000	1,788	28,638	4,617	30,000	4.76%			
Community Living Strfrd & Area	3,000	3,000			3,000				
United Way Perth-Huron	27,000	27,000	27,000	27,000	28,000	3.70%			
Poppy Day Committee	350	350	350	350	350				
Kiwanis Music Festival - Scholarships	1,750	1,000	1,000	1,000	1,000				
Strfrd-Perth Community Foundation	5,000	5,000	5,000	5,000	5,000				
Family Services Perth-Huron	9,500	9,500		9,500	9,500				
Stratford Summer Music	20,000	19,954	20,000	20,000	20,000				
Civic Beautification Committee	650	650	10,700	10,700	700	(93.46%)			
Canada Day Celebrations	7,000	7,000	7,000	7,000	10,000	42.86%			
Santa Claus Parade	1,500	1,500	1,500	1,500	1,500				
Winterfest	15,000	15,000	15,000	15,000	15,000				
Lawn Bowling Club	6,000	6,000	6,000	6,000	4,500	(25.00%)			
ONE CARE Home & Community Supp	22,000	22,000	11,000	17,387	13,975	27.05%			
Gallery Stratford	43,000	43,000	43,000	43,000	43,000				
Stratford Concert Band	3,000	3,000	1,500	1,500	1,500				
Horticultural Society	9,000	9,000	9,000	9,000	9,000				
Stratford Chefs School Award	2,500	2,500	500	500		(100.00%)			
Festival-City Of Strtrfd Award	500	500	500	500	500				
Off The Wall - Stfd Artists Alliance	2,000	2,000	2,000	2,000	2,000				
Kiwanis Club - rental reduction	3,000	3,000	3,000	3,000	3,000				
Aids Action Perth	1,000	1,000							
Stratford Symphony Orchestra	6,500	6,500	6,500	6,500	6,500				
Conference Allocation	10,000		15,000	14,100	10,000	(33.33%)			

**CITY OF STRATFORD 2017 OPERATING BUDGET**

**G872 GENERAL GRANTS**

	2015 Budget	2015 Actuals	2016 Budget	2016 Actuals unaudited	2017 FINAL Budget	% Change 2017/16 Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget
Junior Achievement	2,000	2,000	2,000	2,000	2,000				
Rib/Blues Fest	3,000	3,000							
Doors Open Stratford	750	750							
Stfd Intl. Children's Theatre Festival	8,000	8,000	18,000	17,863		(100.00%)			
Canadian Dairy XPO	5,000	5,000							
Springworks Festival	3,200	3,200	5,506	2,433	9,500	72.54%			
Stratford Dog Park Association	2,300	2,115	2,500	2,108	4,000	60.00%			
Canadian Cancer Soc - Relay For Life	400	400							
Inner Chamber	500	500		500	500				
Diary XPO Parking	34,260	34,260							
Local Community Food Centre	2,000	2,000	3,000	3,000	3,000				
Ms Walk Committee 2015	234	234							
Stratford Roller Sport Alliance	5,000	5,000	5,000	4,453		(100.00%)			
Stratford-Perth Humane Society	25,000	25,000	25,000	25,000	25,000				
Residential Hospice	25,000	25,000	25,000	25,000	25,000				
Stratford & District Ag Society	15,000	15,000	5,000	5,000					
Victorian Order Of Nurses	5,000	5,000							
Municipal Golf Course	18,400	18,400							
CIP - Brownfields		2,750		7,050					
Kiwanis Garlic Festival			500	500	500				
Music & Opera Appreciation Inc			700	700	700				
Stratford City Centre Committe			1,000	500	11,500	1,050.00%			
Canadian Jr Curling Champion			45,500	45,500		(100.00%)			
Stratford Lions Club - Baseball Tournm.					6,500				
Optimism Place					5,000				
Playmakers! Theatre School					1,000				
<b>Total EXPENDITURES</b>	783,894	801,284	728,894	751,936	562,225	(22.87%)	552,225	552,225	552,225
<b>NET BUDGET</b>	773,894	791,284	723,894	746,936	552,225	(23.71%)	552,225	552,225	552,225



## 2017 OPERATING BUDGET NOTES

### DEPARTMENT: G872 - Community Grants

#### **DEPARTMENT OVERVIEW:**

The City provides grants to a variety of community organizations and special events in such areas as beautification, arts, recreation and social services. In-kind grants are also included in this budget for such items as waiving of fees and forgiveness of loans.

#### **CHANGES FROM 2016 BUDGET:**

##### Cost Reductions/Increases:

While the original 2017 budget request of \$647,894 was a decrease from the 2016 budget which was set at \$723,894; it actually represented an overall budget increase of \$50,000. The two notable changes affecting this result were:

- \$126,000 Minor Sports subsidy was moved to the Community Services budget.
- \$50,000 was originally reduced from the 2016 Hospital contribution - it was added back in the 2017 budget and then taken out – final contribution approved at \$250,000.

##### Service Reductions/Increases:

Nothing noted.

##### Revenue Reductions/Increases:

Nothing noted.

##### Options for Reductions:

Nothing noted.

### **GENERAL COMMENTS:**

Starting with the 2016 grants process, evaluation and recommendations to Council for all individual grant requests have been removed from the formal budget process and conducted by the Community Grants Evaluation Committee, which is comprised of two Councillors and three staff.

This committee met to review and deliberate the 43 grant requests received for 2017, using the eligibility criteria set by Council in 2016.

Final Council approvals for 2017 grants were made on December 12, 2017, to allow timely notification of decisions to the applicants.

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

No further comments.

## **2018-2019-2020 PROJECTED BUDGETS**

### **GENERAL COMMENTS:**

The Community Grants Evaluation Committee has also been reviewing what types of groups the City funds, funding criteria, evaluation process and other changes that could be implemented for future grant years to make the grants process more efficient for City staff, and fair and equitable for applicants.

It is anticipated that a new Community Grants policy can be tabled in 2017 which will address all of these matters for the 2018 grants process.

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

No further comments.