

**2013 OPERATING BUDGET
CITY OF STRATFORD**

<u>DEPARTMENT</u>	<u>ACCOUNT #</u>
General Revenues	G100
Mayor's Office	G101
City Council Services	G102
City Administrator's Office	G111
Human Resources	G112
City Clerk's Office	G121
Financial Services	G131
Information Technology Services	G134
Parking	G135
Crossing Guards	G136
General Financial Services	G139
City Building Maintenance	G141
Fire	G211
Police	G231
Building & Planning	G251
Engineering	G310
Roads	G320
Sanitary	G330
Storm	G340
Water	G350
Waste	G360

<u>DEPARTMENT</u>	<u>ACCOUNT #</u>
Public Library	G411
Economic Development	G511
Airport	G512
Social Services/Ontario Works	G611
Anne Hathaway Day Care	G613
Housing	G615
Child Care	G616
Early Learning & Child Development	G617
Parks	G711
Recreation (Summary)	G721
- Facilities	
- Programs	
Cemetery	G731
City Transit	G750
Parallel Transit	G751
Requisitions from Others	G810
Other Municipal Services	G820
Grants	G872

CITY OF STRATFORD 2013 BUDGET

<u>GENERAL REVENUES - G100</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Bill 79 Adjustment	-8,500	-8,500	-8,500	-8,500	-8,500
University of Waterloo	0	-1,275	-5,000	-5,000	-5,000
Stratford General Hospital	-22,200	-22,200	-22,200	-22,200	-22,200
Perth County Jail	-3,750	-3,750	-3,750	-3,750	-3,750
Education P.I.L.	-187,000	-140,000	-140,000	-140,000	-140,000
Railway Taxable	-5,600	-5,600	-5,600	-5,600	-5,600
Fest. Hydro Investment Income	-2,278,900	-2,382,615	-2,302,615	-2,302,615	-2,302,615
TOTAL GENERAL REVENUES	-2,505,950	-2,563,940	-2,487,665	-2,487,665	-2,487,665

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-2,505,950	-2,563,940	2.31%
Expenditures	0	0	0
Net	-2,505,950	-2,563,940	2.31%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Councillor McManus that the 2013 G100 General Revenues budget be adopted as presented at the November 27, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of -\$2,483,940. Carried. (Nov.27/12)

Motion by Councillor Ritsma and Councillor Mark that the G100 General Revenues 2013 budget be increased by \$80,000., representing Festival Hydro dividends. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#41.)

By-Law 12-2013 approved by Council January 28, 2013

G100 Net Budget -\$2,563,940.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G100 – GENERAL MUNICIPAL REVENUES

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2012 BUDGET:

New Programs/Costs:

Education portion of PILs has been reduced in 2013 by \$47,000 to reflect the provincial decrease in business education tax rates. As an example, since the Province announced the BET reduction program in 2008, commercial education rates in Stratford have decreased by 34%. While this has a negative effect on PILs where the City retains the education tax, the overall benefit to the community businesses greatly outweighs this impact.

Options for Reductions:

New revenue in 2013 will be a small PIL for the University.

A 3% increase from Festival Hydro Inc. common and preferred share dividends has been budgeted for 2013.

GENERAL COMMENTS:

The Province of Ontario is currently reviewing the OMPF (Ontario Municipal Partnership Fund). While we are optimistic this may lead to the City receiving a portion of this grant again in the future, no details of this review are currently available.

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

	2012	2013 Estimate
Interest on Demand Loan of \$15,600,000 at 7.25%	\$ 1,131,000	\$ 1,131,000
FHI Common Share Dividend	790,500	814,215
FHI Preferred Share Dividend	305,000	314,150
FHSI Demand Note of \$372,000	27,900	27,900
FHSI Common Share Dividend	24,500	24,500
TOTAL	\$2,278,900	\$2,311,765

ADMINISTRATOR'S COMMENTS:

We have increased the common and preferred share contributions from Festival Hydro Inc. by 3%.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

It is expected the PIL from the University will grow in the future as the number of students increases.

ADMINISTRATOR'S COMMENTS:

We have increased the common and preferred share contributions by Festival Hydro Inc. by 3%.

CITY OF STRATFORD 2013 BUDGET

MAYOR'S OFFICE - G101

EXPENDITURES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Conferences	7,300	7,300	7,300	7,300	7,300
Administration	73,725	75,675	76,975	78,275	79,600
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	81,025	82,975	84,275	85,575	86,900
NET BUDGET G101	81,025	82,975	84,275	85,575	86,900

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	81,025	82,975	84,275	85,575	86,900

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	0	0.00%
Expenditures	81,025	82,975	2.41%
Net	81,025	82,975	2.41%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor Smythe that the 2013 G101 Mayor's Office operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$82,975. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#32.)

By-Law 12-2013 approved by Council January 28, 2013

G101 Net Budget \$82,975.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G101 – MAYOR

DEPARTMENT OVERVIEW:

This budget contains normal expenditures for the Mayor including remuneration, travel and special initiatives.

CHANGES MADE FROM 2012 BUDGET

Cost Reductions:

There are no significant changes proposed to this budget.

Service Reductions:

There are no significant changes proposed to this budget.

Revenue Increases:

There are no revenue opportunities in this budget.

Other:

None noted.

GENERAL COMMENTS:

The only reason for the increase in the budget above 2% is for internet costs. It is a small increase.

ADMINISTRATOR'S COMMENTS:

The overall increase for Mayor and Council is below 2%.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Other than inflationary increases, there are no trends of note.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

CITY COUNCIL - G102

REVENUE

Blue Jay Day Event

TOTAL REVENUES

EXPENDITURES

Administration

Meetings

Receptions & Events

Amortization

TOTAL EXPENDITURES

NET BUDGET G102

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Blue Jay Day Event	-20,000	-20,000	-20,000	-20,000	-20,000
TOTAL REVENUES	-20,000	-20,000	-20,000	-20,000	-20,000
<u>EXPENDITURES</u>					
Administration	186,050	189,525	193,470	199,680	199,358
Meetings	7,500	7,500	7,500	7,500	7,500
Receptions & Events	52,500	52,500	52,500	52,500	52,500
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	246,050	249,525	253,470	259,680	259,358
NET BUDGET G102	226,050	229,525	233,470	239,680	239,358

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	226,050	229,525	233,470	239,680	239,358

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-20,000	-20,000	0.00%
Expenditures	246,050	249,525	1.41%
Net	226,050	229,525	1.54%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor McManus that remuneration for City Councillors be frozen for 2013. Defeated. (Nov.20/12)

Motion by Councillor Ritsma and Councillor McManus that the 2013 G102 City Council operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$229,525. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#33.)

By-Law 12-2013 approved by Council January 28, 2013

G102 Net Budget \$229,525.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G102 – COUNCIL

DEPARTMENT OVERVIEW:

This budget contains such matters as remuneration, travel, conferences and public receptions. It also includes long service awards and special events.

CHANGES MADE FROM 2012 BUDGET

Cost Reductions:

There are no cost reduction opportunities.

Service Reductions:

No service reductions are proposed.

Revenue Increases:

There are no revenue opportunities in this budget.

Other:

Nothing of note.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

This budget may have to be increased in 2015 to provide for our submission to FCM proposing that the 2016 Board of Directors meeting take place in Stratford.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

CAO'S OFFICE - G111

EXPENDITURES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Administration	386,310	474,205	426,115	434,185	442,240
Amortization	4,000	2,920	2,920	2,920	2,920
TOTAL EXPENDITURES	390,310	477,125	429,035	437,105	445,160
NET BUDGET G111	390,310	477,125	429,035	437,105	445,160

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	(4,000)	(2,920)	(2,920)	(2,920)	(2,920)
Less Transfer from Reserves	0	(60,000)	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-4,000	-62,920	-2,920	-2,920	-2,920

TOTAL TAX LEVY	386,310	414,205	426,115	434,185	442,240
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	(60,000)	0.00%
Expenditures	386,310	474,205	22.75%
Net	386,310	414,205	7.22%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Brown and Councillor Henderson that the 2013 G111 C.A.O.'s Office operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$414,205. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#34.)

By-Law 12-2013 approved by Council January 28, 2013

G111 Net Budget \$414,205.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G111 – OFFICE OF THE CAO

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 consists of the CAO and two 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 such as the use of a communications consultant to develop key messages for key initiatives and to undertake small studies that come up through the year that are not otherwise in the budget.

CHANGES MADE FROM 2012 BUDGET

Cost Reductions:

To achieve a two percent increase in the net budget, I have further reduced the following accounts:

- Consultants - \$8,000 to \$7,000*
- Legal - \$6,840 to \$5,000

Service Reductions:

In order to accommodate these reductions, I will need to be cautious on the use of these expenditures. Much of this allotment is for unforeseen matters so it is partly a matter of risk and partly a matter of finding alternative ways of seeking this information or in seeking expert advice. In any event, it will mean that we will need to use fewer of these services.

Revenue Increases:

There are no revenue opportunities in this department.

Other:

GENERAL COMMENTS:

There is one significant change in this budget. There are a number of initiatives that I believe that we need to pursue in 2013 and in the years ahead if the City wishes to continue to explore strategies on ensuring that it is a centre of innovation and to help us to manage change effectively in a complex society and environment. Some of the matters that I believe we should pursue in 2013 and which I have highlighted in my overall report include:

1. A comprehensive review of land needs for the City's capital facilities.
2. A review of the City's strategic priorities.
3. Updated Communications plan and strategy.
4. Administrative market remuneration review.
5. Corporate policy analyst.
6. Review city branding.

To accommodate these initiatives, we have proposed to set up a corporate strategic initiatives fund administered by the CAO's office. We would start with an influx of \$60,000 from the City's working capital reserve and budget \$20,000 annually as a revenue source into it. Any unspent funds in this line item in any year would be transferred to reserves.

ADMINISTRATOR'S COMMENTS:

No further comment.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflation and reflect the additional \$20,000 annual contribution.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>HUMAN RESOURCES - G112</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>EXPENDITURES</u>					
Administration	421,840	477,012	486,552	496,283	506,209
Labour Relations	14,550	14,550	14,841	15,138	15,441
Training	20,600	30,000	30,600	31,212	31,836
Employee Medicals/Assistance	26,000	10,000	10,200	10,404	10,612
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	482,990	531,562	542,193	553,037	564,098
NET BUDGET G112	482,990	531,562	542,193	553,037	564,098

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	482,990	531,562	542,193	553,037	564,098

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	0	0.00%
Expenditures	482,990	531,562	10.06%
Net	482,990	531,562	10.06%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Beatty and Councillor Culliton that the G112 Human Resources operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$538,562. Carried. (Nov.14/12)

Motion by Councillor Brown and Councillor McManus that the G112 Human Resources 2013 budget be reduced by \$5,000., as a result of a salary and benefits review. Carried. (Jan.15/13)

Motion by Councillor Brown and Councillor Smythe that the G112 Human Resources 2013 budget be reduced by \$2,000., representing advertising. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#14.)

By-Law 12-2013 approved by Council January 28, 2013

G112 Net Budget \$531,562.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G112 - HUMAN RESOURCES

DEPARTMENT OVERVIEW:

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

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

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

Services provided:

Administration and Policy Development

Provide HR advice and guidance to support the achievement of corporate and departmental objectives by individuals, groups and teams.

Ensure legislative and collective agreement compliance in all corporate and departmental policies and practices that affect employees.

Manage confidential employee records in accordance with corporate policies.

Provide workforce data analysis to support decision making.

Labour Relations

Negotiate six collective agreements with our bargaining units with a view to maintaining positive, functioning and financially viable relationships with our employees.

Minimize legal risk in employment and labour matters.

Administer the grievance process.

Ensure that labour and employee relations governed by collective agreements, policies, practices and legislation contribute to the effectiveness of individuals, groups and teams in achieving corporate goals and objectives.

Provide skills development for management staff in collective agreement administration and employee relations.

Provide consultative services within HR and for Senior Management on employee and labour relations.

Recruitment

Develop, recommend and implement recruitment and selection policies, programs, practices and strategies that attract and secure the best qualified applicants to achieve corporate goals and objectives.

Organizational Development

Provide opportunities for individuals, groups and teams to develop their potential and effectively contribute to the achievement of departmental and corporate goals and objectives.

Priorities include the enhancement of the organization's culture; learning and development; change management; legal compliance, interventions to address specific issues and organizational needs assessments and analysis.

Compensation and Recognition

Attract, retain and motivate employees in achieving corporate goals and objectives through job satisfaction, competitive total compensation policies and other recognition.

Ensure internal equity and compliance with The Pay Equity Act, and negotiated Job Evaluation Plans.

Benefits Administration

Monitor and recommend employee benefit programs and providers that reflect best practices, are cost efficient and effective and that are compliant with corporate policies, collective agreements and legislative requirements.

Health, Safety and Wellness

Support management in their understanding and ability to respond to health and safety concerns to ensure all employees work in a healthy and safe environment; prevent accidents, illnesses and injuries; review and improve corporate compliance with the Occupational Health and Safety Act and Regulations.

By way of program development and consultation, support managers with corporate compliance with the WSIB programs, attendance, disability and return to work programs for occupational and non-occupational injuries, illness and disability accommodation.

Manage the Employee Assistance Program.

Provide and coordinate health and safety training & education.

Corporate Training

Provide and coordinate corporate training initiatives.

CHANGES MADE FROM 2012 BUDGET

Cost Reductions:

No cost reductions in 2013.

Service Reductions

No service reductions in 2013.

Revenue Increases:

No revenue opportunities for 2013.

Other:

Additional staff, Human Resource Coordinator.

Additional resources for HRIS resource and development.

Development of Corporate Physical Demands Analysis (PDA's) in conjunction with the University of Waterloo.

Additional Corporate Training initiatives including, Performance Management, Workplace Harassment Investigation and Harassment Training.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

The increases in the budget result from the approval for an additional full time coordinator where the costs for the full year are in the budget and additional training.

Please consider these as investments that should translate into more effective management of the City's human resources.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budgets are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>CLERKS - G121</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Fees	-41,000	-42,000	-43,000	-44,000	-44,000
Accessibility Training Recovery	-4,500	-4,500	-4,500	-4,500	-4,500
Licencing/Permits	-158,661	-136,000	-137,360	-138,733	-140,000
TOTAL REVENUES	-204,161	-182,500	-184,860	-187,233	-188,500
<u>EXPENDITURES</u>					
Council Initiatives	5,000	5,000	5,000	5,000	5,000
Administration	544,150	513,893	521,000	534,130	545,530
Notices & Advertising	43,000	40,500	40,450	42,450	42,450
Legal	22,000	23,000	23,500	24,000	24,000
Election Services	2,000	2,000	120,000	3,000	3,000
Amortization	6,000	4,379	4,379	4,379	4,379
TOTAL EXPENDITURES	622,150	588,772	714,329	612,959	624,359
NET BUDGET G121	417,989	406,272	529,469	425,726	435,859

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	(6,000)	(4,379)	(4,379)	(4,379)	(4,379)
Less Transfer from Reserves	0	0	(82,000)	0	0
Plus Transfer to Reserves	27,000	30,000	0	30,000	30,000
TOTAL ADJUSTMENTS	21,000	25,621	-86,379	25,621	25,621
TOTAL TAX LEVY	438,989	431,893	443,090	451,347	461,480

BUDGET COMPARISON 2012-2013

	2012 BUDGET	2013 BUDGET	% CHANGE
Revenue	-204,161	-182,500	-10.61%
Expenditures	643,150	614,393	-4.47%
Net	438,989	431,893	-1.62%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor McManus that the 2013 G121 City Clerk's Office operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$466,805. Carried. (Nov.20/12)

Motion by Councillor Ritsma and Councillor Henderson that Advisory Committee costs be attributed directly to the individual committee budgets. Carried. (Dec.04/12)

Motion by Mayor Mathieson and Councillor Nickel that Advisory Committee costs be transferred from Clerks G121 to Other Municipal Services G820, resulting in a new net budget for G121 of \$436,893. and \$155,265. for G820....Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (reduced \$5,000. for AODA transfer to G820) #55.; #28.

By-Law 12-2013 approved by Council January 28, 2013

G121 Net Budget \$431,893.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G121 – CORPORATE SERVICES – 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, Planning Act* and other related statutes, as well as directions from City Council, the CAO and Director of Corporate Services;
- to provide legislative support to Council and Committees;
- to prepare Agendas, Minutes, By-laws and Agreements and related corporate documents;
- to commission documents, issue marriage licenses, conduct civil ceremonies, issue burial permits;
- to record Council and Committee proceedings and maintain the official records of the City (by-laws, minutes, agreements etc);
- to respond to requests for access to municipal records received under the *Municipal Freedom of Information and Protection of Privacy Act*;
- to serve as a general information office with respect to a broad range of inquiries from the public;
- to conduct municipal and school board elections;
- to provide business licensing, bicycle licensing, pet licensing programs; municipal lottery licensing program;
- to provide secretarial services and administrative support to City advisory committees, ad-hoc committees and working groups as determined by Council.

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

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

CHANGES MADE FROM 2012 BUDGET

Cost Reductions:

- None proposed

Service Reductions:

- None proposed

Revenue Increases:

- Business Licensing fees will increase for 2013, based on the 2012 CPI (once determined based on October CPI Index and actuals from 2012).

Other:

- The \$3,100 shown for Bill 130 is the amount budgeted for In-Camera Investigation Services. Staff recommend that any amount remaining at the end of each year be reserved to off-set investigation costs in subsequent years.
- The Integrated Accessibility Standards legislated by the Province came into effect in June 2011. These Integrated Accessibility Standards cover information and communications standards, employment standards and transportation standards. Built Standards will be legislated shortly. Staff are working to meet the compliance deadlines for 2013 set out in the Standards. There will be policy development and mandatory training requirements for Council, staff, volunteers and third-party service providers in 2013.
- \$27,000 is budgeted to Transfer to Election Reserve to fund the 2014 Election Budget. [see also General Comments under 2014-2015-2016 Projected Budgets for additional information regarding communications and election equipment]
- There is a reduction in lottery licensing revenue that began during the second half of 2012. As previously reported to Finance Sub-committee, a reduction in the number of weekly bingo events played at Bingo Country has been implemented by the hall operator and bingo association. This is projected to result in a reduction of \$10-15,000 in revenue per year for the Clerk's Office.
- A separate report is being prepared for 2013 budget deliberations of the cost to establish a new Animal Welfare Advisory Committee. The report outlines the costs for secretarial services, administrative support and operating expenses. These costs have not been included in the 2013 Clerk's Office Budget at this time.
- A separate report is being prepared for 2013 budget deliberations on the cost to provide secretarial services and administrative support for a new ICF Advisory Committee. These costs have also not been included in the 2013 Clerk's Office Budget at this time.

GENERAL COMMENTS:

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

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

Table 1 is a comparison of data of some of the services provided through the Clerk's Office.

*2012 – as of July 31, 2012

TABLE 1	2008	2009	2010	2011	*2012
Number of Council/Committee Meetings	122	114	95	110	65
Number of Sub-committee Meetings	78	75	61	63	30
Number of In-Camera Sessions	32	31	23	19	12
Number of Advisory Committee Meetings	42	41	47	53	34
Business Licences Issued	37	33	38	39	36
Marriage Licences Issued	283	252	222	219	151
Death Registrations	468	455	434	437	266
Civil Ceremonies Conducted	40	38	35	28	17

TABLE 1	2008	2009	2010	2011	*2012
By-laws Adopted	169	233	157	140	91
Commissioning of Documents (# of)	154	119	148	124	75
Temporary Street Closure Applications	28	48	60	41	39
Lottery Licences Issued – See Note #1	305	146	143	134	103
Number of Auditorium Bookings – events held	19	28	32	15	14

Note 1 – the figure for 2008 is the number of individual bingo lottery licenses issued in 2008. Since then, one bingo lottery license for a 6-month period is issued to each bingo organization, resulting in fewer licenses issued, but the same number of bingo events player as in previous years.

The number of bingo lottery licenses again changed in July 2012, when the hall operator and bingo association decided to reduce the number of bingo events played per week.

ADMINISTRATOR’S COMMENTS:

I would recommend that the services Clerk’s provides for City committees be charged to those committees and that the budget be amended accordingly. While this will not save any money in the overall City budget, it will highlight the cost of these services to those using them which I believe is worthwhile and good policy.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Possible reduction in revenue of \$10,000 in 2013 if the Province proceeds to up-load vital statistic registrations to the Province and funeral homes.

For the 2014 election, the estimate for the amount needed to conduct the municipal and school board election is \$100,000, excluding amounts for a communications plan and for vote counting equipment.

If vote counting machines are required for the 2014 election, an additional amount of \$25-\$30,000 is required to purchase or rent equipment. The existing city-owned machines are no longer serviced or maintained by the supplier. By 2014, the machines will have been unused for 8 years. This additional amount would be reflected in the capital budget, if required.

The \$100,000 election reserve does not include an amount to conduct a city-wide communication plan for electors. In reviewing the feedback from electors and election staff, communications was a factor in the 2010 election with an implementation of a new voting system. Whether or not the City proceeds with e-voting or traditional paper ballot in 2014, a communications plan will be important in effectively communicating with electors. To address this, \$20,000 is requested in 2014 in addition to the \$100,000 already in the election reserve.

ADMINISTRATOR’S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>FINANCIAL SERVICES - G131</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Tax Certificates	-25,000	-22,000	-23,000	-23,000	-24,000
Recoverables	-111,535	-106,942	-107,000	-108,000	-109,000
Interest on Accounts	-1,600	-2,000	-2,000	-2,000	-2,000
TOTAL REVENUES	-138,135	-130,942	-132,000	-133,000	-135,000
<u>EXPENDITURES</u>					
Treasury Administration	954,134	953,500	970,740	988,295	1,006,771
Tax Administration	322,813	329,450	336,140	342,454	348,894
Tax Billing & Collections	3,000	3,000	3,000	3,000	3,000
Amortization	13,500	9,852	9,852	9,852	9,852
TOTAL EXPENDITURES	1,293,447	1,295,802	1,319,732	1,343,601	1,368,517
NET BUDGET G131	1,155,312	1,164,860	1,187,732	1,210,601	1,233,517

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-13,500	-9,852	-9,852	-9,852	-9,852
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-13,500	-9,852	-9,852	-9,852	-9,852
TOTAL TAX LEVY	1,141,812	1,155,008	1,177,880	1,200,749	1,223,665

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-138,135	-130,942	-5.21%
Expenditures	1,279,947	1,285,950	0.47%
Net	1,141,812	1,155,008	1.16%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Smythe and Councillor McManus that the 2013 G131 Financial Services operating budget be adopted as presented at the November 27, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$1,155,008. Carried. (Nov.27/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#42.)

By-Law 12-2013 approved by Council January 28, 2013

G131 Net Budget \$1,155,008.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G131 – FINANCIAL SERVICES

DEPARTMENT OVERVIEW:

The Financial Services budget includes five core functions: Finance, Taxation, Purchasing, Payroll, and Budget. Being service oriented, 85% of the total expenditures are salaries and benefits with the balance of expenditures being auditors, postage, office supplies, telephone, and training. There are some revenues coming from tax certificates and an internal transfer from the Social Services Department. The budget includes status quo staffing of 13.5 FTEs.

CHANGES FROM 2012 BUDGET:

New Programs/Costs:

The increase from 2012 is approximately 1.16%; however the functional increase is 1.9% as \$9,000 for the Agricultural Society Audit has been transferred to the Grants Budget. Important to note, at the suggestion of municipal staff, quotes for the Agricultural Society Audit have been received and will lead to over \$5,000 in annual savings for 2012 and 2013.

No other program or cost changes have been identified.

Options for Reductions:

There is very little opportunity for reductions without decreasing core service levels.

GENERAL COMMENTS:

No further comments

ADMINISTRATOR'S COMMENTS:

No further comments.

2014 – 2015 - 2016 PROJECTED BUDGETS

GENERAL COMMENTS:

The projected future budgets reflect inflationary costs. No major changes are expected in the near future.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**INFORMATION
TECHNOLOGY - G134**

REVENUE

Social Services PC Leasing

TOTAL REVENUES

EXPENDITURES

Administration

Maintenance & Support

Amortization

TOTAL EXPENDITURES

NET BUDGET G134

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Social Services PC Leasing	-54,197	-55,280	-56,386	-57,513	-52,000
TOTAL REVENUES	-54,197	-55,280	-56,386	-57,513	-52,000
<u>EXPENDITURES</u>					
Administration	440,425	468,640	473,079	476,586	480,164
Maintenance & Support	261,461	267,093	267,711	270,636	273,604
Amortization	230,000	166,031	166,031	166,031	166,031
TOTAL EXPENDITURES	931,886	901,764	906,821	913,253	919,799
NET BUDGET G134	877,689	846,484	850,435	855,740	867,799

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-230,000	-166,031	-166,031	-166,031	-166,031
Less Transfer from Reserves	-37,375	0	0	0	0
Plus Transfer to Reserves	70,000	75,000	80,000	85,000	90,000
TOTAL ADJUSTMENTS	-197,375	-91,031	-86,031	-81,031	-76,031
TOTAL TAX LEVY	680,314	755,453	764,404	774,709	791,768

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-91,572	-55,280	-39.63%
Expenditures	771,886	810,733	5.03%
Net	680,314	755,453	11.04%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Councillor Beatty that the 2013 G134 Information Technology operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$755,453. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#31.)

By-Law 12-2013 approved by Council January 28, 2013

G134 Net Budget \$755,453.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G134 - Corporate Services, ITS Division

DEPARTMENT OVERVIEW:

As a Division of the Corporate Services Department, ITS provides technology support to the entire City organization.

ITS budget requests are primarily technology requests as submitted/requested by various operations departments within the City of Stratford.

In addition to departmental/divisional requests, technology considerations are administered by ITS as a Corporate directive.

In 2013, the budget reflects the addition of one staff – throughout various discussions it has become apparent that there is the need for a Business Systems Analyst to continue the progressive movement towards an Intelligent City. As part of the IT Strategy being developed, a detailed business case for a position will be tabled with Council for consideration. This business case will examine the possibilities of leveraging this position for using social media in advancing the City's communications capabilities.

Due to this new position there is also an adjustment higher to assign budget dollars towards the participation in external workgroups, conferences and professional memberships.

CHANGES MADE FROM 2012 BUDGET:

Operating Cost Increases:

\$ 47,004	F.T. Salary increase
\$ 12,436	F.T. Benefits increase
\$ 5,200	Conference Expense
\$ 500	Professional Training
\$ 400	Travel/Meals and meeting costs
\$ 50	Professional Membership fees increase
\$ 4,500	Telephone Switch Maintenance Contract
\$ 1,132	Communications – HDSL, Data Lines (Bell) Cost increases
<u>\$ 5,000</u>	Transfer to Reserves
\$76,222	Total Operating Cost Increases

Cost Reductions:

\$ <u>1,083</u>	Social Service PC Leasing
\$ 1,083	Total Cost Reductions

Service Reductions:

None.

Other:

\$ 75,139 **NET Operating Cost Increase**

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

This budget shows a net increase of about 3.3% not including the additional staff request. However, it also reflects a significant change in operations. The city now has a new IT Manager city staff position and a new contract for IT services. The IT Manager will represent the City's interest and help create the IT vision and strategy in 2013 and beyond.

The old saying that if you want to really accomplish something, you need to engage sufficient and appropriate resources holds true. That is what we are proposing here.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years reflect normal inflationary increases.

ADMINISTRATOR'S COMMENTS:

No further comment.

CITY OF STRATFORD 2013 BUDGET

PARKING - G135

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Parking Meters	-360,000	-360,000	-360,000	-360,000	-360,000
Parking Ticket/Fines/Hood Rental	-250,000	-250,000	-250,000	-250,000	-250,000
Provincial Offences	-16,431	-16,431	-16,431	-16,431	-16,431
TOTAL REVENUES	-626,431	-626,431	-626,431	-626,431	-626,431

EXPENDITURES

Parking Control Administration	256,300	258,950	261,700	261,700	261,700
Parking Lot Facilities	128,790	128,790	128,790	128,790	128,790
Amortization	31,500	34,570	34,570	34,570	34,570
TOTAL EXPENDITURES	416,590	422,310	425,060	425,060	425,060
NET BUDGET G135	-209,841	-204,121	-201,371	-201,371	-201,371

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-31,500	-34,570	-34,570	-34,570	-34,570
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-31,500	-34,570	-34,570	-34,570	-34,570

TOTAL TAX LEVY	-241,341	-238,691	-235,941	-235,941	-235,941
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-626,431	-626,431	0.00%
Expenditures	385,090	387,740	0.69%
Net	-241,341	-238,691	-1.10%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Brown and Councillor McManus that the 2013 G135 Parking operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of -\$238,691. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#29.)

By-Law 12-2013 approved by Council January 28, 2013

G135 Net Budget -\$238,691.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G135 – CORPORATE SERVICES - Parking

DEPARTMENT OVERVIEW:

The Parking Division collects monies from meters and the pay and display machines. The Division is responsible for enforcing certain provisions of the traffic and parking by-law, receives payments for fines and issues parking permits for certain parking lots. Approximately 90 percent of the parking functions are automated with hand held ticketers and a receipting system. Enforcement is performed by an outside company.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

None are proposed in this budget; however, this will be reviewed throughout this year with recommendations coming forward at that time.

Other:

GENERAL COMMENTS:

The Parking Review was initiated in 2011 and a number of changes have been made to date. Discussions are ongoing for such things as level of service and the final phase of the review will include discussions on rates and fees – the intent is for a parking rate proposal that will include the full cost of parking; future parking operations as well as lifecycle asset costings.

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

Staff are also talking with representatives from the University of Waterloo to discuss their parking policies and what they intend to do with enforcement and rates at their Stratford Campus site. They have been advised that the City's enforcement officers cannot enforce parking regulations on their site as it is private property. Additionally it has been suggested that they look at signage as there is certainly a strong possibility that tourists will park in the University of Waterloo parking lots.

Estimates have been provided to Clerk's staff for budgeting purposes to fully reconstruct four of the municipally owned parking lots in the downtown core. Staff will be calculating new hourly rates for parking meters, pay and display machines and parking permits. Once decisions are made on level of service (ie Sunday enforcement), handheld technology for issuing parking

tickets and replacement strategies for meters/pay and display machines the new hourly parking rates will be calculated.

If new hand held machines are purchased and a decision is made to upgrade software which would include features such as downloading tickets immediately rather than by batches a projected estimate would be \$20,000.

ADMINISTRATOR'S COMMENTS:

The last stage of the parking review will consist of a financial analysis of our future financial needs and what revenues are required now in order to meet those needs.

2014-2015 - 2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budget projections will be presented as the full parking review becomes available.

ADMINISTRATOR'S COMMENTS:

No additional comments.

CITY OF STRATFORD 2013 BUDGET

<u>CROSSING GUARDS - G136</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>EXPENDITURES</u>					
Administration	1,060	1,060	1,060	1,060	1,060
Protection	156,116	156,116	156,116	156,116	156,116
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	157,176	157,176	157,176	157,176	157,176
NET BUDGET G136	157,176	157,176	157,176	157,176	157,176

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	157,176	157,176	157,176	157,176	157,176

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	0	0.00%
Expenditures	157,176	157,176	0.00%
Net	157,176	157,176	0.00%

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Councillor Ritsma that the 2013 G136 Crossing Guards operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$157,176. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#30.)

By-Law 12-2013 approved by Council January 28, 2013

G136 Net Budget \$157,176.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G136 – CORPORATE SERVICES – Crossing Guards

DEPARTMENT OVERVIEW:

The Crossing Guard Division provides safe crossings for students who walk to and from school. We have 18 full time Crossing Guards and five spare Crossing Guards to fill in for the full time Guards who are unable to attend the crossing due to illness, etc.

CHANGES MADE FROM 2012 BUDGET:

A review of historical actual costs warrants a 2013 budget decrease, however status quo is being recommended in order to have the ability to make some necessary changes in order to increase the safety at some problem intersections.

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

Not available.

Other:

GENERAL COMMENTS:

Crossing Guard locations were revisited in 2011 and hours were adjusted to better reflect school hours and walking patterns of students. Minor adjustments were made in September 2012 to address revised bus routes and school hour changes. Two crossing guards retired, one resigned and spare guards were reassigned to the locations. Two spare guards were hired to assist when the regular guards are absent.

There was discussion that a crossing guard may be needed in the area of Louise Street by St. Ambrose School in the afternoon. Additionally a suggestion was made to eliminate the Crossing Guard from mid-day coverage West Gore and Birmingham (temporary location). However Traffic Warrant Studies must be conducted prior to any changes being made and staff do not recommend conducting warrants while crossings are adjusted due to road repairs. The cost of Traffic Warrant Studies would be approximately \$2,000 and the cost of a new Guard would impact the budget by approximately \$7,000. These matters will be addressed with the Protection to Persons and Property Sub-committee.

Crossing Guard wages were increased in January 2012 however; staff continue to monitor the wage rates as the Stratford Guards are paid less than many of our comparator municipalities.

ADMINISTRATOR'S COMMENTS:

No further comment.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

These budgets reflect inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**GENERAL FINANCIAL
SERVICES - G139**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Tax Supplementaries	-1,200,000	-1,400,000	-800,000	-800,000	-800,000
Interest Income	0	-15,000	-15,000	-15,000	-15,000
Debt Servicing	-50,000	-50,000	0	0	0
Provincial Offences	-211,000	-210,000	-210,000	-210,000	-210,000
Tax Interest	-425,000	-425,000	-425,000	-425,000	-425,000
Surplus (Unaudited)	0	0	0	0	0
TOTAL REVENUES	-1,886,000	-2,100,000	-1,450,000	-1,450,000	-1,450,000

EXPENDITURES

Tax Adjustments	1,100,000	1,200,000	1,100,000	1,100,000	1,100,000
Cash Management	0	25,000	25,000	25,000	25,000
Debt Servicing	4,126,698	3,029,888	2,861,413	2,675,721	2,493,694
Bank/Financial Charges	30,000	10,000	10,000	10,000	10,000
Insurance	709,736	725,000	739,500	754,290	769,376
WSIB Reserve	200,000	175,000	175,000	175,000	175,000
Services-Other	90,000	105,000	105,000	105,000	105,000
Provincial Offences	15,000	15,000	15,000	15,000	15,000
TOTAL EXPENDITURES	6,271,434	5,284,888	5,030,913	4,860,011	4,693,070
NET BUDGET G139	4,385,434	3,184,888	3,580,913	3,410,011	3,243,070

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	-4,010,929	-3,528,400	-3,500,000	-3,500,000	-3,500,000
Plus Transfer to Reserves	0	0	0	0	0
Plus Principal Repayment	4,343,010	5,737,462	5,744,642	5,752,130	5,759,938
TOTAL ADJUSTMENTS	332,081	2,209,062	2,244,642	2,252,130	2,259,938
TOTAL TAX LEVY	4,717,515	5,393,950	5,825,555	5,662,141	5,503,008

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-5,896,929	-5,628,400	-4.55%
Expenditures	10,614,444	11,022,350	3.84%
Net	4,717,515	5,393,950	14.34%

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Councillor Ritsma that the 2013 G139 General Financial Services operating budget be adopted as presented at the November 27, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$5,418,950. Carried. (Nov.27/12)

Motion by Councillor Brown and Councillor Ritsma that the G139 General Financial Services 2013 budget be reduced by \$25,000., representing principal and interest costs. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#43.)

By-Law 12-2013 approved by Council January 28, 2013

G139 Net Budget \$5,393,950.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G139 – CORPORATE SERVICES - General Financial Services

DEPARTMENT OVERVIEW:

This budget reflects general corporate revenues and expenditures. The main revenue sources consist of tax supplementals/omits, penalties on tax, donations, POA 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 2012 BUDGET:

New Programs/Costs:

- Long Term Debt net principal and interest payments in 2013 are estimated to increase by approximately \$800,000 due to the City financing previous commitments
- \$100,000 increase in 2013 property tax adjustments have been projected as 2013 is a provincial re-assessment year – it is expected future years will decrease back to status quo.
- Supps/Omit revenue is increased in 2013 by \$600,000 to include two years of tax revenue for substantial new commercial development – future years are expected to be consistent with historical levels.
- Other accounts have been adjusted to reflect actual projections.

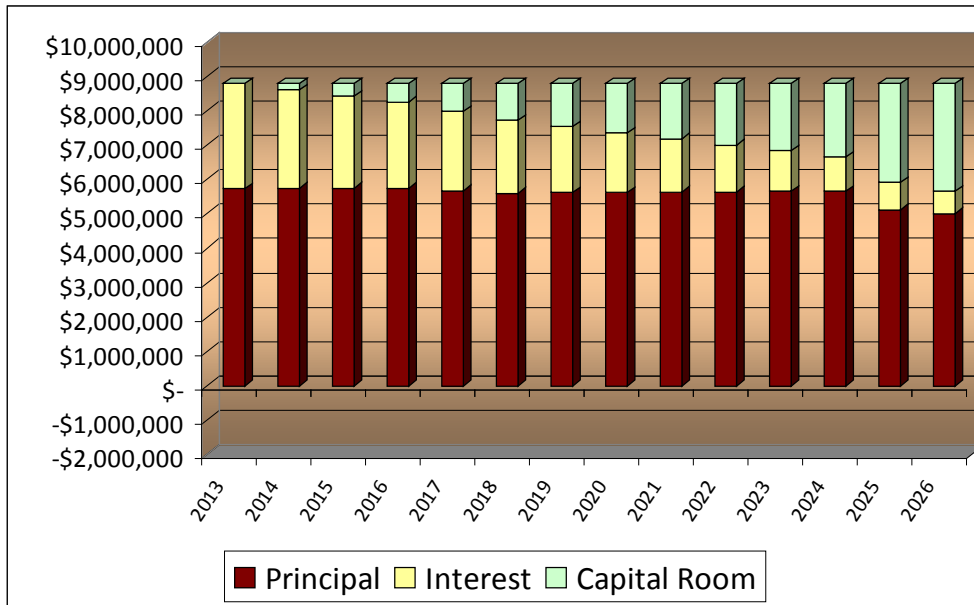
Options for Reductions:

In 2013, we expect to initiate more proactive assessment management systems. This program is anticipated to lead to decreases in tax adjustments in the future; however, this amount has yet to be quantified. More information will be presented through the Finance Sub-committee in early 2013.

GENERAL COMMENTS:

The 2013 debt projections include an assumption for the sale price of the fairgrounds to be applied against the University debt – lower than expected proceeds from this sale may affect current estimates.

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



ADMINISTRATOR’S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future supplemental tax revenues will decrease back to historical levels as the new 2013 tax revenue will become part of general taxation. As well, current debt predictions are made on the assumption that no new long term debt is required.

ADMINISTRATOR’S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**CITY BUILDING
MAINTENANCE - G141**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
City Hall	-8,000	-8,000	-8,000	-8,000	-8,000
Registry Office Rental	-26,365	-26,365	-26,365	-26,365	-26,365
City Hall Annex	-232,260	-236,905	-241,643	-246,476	-251,405
City Owned Land	-100	-100	-100	-100	-100
270 Water St.	-15,000	-25,000	-35,000	-45,000	-55,000
Anne Hathaway Day Care	-54,970	-55,983	-57,103	-58,245	-59,410
Justice Building	-209,668	-213,861	-218,138	-222,501	-226,951
TOTAL REVENUES	-546,363	-566,214	-586,349	-606,687	-627,231

EXPENDITURES

City Hall	265,475	267,611	272,964	278,421	283,990
Justice Building	285,446	281,952	290,650	300,064	305,992
47 Downie St.	46,628	47,152	48,095	49,056	50,037
154 Downie St.	19,192	19,532	19,923	20,321	20,727
39 George St.	0	7,000	0	0	0
246 Railway Ave.	1,556	1,556	1,587	1,619	1,651
270 Water St.	15,000	25,000	35,000	45,000	55,000
Anne Hathaway Day Care	54,970	55,983	57,103	58,245	59,410
73 Albert Street	18,919	19,257	17,588	17,940	18,299
City Hall Annex	218,033	220,147	224,548	229,041	233,595
Public Library	see G411	26,740	27,275	27,820	28,377
Amortization	252,000	181,722	181,722	181,722	181,722
TOTAL EXPENDITURES	1,177,219	1,153,652	1,176,455	1,209,249	1,238,800
NET BUDGET G141	630,856	587,438	590,106	602,562	611,569

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-252,000	-181,722	-181,722	-181,722	-181,722
Less Transfer from Reserves	0	-7,000	0	0	0
Plus Transfer to Reserves	16,918	10,058	7,790	0	0
TOTAL ADJUSTMENTS	-235,082	-178,664	-173,932	-181,722	-181,722
TOTAL TAX LEVY	395,774	408,774	416,174	420,840	429,847

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-546,363	-573,214	4.91%
Expenditures	942,137	981,988	4.23%
Net	395,774	408,774	3.28%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Smythe that the G141 City Building Maintenance operating budget be adopted as presented, for a 2013 net budget of \$408,774. Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#3.)

By-Law 12-2013 approved by Council January 28, 2013

G141 Net Budget \$408,774.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G141 – CITY BUILDING & MAINTENANCE

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2012 BUDGET:

New Programs/Costs:

Demolition budget cost for 39 George St. (Anna Banana's) \$7,000.00.
Addition of library maintenance to the G141 operating budget

Options for Reductions:

Same level of service is proposed.

GENERAL COMMENTS:

The budget includes the following significant changes:

- 2% increase in staff wages and benefits only
- \$10,058.00 transfer to reserves

ADMINISTRATOR'S COMMENTS:

The additional revenues noted will allow the department to start contributing to the building reserve that will help pay for other large renovation and repair projects in the future.

In addition to this, the additional rent from the Normal School is scheduled to be put into the building reserve in order to build up necessary funds for future leasehold improvements required for the City's buildings.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are inflationary.
\$7,790.00 is being recommended as transfers to reserves for 2014.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

FIRE - G211

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Fire Administration	-1,100	-1,100	-1,100	-1,100	-1,100
Fire Protection Dispatching	-102,000	-113,400	-114,400	-115,400	-116,400
Fire Dept Training	-1,200	-1,200	-1,200	-1,200	-1,200
Fire Prevention	-7,300	-7,300	-7,300	-7,300	-7,300

TOTAL REVENUES

-111,600	-123,000	-124,000	-125,000	-126,000
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EXPENDITURES

Fire Protection Administration	425,816	436,101	427,599	439,419	451,651
Fire Protection Dispatching	519,426	535,659	550,624	565,996	581,836
Fire Fighting Force	4,789,552	4,902,754	5,141,660	5,285,902	5,434,231
Fire Prevention	279,630	283,867	291,786	299,925	308,289
Fire Hall #1	29,500	30,000	30,860	31,720	32,580
Fire Hall #2	20,850	21,100	21,695	22,300	22,895
Training	153,977	159,980	164,422	168,980	173,657
Vehicles	57,050	58,190	59,930	61,700	63,480
Equipment Purchases	10,500	10,500	10,800	11,100	11,400
Amortization	245,000	234,830	234,830	234,830	234,830

TOTAL EXPENDITURES

6,531,301	6,672,981	6,934,207	7,121,872	7,314,849
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NET BUDGET G211

6,419,701	6,549,981	6,810,207	6,996,872	7,188,849
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ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-245,000	-234,830	-234,830	-234,830	-234,830
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	138,000	183,000	188,000	193,000	198,000
TOTAL ADJUSTMENTS	-107,000	-51,830	-46,830	-41,830	-36,830
TOTAL TAX LEVY	6,312,701	6,498,151	6,763,377	6,955,042	7,152,019

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-111,600	-123,000	10.22%
Expenditures	6,424,301	6,621,151	3.06%
Net	6,312,701	6,498,151	2.94%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Councillor Culliton that the G211 Fire operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$6,627,851. (Nov.14/12)

Amendment by Councillor Mark and Councillor McManus that the additional firefighter proposed for the G211 Fire 2013 operating budget be removed, resulting in no increase to 2012 staffing levels.

Amendment Defeated. (Nov.14/12)

Original Committee Recommendation Carried. (Nov.14/12)

Motion by Councillor Culliton and Councillor Nickel that the G211 Fire operating budget be adopted as revised at the December 4, 2012, Finance & Labour Relations Committee meeting, for a 2013 net budget of \$6,621,651. Carried. (Dec.4/12)

Motion by Councillor Mark and Councillor Brown that the G211 Fire 2013 budget be reduced by \$83,500., representing salary and benefits savings from gapping. Carried. (Jan.15/13)

Motion by Councillor Henderson and Councillor McManus that gapping savings of \$40,000. for 41st Firefighter not be included in the G211 Fire 2013 budget. Defeated. (Jan.15/13)

Motion by Councillor Brown and Councillor Beatty that the G211 Fire 2013 budget be reduced by \$40,000., representing gapping savings for 41st Firefighter. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#15.)

By-Law 12-2013 approved by Council January 28, 2013

G211 Net Budget \$6,498,151.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G-211 - FIRE

DEPARTMENT OVERVIEW:

The Fire Department provides general fire services for the community including prevention and suppression. Training is also a critical component of the Department. Dispatching services are provided to Huron and Perth County Fire Departments.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

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

Service Reductions:

Options that can be considered by City Council:

1. Reduce reserves for vehicle replacement up to \$150,000.
2. Reduce reserves for equipment replacement up to \$3,000.
3. Reduce building reserve transfer Station #2 up to \$30,000.
4. Reduce capital projects, up to \$22,000.
5. Staff reductions as per the Collective Agreement;
Do not replace firefighter \$69,418
Dispatcher/secretary - \$65,900/position.

Revenue Increases:

There is an increase in total revenue of \$4,700 through an increase in dispatching service fees.

Other:

The proposed budget is \$415,906 or 6.59% over the 2012 budget. \$254,950 of these increases are represented by the following:

Vehicle Reserve Transfer increase	25,000
Station #2 reserve increase	20,000 ** See Note General Comments
One firefighter	69,418
Half Year Secretary replacement	31,150
2012 Split salary increase	<u>108,000</u>
	\$253,568

GENERAL COMMENTS:

**Starting in 2013, \$20,000 has been transferred from the Capital Budget to the Operating Budget in order to increase the reserve account for future building expansion or renovations. In a sense, this is part of the capital allocation to this department; however, the transfer to reserves should be accounted for in the operating budget.

The absence of funding Vehicle/Equipment and Building Reserve accounts will definitely impact service delivery levels in the future or require issuance of long term debt, if these shortfalls are not made up in subsequent years.

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

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

ADMINISTRATOR'S COMMENTS:

Council, a number of years ago, agreed to increase suppression staff by one a year to move towards the guidelines. We only have done it one year and accordingly our normal staff complement is 41 firefighters resulting in three platoons of 10 and one of 11. If Council's intent is to remain at platoons of 10 firefighters, you have the option of not replacing a current vacancy at this time.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Salary and benefits have been increased in each year to reflect trend in fire service contract settlements.

Consideration needs to be given in addressing inadequate staffing level as addressed by Ontario Fire Marshal guidelines.

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

ADMINISTRATOR'S COMMENTS:

The Ontario Fire Marshall have stated that the level of service is up to Council and that if they are not going to meet the guidelines, that they should do so publicly.

CITY OF STRATFORD 2013 BUDGET

POLICE - G231

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Communications	-40,000	-42,000	-42,000	-42,000	-42,000
Taxi Licencing	-16,000	-16,000	-16,000	-16,000	-16,000
Bicycle Auction	-7,000	-5,000	-5,000	-5,000	-5,000
Program Revenues	-306,000	-336,817	-297,525	-297,525	-297,525

TOTAL REVENUES

-369,000	-399,817	-360,525	-360,525	-360,525
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EXPENDITURES

Administration	8,822,372	9,216,287	9,384,790	9,567,736	9,765,877
Bicycle Auction	11,000	11,000	11,000	11,000	11,000
Taxi Licencing	580	580	580	580	580
Law Enforcement Equipment	42,150	35,000	35,500	36,000	36,900
Investigations	35,750	35,750	35,750	35,750	36,500
Canine Unit	0	6,000	6,000	6,000	6,000
PRIDE Operating	196,000	196,000	201,500	207,545	210,000
Police Radios	9,780	9,780	9,780	10,250	10,250
Communications Centre	18,500	20,000	80,000	150,000	235,000
Community Relations & Youth	6,000	6,000	6,000	6,000	6,000
Police Services Board	38,100	38,550	39,009	39,483	39,954
PRIDE Capital	101,800	75,000	36,100	65,000	81,700
Vehicle	65,000	65,000	66,000	67,000	68,000
Property	6,200	6,200	6,200	6,200	6,200
Police Capital	56,000	60,000	60,000	60,000	60,000
Amortization	200,000	296,349	296,349	296,349	296,349

TOTAL EXPENDITURES

9,609,232	10,077,496	10,274,558	10,564,893	10,870,311
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NET BUDGET G231

9,240,232	9,677,679	9,914,033	10,204,368	10,509,786
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ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET	2016 BUDGET
Less Amortization	-200,000	-296,349	-296,349	-296,349	-296,349
Less Transfer from Reserves	-280,901	-250,170	-269,485	-245,868	-368,978
Plus Transfer to Reserves	223,000	273,000	287,500	304,000	360,000
TOTAL ADJUSTMENTS	-257,901	-273,519	-278,334	-238,217	-305,327
TOTAL TAX LEVY	8,982,331	9,404,160	9,635,699	9,966,151	10,204,459

BUDGET COMPARISON 2012-2013

	2012 BUDGET	2013 BUDGET	% CHANGE
Revenue	-649,901	-649,987	0.01%
Expenditures	9,632,232	10,054,147	4.38%
Net	8,982,331	9,404,160	4.70%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Culliton and Councillor Smythe that the G231 Police operating budget be adopted as revised, at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of estimated \$9,404,501. (to be confirmed by Police Services Board) Carried. (Nov.14/12)

Motion by Councillor Ritsma and Councillor Henderson that the G231 Police operating budget be adopted as revised at the December 4, 2012, Finance & Labour Relations Committee meeting, for a 2013 net budget of \$9,404,160. Carried. (Dec.4/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#16.)

By-Law 12-2013 approved by Council January 28, 2013

G231 Net Budget \$9,404,160.



2013 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 19 full-time and 2 part-time civilian members. It is administered by its Chief, Deputy Chief and senior staff. The Service provides adequate and effective policing to the community by complying with the Police Services Act and its Regulations.

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

CHANGES MADE FROM 2012 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 85% of their operating budgets are tied to salaries and benefits which are often negotiated subsequent to budget submissions and have the right of arbitration.

You will see that several of our accounts have achieved 0% target. We believe we can operate in 2013 within the limits of those accounts. Those accounts not at 0% are as follows:

Grant Revenue-CPP,RIDE,1000 Officers Partnership Program.& Court Security Funding Account G231-2200-1030 (Increased \$30,817 or 10.07%). Increase in Court Security Funding from Provincial Grants.

Full Time Salaries and Wages- Salaries up from \$6,565,023 to \$6,832,903 (Increase \$267,800 or 4.08%)- 3% estimated for upcoming Contract negotiations.

Part Time Salaries and Wages- Salaries up from \$70,355 to \$82,465 (Increase \$12,110 or 17.21%). 2% Increase estimated for upcoming contract negotiations.

Full Time Benefits- FT Benefits up from \$1,651,650 to \$1,753,546 (Increase \$101,896 or 6.17%) increase reflective of 25% of FT salaries and 2 additional retirees.

Part Time Benefits- PT Benefits up from \$7,044 to \$7,373. (Increase \$329 or 4.67%).

Payroll-EAP, WSIB Expense-Up from \$15,000 to \$22,000 (Increase \$7,000 or 46.67%). Increased to build account balance back up from recent year's cuts; 2013 anticipated expenses.

Clothing- Up from \$22,000 to \$23,000 (Increase \$1,000 or 4.55%). Increased to reflect actual expenses and contractual increases in clothing allowance.

Office Supplies and Paper – Down from \$6,500 to \$6,000 (Decrease \$500 or -7.69%). Decrease due to 1/3 of Court File Recovery Costs Revenue is applied are to this account.

Photocopier Expense – Down from \$2,300 to \$2,000 (Decrease \$300 or -13.04%) Decrease due to 1/3 of Court File Recovery Costs Revenue is applied to this account.

Printing-Up \$100 from \$12,900 to \$13,000. (Increase \$100 or 0.78%) Increased to reflect increased costs for printing.

Publications & Subscriptions- Up from \$2,200 to \$2,700 (Increase \$500 or 22.73%) Increased to reflect subscriptions costs for 2013.

GLNTEL MAINTENANCE-Up from \$11,300 to \$14,200 (Increase \$2,900 or 25.66%) Increased costs for tower inspection, maintenance contract and drug team portable radios.

Uniforms- Up from \$33,000 to \$33,500 (Increase \$500 or 1.52%). Reflects increased costs for uniforms.

Vehicle- Fuel-Down from \$115,000 to \$99,000 (Decrease \$16,000 or -13.91%). Decrease due to vehicle changeovers with lower gas usage.

Vehicle Repairs-Up from \$31,500 to \$34,650 (Increase \$3,150 or 10%). Increased to accommodate anticipated vehicle repair expenses (2 additional vehicles).

Maintenance Contracts- Up from \$18,800 to \$31,250 (Increase \$12,450 or 66.22%) for 5 year renewal of dictation system maintenance program.

Training Mileage- Down from \$6,600 to \$5,000 (Decrease \$1,600 or 24.24%) Decreased to more accurately reflect recent usage.

Training Expenses-Up from \$38,000 to \$40,000 (Increase \$2,000 or 5.26%). Increase reflects anticipated expenses of training courses in 2013.

Training Supplies-Up from \$19,000 \$19,500 (Increase \$500 or 2.63%). Increased due to higher costs of ammunition, etc.

Bicycle Auction Sale Receipts-Down from \$7,000 to \$5,000 (Decrease \$2,000 or 28.57%). Decreased to reflect actual receipt amounts received in 2011 and 2012.

Materials - Law Enforcement Equipment- Down from \$28,400 to \$21,000 (Decrease \$7,400 or 26.06%) Body armour must be replaced (6-8) in 2013. Intoxilyzer 8000 unit was purchased in 2012, so the \$8000 budgeted for that purchase is now reduced.

Materials – Containment- Up from \$13,750 to \$14,000 (Increase \$250 or 1.82%) Increased to cover anticipated equipment/uniform costs.

Canine- New Account created in 2012. (Increase \$6,000 or 100%) Community donations funded the startup of this account. The cost of supporting the canine unit is \$6,000 according to services with canine units.

Communications Revenue- Up from \$40,000 to \$42,000 (Increase \$2,000 or 5%) Increase reflects anticipated revenue for 2013.

Communications Centre-Equipment-Purchases-Up from \$18,500 to \$20,000 (Increase \$1,500 or 8.11%) Increase due to costs associated with replacement of camera storage server, DVD recorders for interview room.

Police Services Board-Salaries and Wages-Up from \$20,700 to \$21,114 (Increase \$414 or 2%) Increased to cover anticipated salaries and wages for 2013.

Police Services Board-FT Benefits – Up from \$1,800 to \$1,836 (Increase \$36 or 2%) Increased to cover anticipated benefits costs for 2013.

PRIDE Capital-Equipment Purchases-Down from \$101,800 to \$75,000 (Decrease \$26,800 or -26.33%). Decrease due to fewer computers being replaced in 2013, 3 mobile workstations.

Police Capital- Lease/Exp.154 Downie/Warehouse-Up from \$56,000 to \$60,000 (Increase \$4,000 or 7.14%). Increased to meet higher lease, gas and electricity monthly expenses.

Transfer from Reserves (from City Sick Leave) –Down from \$160,601 to \$155,170 (Decrease \$5,431 or -3.38%). Payout of sick leave credits for SPS members eligible to retire in 2013.

Transfer from Reserves -(Communications)-Up from \$18,500 to \$20,000 (Increase \$1,500 or 8.11%) Decrease reflects 2013 equipment purchases.

Transfer from Reserves (PRIDE Equipment)- Down from \$101,800 to \$75,000 (Decrease \$26,800 or -26.33%) to reflect 2013 equipment purchases.

Transfer to Reserves (Bicycle Auction)-Up from \$0 to \$5,000 (Increase \$5,000 or 100%). Had decreased to \$0, as the past few years' experience indicated that there will be no remaining funds available to transfer to reserve. Increase reflects future planned expenses.

Transfer to Reserves (Law Enforcement Equipment)-Down from \$10,000 to \$5,000 (Decrease \$5,000 or 50%). Decrease reflects planned expenses.

Transfer to Reserves (Communications)-Up from \$53,000 to \$100,000 (Increase \$47,000 or 88.68%). Increase reflects future planned expenses.

Transfer to Reserves (Vehicles)-Up from \$105,000 to \$108,000 (Increase \$3,000 or 2.86%). Increase reflects expected expenses.

GENERAL COMMENTS:

These are the costs to maintain the current operation of the department. Given that the vast majority is wages and that these wages are set by either negotiation or, failing that, arbitration, there is little of discretion other than to reduce transfers to reserves which is not sustainable.

The BMA study has noted that the City is not putting money aside annually for building maintenance and replacement.

ADMINISTRATOR'S COMMENTS:

Emergency services are the areas of the budget that traditionally have higher increases. The right to arbitration has traditionally meant that wage increases are generally higher and wages are the vast majority of the budget.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Forecasted increases are generally in line with inflation.

Projects Year 2013

Communications Project-Replace video audio system server

Glentel Maintenance- Drug mobiles and portables are added to maintenance contract, and tower inspection due.

Materials - Law Enforcement Equipment Purchase 12 sets of body armour.

Projects Year 2014

Communications Project- Dictation System replacement and microphones.

Projects Year 2015

Communications Centre Equipment- Phase 1 of radio hardware replacement and microphones.

Phone system-major version upgrade.

Replace 50% of our computers.

Projects Year 2016

Communications Centre-Equipment- Phase 2 of radio hardware replacement

As a result of replacing radio hardware, 2 servers and 3 large monitors must be purchased.

The Stratford Police Service and the Board will continue to seek out improved efficiencies and cost saving opportunities that will be fiscally responsible and compliment the City's austerity measures while not diminishing our service delivery or public safety.

ADMINISTRATOR'S COMMENTS:

No additional comments.

CITY OF STRATFORD 2013 BUDGET

<u>BUILDING & PLANNING - G251</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Sign/Pool Permit Fees	-20,000	-20,000	-21,000	-22,000	-23,000
Building Inspections	-469,000	-469,000	-475,000	-480,000	-485,000
Plumbing Inspections	-15,000	-22,000	-22,000	-22,000	-22,000
By-Law Enforcement	-45,135	-45,650	-46,107	-46,568	-47,033
Planning & Zoning Fees	-111,400	-96,000	-96,000	-96,000	-96,000
Committee of Adjustment Fees	-31,500	-31,500	-31,500	-31,500	-31,500
Official Plan Fees	-4,100	-4,100	-4,100	-4,100	-4,100
TOTAL REVENUES	-696,135	-688,250	-695,707	-702,168	-708,633
<u>EXPENDITURES</u>					
Administration	901,024	894,043	912,008	929,092	946,518
By-Law Enforcement	1,000	1,000	1,000	1,000	1,000
Vehicles	8,500	8,500	8,500	8,500	8,500
Committee of Adjustment	7,900	4,600	4,600	4,600	4,600
HCD Community Improvement	500	500	500	500	500
Legal & Consulting Fees	93,000	93,000	93,000	93,000	93,000
Amortization	0	5,304	5,304	5,304	5,304
TOTAL EXPENDITURES	1,011,924	1,006,947	1,024,912	1,041,996	1,059,422
NET BUDGET G251	315,789	318,697	329,206	339,829	350,789

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	-5,304	-5,304	-5,304	-5,304
Less Transfer from Reserves	-500	-500	-500	-500	-500
Plus Transfer to Reserves	85,000	5,000	5,000	5,000	5,000
TOTAL ADJUSTMENTS	84,500	-804	-804	-804	-804
TOTAL TAX LEVY	400,289	317,893	328,402	339,025	349,985

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-696,635	-688,750	-1.13%
Expenditures	1,096,924	1,006,643	-8.23%
Net	400,289	317,893	-20.58%

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Councillor Ritsma that the G251 Building & Planning operating budget be adopted as presented, for a 2013 net budget of \$337,893. Carried. (Nov 06/12)

Motion by Councillor Nickel and Councillor Culliton that the G251 Building & Planning 2013 budget be reduced by \$5,000., representing building inspection materials. Carried. (Jan.15/13)

Motion by Mayor Mathieson and Councillor Smythe that the G251 Building & Planning 2013 budget be reduced by \$15,000., representing savings due to departmental amalgamation. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#4.)

By-Law 12-2013 approved by Council January 28, 2013

G251 Net Budget \$317,893.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G251 - BUILDING AND PLANNING

DEPARTMENT OVERVIEW:

The Building and Planning Division issues building permits, processes development applications, develops planning policy and enforces various City by-laws. It is also responsible for facility maintenance and custodial services for various City buildings.

The Division's budget is significantly influenced by the amount of revenue received from permit and application fees. Because the types of applications the Building Division processes provide a benefit to users, the department establishes fees under a user pay principle.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

No cost reductions proposed although the department has held the line on a number of its accounts.

Service Reductions:

Similar service level as last year although this will be monitored in 2013 due to additional Provincially mandated building code inspections.

Revenue Increases:

No projected increase for building permit revenue based on recent activity.
CPI increase for all other fees.

Other:

The Division does not charge building permit fees for City projects. Due to this practice, the following fees were not received by the Department:

2006	\$14,938
2007	\$60,590
2008	\$20,963
2009	\$4,382.04
2010	\$30,130.52
2011	\$967.05
2012	\$1061.36 to date

In addition, in 2005, the City implemented a policy and incentives for homeowners to replace defective sewers and isolate basement plumbing/weeping tile from possible sanitary and storm surges. The policy also waived fees for permits to construct these systems. The following plumbing fees were not received:

2006	\$4,039
2007	\$3,223
2008	\$2,735
2009	\$3,849.96
2010	\$4,376.00
2011	\$1050.24
2012	\$3,303.99 to date

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

There are two issues that have led to cost reductions. First, with this department now operating as a Division out of Engineering and Public Works, there is some money saved in salaries. Second, the transfer to reserves is no longer required.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budgets are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>ENGINEERING - G310</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Sales	-3,200	-3,200	-3,200	-3,200	-3,200
Operations	-42,295	-43,550	-44,841	-46,186	-47,572
Recoverable	-500,054	-509,130	-509,150	-509,180	-509,200
TOTAL REVENUES	-545,549	-555,880	-557,191	-558,566	-559,972
<u>EXPENDITURES</u>					
Administration	1,318,333	1,341,294	1,364,484	1,392,032	1,416,789
Operations	79,935	81,619	82,865	84,103	85,355
Amortization	466,284	0	0	0	0
TOTAL EXPENDITURES	1,864,552	1,422,914	1,447,348	1,476,135	1,502,144
NET BUDGET G310	1,319,003	867,034	890,157	917,569	942,172

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-466,284	0	0	0	0
Less Transfer from Reserves	-50,000	-50,000	-50,000	-50,000	-50,000
Plus Transfer to Reserves	14,814	15,229	15,656	16,095	15,548
TOTAL ADJUSTMENTS	-501,470	-34,771	-34,344	-33,905	-34,452
TOTAL TAX LEVY	817,533	832,262	855,813	883,664	907,721

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-595,549	-605,880	1.73%
Expenditures	1,413,082	1,438,142	1.77%
Net	817,533	832,262	1.80%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Nickel that the G310 Engineering operating budget be adopted as presented, for a 2013 net budget of \$832,262. Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#6.)

By-Law 12-2013 approved by Council January 28, 2013

G310 Net Budget \$832,262.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G310 - ENGINEERING

DEPARTMENT OVERVIEW:

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

Engineering staff work at 82 Erie St.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

Previously in 2012, two positions were combined into one, so that in 2012, a cost reduction was achieved. No reductions planned for 2013.

Service Reductions:

None proposed.

Revenue Increases:

The Engineering budget has traditionally generated revenue through Project Fees (design, administration and inspection) and this has been budgeted at an amount of 46.5 % of total staff salaries for 2013.

Other:

GENERAL COMMENTS:

Salaries and wages for 2013 have been budgeted at approved increases, while the majority of other expenses have been budgeted at previous 2012 amounts. The overall net Engineering budget is 1.8 % over 2012.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budgets are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>ROADS - G320</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Operations	-775,500	-784,300	-794,900	-804,600	-814,600
Recoverables (operations)	-15,000	0	0	0	0
Recoverables (road winter)	-25,500	0	0	0	0
Recoverable	-9,000	-6,000	-6,000	-6,000	-6,000
TOTAL REVENUES	-825,000	-790,300	-800,900	-810,600	-820,600
<u>EXPENDITURES</u>					
Administration	633,811	648,039	664,991	683,173	697,589
Operations	1,521,404	1,563,143	1,607,569	1,656,363	1,696,485
Road Winter	1,121,453	1,045,431	1,050,548	1,051,376	1,069,266
Street Lighting	500,000	518,000	523,000	528,000	533,000
Amortization	1,746,197	2,199,303	2,199,303	2,199,303	2,199,303
TOTAL EXPENDITURES	5,522,865	5,973,915	6,045,411	6,118,215	6,195,642
NET BUDGET G320	4,697,865	5,183,615	5,244,511	5,307,615	5,375,042

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-1,746,197	-2,199,303	-2,199,303	-2,199,303	-2,199,303
Less Transfer from Reserves	-10,000	-53,500	-53,500	-53,500	-53,500
Plus Transfer to Reserves	280,000	280,000	280,000	280,000	280,000
TOTAL ADJUSTMENTS	-1,476,197	-1,972,803	-1,972,803	-1,972,803	-1,972,803
TOTAL TAX LEVY	3,221,668	3,210,812	3,271,708	3,334,812	3,402,239

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-835,000	-843,800	1.05%
Expenditures	4,056,668	4,054,612	-0.05%
Net	3,221,668	3,210,812	-0.34%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Brown that the G320 Roads operating budget be adopted as presented, for a 2013 net budget of \$3,298,705. Carried. (Nov 06/12)

Motion by Mayor Mathieson and Councillor Nickel...that Roads G320 budget be reduced by \$12,893. for signal maintenance and \$5,000. for boulevard winter sand removal (from C.A.O.'s report), resulting in a new net budget for G320 of \$3,280,812. Carried. (Jan.15/13)

Motion by Councillor Mark and Councillor McManus that the G320 Roads 2013 budget be reduced by \$70,000., representing winter control. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#7.)

By-Law 12-2013 approved by Council January 28, 2013

G320 Net Budget \$3,210,812.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G320 - ROADS

DEPARTMENT OVERVIEW:

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

Roads staff are based at the works yard and are assigned to work in the various required areas.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

The budget for traffic signal maintenance has been reduced by approx. \$12,000, as we have seen a downward trend in maintenance costs. These reduced costs can largely be attributed to the upgrade replacement program (converting bulbs to LED's) that was carried on for several years until completed in 2009. Additionally, our budget for boulevard winter sand removal (done in the spring) has been reduced by \$5,000.

Service Reductions:

None proposed.

Revenue Increases:

None proposed.

Other:

GENERAL COMMENTS:

In 2012 a significant impact on the budget was the additional \$85,000 that was added for energy costs for streetlighting. For 2013, the proposed increase is substantially less (an additional \$15,000 only). With salaries and wages for 2013 budgeted as per agreements, and with some reductions, the proposed overall budget is 1.84 % over 2012.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budgets are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>SANITARY - G330</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Sewer Surcharge Revenue	-5,861,432	-5,861,432	-5,861,432	-5,861,432	-5,861,432
Recoverable	-14,000	-14,000	-14,000	-14,000	-14,000
Operations	-94,136	-96,457	-96,787	-97,122	-97,522
TOTAL REVENUES	-5,969,568	-5,971,889	-5,972,219	-5,972,554	-5,972,954
<u>EXPENDITURES</u>					
Sanitary Administration	334,569	340,437	346,996	353,686	360,509
Sanitary Treatment	1,212,624	1,236,877	1,265,399	1,294,604	1,324,511
Sanitary Collect	411,595	420,808	431,106	439,490	447,962
Amortization	444,476	581,773	581,773	581,773	581,773
TOTAL EXPENDITURES	2,403,264	2,579,894	2,625,273	2,669,553	2,714,755
NET BUDGET G330	-3,566,304	-3,391,995	-3,346,945	-3,303,001	-3,258,199

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-444,476	-581,773	-581,773	-581,773	-581,773
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	4,010,780	3,973,768	3,928,718	3,884,774	3,839,972
TOTAL ADJUSTMENTS	3,566,304	3,391,995	3,346,945	3,303,001	3,258,199
TOTAL TAX LEVY	0	0	0	0	0

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-5,969,568	-5,971,889	0.04%
Expenditures	5,969,568	5,971,889	0.04%
Net	0	0	0.00%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Beatty that the G330 Sanitary operating budget be adopted as presented, for a 2013 net budget of \$0. (\$5,971,889. rev/exp). Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#8.)

By-Law 12-2013 approved by Council January 28, 2013

G330 Net Budget \$0. (\$5,971,889. rev/exp)



2013 OPERATING BUDGET NOTES

DEPARTMENT: G330 – SANITARY

DEPARTMENT OVERVIEW:

The Sanitary budget covers staffing and materials required for functions relating to the collection and treatment of wastewater. This includes sanitary sewer and pumping station operations as well as the operation of the Wastewater Pollution Control Plant, which is contracted out to OCWA (Ontario Clean Water Agency). Staff working in this area are based at the works yard and five staff are primarily assigned for the required work.

It should also be noted that funding for ongoing Sanitary Sewer upgrades is housed within this budget and that this budget is covered entirely (no tax levy impact) by the revenue provided through the Sewer Surcharge fee, which is currently at 153% of the water rate. The proposed increase for 2013 is to set the Sewer Surcharge rate at 156%.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

The Sewer Surcharge fee will increase from 153% to 156% of the water rate, resulting in a projected revenue increase of 2% over 2012.

Other:

GENERAL COMMENTS:

Salaries and wages for 2013 have been budgeted as per increases, while other expenses have been budgeted as per anticipated costs (OCWA).

ADMINISTRATOR'S COMMENTS:

The projected increase is in accordance with the long term plan provided to Council to finance the sanitary deficit which we incurred for the payment of the class action suit settlement.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, revenue increases have been budgeted for 2014 to 2016.

ADMINISTRATOR'S COMMENTS:

No additional comments.

CITY OF STRATFORD 2013 BUDGET

<u>STORM - G340</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Recoverables	-1,500	-1,500	-1,500	-1,500	-1,500
TOTAL REVENUES	-1,500	-1,500	-1,500	-1,500	-1,500
<u>EXPENDITURES</u>					
Administration	200	200	200	200	200
Treatment	94,953	98,380	101,878	105,394	106,962
Collection	175,119	177,066	179,053	181,079	183,145
Amortization	665,525	824,370	824,370	824,370	824,370
TOTAL EXPENDITURES	935,797	1,100,017	1,105,500	1,111,042	1,114,677
NET BUDGET G340	934,297	1,098,517	1,104,000	1,109,542	1,113,177

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-665,525	-824,370	-824,370	-824,370	-824,370
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-665,525	-824,370	-824,370	-824,370	-824,370
TOTAL TAX LEVY	268,772	274,147	279,630	285,172	288,807

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-1,500	-1,500	0.00%
Expenditures	270,272	275,647	1.99%
Net	268,772	274,147	2.00%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor Nickel that the G340 Storm operating budget be adopted as presented, for a 2013 net budget of \$274,147. Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#9.)

By-Law 12-2013 approved by Council January 28, 2013

G340 Net Budget \$274,147.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G340 - STORM

DEPARTMENT OVERVIEW:

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

Roads staff are based at the Works Yard and as well as working on road maintenance, also work in the various required storm related areas.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

None proposed.

Service Reductions:

None proposed.

Revenue Increases:

There are no revenues available.

Other:

The budget for catch basin cleaning was reduced by \$5,000 in 2011 and maintained at that reduced level for 2012. An increase for 2013 of \$2,500 has been budgeted.

GENERAL COMMENTS:

Salaries and wages for 2013 have been budgeted as per projected amounts, while other expenses have been budgeted at 2012 amounts other than catch basin cleaning, which has increased by \$2500. The overall 2013 budget is a 2 % increase over the 2012 budget.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future budgets are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>WATER - G350</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Consumption	-4,162,023	-4,162,023	-4,162,023	-4,162,023	-4,162,023
Recoverable	-30,000	-30,000	-30,000	-30,000	-30,000
Operations	-150,000	-150,000	-150,000	-150,000	-150,000
TOTAL REVENUES	-4,342,023	-4,342,023	-4,342,023	-4,342,023	-4,342,023
<u>EXPENDITURES</u>					
Administration	1,180,486	1,238,038	1,269,597	1,301,842	1,334,903
Supply	1,088,025	1,118,843	1,139,803	1,164,058	1,186,873
Distribution	853,152	869,099	884,976	902,504	917,736
Amortization	376,296	470,090	470,090	470,090	470,090
TOTAL EXPENDITURES	3,497,959	3,696,071	3,764,466	3,838,494	3,909,602
NET BUDGET G350	-844,064	-645,952	-577,557	-503,529	-432,421

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-376,296	-470,090	-470,090	-470,090	-470,090
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	1,220,360	1,116,042	1,047,647	973,619	902,511
TOTAL ADJUSTMENTS	844,064	645,952	577,557	503,529	432,421
TOTAL TAX LEVY	0	0	0	0	0

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-4,342,023	-4,342,023	0.00%
Expenditures	4,342,023	4,342,023	0.00%
Net	0	0	0.00%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor Beatty that the G350 Water operating budget be adopted as presented, for a 2013 net budget of \$0. (\$4,342,023. rev/exp). Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#10.)

By-Law 12-2013 approved by Council January 28, 2013
G350 Net Budget \$0. (\$4,342,023. rev/exp)



2013 OPERATING BUDGET NOTES

DEPARTMENT: G350 – WATER

DEPARTMENT OVERVIEW:

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

First line staff working in this area are based at Festival Hydro and nine staff work out of that location.

Funding for this budget is entirely through water rates.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

None proposed. This is a highly regulated activity.

Service Reductions:

None proposed. This is a highly regulated activity.

Revenue Increases:

The 2013 revenue has been targeted to the 2012 amount. However, taking into account the downward trend in sales volume over the past several years, the projected sales volume has been reduced, so rates are proposed to increase to maintain the same revenue level.

Other:

The 2012 rates and proposed 2013 rates are:

	2012	2013
First 3 cubic metres	\$2.40/m ³	\$2.42/m ³
All additional cubic metres	\$0.97/m ³	\$0.98/m ³
Minimum consumption charge	\$7.20	\$7.26

For the average residential property utilizing 20 m³ monthly, this represents an increased monthly billing from \$23.69 to \$23.92 or \$0.23 per month which is 1%.

GENERAL COMMENTS:

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

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

The effective result is having to increase rates to maintain annual revenue contributions to the reserve.

ADMINISTRATOR'S COMMENTS:

Our water rates are expected to continue to be the lowest in the area.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

These budgets reflect inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>WASTE - G360</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Tipping Fees	-1,578,000	-1,578,000	-1,578,000	-1,578,000	-1,578,000
User Fees	-705,000	-705,000	-705,000	-705,000	-705,000
Recoverable	-201,100	-201,100	-201,100	-201,100	-201,100
Operations	-270,000	-270,000	-270,000	-270,000	-270,000
Sales	-4,000	-4,000	-4,000	-4,000	-4,000
TOTAL REVENUES	-2,758,100	-2,758,100	-2,758,100	-2,758,100	-2,758,100
<u>EXPENDITURES</u>					
Administration	80,482	82,062	83,673	85,317	86,993
Disposal	1,195,199	1,211,483	1,225,931	1,240,647	1,255,638
Collection	285,676	288,709	297,148	305,840	314,792
Amortization	3,602	105,978	105,978	105,978	105,978
Recycling	937,675	809,335	826,242	843,648	861,567
TOTAL EXPENDITURES	2,502,635	2,497,566	2,538,972	2,581,429	2,624,968
NET BUDGET G360	-255,465	-260,534	-219,128	-176,671	-133,132

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-3,602	-105,978	-105,978	-105,978	-105,978
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	259,067	366,512	325,106	282,649	239,110
TOTAL ADJUSTMENTS	255,465	260,534	219,128	176,671	133,132
TOTAL TAX LEVY	0	0	0	0	0

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-2,758,100	-2,758,100	0.00%
Expenditures	2,758,100	2,758,100	0.00%
Net	0	0	0.00%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Ritsma that the G360 Waste operating budget be adopted as presented, for a 2013 net budget of \$0. (\$2,758,100. rev/exp). Carried. (Nov 06/12)

Motion by Councillor Brown and Councillor Henderson that the rate for bag or can at landfill site be increased from \$2.75 to \$3.00. (Nov 06/12)

Amendment by Councillor McManus and Councillor Brown that the rate for bag or can at landfill site be increased from \$2.75 to \$2.80. Amendment Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#11.)

By-Law 12-2013 approved by Council January 28, 2013

G360 Net Budget \$0. (\$2,758,100. rev/exp)



2013 OPERATING BUDGET NOTES

DEPARTMENT: G360 - WASTE

DEPARTMENT OVERVIEW:

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

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

Funding for this budget is entirely through Waste rates.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

The costs for the methane collection system came well under budget.

Service Reductions:

No service reductions proposed.

Revenue Increases:

Revenue increases will be as a result of increasing bag tag fees and tipping fees. These increases will enable a higher reserve contribution which is important since the reserve will be depleted as a result of the installation of the methane gas collection system in 2012. The reserve needs to be replenished as the next cell development will be the next major capital project.

Other:

The current 2012 rates and proposed 2013 rates are:

	<u>2012</u>	<u>2013</u>
Bag Tag	\$2.35	\$2.40
Bag or Can at Landfill Site	\$2.75	\$2.80
Minimum scale rate	\$15.00	\$15.00
Tip Fee – regular	\$73.50/tonne	\$74.50
Tip Fee – large hauler	\$68.00/tonne	\$69.50
Scale down – car	\$15.00	\$15.00
Scale down – truck	\$20.00	\$20.00
Scale down – trailer	\$20.00	\$20.00
Recycle Box	\$5.00	\$5.00
White Goods – freon removal	\$40.00	\$40.00
Televisions & computer monitors	\$0.00	\$0.00

GENERAL COMMENTS:

This budget is not tax funded 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. Another cell construction is anticipated as early as 2015 and part of the cost will have to be debentured as the projected reserve will not cover the full construction cost.

ADMINISTRATOR'S COMMENTS:

In the notes from last year regarding financial projections, we have since experienced a number of positive developments; namely:

- Recycling contract - per budget, saving approximately \$128,000 in 2013
- Gas Collection System under budget.
- Annual diversion rates and efficiencies are up, which has increased WDO funding - in 2012 we expect \$287,000 (budget was \$201,000).
- The last few years, the amount transferred to the reserve was significantly more than budgeted due to increased revenues (i.e. budget was \$147,000, actual was over \$600,000.)*

* figures provided by Andre Morin.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, no increase in revenues has been shown to illustrate what the projected reserve contribution for years 2014 to 2016 would be without fee increases. It is expected that fee increases will be required in each of these budget years to build up the reserve for future capital expenditures, most notably the construction of another cell.

ADMINISTRATOR'S COMMENTS:

While there will be pressure to not increase these revenues each year based on the good news from 2012, I fear putting them off will lead to either more long term debt and/or a large increase in one year.

CITY OF STRATFORD 2013 BUDGET

<u>PUBLIC LIBRARY - G411</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Administration	-92,601	-94,036	-94,219	-94,405	-94,595
Public Services	-37,000	-44,000	-36,000	-36,000	-36,000
Operations	-80,246	-102,040	-89,597	-91,258	-92,953
Public Library on Wheels	-11,000	0	0	0	0
PCIN	-113,385	-150,721	-153,714	-156,788	-159,924
TOTAL REVENUES	-334,233	-390,797	-373,529	-378,451	-383,472
<u>EXPENDITURES</u>					
Administration	1,782,936	1,849,382	1,881,170	1,918,612	1,956,813
Public Services	4,600	4,700	4,700	4,700	4,700
Library Board	7,000	7,000	6,000	6,000	6,000
Operations	89,565	118,329	110,798	112,085	114,416
Adult Program	135,661	138,375	141,143	143,965	146,845
Young Adult Program	4,503	4,593	4,685	4,779	4,874
Children's Program	36,576	37,307	38,053	38,814	39,590
Public Library on Wheels	28,824	0	0	0	0
PCIN	113,364	128,721	131,714	134,348	137,035
Building & Property	37,101	20,125	20,528	20,938	21,357
Amortization	392,400	225,482	225,482	225,482	225,482
TOTAL EXPENDITURES	2,632,531	2,534,015	2,564,272	2,609,724	2,657,112
NET BUDGET G411	2,298,298	2,143,217	2,190,743	2,231,272	2,273,640

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-392,400	-225,482	-225,482	-225,482	-225,482
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	20,000	24,000	24,000	24,000	24,000
TOTAL ADJUSTMENTS	-372,400	-201,482	-201,482	-201,482	-201,482
TOTAL TAX LEVY	1,925,898	1,941,735	1,989,261	2,029,790	2,072,158

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-334,233	-390,797	16.92%
Expenditures	2,260,131	2,332,533	3.20%
Net	1,925,898	1,941,735	0.82%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Brown and Councillor McManus that the G411 Public Library operating budget be adopted as presented, for a 2013 net budget of \$1,943,735. Carried. (Nov 06/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (reduced \$2,000. for AODA transfer to G820) #55.; #1.

By-Law 12-2013 approved by Council January 28, 2013

G411 Net Budget \$1,941,735.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G411 - Stratford Public Library

DEPARTMENT OVERVIEW:

In an increasingly inter-connected world, your library has been developing closer relationships with neighbouring libraries in order to increase impact while realizing economies of scale. Perth County Information Network (PCIN) welcomed St. Marys Public Library as a full member in 2010, sharing benefits and costs of our "Integrated Library System". North Perth Public Library (NPPL) is expected to become a full member by mid-2013.

Stratford residents will be able to choose from a 32% larger collection. PCIN will include all the public libraries within Perth County.

CHANGES MADE FROM 2012 BUDGET:

- Wages and benefits: 2% increase plus seven additional staff hours per week to handle new partnership traffic to and from NPPL.
- New book ends will be purchased to reduce repetitive strain issues.
- Training for staff related to the *Accessibility for Ontarians with Disabilities Act*.
- 2% increase for purchasing books (including eBooks), music and movies.
- Public Library On Wheels (PLOW) is now a SPL program, although selling services at cost recovery to other libraries, including \$8,000 from Oxford County Library. Propose to begin a reserve for replacing the 2005 PLOW van.
- Responsibility for the building has been moved to Building Department (more expertise).

Revenue Changes:

- Loss of funding from federal Community Access Program.
- Increased funding from PCIN partnership, assuming NPPL joins mid-year:
 - one-time funding for SPL staff involvement in setting up NPPL;
 - a reduced annual cost for SPL because of sharing costs among more partners and because of adjustments subsequent to the PCIN strategic plan;
 - all PCIN libraries now contributing to capital.

Other:

GENERAL COMMENTS:

If we factor in the transfer of budget monies to the City buildings budget, this budget effectively is up just under 2% for a true apples to apples comparison.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Have assumed an annual 2% increase except for known variations (such as NPPL participation in PCIN being for entire year from 2014 on).

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>ECONOMIC DEVELOPMENT - G511</u>	Economic Development Corporation				
	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Recoverable	-22,000	-22,000	-22,000	-22,440	-22,889
Ontario Grants	-80,000	-80,000	-80,000	-81,600	-83,232
TOTAL REVENUES	-102,000	-102,000	-102,000	-104,040	-106,121
<u>EXPENDITURES</u>					
Administration	333,220	361,327	391,637	399,470	407,459
Business Expenses	15,000	15,000	26,000	26,520	27,050
Trade Shows	19,500	19,500	22,000	22,440	22,889
Promotions	53,500	83,500	55,500	56,610	57,742
Marketing Development	13,000	13,000	15,000	15,300	15,606
Industrial Directories	1,000	1,000	2,000	2,040	2,081
Small Business Enterprise Centre	202,000	202,000	206,000	210,120	214,322
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	637,220	695,327	718,137	732,500	747,150
NET BUDGET G511	535,220	593,327	616,137	628,460	641,029

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	-24,000	-44,000	0	0	0
Plus Transfer to Reserves	5,000	5,000	0	0	0
TOTAL ADJUSTMENTS	-19,000	-39,000	0	0	0
TOTAL TAX LEVY	516,220	554,327	616,137	628,460	641,029

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-126,000	-146,000	15.87%
Expenditures	642,220	700,327	9.05%
Net	516,220	554,327	7.38%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Councillor Ritsma that the 2013 G511 Economic Development operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$544,327. Carried. (Nov.20/12)

Motion by Councillor Smythe and Councillor Beatty that an amount of \$10,000. be included in the G511 Economic Development operating budget to assist with the 2013 Intelligent Community Bid, for a G511 2013 net budget of \$554,327. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#25.)

By-Law 12-2013 approved by Council January 28, 2013
G511 Net Budget \$554,327.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G511 - ECONOMIC DEVELOPMENT

DEPARTMENT OVERVIEW:

Economic Development can be defined as "the process used to stimulate or maintain business activity and employment, which will improve the economic and social well-being of the community and create balanced growth." The Stratford Economic Development Department is responsible for economic development initiatives and activities. The Department promotes business growth through the solicitation, retention, expansion and formation of industrial, commercial and service industries, resulting in a growing economy incorporating business diversification, an expanded tax assessment base and new job opportunities.

The City of Stratford's Economic Development Department manages the development of the Wright Business Park. The business park has been established to provide an environment where business can foster and create employment opportunities for the residents of Stratford.

In 2007, the Department was expanded to include a Small Business Enterprise Centre. This initiative was possible through a partnership with the Provincial government (Ministry of Economic Development and Trade) and the Federal government through the Perth County Community Futures Corporation. Stratford Economic Development and the Stratford|Perth Centre for Business is the key point of contact for business development and investment. The Economic Development Department and Centre for Business connects individuals to information and networks vital to their location and expansion decisions in Stratford. The Centre is a free one-stop source for one-on-one business coaching, financing, expansion planning, and multi-national branch planning. We will provide information and identify solutions that will enhance business prospects. We will also leverage our community and business relationships to provide guidance and support before and after a decision to invest in Stratford.

The Economic Development Department has traditionally consisted of the positions of Director of Economic Development, the Economic Development Officer and a part-time Clerk Secretary. The Stratford|Perth Centre for Business consists of two contracted staff provided through a service level agreement with the Perth County Community Futures Corporation.

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

No Cost Reductions proposed.

Service Reductions:

No service reductions proposed.

Revenue Increases:

There are few revenue opportunities in economic development. It is hoped success will result in increased tax revenue for the City.

Other:

GENERAL COMMENTS:

The budget may be amended in the future once the decision regarding the formation of an Economic Development Corporation is finalized.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

The projected budgets reflect potential salary increases for each year.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

AIRPORT - G512

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Parking	-17,340	-17,340	-17,687	-17,687	-18,400
Farm Land	-8,150	-8,150	-8,150	-8,150	-8,600
Hanger Land	-29,208	-29,264	-30,048	-30,650	-31,263
Landing Services	-1,680	-1,680	-1,760	-1,760	-1,840
Fuel Services	-165,000	-165,000	-165,000	-165,000	-165,000
Airport Terminal	-9,500	-9,500	-9,500	-9,500	-9,500
TOTAL REVENUES	-230,878	-230,934	-232,145	-232,747	-234,603

EXPENDITURES

Land Rental	19,176	19,560	19,950	20,350	20,757
Administration	79,319	81,063	82,148	83,600	84,721
Landing Services	29,000	29,000	29,520	30,220	30,600
Fuel Services	129,300	129,300	129,300	129,300	129,300
Airport Terminal	24,300	24,500	24,500	24,800	25,100
Vehicles & Equipment	5,000	1,000	1,000	1,000	1,000
Amortization	93,000	86,294	86,294	86,294	86,294
TOTAL EXPENDITURES	379,095	370,717	372,712	375,564	377,772

NET BUDGET

	148,217	139,783	140,567	142,817	143,169
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ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-93,000	-86,294	-86,294	-86,294	-86,294
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	80,000	111,000	113,500	113,500	116,000
TOTAL ADJUSTMENTS	-13,000	24,706	27,206	27,206	29,706
TOTAL TAX LEVY	135,217	164,489	167,773	170,023	172,875

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-230,878	-230,934	0.02%
Expenditures	366,095	395,423	8.01%
Net	135,217	164,489	21.65%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Mark and Councillor Henderson that the 2013 G512 Airport operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$164,489. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#26.)

By-Law 12-2013 approved by Council January 28, 2013

G512 Net Budget \$164,489.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G512 - AIRPORT

DEPARTMENT OVERVIEW:

The Airport offers general aviation facilities to the general public as well as to local industry. The Airport generates revenue from fuel sales, land lease agreements, aircraft parking, farm land rental, and terminal building rental

CHANGES MADE FROM 2012 BUDGET:

Cost Reductions:

None proposed

Service Reductions:

None proposed

Revenue Increases:

3 % increase for hangar land lease agreements

Other:

GENERAL COMMENTS:

Asphalt reserve contribution increased from \$75,000 to \$100,000 per year to reflect significant increase in asphalt cost.

Building maintenance reserve account created - \$5000 contributed in 2013 to cover potential repairs to aging building infrastructure. Vehicle repair and expense budget line reduced to \$1,000 to reflect actual expenses and to offset new building maintenance reserve account.

General aviation activity is continuing to show positive growth.

ADMINISTRATOR'S COMMENTS:

The City is fortunate in that our unique arrangement that operates the Airport through an effective public private partnership allows us to operate this Airport less expensively than Airports in comparable communities in southwestern Ontario.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**SOCIAL SERVICES/
ONTARIO WORKS - G611**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Administration	-1,239,039	-1,677,319	-1,619,875	-1,608,495	-1,608,634
Ontario Works Stratford	-2,363,642	-2,002,164	-2,088,178	-2,175,712	-2,264,787
Ontario Works Perth	-3,058,036	-2,530,011	-2,555,311	-2,580,865	-2,606,673
Ontario Works St. Marys	-263,283	-202,647	-204,674	-206,721	-208,788
OW Employment Support	-548,034	-556,558	-564,238	-571,919	-579,599
OW Child Care	-93,198	to G616	0	0	0
Addiction Treatment	-131,647	-133,342	-134,870	-136,398	-137,925
Emergency Planning	-7,002	-7,036	-9,851	-11,258	-12,384
Homelessness Initiatives	-102,329	-589,135	-577,276	-584,298	-591,459
Homemakers & Nursing	-20,216	-27,582	-32,179	-36,776	-41,373
National Child Tax Benefit	-66,101	-68,117	-69,820	-71,566	-73,355
Local Access Recreation Program	-26,826	-27,644	-28,335	-29,043	-29,769
Provincial Rent Bank	-24,688	0	0	0	0
Social Planning Council	-13,413	-13,485	-13,485	-13,485	-13,485
Grants	0	-20,191	-20,695	-21,213	-21,743
Emergency Energy Fund	-12,640	0	0	0	0
TOTAL REVENUES	-7,970,093	-7,855,231	-7,918,787	-8,047,746	-8,189,974

EXPENDITURES

Administration	1,557,432	2,082,562	2,082,562	2,082,562	2,082,562
Ontario Works Stratford	2,854,640	2,333,525	2,356,860	2,380,428	2,404,233
Ontario Works Perth	3,058,036	2,530,011	2,555,311	2,580,865	2,606,673
Ontario Works St. Marys	263,282	202,647	204,674	206,721	208,788
OW Employment Support	595,508	595,508	595,508	595,508	595,508

<u>EXPENDITURES (cont'd.)</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
OW Child Care	101,000	to G616	0	0	0
Addiction Treatment	141,075	141,075	141,075	141,075	141,075
Emergency Planning	12,500	12,500	17,500	20,000	22,000
Homelessness Initiatives	134,023	638,081	650,843	663,859	677,137
Homemakers & Nursing	22,000	30,000	35,000	40,000	45,000
National Child Tax Benefit	123,205	126,285	129,443	132,679	135,996
Local Access Recreation Program	50,000	51,250	52,531	53,845	55,191
Provincial Rent Bank	24,688	to Homelessness	0	0	0
Social Planning Council	25,000	25,000	25,000	25,000	25,000
Grants	0	37,432	38,368	39,327	40,310
Emergency Energy Fund	12,640	to Homelessness	0	0	0
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	8,975,029	8,805,876	8,884,675	8,961,868	9,039,471
NET BUDGET G611	1,004,936	950,645	965,887	914,122	849,497

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	1,004,936	950,645	965,887	914,122	849,497

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-7,970,093	-7,855,231	-1.44%
Expenditures	8,975,029	8,805,876	-1.88%
Net	1,004,936	950,645	-5.40%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Henderson that the 2013 G611 Social Services/Ontario Works operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$1,005,424. Carried. (Nov.20/12)

Motion by Councillor McManus and Councillor Ritsma that the G611 Social Services/Ontario Works operating budget be adopted as revised at the December 4, 2012, Finance & Labour Relations Committee meeting, for a 2013 net budget of \$972,301. Carried. (Dec.04/12)

Motion by Councillor McManus and Councillor Mark that the G611 Social Services/Ontario Works 2013 budget be reduced by \$20,083., representing the municipal partners' share of grant costs for Shelterlink and Adult Learning Programs of Perth. Carried. (Jan.15/13)

Motion by Councillor Smythe and Councillor mark that the G611 Social Services/Ontario Works 2013 budget revenue be increased by \$18,859., representing one-time homelessness funding. Carried. (Jan.15/13)

Motion by Councillor Brown and Councillor McManus that the G611 Social Services/Ontario Works 2013 budget revenue be reduced by \$10,892., representing denial of United Way Simcoe grant funding. Carried. (Jan.15/13)

Motion by Mayor Mathieson and Councillor Brown that the G611 Social Services/Ontario Works 2013 budget be reduced by \$14,500., representing various cost efficiencies. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 #40., 46., 47.

#57. (reduced \$31,038. for revised shared services apportionment calculation - transferred to G810)

By-Law 12-2013 approved by Council January 28, 2013

G611 Net Budget \$950,645.



2013 OPERATING BUDGET NOTES

DEPARTMENT: Social Services – Ontario Works (G611)

DEPARTMENT OVERVIEW:

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

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

The following programs are operated within the Division:

Ontario Works Intake and Case Management

Ontario Works Employment Supports

Eligibility Review, Audit and Appeal

Family Support

Enhanced Verification

Homelessness Prevention

Rent Bank

Rent Start Up

Emergency Energy

Homemaker's and Nurses Services

Addictions Services Initiative

Emergency Planning

CHANGES FROM 2012 BUDGET:

Cost Reductions:

A funding announcement on October 31, 2008 reduces the cost sharing of social assistance payments resulting in the new municipal share of 14.2% for 2013.

Service Reductions:

Announcement from the Ministry of Community and Social Services March 27, 2012, that the benefit known as Community Start Up and Maintenance would be removed from the Ontario Works budget and some fees transferred into homelessness. This will make it more difficult for Ontario Works clients to access funds to maintain housing.

Revenue Increases:

Other:

GENERAL COMMENTS:

The Ontario Works caseload has remained above historical levels, netting a current average of 673 cases per month. The Ministry projection for 2013 is 754.

There will be a 1% social assistance benefit increase in December 2012.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

The funding announcement on October 31, 2008 further reduces the cost of social assistance payments working toward the goal of 100% ministry funding in 2018. The municipal share for Ontario Works benefits is 11.4% in 2014, 8.6% in 2015 and 5.8% in 2016, from the historical 20% share.

It is anticipated that there will be an additional 1% benefit increase in December 2013 and onward annually.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**ANNE HATHAWAY
DAY CARE - G613**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Regular Day Care Programs	-996,809	-1,013,238	-1,028,168	-1,041,414	-1,059,440
Program Assistants	-56,812	-57,384	-57,384	-57,384	-57,384
TOTAL REVENUES	-1,053,621	-1,070,622	-1,085,552	-1,098,798	-1,116,824

EXPENDITURES

Administration	66,168	67,675	69,903	71,354	72,531
Regular Day Care Programs	821,948	839,124	855,833	873,077	890,461
Regular Day Care Occupancy	85,967	89,091	90,129	91,189	92,270
Regular Day Care Dietary	92,721	94,216	95,377	96,565	97,777
Program Assistants	56,812	57,384	57,384	57,384	57,384
Amortization	22,000	0	0	0	0
TOTAL EXPENDITURES	1,145,616	1,147,490	1,168,626	1,189,569	1,210,423
NET BUDGET G613	91,995	76,868	83,074	90,771	93,599

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-22,000	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-22,000	0	0	0	0
TOTAL TAX LEVY	69,995	76,868	83,074	90,771	93,599

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-1,053,621	-1,070,622	1.61%
Expenditures	1,123,616	1,147,490	2.12%
Net	69,995	76,868	9.82%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Henderson that the 2013 G613 Anne Hathaway Day Care operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$76,868. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#36.)

By-Law 12-2013 approved by Council January 28, 2013

G613 Net Budget \$76,868.



2013 OPERATING BUDGET NOTES

DEPARTMENT: Social Services-Anne Hathaway Day Care (G613)

DEPARTMENT OVERVIEW:

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

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

Hours of operation are 7:00 am to 5:30 pm Monday to Friday for 12 months of the year. Families pay a weekly fee for services. Invoices include all scheduled days and there is no reimbursement for vacation or sick days.

The centre also offers a Flexcare /Emergency Care program to the community based on available space on any given day.

The centre employs 10 full time staff and six permanent part-time staff as well as a number of supply staff.

CHANGES FROM 2012 BUDGET:

Cost Reductions: Wage costs are in accordance with the collective agreements and Ministry licensing requirements determine staff children ratios. Occupancy costs not accounted for in 2012 have been added in for 2013.

Service Reductions: No service reduction proposed.

Revenue Increases: A 5% increase to parent fees has been approved. This impacts approximately 32% of our revenues.

GENERAL COMMENTS:

In some areas program expenses have been aligned to more closely reflect 2011 actuals with the understanding that this is a budget for 2013.

Administration:

A number of small changes to reflect 2011 actuals.

Regular Day Care Programs:

Parent Fees: Increase to parent fees of 5%.

Fee Subsidy/Ontario Grants: Fee Subsidy and Ontario Grant payments are not anticipated to increase.

Before/After School: From current numbers it appears we will have a full complement of SK children Before/After School for the 2013/14 school year. In 2014 Anne Hathaway school will be a full day learning school and then I expect changes.

Toys: Small increase for toys needed for the emergent curriculum being implemented.

Regular Daycare Occupancy:

Uniforms: Uniform allowance for custodian has been discontinued. Custodian uniform provided by home department (Building & Planning).

Services/Other: It appears that this was mistakenly not listed in the 2012 budget and it is consistently a budget item. The actual costs for 2011 was \$2,868 so I have budgeted for 2013 accordingly.

Regular Daycare Dietary:

No substantial changes

Program Assistants:

This is revenue neutral to the daycare program. Program Assistants are hired to facilitate the inclusion of children with significant special needs into the regular daycare program. The full costs of salaries and benefits for these staff are invoiced back to the Special Needs Resourcing Program within the Childcare Division. They vary from year to year depending on the individual needs of the children we have in the program at any given time.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

As the province continues to move toward full day kindergarten enrollment in the day care program will be affected. A number of possible alternatives are under consideration by staff.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>HOUSING - G615</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
St. Marys	-300,121	-335,034	-344,057	-357,516	-360,312
Perth County	-1,457,167	-1,636,115	-1,680,177	-1,745,906	-1,759,557
User Fees	-2,247,825	-2,255,875	-2,247,825	-2,247,825	-2,247,825
Provincial Grant	-1,645,184	-2,611,318	-1,867,493	-1,605,184	-1,582,491
Federal Grant	-95,691	-64,497	-64,497	-64,497	-64,497
Housing Allowance Rent Suppl.	-35,000	-8,640	0	0	0
TOTAL REVENUES	-5,780,987	-6,911,479	-6,204,049	-6,020,928	-6,014,682
<u>EXPENDITURES</u>					
Administration	1,029,570	1,253,665	1,216,550	1,236,132	1,256,077
Rent Supplements	690,000	741,750	803,227	668,166	674,847
Housing Providers	1,985,000	2,037,060	2,057,431	2,078,005	2,098,785
Affordable Housing	25,000	883,300	75,503	25,758	26,016
Properties	3,411,665	3,579,755	3,601,029	3,623,183	3,581,863
Amortization	114,000	166,559	114,000	114,000	114,000
TOTAL EXPENDITURES	7,255,235	8,662,089	7,867,740	7,745,243	7,751,588
NET BUDGET G615	1,474,248	1,750,610	1,663,691	1,724,315	1,736,906

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-114,000	-166,559	-114,000	-114,000	-114,000
Less Transfer from Reserves	0	-75,000	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-114,000	-241,559	-114,000	-114,000	-114,000
TOTAL TAX LEVY	1,360,248	1,509,051	1,549,691	1,610,315	1,622,906

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-5,780,987	-6,986,479	20.85%
Expenditures	7,141,235	8,495,530	18.96%
Net	1,360,248	1,509,051	10.94%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Henderson and Councillor McManus that the 2013 G615 Housing operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$1,547,392. Carried. (Nov.20/12)

Motion by Councillor Nickel and Councillor Ritsma that the G615 Housing 2013 budget be reduced by \$28,906., representing a correction to remove Outreach Worker position due to duplication. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 #37.; #57. (reduced \$9,436. for revised shared services apportionment calculation - transferred to G810)



2013 OPERATING BUDGET NOTES

DEPARTMENT: Social Services - Housing (G615)

DEPARTMENT OVERVIEW:

The Housing Division is responsible either directly or as an intermediary for both the Public and the Social Housing portfolios of 1247 units:

- The Housing division directly administers 663 public housing units geographically spread across the County. Including 18 apartment buildings and 164 Family units.
- In addition Housing acts as a intermediary and overseer of the 415 social housing units in the county that operate either as non-profit housing corporations or cooperative housing corporations.
- In Addition the Rent Supplement program allows us to work with private enterprise landlords who house people who qualify for RGI on our behalf. The Housing Division then pays the landlord the variance between the tenants RGI calculation and the market rent charged by the landlord. Housing currently have 169 rent supplement units.

The impact of the recession is still being felt by families and individuals across the county. As a result, applications for housing have increased.

The Investment in Affordable Housing (IAH) funding is a welcome addition of funding totaling just over 1.9 million dollars over four years.

The program funds will be released from 2012-2014. Council has approved the funding to target the following components:

Affordable Housing (Performing Arts Lodge)
Home Ownership (Habitat for Humanity)
Rent Supplement (Agreements with participating Landlords) and,
Housing Allowance Subsidy (payments directly to participants)

CHANGES FROM 2012 BUDGET:

Key Revenue Decreases:

Social Assistance Payments from the Ministry as based on indexes published annually.

1) Local Housing Corporation (LHC) Rent Supplement Grant: The LHC Rent Supplement Grant has been reduced by \$48,990.

Key Expenses Increases:

1) Materials & Services: Materials & Services have increased by \$23,680 to cover the addition of an after hours on-call service.

2) Salaries & Wages (Full-time): addition of Outreach Worker to bring this service in house. Currently it is being contracted out and subsidized by a grant from Simcoe County United Way. It is strongly believed that better service can be achieved by having this position in

house to deal with a variety of issues for all clients served by social services. It is proposed to be cost shared with Ontario Works.

Additionally the budget reflects an increase of 1.5 maintenance staff from 2012 budget, a separate business case is being prepared to justify the increase from two to three Repair/Maintenance personnel. As these buildings age, maintenance is increasingly costly.

Combining these two staffing proposals results in a \$162,060 increase in FT salaries and wages, part-time wages decreased by \$26,400 as a result of former part-time maintenance.

- 3) Benefits (Full-time): \$ 40,515 in FT benefits increase to match staffing proposed.
- 4) Services (Other – Utilities & Taxes: Property Taxes increased by \$125,000.00 to be in line with 2011 actually incurred.
- 5) Social Assistance Payments: Based on Ministry indexes for Social Housing Provider subsidies, our 2013 local costs are increasing by \$52,060 while the Ontario Grant to us remains the same.
- 6) Benefits (Part-time): \$16,200 represents the addition of seven building monitors in the County properties. (\$1,956 Rent consideration plus \$360 phone consideration per monitor). Although \$6,600 was saved in this line as a result of savings in part-time benefits with the changes implemented.
- 7) Consultants: With the new Housing Services Act many changes are required within the Housing Department including drastic policy and procedure changes and the requirement of local Housing & Homelessness Plans. Two consultants are required over the coming months- one to write the policies (\$15,000 budgeted) and another for Housing & Homelessness plan development and community consultations (\$40,000).
- 8) Travel/Mileage: Mileage increase estimated at \$10,000 for additional staff and response across the county and the newly announced increase to mileage charge amounts.
- 9) Memberships: \$3,700 portion of OMSSA Membership traditionally paid in OW budget.

Service Reductions:

No service reductions are proposed.

Options for Reductions:

GENERAL COMMENTS:

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

Budget reflects a 2% increase in wages and benefits based on the collective agreement.

The two additional maintenance worker cost should be offset by decreased materials and services costs however last year's budget was insufficient for the resources engaged.

It is hoped that by establishing a new benchmark for maintenance we can establish a realistic budget that then can bear reasonable growth expectations into the future.

While Housing staff take a broader view of their work in the Housing portfolio properties and work co-operatively with the Tenant Review Officer and Maintenance Coordinator to report areas of concern. They focus more on preventative maintenance work like furnace filters, eaves trough repairs and can combine multiple small jobs into one visit to a unit. Outside contractors will still be utilized but at a reduced level and cost.

ADMINISTRATOR'S COMMENTS:

We are attempting to find cost effective and proven solutions to keep up the with necessary maintenance for our aging housing stock.

2014-2015-2016 BUDGETS

GENERAL COMMENTS:

Capital budget for public housing will require ongoing increases to address the issue of aged buildings.

The capital, maintenance and staff costs continue to increase annually and the funding provided from the province has been reduced or remains stagnant. This causes reduction in other account lines and could result in reduction of services in the future. The projected years budgets have been calculated using a 1% annual increase in costs of services and administration.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>CHILD CARE - G616</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Fee-ELCC Subsidy	-214,767	-216,954	-218,953	-220,981	-223,040
Wages-ELCC Stabilization N/P	-92,882	-93,837	-94,750	-95,676	-96,616
ELCC Administration	-25,641	-25,750	-25,387	-25,380	-25,373
Regular Administration	-147,087	-126,799	-128,722	-130,684	-132,684
Wages-DNA Subsidy Non-Profit	-626,440	-680,860	-687,474	-694,187	-701,000
Fee-DNA Child Care Subsidy	-740,701	-748,362	-755,622	-762,992	-770,472
Fee- Resource Centre Subsidy	-68,917	-70,241	-71,295	-72,364	-73,450
Pay Equity	-2,889	-2,894	-2,894	-2,894	-2,894
Special Needs Admin.	-263,141	-278,555	-280,891	-283,275	-285,705
Child Care Small Waterworks	-2,426	-2,670	-2,670	-2,670	-2,670
OW Formal Child Care	0	-75,354	-75,354	-75,354	-75,354
OW Informal Child Care	0	-16,342	-16,342	-16,342	-16,342
TOTAL REVENUES	-2,184,891	-2,338,618	-2,360,354	-2,382,797	-2,405,599
<u>EXPENDITURES</u>					
Fees-ELCC Subsidy	250,000	253,750	257,556	261,420	265,341
Wages-ELCC Stabilization N/P	102,018	103,548	105,101	106,678	108,278
Wages-DNA Subsidy Non-profit	688,059	750,670	761,930	773,359	784,959
ELCC Administration	34,103	32,800	33,440	34,108	34,791
Regular Administration	187,266	163,816	167,013	170,272	173,596
Child Care Fee Subsidy	822,452	834,339	846,404	858,650	871,080

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Resource Centre	115,000	116,725	118,476	120,253	122,057
Pay Equity	3,800	3,800	3,800	3,800	3,800
Special Needs Admin.	300,749	310,525	314,536	318,627	322,799
Child Care Small Waterworks	2,426	2,670	2,670	2,670	2,670
OW Formal Child Care	0	83,000	83,000	83,000	83,000
OW Informal Child Care	0	18,000	18,000	18,000	18,000
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	2,505,872	2,673,644	2,711,926	2,750,837	2,790,370
NET BUDGET G616	320,982	335,026	351,572	368,040	384,772

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0

TOTAL TAX LEVY	320,982	335,026	351,572	368,040	384,772
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-2,184,891	-2,338,618	7.04%
Expenditures	2,505,872	2,673,644	6.70%
Net	320,982	335,026	4.38%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Smythe and Councillor Henderson that the 2013 G616 Child Care operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$335,315. Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 #38.; #57. (reduced \$289. for revised shared services apportionment calculation - transferred to G810)

By-Law 12-2013 approved by Council January 28, 2013

G616 Net Budget \$335,026.



2013 OPERATING BUDGET NOTES

DEPARTMENT: Social Services - Child Care Division (G616)

DEPARTMENT OVERVIEW:

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

The Fee Subsidy funding from Early Learning and Child Care (ELCC) and Day Nursery Act (DNA) provide financial assistance for families' child care expenses. To determine the level of funding an income test procedure is used.

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

In the administrative role the Child Care Division manages the Children's Resource Consultant program and allocation of funding for program assistance in all Perth County programs in support of inclusive environments for children.

The Child Care Division receives funding from the Province in several cost arrangements, 100% provincial allocations, 80-20 cost shared funds and 50-50 cost shared funds. The 100% provincial funds are targeted to be utilized first when ever possible. The funding accounts from the Ministries have restrictions as to what expenses are allowed and those guidelines must be also followed.

CHANGES FROM 2012 BUDGET:

Service Cost Increases:

Fee subsidies and Wage subsidies expenses to child care programs have incorporated an annual increase of 1.5%. Administrative funding accounts that include salaries and benefit costs have used an annual increase of 2% to match the commitments of the collective agreement.

In ELCC administration, the wage costs increases annually but the funding from the province is stagnant. In previous years some other administration costs have been covered in this account and 0.5 FTE of one staff position. In the 2013 budget this is reduced to 0.47 FTE and no other administrative costs. The amounts have been moved to ELCD Program Funding (617) administrative accounts. These continued movements of expense in future years may cause a reduction in funding for other services and the issue will need to be addressed.

New Program/costs:

The Ontario Works Informal and Formal revenue and expenses have been moved from Ontario Works (613) accounts to Child Care (616). The reporting and tracking of these funds is through the Child Care division. This will not increase the cost to the municipality but will assist with tracking and documentation.

GENERAL COMMENTS:

The Ministry of Education has taken responsibility for the Water Works funding allocation as of April 1, 2012. The funding amounts will remain the same but the reporting processes will change.

The Special Needs funding allocation only covers the costs of 2.0 FTE staff salaries and benefits and no other administrative costs. The amount that remains is directed to service costs of child care programs for program assistant costs. There is some funding available in ELCD Program Funding (617) to offset these costs that were covered in Special Needs Administration (616) but this cannot be sustained and will need to be addressed in future years.

The municipal shares are calculated in two different methods. For St Marys using actual caseload figures and for Perth County and Stratford using municipal assessment percentages. The caseload figures used for the 2013 budget year are from 2011 actual figures and will be adjusted in the third quarter to 2012 actuals.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

The occupancy and staff costs continue to increase annually and the funding provided from the province has been stagnant. This causes reduction in other account lines and could result in reduction of services in the future. The projected years budgets have been calculated using a 2% annual increase in costs of services and administration.

The Ministry and province are also conducting a review on how funding is calculated and process.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**EARLY LEARNING &
CHILD DEVELOPMENT - G617**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Program Funding	-995,586	-1,018,585	-1,018,585	-1,018,585	-1,018,585
Planning Funding	-23,500	-24,555	-24,555	-24,555	-24,555
Wage Improvement	-278,546	-278,546	-278,546	-278,546	-278,546
Program Development	-235,480	-982,480	-982,480	-609,012	-235,480
Fee Subsidy	-170,020	-187,847	-187,847	-187,847	-187,847
Capacity Funding for Transition	0	-12,586	-12,586	-12,586	-12,586
Repairs & Maintenance	0	-11,076	-11,076	-11,076	-11,076
Child Care Stabilization Capital	0	-37,334	-37,334	-37,334	-37,334
Child Care Stabilization	-59,895	-102,299	-102,299	-102,299	-102,299
TOTAL REVENUES	-1,763,027	-2,655,308	-2,655,308	-2,281,840	-1,908,308

EXPENDITURES

Program Funding	995,586	1,018,585	1,018,585	1,018,585	1,018,585
Planning Funding	23,500	24,555	24,555	24,555	24,555
Wage Improvement	278,546	278,546	278,546	278,546	278,546
Program Development	235,480	982,480	982,480	609,011	235,479
Fee Subsidy	170,020	187,847	187,847	187,847	187,847
Capacity Funding for Transition		12,586	12,586	12,586	12,586
Repairs & Maintenance	0	11,076	11,076	11,076	11,076
Child Care Stabilization	59,895	102,299	102,299	102,299	102,299

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Child Care Stabilization Capital	0	37,334	37,334	37,334	37,334
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	1,763,027	2,655,308	2,655,308	2,281,840	1,908,307
NET BUDGET G617	0	0	0	0	0

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	0	0	0	0	0

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-1,763,027	-2,655,308	50.61%
Expenditures	1,763,027	2,655,308	50.61%
Net	0	0	0.00%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor McManus and Councillor Beatty that the 2013 G617 Early Learning & Child Development operating budget be adopted as presented at the November 20, 2012 Finance and Labour Relations Committee meeting, for a 2013 net budget of \$0. (\$2,655,308. rev/exp) Carried. (Nov.20/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#39.)

By-Law 12-2013 approved by Council January 28, 2013

G617 Net Budget \$0. (\$2,655,308 rev/exp)



2013 OPERATING BUDGET NOTES

DEPARTMENT: Social Services–Early Learning & Child Development-ELCD (G617)

DEPARTMENT OVERVIEW:

The Child Care Division utilizes the funds from this program to provide wage subsidy financial support to agencies to improve salaries. Funding is allocated to provide financial assistance directly to agencies for families' child care expenses. All families are processed through an Income Test.

The Child Care Division maximizes the funding allowed as per guidelines to put towards administrative costs.

Program development funding has been budgeted when available to support any initiatives expanding their services, improving their programs or in program development that is in line with the child care plan of the county. An RFP process is used when determining the distribution of funds.

Funding for special needs resourcing is a component of the ELCD budget. The provincial budget allocates a small portion for planning. The planning funding is directed to service integration.

ELCD is funded 100% by the Province and currently there are no municipal contributions to the total budget.

CHANGES FROM 2012 BUDGET:

Revenue Increases:

The Child Care Stabilization Capital and Child Care Stabilization have increased annually. The amounts of the increases are not known until the contract estimates are completed in March of the budget year. The figures incorporated in the 2013 budget are the actuals of 2012. These funds are 100% provincial allocations and do not affect the municipal shares.

The Extended Day Fee Subsidy accounts are not funded by the province but the funding allocation was transferred to ELCD Child Care Fee Subsidy with an increase in funds which was included from the 2012 actual provincial-city budget. This amount was used for the 2013 budget and the Extended Day Fee Subsidy accounts have been deleted.

The Early Childhood Planning funding from the Province was reduced between 2010 to 2011 and then increased between 2012 to 2013 but still not back to the allocation of 2010. These funds are 100% provincial allocations and utilized for service integration projects and activities.

There are two new detail code funding allocations, Repairs and Maintenance and Capacity Funding to Support Transformation. These funding allocations are to be used towards the costs of child care programs dealing with the impact of losing four and five year old children spaces from their programs to the school system and any license issues.

A transfer of 40% from reserves for both 2013 and 2014, and then the remaining 20% in 2015 has been incorporated into the budget. These funds will be used to address stabilization of child care programs and development of child and family centers through an RFP process.

Other:

The Wage Improvement funding has not been increased by the province. Child Care programs use these funds to assist with wage expenses that increase annually. This area of funding is stagnant and may need to be addressed in future year budgeting.

The \$50,000 transfer from reserve towards Fee Subsidy costs was not needed as there has been an increase in the provincial allocation for Fee Subsidy funds.

Social assistant payments for Special Needs program assistants has seen a reduction and also some of the costs for this support from Special Needs Administrations has been transferred to ELCD Program to reduce the amount required by municipal shares.

GENERAL COMMENTS:

No further comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

There have been many changes to the system of children services for 4 and 5 year old children and in 2014 and 2015 there is anticipated a larger scale of changes. It will be dependent upon these service guideline changes the resulting pressures on funding/budgets and service levels. The capital required for the forecasted changes will need to be allocated from reserve accounts.

The occupancy and staff costs continue to increase annually and the funding provided from the province has been stagnant. The projected years budgets have been calculated using a 2% annual increase in costs of services and administration.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

PARKS - G711

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Operations	-125,000	-129,000	-134,000	-139,000	-139,000
Forestry	-99,000	-98,300	-99,000	-99,000	-99,000
TOTAL REVENUES	-224,000	-227,300	-233,000	-238,000	-238,000

EXPENDITURES

Operations	1,481,228	1,507,239	1,518,100	1,530,158	1,551,817
Forestry	533,377	530,992	535,691	540,484	555,373
Amortization	0	157,158	157,158	157,158	157,158
TOTAL EXPENDITURES	2,014,605	2,195,389	2,210,949	2,227,800	2,264,348
NET BUDGET G711	1,790,605	1,968,089	1,977,949	1,989,800	2,026,348

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	-157,158	-157,158	-157,158	-157,158
Less Transfer from Reserves	0	-15,000	0	0	0
Plus Transfer to Reserves	64,000	64,000	64,000	64,000	64,000
TOTAL ADJUSTMENTS	64,000	-108,158	-93,158	-93,158	-93,158

TOTAL TAX LEVY	1,854,605	1,859,931	1,884,791	1,896,642	1,933,190
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-224,000	-242,300	8.17%
Expenditures	2,078,605	2,102,231	1.14%
Net	1,854,605	1,859,931	0.29%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Beatty and Councillor Smythe that the G711 Parks operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$1,874,931. Carried. (Nov.14/12)

Motion by Mayor Mathieson and Councillor Brown that the G711 Parks 2013 budget be reduced by \$5,000., representing increased transfer from perpetual tree reserve. Carried. (Jan.15/13)

Motion by Councillor Smythe and Councillor Mark that the G711 Parks 2013 budget be reduced by \$10,000., representing increased transfer from emerald ash boar reserve. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#18.)

By-Law 12-2013 approved by Council January 28, 2013

G711 Net Budget \$1,859,931.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G711 - COMMUNITY SERVICES - Parks and Forestry

DEPARTMENT OVERVIEW:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (24 neighborhood, 16 city parks, and 5 specialty parks), 29 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance through out 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 2012 BUDGET:

Full time wages and benefits have increased 2% in accordance to the collective agreement. Seasonal employees remain at the same rate for the duration of the contract.

Slight heat/ hydro and fuel increases based on 2012 actual.

Materials and Services for both Parks and Forestry will remain at 2012 rate.

With the morning shift included in the new collective agreement, overtime can now be limited to emergency calls, Sunday garbage collection at sport facilities and parks, weekend winter snow clearing swan care and extra watering in extreme heat.

OPTIONS FOR REDUCTIONS:

No option proposed.

GENERAL COMMENTS:

No general comments.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 SUMMARY - PROGRAMS/FACILITIES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Programs	-165,600	-167,000	-170,300	-173,699	-177,200
Facilities	-1,732,000	-1,868,900	-1,901,900	-1,943,400	-1,986,400
TOTAL REVENUES	-1,897,600	-2,035,900	-2,072,200	-2,117,099	-2,163,600
<u>EXPENDITURES</u>					
Programs	487,898	504,645	510,615	519,706	528,099
Facilities	3,155,325	3,253,195	3,313,738	3,390,702	3,456,106
Amortization	1,300,000	969,063	969,063	969,063	969,063
TOTAL EXPENDITURES	4,943,223	4,726,903	4,793,416	4,879,471	4,953,268
NET BUDGET G721	3,045,623	2,691,003	2,721,216	2,762,372	2,789,668

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-1,300,000	-969,063	-969,063	-969,063	-969,063
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	56,000	56,000	56,000	56,000	56,000
TOTAL ADJUSTMENTS	-1,244,000	-913,063	-913,063	-913,063	-913,063
TOTAL TAX LEVY	1,801,623	1,777,940	1,808,153	1,849,309	1,876,605

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-1,897,600	-2,035,900	7.29%
Expenditures	3,699,223	3,813,840	3.10%
Net	1,801,623	1,777,940	-1.31%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor Culliton that the G721 Recreation operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$1,777,940. Carried. (Nov.14/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#19.)

By-Law 12-2013 approved by Council January 28, 2013

G721 Net Budget \$1,777,940.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G721 – COMMUNITY SERVICES - Recreation Facilities

DEPARTMENT OVERVIEW:

This Division is responsible for the maintenance of all municipal recreation and community facilities including:

- ❑ Two single pad arenas (Allman and Dufferin)
- ❑ Stratford Rotary Complex twin pad arena and community hall
- ❑ Kiwanis Community Centre
- ❑ Lions Pool
- ❑ Two outdoor sports complexes, SERC – 2 lit soccer fields, 2 lit baseball fields, 1 rugby field and Packham Rd – 5 lit ball diamonds and pavilion. Both facilities have irrigation systems.
- ❑ Three public washrooms
- ❑ Tom Patterson theatre
- ❑ Several Ball and Sports fields, tennis courts and misc. facilities
- ❑ Stratford Art Gallery
- ❑ Parks Offices
- ❑ Transit buildings
- ❑ Tourism/boathouse

This Division includes 15 full time positions including a Manager, 1 Clerk Secretary, 1 Facilities Maintenance Operator, 1 Facilities Operator II/Lead Hand, and 11 Recreation Facilities Operator I, 4 part time custodians with additional casual and part-time employees.

The Division provides most services internally but contracts out some services such as concessions, plumbing, electrical, ammonia refrigeration plants and HVAC periodic maintenance and repairs.

CHANGES FROM 2012 BUDGET:

Revenues show an increase as our Fees and Charges will increase for the second half of the 2013 arena season. The increase in revenues reflect the actual average from the last two years.

The increase in services reflects the actual cost of services since the Rotary Complex was constructed in 2006/2007.

The facility improvement increase includes the cost of upgrading the lighting systems at Rotary to the more efficient T5 lighting that is presently installed at the Dufferin arena.

The slight decrease in Heat and Hydro expense reflect the more moderate winters experienced the last two years as well as the reduction in our carbon footprint due in large part to the retrofit of Dufferin arena as well as the installation of energy efficient equipment each time a piece of equipment fails.

OPTIONS FOR REDUCTIONS:

The facility division will retrofit the two rink lighting systems at the Rotary Complex. This continues the program in Facilities to minimize our carbon footprint.

GENERAL COMMENTS:

The department is limited in its reserves to maintain the demand for long term maintenance; it would be a general rule to contribute 3% of the total facility asset towards a facility reserve. This issue will prove to be more acute in coming years as many major maintenance items that have been receiving temporary fixes will need to be addressed.

ADMINISTRATOR'S COMMENTS:

It is important to note that the department has been successful in its management of these facilities in that they have seen an increase in revenue from a higher use of the facilities over the past two years.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

A larger contribution to building reserves is required to support a stronger maintenance program.

ADMINISTRATOR'S COMMENTS:

Please refer to my overall budget comments about the need to contribute to facility reserves and when that should start taking place.

Moreover, this Division is undertaking some important energy savings programs that will result in future savings.

CITY OF STRATFORD 2013 BUDGET

**RECREATION
PROGRAMS - G721**

REVENUE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Rentals	-165,600	-167,000	-170,300	-173,699	-177,200
TOTAL REVENUES	-165,600	-167,000	-170,300	-173,699	-177,200

EXPENDITURES

Salaries & Benefits	350,528	365,497	371,081	376,776	384,866
Services	137,370	139,148	139,535	142,930	143,233
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	487,898	504,645	510,615	519,706	528,099
NET BUDGET G721	322,298	337,645	340,315	346,007	350,899

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0

TOTAL TAX LEVY	322,298	337,645	340,315	346,007	350,899
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-165,600	-167,000	0.85%
Expenditures	487,898	504,645	3.43%
Net	322,298	337,645	4.76%

COMMITTEE RECOMMENDATIONS/COUNCIL APPROVAL

See G721 Recreation Summary



2013 OPERATING BUDGET NOTES

DEPARTMENT: G721 - COMMUNITY SERVICES – RECREATION - PROGRAMS

DEPARTMENT OVERVIEW:

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

Service	Particulars	Allocation
Child & Youth Programs	Day camp, p.a. days, holiday break, community dances	Staff time, program materials, labour
Stratford Youth Centre	Lease of facility, agreement to support staff/program services offered through YMCA	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest, MovingON, inMotion, Trails/Bike, etc.	Staff time.
55+ Active Adults Programs	Management of 700 member volunteers, and 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 regular bookings and special events during sport season	Staff time.
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives describing programs and services delivered through the department's 6 divisions	Marketing dollars and staff time.
Kiwanis Community Centre	Coordination/management of facility bookings/tenants, and mechanical operating systems	Staff time.
Public Access Defibrillation	Coordination, management and weekly evaluation of the City's AED program (8 units currently deployed)	Staff time.

CHANGES MADE FROM 2012 BUDGET:

Service Reductions:

None proposed at this time.

Revenue Increases:

- Historically, a special grant from the Ministry of Long Term Health & Care has been received, in the amount of \$15,000. While there is no guarantee that this amount will be granted, the \$15,000 has been allocated to the "Ontario Grant" revenue line in 2013.

Other:

- Generally, budget increase is related to salary and benefit increases.
- Revenue decrease in Recreation Programs represents an accurate forecast of the last three years of registration statistics.

GENERAL COMMENTS:

- The Stratford Youth Centre accounts for 25% of the Recreation Program budget; approximately \$82,000 in expenditures with no revenues generated.
- When compared to 2011, full-time salaries and benefits account for a 2% increase in the Recreation Program budget.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 SUMMARY - FACILITIES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-1,732,000	-1,868,900	-1,901,900	-1,943,400	-1,986,400
TOTAL REVENUES	-1,732,000	-1,868,900	-1,901,900	-1,943,400	-1,986,400
<u>EXPENDITURES</u>					
Salaries & Benefits	1,653,425	1,684,995	1,718,438	1,752,102	1,785,406
Utilities	873,400	841,200	860,800	878,100	889,200
Vehicle	16,500	18,000	18,500	19,000	19,500
Services & Materials	612,000	709,000	716,000	741,500	762,000
Amortization	1,300,000	969,063	969,063	969,063	969,063
TOTAL EXPENDITURES	4,455,325	4,222,258	4,282,801	4,359,765	4,425,169
NET BUDGET G721	2,723,325	2,353,358	2,380,901	2,416,365	2,438,769

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-1,300,000	-969,063	-969,063	-969,063	-969,063
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	56,000	56,000	56,000	56,000	56,000
TOTAL ADJUSTMENTS	-1,244,000	-913,063	-913,063	-913,063	-913,063
TOTAL TAX LEVY	1,479,325	1,440,295	1,467,838	1,503,302	1,525,706

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-1,732,000	-1,868,900	7.90%
Expenditures	3,211,325	3,309,195	3.05%
Net	1,479,325	1,440,295	-2.64%

COMMITTEE RECOMMENDATIONS/COUNCIL APPROVAL

See G721 Recreation Summary

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - ALLMAN ARENA

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-260,000	-277,000	-284,000	-291,000	-298,000
TOTAL REVENUES	-260,000	-277,000	-284,000	-291,000	-298,000
<u>EXPENDITURES</u>					
Salaries & Benefits	182,942	186,601	190,333	194,140	198,022
Utilities	150,150	146,150	148,300	150,400	151,400
Services & Materials	71,000	72,000	73,000	74,000	74,000
TOTAL EXPENDITURES	404,092	404,751	411,633	418,540	423,422
NET BUDGET G721	144,092	127,751	127,633	127,540	125,422

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-260,000	-277,000	6.54%
Expenditures	404,092	404,751	0.16%
Net	144,092	127,751	-11.34%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - DUFFERIN ARENA

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-255,000	-264,000	-269,000	-274,000	-279,000
TOTAL REVENUES	-255,000	-264,000	-269,000	-274,000	-279,000
<u>EXPENDITURES</u>					
Salaries & Benefits	161,034	164,254	167,539	170,890	174,308
Utilities	89,250	86,250	88,300	90,400	91,500
Services & Materials	45,000	47,500	50,000	50,000	50,000
TOTAL EXPENDITURES	295,284	298,004	305,839	311,290	315,808
NET BUDGET G721	40,284	34,004	36,839	37,290	36,808

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-255,000	-264,000	3.53%
Expenditures	295,284	298,004	0.92%
Net	40,284	34,004	-15.59%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - ROTARY COMPLEX TWIN PADS

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-640,000	-670,000	-675,000	-690,000	-705,000
TOTAL REVENUES	-640,000	-670,000	-675,000	-690,000	-705,000
<u>EXPENDITURES</u>					
Salaries & Benefits	510,836	521,053	531,474	542,104	552,946
Utilities	263,600	252,600	255,700	258,700	260,700
Services & Materials	127,500	210,000	210,000	230,000	250,000
TOTAL EXPENDITURES	901,936	983,653	997,174	1,030,804	1,063,646
NET BUDGET G721	261,936	313,653	322,174	340,804	358,646

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-640,000	-670,000	4.69%
Expenditures	901,936	983,653	9.06%
Net	261,936	313,653	19.74%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - ROTARY COMPLEX COMMUNITY HALL

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-205,000	-230,000	-235,000	-240,000	-245,000
TOTAL REVENUES	-205,000	-230,000	-235,000	-240,000	-245,000
<u>EXPENDITURES</u>					
Salaries & Benefits	148,124	151,087	154,109	157,191	160,335
Utilities	122,900	114,000	118,100	122,100	125,100
Services & Materials	65,000	71,000	71,000	71,000	71,000
TOTAL EXPENDITURES	336,024	336,087	343,209	350,291	356,435
NET BUDGET G721	131,024	106,087	108,209	110,291	111,435

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-205,000	-230,000	12.20%
Expenditures	336,024	336,087	0.02%
Net	131,024	106,087	-19.03%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - KIWANIS COMMUNITY CENTRE

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-111,500	-118,400	-121,400	-123,400	-126,400
TOTAL REVENUES	-111,500	-118,400	-121,400	-123,400	-126,400
<u>EXPENDITURES</u>					
Salaries & Benefits	90,376	92,183	94,027	95,908	97,826
Utilities	105,400	103,150	105,700	107,200	108,700
Services & Materials	70,000	51,000	53,000	53,000	53,000
TOTAL EXPENDITURES	265,776	246,333	252,727	256,108	259,526
NET BUDGET G721	154,276	127,933	131,327	132,708	133,126

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-111,500	-118,400	6.19%
Expenditures	265,776	246,333	-7.32%
Net	154,276	127,933	-17.07%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - LIONS POOL

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-101,000	-114,000	-118,000	-120,000	-123,000
TOTAL REVENUES	-101,000	-114,000	-118,000	-120,000	-123,000
<u>EXPENDITURES</u>					
Salaries & Benefits	143,465	145,211	146,983	148,618	150,272
Utilities	22,450	28,400	30,500	32,500	33,500
Services & Materials	72,000	74,500	74,500	76,000	76,000
TOTAL EXPENDITURES	237,915	248,111	251,983	257,118	259,772
NET BUDGET G721	136,915	134,111	133,983	137,118	136,772

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-101,000	-114,000	12.87%
Expenditures	237,915	248,111	4.29%
Net	136,915	134,111	-2.05%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - FACILITIES ADMINISTRATION

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	0				
TOTAL REVENUES	0	0	0	0	0
<u>EXPENDITURES</u>					
Salaries & Benefits	302,929	308,988	315,168	321,471	327,900
Utilities	16,500	17,000	17,500	18,000	18,000
Vehicles	16,500	18,000	18,500	19,000	19,500
Services & Materials	77,500	77,500	77,500	78,000	78,000
TOTAL EXPENDITURES	413,429	421,488	428,668	436,471	443,400
NET BUDGET G721	413,429	421,488	428,668	436,471	443,400

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	56,000	56,000	56,000	56,000	56,000
TOTAL ADJUSTMENTS	56,000	56,000	56,000	56,000	56,000
TOTAL TAX LEVY	469,429	477,488	484,668	492,471	499,400

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	0	0.00%
Expenditures	469,429	477,488	1.72%
Net	469,429	477,488	1.72%

CITY OF STRATFORD 2013 BUDGET

**RECREATION - G721 - FACILITIES OTHER
(Sports Fields, SERC, Vehicles, Miscellaneous)**

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Rentals	-89,000	-102,000	-105,000	-109,000	-113,000
TOTAL REVENUES	-89,000	-102,000	-105,000	-109,000	-113,000
<u>EXPENDITURES</u>					
Salaries & Benefits	94,968	96,867	98,805	100,781	102,797
Utilities	43,150	35,650	37,200	37,800	38,300
Services & Materials	83,000	84,000	85,000	87,000	87,000
TOTAL EXPENDITURES	221,118	216,517	221,005	225,581	228,097
NET BUDGET G721	132,118	114,517	116,005	116,581	115,097

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0

TOTAL TAX LEVY	132,118	114,517	116,005	116,581	115,097
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BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-89,000	-102,000	14.61%
Expenditures	221,118	216,517	-2.08%
Net	132,118	114,517	-13.32%

CITY OF STRATFORD 2013 BUDGET

RECREATION - G721 - AGRICULTURAL & SPORTS COMPLEX

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2015 BUDGET</u>
<u>REVENUE</u>					
Rentals	-70,500	-93,500	-94,500	-96,000	-97,000
TOTAL REVENUES	-70,500	-93,500	-94,500	-96,000	-97,000
<u>EXPENDITURES</u>					
Salaries & Benefits	18,750	18,750	20,000	21,000	21,000
Utilities	60,000	58,000	59,500	61,000	62,000
Services & Materials	1,000	21,500	22,000	22,500	23,000
TOTAL EXPENDITURES	79,750	98,250	101,500	104,500	106,000
NET BUDGET G721	9,250	4,750	7,000	8,500	9,000

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-70,500	-93,500	32.62%
Expenditures	79,750	98,250	23.20%
Net	9,250	4,750	-48.65%

CITY OF STRATFORD 2013 BUDGET

<u>CEMETERY - G731</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Perpetual Care Fund	-60,000	-96,000	-97,000	-98,000	-100,000
Operations	-360,000	-340,000	-340,000	-350,000	-350,000
TOTAL REVENUES	-420,000	-436,000	-437,000	-448,000	-450,000
<u>EXPENDITURES</u>					
Operations	531,880	546,164	551,129	560,366	569,752
Amortization	0	99,141	99,141	99,141	99,141
TOTAL EXPENDITURES	531,880	645,305	650,270	659,507	668,893
NET BUDGET G731	111,880	209,305	213,270	211,507	218,893

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	-99,141	-99,141	-99,141	-99,141
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	50,000	50,000	50,000	50,000	50,000
TOTAL ADJUSTMENTS	50,000	-49,141	-49,141	-49,141	-49,141
TOTAL TAX LEVY	161,880	160,164	164,129	162,366	169,752

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-420,000	-436,000	3.81%
Expenditures	581,880	596,164	2.45%
Net	161,880	160,164	-1.06%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Ritsma and Councillor Mark that the G731 Cemetery operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$160,164. Carried. (Nov.14/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#20.)

By-Law 12-2013 approved by Council January 28, 2013

G731 Net Budget \$160,164.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G731 – COMMUNITY SERVICES - Cemetery

DEPARTMENT OVERVIEW:

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

The Cemetery offers a variety of interment options:

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

CHANGES FROM 2012 BUDGET:

- The interest earned from the perpetual fund is higher based on 2011 actual.
- The portion of the overall Community Services administration costs to the cemetery continues to be redistributed throughout the division in a more equitable manner.
- The amount for fuel has also been increased based on 2012 experience.
- The amount for part time wages reflect additional staff time for spring and fall cleanup.
- Benefit increase reflects the percentage increase in benefit costs.
- Salary increase reflects the percentage increase in wages.
- Revenue from sales slightly down as per historical data.
- Perpetual care interest increased as per historical data.

OPTIONS FOR REDUCTIONS:

No options proposed.

GENERAL COMMENTS:

No general comments.

ADMINISTRATORS COMMENTS:

There has been a significant decrease in this budget over the past number of years.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATORS COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>CITY TRANSIT - G750</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Operations	-868,600	-1,034,000	-1,054,000	-1,089,000	-1,104,000
TOTAL REVENUES	-868,600	-1,034,000	-1,054,000	-1,089,000	-1,104,000
<u>EXPENDITURES</u>					
Operations	2,049,754	2,258,115	2,309,429	2,355,096	2,394,028
Amortization	270,000	482,678	482,678	482,678	482,678
TOTAL EXPENDITURES	2,319,754	2,740,793	2,792,107	2,837,774	2,876,706
NET BUDGET G750	1,451,154	1,706,793	1,738,107	1,748,774	1,772,706

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	-270,000	-482,678	-482,678	-482,678	-482,678
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-270,000	-482,678	-482,678	-482,678	-482,678
TOTAL TAX LEVY	1,181,154	1,224,115	1,255,429	1,266,096	1,290,028

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-868,600	-1,034,000	19.04%
Expenditures	2,049,754	2,258,115	10.17%
Net	1,181,154	1,224,115	3.64%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Culliton and Councillor McManus that the G750 City Transit operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$1,254,115. Carried. (Nov.14/12)

Motion by Councillor Culliton and Councillor McManus that no action be taken to increase transit rates in the 2013 budget by 25 cents. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (reduced \$30,000. for AODA transfer to G820) #55; #21,22

By-Law 12-2013 approved by Council January 28, 2013

G750 Net Budget \$1,224,115.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G750 – COMMUNITY SERVICES - Transit

DEPARTMENT OVERVIEW:

Transit operates six days a week from 6 am to 10 pm Monday to Friday – Saturday 6 am to 8 pm; six routes cover the city with four school specials covering the heavy student traffic. Transit has a fleet compliment of 13 buses.

CHANGES FROM 2012 BUDGET:

- An increase shown for fuel is based on the pricing experience of 2012.
- Benefits reflect increase in cost of benefits.
- Transit continue to share in the overall Community Services administration costs.
- Salaries and wages reflect the current increase based on the collective agreement.
- Transit continues to reflect a 25% share of the Cemetery/Transit Manager Salary expenses.
- Fare increases will be fully realized in 2013.
- Ridership is up to account for a further revenue increase.

Options for Reductions:

Reduce Saturday hours for Transit has been discussed but is not included in this budget.

GENERAL COMMENTS:

Accessibility for Ontarians with Disabilities Act will have a minor affect on our service levels in 2013 and an allowance for those costs has been included in the budget.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Fare increase scheduled for 2014.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

<u>PARALLEL TRANSIT - G751</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
<u>REVENUE</u>					
Operations	-49,000	-52,000	-52,000	-52,000	-52,000
TOTAL REVENUES	-49,000	-52,000	-52,000	-52,000	-52,000
<u>EXPENDITURES</u>					
Operations	312,447	380,270	387,193	394,373	400,371
Amortization	0	0	0	0	0
TOTAL EXPENDITURES	312,447	380,270	387,193	394,373	400,371
NET BUDGET G751	263,447	328,270	335,193	342,373	348,371

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Amortization	0	0	0	0	0
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	263,447	328,270	335,193	342,373	348,371

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	-49,000	-52,000	6.12%
Expenditures	312,447	380,270	21.71%
Net	263,447	328,270	24.61%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Councillor Culliton that the G751 Parallel Transit operating budget be adopted as presented at the November 14, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$328,270. Carried. (Nov.14/12)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 (#23.)

By-Law 12-2013 approved by Council January 28, 2013

G751 Net Budget \$328,270.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G751 – COMMUNITY SERVICES – Parallel Transit

DEPARTMENT OVERVIEW:

Parallel Transit operates a door to door service with a fleet of five vehicles; operating a seven day operation Monday to Friday 8:20 am to 4:40 pm Friday evening 6:20 to 10:40 Saturday and Sunday 8:40 am to 4 pm

CHANGES FROM 2012 BUDGET:

- The increase in Salaries and Wages reflects collective agreement negotiations (in negotiation).
- Benefit increase reflects the percentage increase in benefit costs (in negotiation).
- Parallel Transit continues to share in the overall Community Services administration costs.
- Parallel Transit reflects a 25% share of the Cemetery/Transit Managers Salary expenses.
- Increase in Vehicle Fuel based on historical data.
- Services budget increased to accommodate Accessibility for Ontarians with Disabilities Act new legislative requirements.

OPTIONS FOR REDUCTIONS

No options proposed. In any event, under the OADA, the City will need to align services between Transit and Parallel Transit.

GENERAL COMMENTS:

The fees charged do not reflect an increase as the Accessibility for Ontarians with Disabilities Act will require future fares between the two transit systems to be equal.

ADMINISTRATOR'S COMMENTS:

We are examining opportunities to reduce this budget while still remaining in compliance with the AODA.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary projections.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**REQUISITIONS
FROM OTHERS - G810**

EXPENDITURES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Property Assessment Services	390,159	397,962	405,921	414,040	422,320
Perth District Health Unit	676,221	699,819	713,815	728,092	742,654
Ambulance Service	2,213,298	2,271,762	2,317,197	2,363,541	2,410,812
Spruce Lodge	283,133	333,408	340,076	346,878	353,815
Stratford/Perth Archives	220,315	226,924	233,732	240,744	247,966
Stratford/Perth Museum	137,400	135,960	140,039	144,240	148,567
Stratford Tourism Alliance	392,971	415,000	425,000	430,000	430,000
Annexation Agreement	43,505	144,375	147,263	150,208	153,212
Annexation Agreement - Roads	1,147,149	906,996	1,218,899	1,531,615	1,840,841
TOTAL EXPENDITURES	5,504,150	5,532,207	5,941,943	6,349,357	6,750,188
NET BUDGET G810	5,504,150	5,532,207	5,941,943	6,349,357	6,750,188

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Transfer from Reserves	0	0	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	0	0	0	0	0
TOTAL TAX LEVY	5,504,150	5,532,207	5,941,943	6,349,357	6,750,188

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Revenue	0	0	0.00%
Expenditures	5,504,150	5,532,207	0.51%
Net	5,504,150	5,532,207	0.51%

COMMITTEE RECOMMENDATIONS:

Motion by Councillor Nickel and Councillor McManus that the 2013 G810 Requisitions from Others operating budget be adopted as presented at the November 27, 2012 Finance & Labour Relations Committee meeting, excluding Stratford Tourism Alliance in the amount of \$415,000., for a 2013 net budget of \$5,076,444. Carried. (Nov.27/12)

Motion by Mayor Mathieson and Councillor Ritsma that the Stratford Tourism Alliance 2013 budget request be referred to Finance & Labour Relations Sub-Committee to report back, and that the Stratford Tourism Alliance be requested to attend Sub-Committee as a delegation to provide an update and further information on its 2013 budget request. Carried. (Nov.27/12)

Motion by Councillor Mark and Councillor Brown that \$415,000. be included in the G810 Requisitions from Others 2013 budget for the Stratford Tourism Alliance. Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 #44.; #57. (increased \$40,763. for revised shared services apportionment calculation - transferred from G611, G615 and G616)

By-Law 12-2013 approved by Council January 28, 2013

G810 Net Budget \$5,532,207.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G810 – REQUISITIONS FROM OTHERS

DEPARTMENT OVERVIEW:

This budget reflects required payments made to outside agencies

CHANGES FROM 2012 BUDGET:

New Programs/Costs:

No new programs have been listed with the exception that a new line item for County Roads has been added; in the past this was combined with annexation payments.

The annexation agreement with Perth South will increase in 2013 with the new commercial assessment being added to the roll. However, so does our revenue.

Options for Reductions:

None noted.

GENERAL COMMENTS:

All items in this budget have been estimated based on historical trends and current discussions. The actual budgets from each outside agency will be received starting in late November; MLC will be meeting in January 2013 regarding their respective items.

The request from the Stratford Tourism Alliance is up 5.6%.

ADMINISTRATOR'S COMMENTS:

No further comments.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

The new shared services agreement includes a phase in of county roads costs and those increases will continue until 2016, at which point the City of Stratford will fully share in those costs based on the notional calculation and the shared services agreement.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

**OTHER MUNICIPAL
SERVICES - G820**

EXPENDITURES

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Parks Patrol	33,603	38,290	39,439	40,622	41,841
911 Dispatching	13,500	13,500	13,500	13,500	13,500
Accessibility Advisory Committee	1,800	9,144	7,492	8,492	7,492
Integrated Accessibility Standards	30,000	67,000	67,040	52,081	52,122
Energy & Environment Committee	2,803	9,617	7,800	7,800	7,800
Stratfords of the World	800	2,900	2,942	2,942	2,942
Communities in Bloom	14,993	15,432	15,541	15,541	15,541
Heritage Stratford	17,100	22,888	23,004	23,004	23,004
2017 Sesquicentennial	0	8,432	8,541	8,541	8,541
Municipal Liaison Committee		237	242	242	242
Christmas Decorations	4,371	4,458	4,548	4,639	4,731
Chamber of Commerce	3,055	3,055	3,147	3,241	3,338
TOTAL EXPENDITURES	122,025	194,953	193,234	180,643	181,092
NET BUDGET G820	122,025	194,953	193,234	180,643	181,092

ADJUSTMENTS FOR FULL ACCRUAL ACCOUNTING

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>2016 BUDGET</u>
Less Transfer from Reserves	-3,796	-2,688	0	0	0
Plus Transfer to Reserves	0	0	0	0	0
TOTAL ADJUSTMENTS	-3,796	-2,688	0	0	0

TOTAL TAX LEVY	118,229	192,265	193,234	180,643	181,092
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BUDGET COMPARISON 2012-2013

	<u>2011 BUDGET</u>	<u>2012 BUDGET</u>	<u>% CHANGE</u>
Revenue	-3,796	-2,688	
Expenditures	122,025	194,953	59.76%
Net	118,229	192,265	62.62%

COMMITTEE RECOMMENDATIONS:

Motion by Mayor Mathieson and Councillor Henderson that the 2013 G820 Other Municipal Services operating budget be adopted as presented at the November 27, 2012 Finance & Labour Relations Committee meeting, for a 2013 net budget of \$125,353. Carried. (Nov.27/12)

Motion by Councillor Ritsma and Councillor Henderson that Advisory Committee costs be attributed directly to the individual committee budgets. Carried. (Dec.4/12)

Motion by Mayor Mathieson and Councillor Nickel that Advisory Committee costs be transferred from Clerks G121 to Other Municipal Services G820, resulting in a new net budget for G121 of \$436,893. and \$155,265. for G820....Carried. (Jan.15/13)

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13 #45.; #55. (increased \$37,000. for AODA transfer from G411, G121 and G750)

By-Law 12-2013 approved by Council January 28, 2013

G820 Net Budget \$192,265.



2013 OPERATING BUDGET NOTES

DEPARTMENT: G820 – OTHER MUNICIPAL SERVICES

DEPARTMENT OVERVIEW:

This budget reflects the expenses of Ad Hoc Committees and miscellaneous City services

CHANGES FROM 2012 BUDGET:

New Programs/Costs:

\$4,687 increase to Parks Patrol

\$1,000 increase every second year to Accessibility Advisory Committee for Health Fair

\$3,000 has been included for the 2017 Sesquicentennial

Options for Reductions:

None noted

GENERAL COMMENTS:

No other general comments

ADMINISTRATOR'S COMMENTS:

My only comment is to restate my recommendation that the Clerk's office charge these committees for the services they provide.

2014-2015-2016 PROJECTED BUDGETS

GENERAL COMMENTS:

A future increase for the Sesquicentennial legacy project will likely be requested in the future – the amount is currently unknown.

ADMINISTRATOR'S COMMENTS:

No further comments.

CITY OF STRATFORD 2013 BUDGET

GRANTS - G872

EXPENDITURES

	<u>2011 BUDGET</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>
Regional HIV/AIDS Connection	1,000	1,000	1,000
Canada Day Celebration	7,000	7,000	7,000
Canadian Dairy XPO	0	0	5,000
Childhood Cancer Awareness	0	0	1,000
Civic Beautification Committee	650	650	650
Community Living Stratford & Area	3,000	3,000	3,000
Conference Allocation	10,000	10,000	10,000
Contingency	3,000	3,000	13,000
DocFest Stratford	3,000	0	0
Doctors on Ice	0	0	7,500
Doors Open Stratford	0	500	0
Family Services Perth Huron	9,500	9,500	9,500
Gallery Stratford	41,200	41,200	41,200
Guthrie Award (City of Stratford)	500	500	500
Horticultural Society	9,000	9,000	9,000
House of Blessing	6,000	6,000	0
Huron Perth Healthcare Alliance	3,000	3,000	0
2013 International Plowing Match	5,000	5,000	8,500
Junior Achievement of London & District	2,000	2,000	2,000
Kiwanis Club KCC Rental Reduction	3,000	3,000	3,000
Kiwanis Music Festival	1,000	1,000	1,000
L'Arche Stratford	0	0	9,620

CITY OF STRATFORD 2013 BUDGET

GRANTS - G872

<u>GRANTS - G872 (cont'd.)</u>	<u>2011 BUDGET</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>
Lawn Bowling Club	4,000	4,000	4,000
ONE CARE Home & Community Support	22,000	22,000	22,000
Minor Sports Ice Subsidy	124,690	128,190	126,795
Off The Wall Stratford Artists Alliance	1,000	1,000	2,000
Ontario Special Olympics	700	700	0
Poppy Day Committee	350	350	350
Ribs/Blues Festival Kinsmen Club	3,000	0	2,700
Santa Claus Parade	1,500	1,500	1,500
Savour Stratford Perth Culinary Festival	5,000	5,000	5,000
SpringWorks Festival	0	0	3,201
St. Marys Children's Choir	3,000	0	0
Stratford and Perth County Community Four	5,000	5,000	5,000
Stratford Badminton Club	5,000	0	0
Stratford Chefs School	1,500	2,500	2,500
Stratford Dog Park Association	0	0	2,622
Stratford Symphony Orchestra	5,200	5,200	5,200
Stratford Concert Band	2,900	3,000	3,000
Stratford General Hospital Expansion	300,000	300,000	300,000
Stratford Int'l. Children's Theatre Festival	0	0	5,000
Stratford Rotary Club	1,000	0	0
Stratford Summer Music	18,000	18,000	18,000

<u>GRANTS - G872 (cont'd.)</u>	<u>2011 BUDGET</u>	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>
Stratford-Perth Shelter Link	25,000	25,000	to G611
United Way	23,000	25,000	25,000
Victorian Order of Nurses	3,300	3,300	0
Winterfest	10,000	10,000	10,000
2012 Ontario Men's Curling Championship	0	22,500	0
TOTAL EXPENDITURES	672,990	687,590	676,338
NET BUDGET G872	672,990	687,590	676,338

BUDGET COMPARISON 2012-2013

	<u>2012 BUDGET</u>	<u>2013 BUDGET</u>	<u>% CHANGE</u>
Expenditures	687,590	676,338	-1.66%
Net	687,590	676,338	-1.66%

COMMITTEE RECOMMENDATIONS:

See minutes of meetings:
 November 27/12
 December 4/12
 January 15/13

COUNCIL APPROVAL:

see Minutes - Finance & Labour Relations Committee recommendations adopted by Council Jan.28/13
 (increased \$10,000. for contingency) #56.; #48.,49.,50.,51.,52.

By-Law 12-2013 approved by Council January 28, 2013
G872 Net Budget \$676,338.