



2016 OPERATING BUDGET

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CITY OF STRATFORD 2016 BUDGET

G100 GENERAL REVENUES

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Bill 79 Adjustments							
Local Improvement Charges							
Taxation - Area Openings	-12,000	-13,000	-15,000	15.38%	-15,500	-16,000	-16,500
Taxation - Stratford Gen Hospital	-22,000	-22,200	-22,200		-22,200	-22,200	-22,200
Taxation - University of Waterloo	-2,000	-2,000	-10,000	400.00%	-15,000	-20,000	-20,000
Taxation - Perth County Jail	-3,750	-3,750	-3,750		-3,750	-3,750	-3,750
Taxation - Railways	-5,600	-5,600	-5,600		-5,600	-5,600	-5,600
Education Portion - PIL	-140,000	-137,500	-137,000	(0.36%)	-136,500	-136,000	-135,000
Festival Hydro Dividends/Interest	-2,409,441	-2,437,073	-2,250,000	(7.68%)	-2,437,073	-2,437,073	-2,437,073
Total REVENUE	-2,594,791	-2,621,123	-2,443,550	(6.77%)	-2,635,623	-2,640,623	-2,640,123
NET BUDGET	-2,594,791	-2,621,123	-2,443,550	(6.77%)	-2,635,623	-2,640,623	-2,640,123



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services – General Revenues

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- Not applicable.

Service Reductions/Increases:

- There is little discretion in this revenue budget.

Revenue Reductions/Increases:

- Taxation – Area Openings – this is mostly made up of encroachment agreements. An increase has been included as there has been a slight increase in the number of encroachment agreements.
- University of Waterloo payments in lieu (PILs) is expected to increase in 2016 and 2017 and stabilize at approximately \$20,000 in 2018.
- A slight reduction in the education portion of PILs the City is entitled to keep is expected due to the continuing decrease in education rates.
- Festival Hydro dividend expected to remain the same for 2016.

Options for Reductions:

- None noted.

GENERAL COMMENTS:

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

	2015 Budget	2016 Budget
Interest on Demand Loan of \$15,600,000 at 7.25%	\$1,131,000	\$1,131,000
FHI Common Share Dividend	948,673	948,673
FHI Preferred Share Dividend	305,000	305,000
FHSI Demand Note of \$372,000	27,900	27,900
FHSI Common Share Dividend	24,500	24,500
TOTAL	\$2,437,073	\$2,437,073

C.A.O. COMMENTS:

No additional comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Expected increases are slight and mostly take into account the U of W PIL increasing to its future maximum of approximately \$20,000.

C.A.O. COMMENTS:

No additional comments.

CITY OF STRATFORD 2016 BUDGET

G101 MAYOR'S OFFICE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Recoverables							
Total REVENUE							
EXPENDITURES							
Salaries, Wages & Benefits	65,229	65,881	66,552	1.02%	67,550	68,563	69,592
Office Administration	2,825	3,075	3,150	2.44%	3,150	3,150	3,150
Meeting Costs	2,000	2,000	2,000		2,000	2,000	2,000
Advertising	2,500	2,500	2,500		2,500	2,500	2,500
Conference Expenses	7,300	7,300	7,300		7,300	7,300	7,300
Special Projects	4,000	4,000	4,000		4,000	4,000	4,000
Office Equipment & Furnishings	400	400	400		400	400	400
Total EXPENDITURES	84,254	85,156	85,902	0.88%	86,900	87,913	88,942
NET BUDGET	84,254	85,156	85,902	0.88%	86,900	87,913	88,942



2016 OPERATING BUDGET NOTES

DEPARTMENT: Mayor's Office

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- No changes.

Service Reductions/Increases:

- No changes.

Revenue Reductions/Increases:

- No changes.

Options for Reductions:

- None proposed.

GENERAL COMMENTS:

C.A.O. COMMENTS:

No additional comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

No significant changes or increases.

C.A.O. COMMENTS:

No additional comments.

CITY OF STRATFORD 2016 BUDGET

G102 CITY COUNCIL SERVICES

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Recoverables							
Total REVENUE							
EXPENDITURES							
Salaries, Wages & Benefits	150,220	138,889	138,889		138,889	138,889	138,889
Materials	4,400	7,200	5,000	(30.56%)	4,000	4,400	4,400
Office Administration	13,250	13,750	13,850	0.73%	13,850	13,850	13,850
Miscellaneous	36,000	36,000	36,000		36,000	36,000	36,000
Special Events	1,500	2,000	2,000		2,000	2,000	2,000
Meeting Costs	7,600	7,100	7,200	1.41%	7,200	7,200	7,200
Conference Expenses	16,000	16,000	16,000		16,000	16,000	16,000
Services - Other	3,500	3,500	3,300	(5.71%)	3,500	3,500	3,500
Special Projects							
Total EXPENDITURES	232,470	224,439	222,239	(0.98%)	221,439	221,839	221,839
NET BUDGET	232,470	224,439	222,239	(0.98%)	221,439	221,839	221,839



2016 OPERATING BUDGET NOTES

DEPARTMENT: City Council

DEPARTMENT OVERVIEW:

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

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- Reduction in Long Service Awards due to a decrease in recipients for 2016.

Service Reductions/Increases:

- None.

Revenue Reductions/Increases:

- None.

Options for Reductions:

- Meals & Meeting Costs; Council Conferences and Promotional Materials

GENERAL COMMENTS:

C.A.O. COMMENTS:

No additional comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

C.A.O. COMMENTS:

No additional comments.

CITY OF STRATFORD 2016 BUDGET

G111 CITY ADMINISTRATOR'S OFFICE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Recoverables	-25,000						
Contribution from Reserves			-50,000				
Total REVENUE	-25,000		-50,000				
EXPENDITURES							
Salaries, Wages & Benefits	417,625	440,700	446,958	1.42%	468,887	475,919	483,057
Office Administration	12,540	11,620	11,620		14,270	11,930	12,040
Miscellaneous	1,800	1,800	1,800		1,850	1,850	1,875
Meeting Costs	1,900	1,550	1,550		1,550	1,575	1,575
Conference Expenses	6,900	6,900	6,900		6,900	7,075	7,125
Consultants	7,000	7,000	57,000	714.29%	7,000	7,200	7,200
Legal	5,000	5,000	5,000		5,500	6,000	6,500
Services - Other	1,500	1,500	1,500		1,500	1,500	1,500
Training	4,200	4,200	4,200		4,200	4,300	4,400
Amortization	2,920	2,920	2,920		2,920	2,920	2,920
Transfer to Reserves	20,000	20,000	20,000		20,000	20,000	20,000
Interfunctional Transfers							
Office Equipment & Furnishings	1,100	1,100	1,100		1,100	1,100	1,100
PSAB Adjustment	-2,920	-2,920	-2,920		-2,920	-2,920	-2,920
Total EXPENDITURES	479,565	501,370	557,628	11.22%	532,757	538,449	546,372
NET BUDGET	454,565	501,370	507,628	1.25%	532,757	538,449	546,372



2016 OPERATING BUDGET NOTES

DEPARTMENT: Chief Administrative Officer

DEPARTMENT OVERVIEW:

The Office of the Chief Administrative Officer is responsible for the general management of the City of Stratford, coordinating the advice that is provided to City Council and providing administrative services to the Mayor and Council. This department currently consists of the CAO and three support staff. Additional funds are included for legal fees that cannot be attributed to a single department and consulting fees for various initiatives that come up throughout the year and to undertake studies that come up throughout the year that are not otherwise in the budget.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

The increased salary and benefits account for the addition of the permanent Policy & Research Associate Position approved and filled in 2015. Last year's budget only reflected a partial year for that position.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

There are no revenues associated with this office.

Options for Reductions:

Options for reduction would include:

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

GENERAL COMMENTS:

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

- Projects from the 2016 Dashboard
- Administration salary review.

C.A.O. COMMENTS:

All other accounts have been held at the 2015 levels. The only variable that hits the bottom line are increases in salaries and benefits as noted above.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary pressures.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G112 PERSONNEL & HUMAN RESOURCES

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
EXPENDITURES							
Salaries, Wages & Benefits	446,050	455,828	466,677	2.38%	469,605	476,650	483,800
Materials	2,500	1,000		(100.00%)			
Office Administration	14,329	14,610	11,610	(20.53%)	12,990	13,970	13,559
Meeting Costs	4,233	6,100	4,100	(32.79%)	6,200	4,200	4,500
Advertising	12,342	13,600	13,600		14,500	15,000	15,500
Conference Expenses	21,390	16,200	16,200		16,550	17,150	17,750
Consultants	4,000	21,000	21,000		21,000	21,000	21,000
Legal		5,000	5,000		5,000	5,000	5,000
Services - Other	37,500						
Training	17,850	30,350	30,350		33,550	31,500	34,500
Interfunctional Transfers							
Office Equipment & Furnishings	900	500	500		1,000	1,000	1,000
Total EXPENDITURES	561,094	564,188	569,037	0.86%	580,395	585,470	596,609
NET BUDGET	561,094	564,188	569,037	0.86%	580,395	585,470	596,609



2016 OPERATING BUDGET NOTES

DEPARTMENT: Human Resources

DEPARTMENT OVERVIEW:

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

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

Human Resources' Initiatives in 2016:

- Negotiate the Stratford Professional Fire Fighter Association Collective Agreement;
- CUPE 197 Job Evaluation Project;
- Review and update of various Human Resources policies and procedures;
- Global Harmonization System, replacing WHMIS training commenced;
- Health and Safety manual review;
- Health & Safety Program Audit
- Continue to assist with the 2015 Corporate Goals including:
 - Developing a Succession Planning program
 - Developing an Employee Engagement Initiative
- Corporate training initiatives as identified by the Corporate Leadership Team:
 - **Effective Communication at Work** - will address key communication elements such as active listening and show participants how to present messages in a way that is more compatible with the receiver's style.
 - **Enhancing Team for Success/Collaboration at Work** - will provide participants with the opportunity to experience first-hand, what it feels like to work together as members of a successful, high-functioning team to overcome challenges, resolve interpersonal conflict, and are committed and accountable to one another and the organizations that they serve. Key

elements of team work will be shared and participants will have the opportunity to practice collaboration-building techniques.

Recruitment and Selection will continue to be a focus in 2016. There were a variety of reasons vacancies were created in 2015 which include; new positions, retirements, transfers, promotions, approved leaves of absence, pregnancy/parental leaves and resignations.

Employee Group	2014 Vacancies	Aug. 18, 2015 YTD Vacancies
Administrative	5	7
CUPE Local 1385	10	23
CUPE Local 197	7	5
IBEW (Parallel Transit)	0	4
IBEW (Water)	1	1
IBEW (Transit)	5	3
Stratford Professional Fire Fighters (SPFFA)	0	4
Casual/Seasonal Employees	115	119
Total	143	166

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Reductions:

- Publication & Subscriptions and Labour Relations Material combined (\$1,300)
- Telephone/Cell Phone (\$1,300)
- Labour Relations Printing (\$1,400)
- Meals & Meeting Costs (\$2,000)

Increases:

- Full Time Benefits (additional benefits as a result of a Pregnancy Leave)

Service Reductions/Increases:

- Same service level

Revenue Reductions/Increases:

- No revenue reductions/increases proposed

Options for Reductions:

- None proposed

GENERAL COMMENTS:

C.A.O. COMMENTS:

No additional comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are generally in line with inflation.

C.A.O. COMMENTS:

No additional comments.

CITY OF STRATFORD 2016 BUDGET

G121 CITY CLERK'S OFFICE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-40,950	-42,000	-42,000		-42,500	-43,000	-43,500
Fees							
Licences & Permits	-120,720	-115,000	-115,000		-116,000	-117,000	-118,000
Recoverables		-4,500		(100.00%)	-4,500	-4,500	-4,500
Contribution from Reserves	-120,000					-160,000	
Total REVENUE	-281,670	-161,500	-157,000	(2.79%)	-163,000	-324,500	-166,000
EXPENDITURES							
Salaries, Wages & Benefits	469,000	476,000	480,000	0.84%	489,600	497,352	505,260
Materials	136,500	16,500	16,500		14,100	174,200	14,300
Office Administration	19,000	18,900	18,700	(1.06%)	17,900	17,200	17,400
Meeting Costs	2,000	2,100	800	(61.90%)	700	700	700
Advertising	40,000	35,000	35,000		35,000	35,000	35,000
Conference Expenses			2,700		2,950	3,200	3,450
Legal	20,000	18,000	18,000		18,000	18,000	18,000
Services - Other	7,600	8,000	8,000		8,000	8,000	8,000
Training	8,000	8,000	6,400	(20.00%)	6,350	6,600	6,750
Bank Charges							
Amortization	4,379	4,379	4,379		4,379	4,379	4,379
Transfer to Reserves	38,000	42,000	42,000		42,000	42,000	42,000
Interfunctional Transfers							
Office Equipment & Furnishings	2,000	2,000	2,000		2,000	2,000	2,000
PSAB Adjustment	-4,379	-4,379	-4,379		-4,379	-4,379	-4,379
Total EXPENDITURES	742,100	626,500	630,100	0.57%	636,600	804,252	652,860
NET BUDGET	460,430	465,000	473,100	1.74%	473,600	479,752	486,860



2016 OPERATING BUDGET NOTES

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

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 FROM 2015 BUDGET:

Cost Reductions/Increases:

- No cost reductions are proposed for the 2016 operating budget. Reductions to photocopying expenses and delivery services have been off-set by inflationary increases in other areas of the operating budget.
- If changes made to method of voting for the 2018 Municipal Election, may need to increase this reserve amount – i.e. using internet voting and paper ballots, rather than internet and telephone voting.

Service Reductions/Increases:

- Similar service levels are proposed for 2016.

Revenue Reductions/Increases:

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

Options for Reductions:

- Reduce use of Town Crier in the newspaper for non-statutory notices or information and use the City’s website
 - Yard waste collection, Active Adults events, recreation programming,

GENERAL COMMENTS:

The Clerk’s Office provides corporate, customer and statutory services to city 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 summary of some of the activities and services provided through the Clerk’s Office.

*2015 – to date for 2015

TABLE 1	2008	2009	2010	2011	2012	2013	2014	*2015
Number of Council/Committee Meetings	122	114	95	110	108	121	98	60
Number of Sub-committee Meetings	78	75	61	63	47	68	61	32
Number of In-Camera Sessions	32	31	23	19	19	21	21	15
Number of Advisory Committee Meetings	42	41	47	53	47	39	35	38
Business Licences Issued	37	33	38	39	45	51	51	42
Marriage Licences Issued	283	252	222	219	247	192	194	149
Death Registrations	468	455	434	437	463	427	456	315

TABLE 1	2008	2009	2010	2011	2012	2013	2014	*2015
Civil Ceremonies Conducted	40	38	35	28	33	28	30	25
By-laws Adopted	169	233	157	140	170	155	160	99
Commissioning of Documents (# of)	154	119	148	124	130	133	126	101
Temporary Street Closure Applications	28	48	60	41	39	43	49	53
Lottery Licences Issued	305	146	143	134	124	129	202	177
Number of **Auditorium Bookings	19	28	32	15	21	23	5	14

** (Auditorium used for the majority of 2014 for Council and Sub-committee meetings due to Council Chamber renovation project)

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

For the 2018 election, the estimate for the amount needed to conduct the municipal and school board election is a minimum \$160,000 for internet voting. Costs for additional voting options may need to be identified. If vote counting machines are required for the 2018 election, an additional amount is required to purchase or rent equipment.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with expected inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G131 TREASURER'S OFFICE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-2,200	-2,500	-3,000	20.00%	-3,200	-3,400	-3,600
Fees	-23,500	-23,500	-28,000	19.15%	-28,500	-29,000	-29,500
Recoverables	-154,564	-175,964	-198,000	12.52%	-176,000	-178,000	-180,000
Contribution from Reserves							
Interfunctional Transfers							
Total REVENUE	-180,264	-201,964	-229,000	13.39%	-207,700	-210,400	-213,100
EXPENDITURES							
Salaries, Wages & Benefits	1,130,900	1,144,600	1,216,350	6.27%	1,191,700	1,209,400	1,227,600
Office Administration	108,100	114,100	117,150	2.67%	118,650	119,200	120,700
Repairs & Maintenance	2,800	4,500	5,000	11.11%	5,000	5,000	5,000
Audit	55,000	48,000	48,000		48,000	48,000	48,000
Conference Expenses	1,500	1,500	1,500		1,500	1,500	1,500
Legal	1,500	1,500	1,500		1,500	1,500	1,500
Services - Other	1,500	1,500	1,500		1,500	1,500	1,500
Training	15,400	15,400	15,400		15,400	15,400	15,400
Bank Charges	1,000	1,000	500	(50.00%)	500	500	500
Amortization	9,600	9,600	10,000	4.17%	10,000	10,000	10,000
Office Equipment & Furnishings	1,000	2,000	2,000		2,500	2,500	2,500
PSAB Adjustment	-9,600	-9,600	-10,000	4.17%	-10,000	-10,000	-10,000
Total EXPENDITURES	1,318,700	1,334,100	1,408,900	5.61%	1,386,250	1,404,500	1,424,200
NET BUDGET	1,138,436	1,132,136	1,179,900	4.22%	1,178,550	1,194,100	1,211,100



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services – Financial Services

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Full time benefits have increased to account for an additional retiree benefit
Postage increases were higher than expected in 2015; therefore, postage budget was increased in 2016.

Service Reductions/Increases:

A transfer of a part-time employee from SEED Co. to the Financial Services division took place in 2015. This position will assist with administration of Corporate Services. The funding has also been moved from the SEED Co. budget so there is a corresponding reduction in that budget.

Revenue Reductions/Increases:

Tax Certificate revenue has been increased as per the proposed fee increase.

Options for Reductions:

A review of the of the administration charge for shared services is being reviewed and may lead to an adjustment to the current revenue in this budget.

GENERAL COMMENTS:

This budget reflects an overall increase over 2015 of **2.63%** (not including the additional resource transfer from SEED Co.) With the additional resource, the change over 2015 increases to **6.34%**. A corresponding decrease is included in the SEED Co. budget.

C.A.O. COMMENTS:

No additional comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

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

C.A.O. COMMENTS:

No additional comments.

CITY OF STRATFORD 2016 BUDGET

G134 INFORMATION TECHNOLOGY SERV

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Fees			-4,819		-4,819	-4,915	-5,014
Recoverables			-21,000		-21,000	-21,420	-21,848
Contribution from Reserves	-15,000	-57,000	-57,000		-57,000	-58,140	-59,303
Interfunctional Transfers	-39,904	-46,016	-46,016		-46,016	-46,936	-47,875
Total REVENUE	-54,904	-103,016	-128,835	25.06%	-128,835	-131,411	-134,040
EXPENDITURES							
Salaries, Wages & Benefits	200,000	254,000	245,400	(3.39%)	326,750	332,400	338,350
Materials	1,000	1,000	1,000		1,000	1,020	1,040
Office Administration	3,025	3,063	3,102	1.27%	3,652	3,726	3,799
Meeting Costs	400	400	400		400	408	416
Repairs & Maintenance	193,000	193,000	222,000	15.03%	225,000	229,500	234,090
Conference Expenses	6,700	6,700	6,700		6,700	6,834	6,970
Services - Other	287,000	289,000	295,500	2.25%	300,000	306,000	312,120
Internet	73,500	74,970	76,469	2.00%	81,469	83,099	84,760
Training	2,500	3,500	3,500		3,500	3,570	3,641
Amortization	166,031	166,031	166,031		166,031	169,352	172,739
Transfer to Reserves	75,000	75,000	80,000	6.67%	85,000	90,000	95,000
Office Equipment & Furnishings							
Tools & Equipment							
PSAB Adjustment	-166,031	-166,031	-166,031		-166,031	-169,352	-172,739
Total EXPENDITURES	842,125	900,633	934,071	3.71%	1,033,471	1,056,557	1,080,186
NET BUDGET	787,221	797,617	805,236	0.96%	904,636	925,146	946,146



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services - Information Technology

DEPARTMENT OVERVIEW:

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

A few of the key activities of the division include:

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

Keeping up with these activities and mandate of the Information Technology division, these key projects were successfully completed in 2013, 2014 & 2015:

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

- Geographic Information Systems Upgrade
- Treekeeper Management Software Implementation
- Parking System/Devices Upgrade
- Storage Upgrade
- Firewall Upgrade
- Backup System upgrade
- Technology Training Lab
- Information Technology Security Review
- Great Plains Business Process Optimization
- Great Plains Financial software Upgrade
- Personal Computer Upgrade
- Works Order Management process review
- Council Mobile Devices
- Social Services Application Upgrade

A number of projects were initiated in 2015 and will continue in 2016. These projects are:

- Human Resources Information Systems
- Asset Management initiative
- Core Switch Upgrade
- Paperless Council Agenda
- Amanda application process review/enhancements/upgrades
- Amanda & GIS Integration
- CLASS System Upgrade
- City Mobile Applications
- Disaster Recovery Replication enhancement
- Field Devices upgrades
- Corporate Phone System Review & Upgrade
- Fibre expansion to City locations
- Corporate Intranet

Information Technology Strategy

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

The implementation of this Strategy will enable the City of Stratford to continue achieving its Strategic Priorities while serving the community as a Smart City.

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

We expect these positions will save more than 25% of IT Capital budget on an ongoing basis through internally performing project management, systems support, and building applications. Further savings are anticipated through corporate efficiencies; however these savings have not been quantified.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Full-time and Part-time salaries have been adjusted based on the current staff compliment. Most other line items will remain static, with a few increases due to inflation. The exception is Maintenance contracts which will increase by approximately \$30,000 due to new software operating costs.

Service Reductions/Increases:

An increase of \$10,000 has been made to reserve funding for IT Asset depreciation. This reserve is used to fund general IT infrastructure like desktops, telephones, servers, switches, software upgrades, etc. The transfer has been static at \$75,000 for a number of years and currently is inadequate to fully fund core IT infrastructure.

Revenue Reductions/Increases:

An increase in revenue of approximately \$20,000 has been included for IT services provided to SEED Co.

Options for Reductions:

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

GENERAL COMMENTS:

The overall ITS Budget for 2016 includes an overall **increase of 1.58%**.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future years reflect normal inflationary increases with the exception of 2017 where, as per the IT strategic plan, an additional Application Analyst would be added. As it stands currently, there is no funding available for this position and the operating budget for 2017 will have an increase of approximately 12%. However, staff will be working with re-negotiating or re-tendering the current external contract and possible efficiencies may fund a portion of this position. We will be providing a report to finance sub-committee with recommendations in 2016.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G135 PARKING DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Parking Revenue	-370,000	-470,000	-864,000	83.83%	-1,008,000	-1,008,000	-1,008,000
Fines	-250,000	-160,000	-160,000		-165,000	-165,000	-165,000
Contribution from Reserve Funds							
Total REVENUE	-620,000	-630,000	-1,024,000	62.54%	-1,173,000	-1,173,000	-1,173,000
EXPENDITURES							
Salaries, Wages & Benefits	114,100	124,600	125,700	0.88%	127,200	128,700	130,200
Utilities	500		500		500	500	500
Materials	10,000	11,000	11,000		11,000	11,000	11,000
Office Administration	8,000	10,500	9,500	(9.52%)	10,000	10,000	10,000
Repairs & Maintenance	23,800	23,800	25,000	5.04%	40,000	50,000	50,000
Vehicle Expenses							
Consultants			40,000		10,000	10,000	
Contractors	87,000	100,000	140,000	40.00%	142,000	144,000	146,000
Legal	25,000	10,000	10,000		10,000	10,000	10,000
Services - Other	30,000	20,000	20,000		23,000	23,000	23,000
Bldg., Machinery & Equip. Rental	30,000	30,000	30,000		30,000	30,000	30,000
Amortization	34,570	35,000	35,000		35,000	35,000	35,000
Transfer to Reserve Fund	6,600	10,100	277,300	2,645.54%	439,300	420,800	422,300
City Owned Rental Expense	5,000	5,000	5,000		5,000	5,000	5,000
Interfunctional Transfers	45,000	45,000	85,000	88.89%	75,000	75,000	75,000
PSAB Adjustment	-34,570	-35,000	-35,000		-35,000	-35,000	-35,000
Total EXPENDITURES	385,000	390,000	779,000	99.74%	923,000	918,000	913,000
NET BUDGET	-235,000	-240,000	-245,000	2.08%	-250,000	-255,000	-260,000



2016 OPERATING BUDGET NOTES

DEPARTMENT: 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 monthly parking permits for certain downtown parking lots.

Staff are working with the Infrastructure and Development Services Department to review the state of the City-owned lots in the downtown core. Improvements were made to the Downie Street parking lot in 2015 to make it more accessible for the tourist busses. Work is continuing to improve deteriorating infrastructure with money coming from the parking reserves.

The hourly rate increased to 75 cents per hour and approximately 4 cents per hour is directed to reserves after the 62 cents per hour cost of providing the existing service and 9 cent HST component is removed from the hourly rate.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

This budget reflects a \$40,000 estimate for conducting a parking study in the Downtown Core to address Council's direction in July 2015. An additional \$10,000 has also been included in the maintenance contract for the purpose of investigating on-line payments for tickets.

Service Reductions/Increases:

Numbers have also been calculated to add additional enforcement to increase enforcement in the Downie/Cooper lot, to increase the targeted 3 hour parking limit enforcement and to improve enforcement resources on Saturdays in the downtown core. Depending on the direction of Council the enforcement may be part time contract position or full time contract person.

Revenue Reductions/Increases:

Revenue will increase based on the 2015 hourly parking rate increase to \$0.75 and the proposed increase for April 2016 to \$1.00 per hour.

Options for Reductions:

GENERAL COMMENTS:

With the increase in rates, operational changes can be made to improve the efficiency and turnover of parking in Stratford during peak times. At the same time, it is estimated that approximately \$280,000 will be contributed to the capital reserve fund in 2016 and over \$400,000 in future years.

C.A.O. COMMENTS:

The parking study will provide important recommendations from an unbiased and professional source to address questions that have been asked for a few years and that we need to answer.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Pending the recommendations from the parking study additional enforcement and/or spaces may be required. Additionally if a parking garage is recommended in the next year then capital budget packages will have to be prepared.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G136 CROSSING GUARD DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
EXPENDITURES							
Salaries, Wages & Benefits			500		500	500	500
Materials	500	500	500				
Contractors	147,117	150,000	152,000	1.33%	155,000	157,000	159,000
Services - Other	1,700	1,700	1,700		1,200	1,200	1,200
Tools & Equipment	5,000	5,000	5,000		5,000	5,000	5,000
Total EXPENDITURES	154,317	157,200	159,700	1.59%	161,700	163,700	165,700
NET BUDGET	154,317	157,200	159,700	1.59%	161,700	163,700	165,700



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services – Crossing Guards

DEPARTMENT OVERVIEW:

The Crossing Guards provide safe crossing for students who walk to and from school. In June of 2015 the Crossing Guard contract with the Commissionaires of Great Lakes was extended for another 3 years. There are presently 18 full time guards and four spare guards who fill in for the full time guards when they are unable to attend the crossing due to illness, etc.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

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

Service Reductions/Increases:

There are no proposed changes to the crossing guard locations for the 2015/2016/17 school year.

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

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

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

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

The only change anticipated for 2017, 2018 and 2019 would be the incremental pay increases that are included in the contract and that were previously adopted in the agreement.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G139 GENERAL FINANCIAL SERVICES

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Supplementaries	-800,000	-800,000	-850,000	6.25%	-800,000	-800,000	-800,000
POA Revenue	-200,000	-185,000	-170,000	(8.11%)	-170,000	-175,000	-175,000
Penalties & Interest	-430,000	-450,000	-450,000		-450,000	-450,000	-450,000
Investment & Interest Income	-15,000	-15,000	-15,000		-20,000	-20,000	-20,000
Donations	-50,000	-50,000	-40,000	(20.00%)	-30,000	-15,000	-15,000
Land Sales							
Recoverables		-140,000	-142,000	1.43%	-144,000	-146,000	-148,000
Contribution from Reserves	-3,471,030	-3,415,000	-3,350,991	(1.87%)	-3,206,074	-3,069,440	-3,010,297
Contribution from Reserve Funds							
Total REVENUE	-4,966,030	-5,055,000	-5,017,991	(0.73%)	-4,820,074	-4,675,440	-4,618,297
EXPENDITURES							
Salaries, Wages & Benefits	200,000	225,000	75,000	(66.67%)	76,000	77,000	78,000
Consultants	10,000						
Insurance	875,000	875,000	873,000	(0.23%)	895,000	915,000	935,000
Legal		10,000	10,000		10,000	10,000	10,000
Services - Other	15,000	15,000	15,000		15,000	15,000	15,000
Bank Charges	35,000	30,000	25,000	(16.67%)	25,000	25,000	25,000
Interest on Long-Term Debt	2,840,000	2,650,004	2,511,725	(5.22%)	2,319,948	2,140,622	1,950,859
Principal Repayment L-T Debt	5,620,000	5,925,000	6,066,351	2.39%	6,026,224	5,987,227	6,033,729
Tax Write-Offs	1,100,000	1,075,000	1,050,000	(2.33%)	1,200,000	1,100,000	1,075,000
Transfer to Reserves	450,000	350,000	375,000	7.14%	500,000	525,000	550,000
Transfer to Reserve Fund							
Total EXPENDITURES	11,145,000	11,155,004	11,001,076	(1.38%)	11,067,172	10,794,849	10,672,588
NET BUDGET	6,178,970	6,100,004	5,983,085	(1.92%)	6,247,098	6,119,409	6,054,291



2016 OPERATING BUDGET NOTES

DEPARTMENT: 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 property tax, donations, Provincial Offences revenue, and general investment income. The main expenditures consist of long term debt servicing, property tax adjustments/write-offs, insurance premiums and deductibles, interest & bank charges, and WSIB self-insurance.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- Tax adjustments are expected to decrease slightly in 2016 as it will be the last year of the current property assessment phase-in.
- Long term debt principal and interest are up slightly as part of the 2015 debentures – no new debt has been budgeted in 2016.
- Insurance premiums and claims are expected to remain stable, however the allocation between line items has been adjusted.
- WSIB costs in this budget have been reduced to reflect the addition of WSIB costs within each division's benefits allocations.

Service Reductions/Increases:

- Transfer to reserve for Tax Stabilization has been increased to its original \$200,000 level in 2016.
- Transfer to reserve for sick and severance liability will increase annually by \$25,000 until it reaches an estimated stable annual contribution of \$350,000.

Revenue Reductions/Increases:

- Supplementary tax revenue has been increased in 2016 in line with recent actual trending.

Options for Reductions:

- As in 2015, a reduction in the transfer to the Tax Stabilization reserve can be utilized to reduce the 2016 tax burden, but will increase risk of large unexpected events impacting tax rates in the future.

GENERAL COMMENTS:

Overall this budget is projecting a slight decrease from the previous year. The 2016 debt projections include an assumption for the sale price of the old fairgrounds to be applied against current unfinanced debt – lower than expected proceeds from this sale may affect current estimates.

C.A.O. COMMENTS:

The City is incurring unfinanced capital expenditures particularly with the Cooper Site. It would be prudent to continue to finance some of these costs in 2016 while interest rates are as favourable as they are, as opposed to simply accumulating them as unfinanced capital.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

2017 will be the first year of the next 4-year assessment cycle, and it is anticipated that tax adjustments will increase in the first year due to an increased volume in tax appeals. A continued phase in of the increase to the sick and severance reserve will continue to 2018. Future long term debt needs may change as the City continues to assess its long term funding of the asset management plan.

C.A.O. COMMENTS:

My comments for 2016 also apply to other years.

CITY OF STRATFORD 2016 BUDGET

G141 CITY BLDG/PROP OPERATION/MAIN

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Perth/St. Marys Payments	-12,500	-12,500	-12,500		-12,688	-12,878	-13,071
Rentals & Leases	-259,772	-283,969	-295,628	4.11%	-309,285	-322,999	-336,769
Recoverables							
Contribution from Reserves							
Interfunctional Transfers	-298,657	-287,075	-307,929	7.26%	-296,385	-300,831	-305,344
Total REVENUE	-570,929	-583,544	-616,057	5.57%	-618,358	-636,708	-655,184
EXPENDITURES							
Salaries, Wages & Benefits	496,819	431,341	433,736	0.56%	440,242	446,845	453,548
Utilities	193,441	210,586	214,534	1.87%	223,696	233,290	243,343
Materials	30,812	28,798	32,213	11.86%	32,698	33,186	33,685
Office Administration	2,000	2,000	2,040	2.00%	2,071	2,102	2,133
Meeting Costs	461						
Repairs & Maintenance	3,700	3,774	3,825	1.35%	3,881	3,940	3,999
Clothing & Uniforms							
Vehicle Expenses							
Services - Other	226,406	279,219	278,620	(0.21%)	282,725	286,890	291,119
Training	3,030	3,030	3,061	1.02%	3,108	3,154	3,201
Amortization	181,722	181,722	181,722		181,722	181,722	181,722
Transfer to Reserves	30,000	40,000	50,000	25.00%	60,000	70,000	80,000
Interfunctional Transfers							
Tools & Equipment	5,000	5,000	5,020	0.40%	5,096	5,171	5,251
PSAB Adjustment	-181,722	-181,722	-181,722		-181,722	-181,722	-181,722
Total EXPENDITURES	991,669	1,003,748	1,023,049	1.92%	1,053,517	1,084,578	1,116,279
NET BUDGET	420,740	420,204	406,992	(3.14%)	435,159	447,870	461,095



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

DIVISION: City Building Maintenance

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

No cost reductions/increases are proposed.

Service Reductions/Increases:

No service reductions/increases are proposed.

Revenue Reductions/Increases:

The continuous rental of City Hall facilities on Sundays is resulting in increased overtime and increased use of casual staff. If Council is supportive of the continued use of the auditorium on Sundays, an increase in the rental fee is recommended. We will be bringing forward a report in that regard for your consideration.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

The increase in the net overall budget is 0.65% or \$2,715 over 2015.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G211 FIRE DEPARTMENT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-124,000	-125,700	-125,700		-119,100	-119,100	-119,100
Gain on Disposal of Assets			-60,000		-5,000		
Recoverables	-1,200	-1,300	-1,300		-1,300	-1,300	-1,300
Contribution from Reserves	-90,000						
Total REVENUE	-215,200	-127,000	-187,000	47.24%	-125,400	-120,400	-120,400
EXPENDITURES							
Salaries, Wages & Benefits	6,301,808	6,433,457	6,603,109	2.64%	6,627,734	6,727,064	6,832,882
Utilities	23,200	23,370	24,000	2.70%	24,000	24,000	24,000
Materials	52,600	53,300	52,700	(1.13%)	58,300	58,300	58,300
Office Administration	20,335	21,035	22,200	5.54%	23,200	23,200	23,200
Repairs & Maintenance	3,300	4,500	4,500		4,500	4,500	4,500
Clothing & Uniforms	35,000	35,000	46,000	31.43%	60,000	60,000	60,000
Vehicle Expenses	21,550	24,750	15,000	(39.39%)	25,000	25,000	25,000
Advertising	1,570	1,700	1,700		1,700	1,700	1,700
Consultants	90,000						
Legal	6,000	6,000	5,000	(16.67%)	5,000	5,000	5,000
Services - Other	47,775	51,800	39,400	(23.94%)	41,600	41,600	41,600
Training	29,150	21,930	47,200	115.23%	56,200	56,200	56,200
Bank Charges	3,000	3,090	3,100	0.32%	3,100	3,100	3,100
Amortization	234,830	234,830	234,830		234,830	234,830	234,830
Transfer to Reserves	188,000	193,000	198,000	2.59%	203,000	208,000	213,000
Interfunctional Transfers							
Office Equipment & Furnishings	5,100	5,100	4,500	(11.76%)	5,000	5,000	5,000
Tools & Equipment	10,700	10,850	13,000	19.82%	15,000	15,000	15,000
PSAB Adjustment	-234,830	-234,830	-234,830		-234,830	-234,830	-234,830
Total EXPENDITURES	6,839,088	6,888,882	7,079,409	2.77%	7,153,334	7,257,664	7,368,482
NET BUDGET	6,623,888	6,761,882	6,892,409	1.93%	7,027,934	7,137,264	7,248,082



2016 OPERATING BUDGET NOTES

DEPARTMENT: Fire Department

DEPARTMENT OVERVIEW:

The Fire Department provides general fire services for the community including Fire Prevention, Public Fire Safety Education, Fire Safety Standards and Enforcement and Inspections as well as Fire Suppression- Emergency Response out of two strategically located fire stations. Training and Community Emergency Management is also a critical component of the Department. Dispatching services are provided to Huron and Perth County Fire Departments.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Fire Protection Administration

1. Postage: Increased to accommodate uniform orders being completed on a quarterly basis instead of once a year;
2. Memberships: will now be combined under one line item for the entire department.

Fire Protection Dispatching

1. No significant changes.

Fire Fighting Force

1. Clothing: increased by \$11k. Uniforms and firefighting PPE both come out of this line. Uniforms average \$15k-\$22k per year. PPE replacement/new hire outfitting/repairs usually run in the \$20k-\$30k range per year.

Fire Prevention

1. No significant changes.

Fire Department Equipment Purchases

1. Equipment Purchases: Increased to \$13k to alleviate aging equipment over the next 4 years.

Fire Hall #1

1. Materials: Increased by \$1,200.00 for fire department updates/improvements to flooring, desks, sleeping area, etc.

Fire Hall #2

1. No significant changes.

Fire Department Training

1. Training Expenses: Increased to \$30k to start addressing the lack of certification to conduct various types of rescue operations. It will take 3 – 4 years to complete certification training in all required rescue operations. After which this will be significantly reduced to only accommodate recertification training.

Fire Protection Vehicles & Equipment

1. Gain on Disposal of Assets: Showing a \$60k potential depending on the sale of the Mini-pumper in 2016. A previous sale of a similar vehicle, age and mileage, sold for \$110k.
2. Services Other: Drop of \$10k. This line has been used to accommodate extra vehicle repairs that have surfaced throughout the year. I'm predicting a drop in this area after removing 2 vehicles from service and 2 new vehicles arriving mid-2016, which will be under full warranty for repairs.

Service Reductions/Increases:

1. By increasing the funds under training the firefighting force will be provided with certification by a recognized training institute to increase the level of rescue knowledge and skills to conduct rescue operations more safely.

Revenue Reductions/Increases:

1. Gain on Disposal of Assets: Showing a \$60k potential depending on the sale of the Mini-pumper in 2016.

Options for Reductions:

1. At this time no reductions are required.

GENERAL COMMENTS:

Although indicating significant increases over past budgets, the department managed to show a 2.0% increase net total for a bottom line. The department believes this budget provides a solid start to eliminating many of the concerns identified.

The approved 2015 budget was a reflection of past practices of running the fire department. Staff assessment of the fire department over the last 6 months have identified areas of improvement required in training, equipment, facilities, vehicle maintenance and Personal Protective Equipment. Proposed changes in the 2016 budget and for the future will reflect what is required to remedy these shortfalls. Some line items have been combined for ease of management. These budget notes will touch on large increases or decreases.

C.A.O. COMMENTS:

The municipalities of North Perth, Perth East and St. Marys will issue a request for proposals for dispatch services in 2016 and are asking for a six month extension to their existing agreement. We plan to bid on this. We receive \$43,689. in revenue from these three municipalities and failure to retain these agreements will mean the loss of this revenue.

Moreover, this budget does not provide any funding required to implement the recommendations of the POMAX Fire Study such as increasing the minimum staffing to eight. We will bring forward individual recommendations on each of these matters. Any decisions of council on levels of service can be brought forward prior to finalization of the budget.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Maintaining the increased \$30k under training to fund rescue disciplines each year until complete will ensure that department staff are certified and equipped with all the tools they need to conduct safe rescue operations.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G231 POLICE DEPARTMENT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-298,125	-323,125	-353,000	9.25%	-353,000	-353,000	-353,000
User Fees	-52,000	-55,000	-40,000	(27.27%)	-40,000	-40,000	-40,000
Licences & Permits	-17,000	-17,000	-17,000		-17,000	-17,000	-17,000
Sales	-2,300	-2,300	-2,000	(13.04%)	-2,000	-2,000	-2,000
Gain on Disposal of Assets		-4,000		(100.00%)	-5,000	-3,000	-5,000
Contribution from Reserves	-177,000	-132,049	-110,000	(16.70%)	-171,102	-288,000	-105,000
Total REVENUE	-546,425	-533,474	-522,000	(2.15%)	-588,102	-703,000	-522,000
EXPENDITURES							
Salaries, Wages & Benefits	8,911,050	9,159,818	9,395,166	2.57%	9,693,318	10,021,197	9,897,413
Materials	80,850	83,100	83,080	(0.02%)	84,792	85,860	87,445
Office Administration	77,770	71,170	70,470	(0.98%)	73,150	73,275	74,750
Meeting Costs	4,000	4,100	4,100	0.00%	4,200	4,300	4,300
Prisoner Meals	2,500	2,500	2,500		2,500	2,500	2,500
Repairs & Maintenance	36,100	33,150	43,400	30.92%	53,700	44,000	44,640
Clothing & Uniforms	58,000	56,680	62,680	10.59%	63,200	63,728	64,800
Vehicle Expenses	197,700	191,540	191,540	0.00%	201,057	206,417	212,781
Specialized Projects	5,250	5,250	5,250	0.00%	5,500	6,000	6,500
Advertising	650	675	675		675	700	700
Conference Expenses	20,500	20,890	20,890	0.00%	21,590	22,060	22,475
Contractors	85,000	126,000	128,520	2.00%	131,090	133,710	136,386
Legal	25,000	25,000	25,000		25,000	25,000	25,000
Services - Other	230,540	228,760	233,880	2.24%	238,035	243,160	243,170
Training	63,970	65,000	65,000	0.00%	65,200	66,238	67,191
Bldg., Machinery & Equip. Rental	66,700	70,700	71,200	0.71%	71,900	72,500	73,000
Amortization	296,349	296,349	296,349		296,349	296,349	296,349
Transfer to Reserves	277,500	344,000	314,000	(8.72%)	272,500	262,500	262,500

CITY OF STRATFORD 2016 BUDGET

G231 POLICE DEPARTMENT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Interfunctional Transfers							
Office Equipment & Furnishings	6,200	6,500	6,500		6,500	6,500	6,500
Tools & Equipment	177,000	98,000	110,000	12.24%	118,000	118,000	105,000
PSAB Adjustment	-296,349	-296,349	-296,349		-296,349	-296,349	-296,349
Total EXPENDITURES	10,326,280	10,592,833	10,833,851	2.28%	11,131,907	11,457,645	11,337,051
NET BUDGET	9,779,855	10,059,359	10,311,851	2.51%	10,543,805	10,754,645	10,815,051



2016 OPERATING BUDGET NOTES

DEPARTMENT: 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 councilors, two provincial appointees and a municipal citizen appointee. The Board passes the annual operating and capital budgets for the police service.

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

Sworn Officers

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

Civilian Support Staff

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

- Freedom of Information Inquiries
- Records Checks
- Administrative Support (payroll, grants, financial controller)

The major cost of operating the police service is tied to salaries and benefits. Only about 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 FROM 2015 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 89% of its operating budget is tied to salaries and benefits which are often negotiated subsequent to budget submissions and have the right of arbitration. As it stands, if the current increases to fulltime salaries and benefits were not included in the proposed budget, the 2016 net increase of the Police Service budget over 2015 would be approximately 0.69%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2016 within the limits of those accounts. Those accounts not at 0% are as follows:

Cost Reductions/Increases:

POLICE DEPART-Ontario Grants- Change from (\$323,125) to (\$353,000). Increase 9.25%. Increase due to scheduled increase for 2016 Prisoner Transportation Grant.

GAIN ON DISPOSAL OF ASSETS – Change from 4,000 to 0. Decrease 100%. No anticipated vehicle trade-ins.

F.T. SALARIES & WAGES- Change from \$7,153,295 to \$7,347,554. Increase 2.72%. Increase resulting from wage increases and upcoming classification changes Collective Agreement.

PART TIME SALARIES & WAGES- Change from \$85,868 to \$90,000. Increase 4.81%. Increase due to wage increases and classification changes.

Full Time Benefits- Change from \$1,864,968 to \$1,939,566. Increase 4.00%. Change reflective of monthly premium increases directly related to 26% of FT salaries, and 22 retiree’s premiums.

P.T. BENEFITS- Change from \$8,587 to \$9,000. Increase 4.81%; change reflective of salary increase direct impact on monthly benefits premiums. Based on 10% of PT salaries.

CLOTHING- Change from \$22,000 to \$28,000. Increase 27.27%; change to both clothing allowances and cleaning allowances in 2015-2018 collective agreement.

OFFICE SUPPLIES AND PAPER-Change from \$6,120 to \$6,200, Increase 1.31%; Incremental changes due to anticipated material cost increases.

PHOTOCOPIER EXPENSE- Change from \$2,500 to \$2,525. Increase 1.00%. Incremental changes due to anticipated material cost increases.

POSTAGE- Change from \$1,000 to \$800. Decrease -(20.00%). Decreased as trend is less mailing, more emails resulting in decreased postage expenses.

PRINTING – Change from \$10,000 to \$10,600. Increase 6.00%; Incremental changes due to anticipated material cost increases.

MEALS AND MEETING COSTS – Change from \$4,100 to \$4,200. Increase 2.44%; Incremental changes due to anticipated cost increases.

PUBLICATIONS & SUBSCRIPTIONS- Change from \$2,700 to \$2,200. Decrease (18.52%). Decrease for Vernon's Directory purchase every other year.

VEHICLE FUEL – Change from \$93,840 to \$96,000. Increase 2.30%. Incremental changes due to anticipated increases to cost of fuel.

VEHICLE REPAIRS (LABOUR, PARTS, LICENCES) – Change from \$35,700 to \$40,000. Increase 12.04%. We anticipate holding on to 2 cruisers until 2017 which we originally planned to trade-in in 2016, therefore we anticipate repair costs increases.

CONFERENCES-EXPENSES – Change from \$3,570 to \$3,640. Increase 1.96%. Incremental changes due to anticipated cost increases.

CONFERENCES-REGISTRATION – Change from \$6,120 to \$6,250. Increase 2.12%. Incremental changes due to anticipated cost increases.

CONFERENCES-TRAVEL/MILEAGE – Change from \$4,600 to \$4,700. Increase 2.17%; Incremental changes due to anticipated fuel cost increases.

CONTRACTED SERVICES – Change from \$126,000 to \$128,520. Increase 2.00%; Incremental changes due to anticipated cost increases. Contract has not been negotiated.

MAINTENANCE CONTRACTS- Change from \$20,550 to \$30,800. Increase 49.88%; Several prepaid maintenance contracts due this year. Future maintenance contracts will be paid on an annual basis.

POLICE DEPART-POLICE ADMI-Memberships – Change from \$5,300 to \$5,400. Increase 1.89%; Incremental changes due to anticipated cost increases.

TELEPHONE – BASIC- Change from \$38,000 to \$38,500. Increase 1.32%; Incremental changes due to anticipated service cost increases.

TRAINING-MILEAGE – Change from \$5,600 to \$5,700. Increase 1.79%; Incremental changes due to anticipated cost increases.

LEASED OFFICE EQUIP – Change from \$7,700 to \$7,800. Increase 1.30%; Incremental changes due to anticipated charges/cost increases.

BICYCLE AUCTION SALE RECEIPTS- Change from \$(2,300) to \$(2,000). Decreased (13.04%) to better reflect anticipated/historical receipts.

BICYCLE AUCTION SERVICES – OTHER- Change from \$11,000 to \$6,000. Decreased 45.45%; changes due to fewer bicycle pickups and related expenses; in addition to sharing Police Pipe Band expenses with Police Services Board account.

BICYCLE AUCTION TRANSFER TO RESERVES- Change from \$4,000 to \$2,500. Decrease (37.50%); to better reflect anticipated bicycle auction account income for transfer to reserves.

TAXI LICENCING MATERIALS- Change from \$450 to \$430. Decrease (4.44%); Incremental changes due to anticipated material cost increases.

TAXI LICENCING SERVICES- Change from \$160 to \$180. Increase 12.50%; Incremental changes due to anticipated services cost increases.

MATERIALS- LAW ENFORCEMENT – Change from \$23,400 to \$23,751. Increase 1.50%; Incremental changes due to anticipated material cost increases.

MATERIALS- CISO PROJECTS/INVESTIGATIONS – Change from \$30,500 to \$31,000. Increase 1.64%; Incremental changes due to anticipated cost increases.

SPECIALIZED PROJECTS – Change from \$5,250 to \$5,500. Increase 4.76%; Incremental changes due to anticipated cost increases.

CANINE UNIT – Change from \$6,000 to \$9,000. Increase 50.00%; Change due to canine training program increased costs.

PRIDE OPERATING SERVICES- Change from \$194,000 to \$202,700. Increase 4.48%; Incremental changes due to anticipated increases to cost for services. Note over the past 3 years there were two 0% increases and one decrease to the budget.

COMMUNICATIONS REVENUE- Change from \$55,000 to \$40,000. Decrease (27.27%); Anticipated decrease due to reduction of costs being charged to public.

COMMUNICATIONS- TRANSFER TO RESERVES- Change from \$160,000 to \$235,000. Increase 46.80%; \$200,000 To build for anticipated equipment costs for new radio system in 2016. \$35,000 toward an anticipated NG-911 required telephone system

estimated cost of \$80,000-\$100,000 to be implemented in 2018. To date no reserves have been put aside for the new telephone system.

POLICE SERVICES BOARD-SALARIES & WAGES- Change from \$21,750 to \$22,000. Increase 1.15%; Incremental changes due to anticipated salaries and wages cost increases.

POLICE SERVICES BOARD –SERVICES-OTHER- Change from \$15,600 to \$16,000. Increase 2.56%; Incremental changes due to anticipated material cost increases.

PRIDE CAPITAL-CONTRIBUTION FROM RESERVES – Change from \$88,000 to \$100,000. Increase 13.64%; Incremental changes due to anticipated equipment cost increases.

PRIDE CAPITAL-TRANSFER TO RESERVES- Change from \$50,000 to \$60,000. Increase 20.00%; We have drawn heavily on these reserves and it is prudent to start to build back up for future expenses.

PRIDE CAPITAL-EQUIPMENT – Change from \$88,000 to \$100,000. Increase 13.64%; Incremental changes due to anticipated equipment upgrades cost increases.

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

POLICE CAPITAL-TRANSFER TO RESERVES- Change from \$115,000 to \$20,000. Decrease (82.61)%; decrease due to positive position of the reserve account, and there are no anticipated vehicle purchases for 2016.

Service Reductions/Increases:

Demands for service/enforcement continue to increase. We saw an increase of 24% in calls for service/enforcement in 2014 over 2015. To date in 2015, our year over year increase in service/enforcement activity stands at approximately 4.7%

Revenue Reductions/Increases:

The Communications Centre revenue decrease is anticipated because of our new on-line service for records checks; reduced costs are being passed along to the public.

Options for Reductions:

GENERAL COMMENTS:

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

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

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G251 BUILDING & PLANNING DEPARTMENT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-63,000	-64,260	-65,545	2.00%	-66,856	-68,193	-69,557
Fees	-73,100	-74,627	-75,860	1.65%	-77,080	-78,322	-79,587
Licences & Permits	-518,000	-534,340	-545,027	2.00%	-555,928	-567,046	-578,387
Sales	-2,000	-2,000	-2,000		-2,000	-2,000	-2,000
Recoverables							
Contribution from Reserves							
Contribution from Reserve Funds	-500						
Interfunctional Transfers	-45,650	-46,107	-49,000	6.27%	-49,980	-50,980	-51,999
Total REVENUE	-702,250	-721,334	-737,432	2.23%	-751,844	-766,541	-781,530
EXPENDITURES							
Salaries, Wages & Benefits	870,393	894,126	960,601	7.43%	983,130	997,878	1,012,846
Materials	11,900	10,300	10,506	2.00%	10,665	10,824	10,986
Office Administration	14,310	16,176	16,436	1.61%	16,682	16,931	17,190
Vehicle Expenses	8,000	7,920	6,974	(11.94%)	7,079	7,185	7,293
Consultants	10,000	10,200	10,404	2.00%	10,560	10,718	10,879
Contractors	5,000	5,100	5,202	2.00%	5,280	5,359	5,440
Legal	82,584	84,236	85,921	2.00%	87,210	88,518	89,846
Services - Other	5,500	5,610	5,723	2.01%	5,808	5,896	5,984
Training	11,400	11,628	11,860	2.00%	12,038	12,218	12,402
Bank Charges	2,000	2,040	2,080	1.96%	2,112	2,143	2,176
Amortization	5,304	5,304	5,304		5,304	5,304	5,304
Transfer to Reserves	5,000	15,000	10,000	-33	15,075	15,151	15,228
PSAB Adjustment	-5,304	-5,304	-5,304		-5,304	-5,304	-5,304
Total EXPENDITURES	1,026,087	1,062,336	1,125,707	5.97%	1,155,639	1,172,821	1,190,270
NET BUDGET	323,837	341,002	388,275	13.86%	403,795	406,280	408,740



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

DIVISION: Development Services

DEPARTMENT OVERVIEW:

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

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

A new Planner position is proposed commencing July 1, 2016. A review of BMA reports from like sized municipalities – Orillia, Brockville, Fort Erie and Leamington, reveals the city is underserved with respect to planning services. The existing compliment of one planner with assistance of the Manager of Development Services is barely able to keep up with applications within the timeframes established by the *Planning Act*. Existing staffing levels are not able to complete special projects in a timely manner. For example, staffing levels have resulted in delays in completing the Official Plan Update, review of the City's Sign By-law and Fence By-law and completion of the Official Plan Amendment for the old fairground lands. The addition of one Planner will allow for completion of applications, special projects and resident inquiries in a more timely manner.

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

Service Reductions/Increases:

The addition of a Planner will provide an increased level of service to Council, the public and planning applicants.

Upon adoption of the Updated Official Plan, formal pre-application consultation for *Planning Act* applications will become mandatory. Pre-application consultation is expected to result in more complete applications and speedier application processing.

Commencing in 2015 and continuing in through 2016 is the Comprehensive Zoning By-law Review. Public consultation and consultation with stakeholder groups is planned early 2016 with completion of the project expected in late 2016.

The City's GIS Viewer is expected to be made available to the public on the City's website in 2016. This will provide a new service to some city staff, residents, businesses and visitors. As the GIS Viewer is available internally to selected divisions, no additional staff is required to provide this new service.

Similar service levels are proposed for the remainder of the functions performed by Development Services and will be monitored in 2016 due to additional provincially mandated Building Code inspections.

Revenue Reductions/Increases:

Revenue is entirely dependent on building permit and development application volumes. Staff is considering introducing a fee for engineering drawing review associated with plans of subdivision. Currently this fee is being funded by the general tax base. No other increase for building permit revenue or development application revenue is proposed. CPI increase for all other fees.

Options for Reductions:

- Reduce or Eliminate money transferred to reserves for the next major Official Plan.
- Eliminate the planning summer student position.
- Eliminate the Planner position proposed to start July 1, 2016.

GENERAL COMMENTS:

The increase in the net overall budget is 9.32%, or \$31,786. over 2015.

C.A.O. COMMENTS:

The additional Planner is supported by Corporate Leadership. It is an area that we cannot find a source of revenue to support; however, it is an area identified as a priority to meet our servicing objectives and allow for participation by planning on key strategic initiatives such as Market Square and planning for the Cooper Site.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G310 ENGINEERING

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-14,500	-21,000	-22,000	4.76%	-22,330	-22,665	-23,005
Sales	-4,000	-3,600	-4,200	16.67%	-4,263	-4,327	-4,392
Gain on Disposal of Assets Recoverables	-554,150	-500,000	-500,000		-500,000	-500,000	-500,000
Contribution from Reserves	-30,000						
City Own Rental Revenue	-44,841	-17,000	-17,000		-17,255	-17,514	-17,777
Interfunctional Transfers	-165,000	-166,700	-170,000	1.98%	-172,550	-175,138	-177,765
Total REVENUE	-812,491	-708,300	-713,200	0.69%	-716,398	-719,644	-722,939
EXPENDITURES							
Salaries, Wages & Benefits	1,429,118	1,523,529	1,488,981	(2.27%)	1,511,316	1,533,986	1,556,996
Materials	10,635	4,600	4,800	4.35%	4,872	4,945	5,019
Office Administration	25,030	19,350	19,450	0.52%	19,743	20,038	20,338
Meeting Costs	800	700	800	14.29%	812	824	836
Clothing & Uniforms	2,200	2,000	2,000		2,030	2,060	2,091
Vehicle Expenses	25,000	21,000	19,000	-10	21,315	21,634	21,959
Consultants	10,975	5,000	5,000		5,075	5,151	5,228
Legal	10,000	5,000	7,500	50.00%	7,613	7,727	7,843
Services - Other	22,650	12,500	12,000	(4.00%)	12,180	12,362	12,548
Training	43,000	19,000	21,000	10.53%	21,315	21,635	21,959
Transfer to Reserves	15,656	15,500	16,000	3.23%	16,240	16,483	16,731
City Owned Rental Expense	23,148	9,000	10,000	11.11%	10,150	10,302	10,456
Interfunctional Transfers							
Office Equipment & Furnishings	5,300	2,500	3,000	20.00%	3,045	3,091	3,137
Tools & Equipment	2,000	1,000	1,000		1,015	1,030	1,046
Total EXPENDITURES	1,625,512	1,640,679	1,610,531	(1.84%)	1,636,721	1,661,268	1,686,187
NET BUDGET	813,021	932,379	897,331	(3.76%)	920,323	941,624	963,248



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

ENGINEERING DIVISION

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

The position of Engineering Coordinator will not be filled and the Manager of Development Engineering has been changed to a Project Engineer. The savings will be used towards the position of Fleet Supervisor in Roads.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

An increase for salary and wages has been included in the budget for 2016. The budget has also taken into account increases for step adjustments.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

We hope that the costs of the fleet supervisor can be slowly absorbed within the fleet management as we increase rental costs and find efficiencies in maintenance and lifespan of our vehicles.

G320 ROADS

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants							
User Fees							
Sale of Equipment		-500	-500		-500	-500	-500
Gain on Disposal of Assets							
Recoverables	-6,000	-26,000	-25,000	(3.85%)	-26,000	-26,000	-26,000
Contribution from Reserves	-10,000	-5,000	-5,000		-5,000	-5,000	-5,000
Contribution from Reserve Funds	-43,500						
City Own Rental Revenue	-794,900	-600,000	-600,000		-609,000	-618,135	-627,407
Interfunctional Transfers		-50,000	-50,000		-50,750	-51,512	-52,284
Total REVENUE	-854,400	-681,500	-680,500	(0.15%)	-691,250	-701,147	-711,191
EXPENDITURES							
Salaries, Wages & Benefits	1,685,641	1,726,700	1,780,240	3.10%	1,806,945	1,834,048	1,861,558
Utilities	355,700	458,000	308,000	(32.75%)	321,720	336,100	351,175
Materials	529,069	343,500	346,000	0.73%	351,190	356,459	361,805
Office Administration	7,500	13,800	13,300	(3.62%)	13,501	13,702	13,909
Miscellaneous							
Meeting Costs	600	500	500		508	515	523
Repairs & Maintenance	21,600	22,000	22,000		22,330	22,665	23,005
Clothing & Uniforms	25,500	27,000	27,000		27,405	27,816	28,233
Vehicle Expenses	64,000	302,500	283,500	-6	307,038	311,643	316,318
Advertising		250	250		254	258	261
Contractors	189,240	312,000	320,000	2.56%	324,800	329,672	334,618
Services - Other	426,638	345,000	323,500	(6.23%)	328,353	333,277	338,277
Training	1,500	6,000	8,000	33.33%	8,120	8,242	8,365
Facility Improvements							
Amortization	2,199,303	2,199,303	2,199,303		2,199,303	2,199,303	2,199,303
Transfer to Reserves	280,000	280,000	525,000	87.50%	564,750	604,988	645,737
City Owned Rental Expense	569,180	452,500	452,500		459,288	466,177	473,170

G320 ROADS

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Office Equipment & Furnishings	1,500	1,500	1,500		1,523	1,545	1,569
Tools & Equipment	24,000	18,200	18,000	(1.10%)	18,470	18,744	19,022
PSAB Adjustment	-2,199,303	-2,199,303	-2,199,303		-2,199,303	-2,199,303	-2,199,303
Total EXPENDITURES	4,181,668	4,309,450	4,429,290	2.78%	4,556,195	4,665,851	4,777,545
NET BUDGET	3,327,268	3,627,950	3,748,790	3.33%	3,864,945	3,964,704	4,066,354



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

PUBLIC WORKS DIVISION 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 FROM 2015 BUDGET:

Cost Reductions/Increases:

Although the LED streetlight conversion will be complete there is no reduction in this budget as the savings will be used to replenish the Engineering Capital Reserve account. It is anticipated that the pay back will be 4 years.

There has been an addition of a Supervisor of Fleet as approved by Council. The increased cost is offset by the reduction in the Engineering staffing.

Service Reductions/Increases:

No service reductions have been proposed.

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

C.A.O. COMMENTS:

The City has experienced two difficult winters which has virtually emptied our reserve for winter maintenance. We are hoping for a normal or even mild winter; otherwise, winter maintenance will be in deficit. We have benefited from the money put into the winter maintenance reserve during previous mild winters.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are consistent with inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G330 SANITARY

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-5,861,432	-6,253,455	-6,669,162	6.65%	-7,091,473	-7,521,966	-7,959,342
Recoverables	-14,000	-50,000	-50,000		-50,000	-50,000	-50,000
City Own Rental Revenue	-96,787	-100,000	-100,000		-101,500	-103,023	-104,568
Total REVENUE	-5,972,219	-6,403,455	-6,819,162	6.49%	-7,242,973	-7,674,989	-8,113,910
EXPENDITURES							
Salaries, Wages & Benefits	233,448	243,700	355,200	45.75%	360,527	365,934	371,424
Utilities	424,774	380,300	362,325	(4.73%)	380,450	399,480	419,460
Materials	52,001	20,250	20,250		20,554	20,863	21,175
Office Administration		4,200	4,300	2.38%	4,365	4,430	4,496
Repairs & Maintenance	25,000	25,000	25,000		25,375	25,756	26,142
Clothing & Uniforms			1,000		1,100	1,200	1,300
Vehicle Expenses	2,500	39,000	38,000	(2.56%)	38,570	39,149	39,736
Contractors	875,625	893,000	893,000		906,395	919,991	933,791
Legal							
Services - Other	363,396	410,000	419,000	2.20%	426,900	447,814	468,741
Training	10,000	10,000	10,000		10,150	10,302	10,457
Amortization	581,773	581,773	581,773		581,773	581,773	581,773
Transfer to Reserves	3,923,975	4,251,005	4,564,087	7.36%	4,939,682	5,309,232	5,684,387
City Owned Rental Expense	59,000	59,000	59,000		59,885	60,783	61,695
Interfunctional Transfers		63,000	63,000		63,945	64,904	65,878
Tools & Equipment	2,500	5,000	5,000		5,075	5,151	5,228
PSAB Adjustment	-581,773	-581,773	-581,773		-581,773	-581,773	-581,773
Total EXPENDITURES	5,972,219	6,403,455	6,819,162	6.49%	7,242,973	7,674,989	8,113,910
NET BUDGET							



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

PUBLIC WORKS DIVISION - 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). A sum of \$310,000 has been budgeted for ongoing replacements at the plant.

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

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

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Electrical costs are budgeted to be \$20,000 less as a result of the previous installation of an energy efficient blower for the aeration tanks which has resulted in operational improvements and lower electrical usage. Since 2014 a total reduction of \$70,000 has been achieved for this line item even with electrical rate increases.

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

There is an increase in salaries as the existing 4 employees will be charged entirely to the sanitary account.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue increases are as per the Council approved Financial Plan. The flat rate is to increase from \$1.00 per month to \$2.00 per month and the new sewer surcharge rate will be 159.2%.

Options for Reductions:

GENERAL COMMENTS:

Salaries and wages for 2016 have been increased, while other expenses have been budgeted as per anticipated costs (OCWA) and inflationary increases.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

For the future budget years, revenue increases have been budgeted for 2017 to 2019 based on the financial plan requirements. This plan calls for an increase in each year to the flat monthly fee of \$1.00 and the Sewer Surcharge increase of 1%.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G340 STORM

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Recoverables	-1,500	-36,500	-36,000	(1.37%)	-36,000	-36,000	-36,000
Total REVENUE	-1,500	-36,500	-36,000	(1.37%)	-36,000	-36,000	-36,000
EXPENDITURES							
Salaries, Wages & Benefits	147,840	148,985	151,050	1.39%	153,317	155,616	157,950
Utilities	5,000	2,500	2,550	2.00%	2,588	2,627	2,666
Materials	29,500	29,000	29,000		29,435	29,877	30,325
Repairs & Maintenance							
Vehicle Expenses		400	400		406	412	418
Contractors							
Services - Other	56,467	57,000	57,000		57,855	58,723	59,604
Amortization	824,370	824,370	824,370		824,370	824,370	824,370
City Owned Rental Expense	45,000	39,000	39,000		39,585	40,179	40,781
Tools & Equipment	200	200	200		203	206	209
PSAB Adjustment	-824,370	-824,370	-824,370		-824,370	-824,370	-824,370
Total EXPENDITURES	284,007	277,085	279,200	0.76%	283,389	287,640	291,953
NET BUDGET	282,507	240,585	243,200	1.09%	247,389	251,640	255,953



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

PUBLIC WORKS DIVISION - 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.

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

There is no service reduction proposed.

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

Salaries and wages for 2016 have been budgeted as per projected amounts, while other expenses have been budgeted as per historical actuals.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G350 WATER

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants		-15,000		(100.00%)			
User Fees	-4,162,023	-4,178,870	-4,321,060	3.40%	-4,510,952	-4,679,748	-4,850,444
Rentals & Leases							
Sale of Equipment							
Gain on Disposal of Assets							
Recoverables	-30,000	-8,000	-8,000		-8,000	-8,000	-8,000
City Own Rental Revenue	-150,000	-165,000	-168,000	1.82%	-170,520	-173,078	-175,674
Total REVENUE	-4,342,023	-4,366,870	-4,497,060	2.98%	-4,689,472	-4,860,826	-5,034,118
EXPENDITURES							
Salaries, Wages & Benefits	1,198,766	1,226,277	1,252,700	2.15%	1,271,486	1,290,567	1,309,922
Utilities	295,562	308,800	299,000	(3.17%)	313,635	328,997	345,122
Materials	286,309	217,000	218,000	0.46%	221,270	224,589	227,958
Office Administration	8,450	13,350	16,300	22.10%	16,545	16,788	17,040
Miscellaneous							
Meeting Costs	1,475	1,270	1,500	18.11%	1,523	1,545	1,569
Repairs & Maintenance	17,122	10,000	10,000		10,150	10,302	10,457
Clothing & Uniforms		5,000	5,000		5,075	5,151	5,228
Vehicle Expenses	7,400	51,800	52,300	0.97%	53,085	53,880	54,688
Consultants	25,000	5,000	5,000		5,075	5,151	5,228
Contractors	129,000	103,000	74,000	(28.16%)	75,110	76,237	77,380
Legal		200	1,000	400.00%	1,015	1,030	1,046
Services - Other	488,221	315,000	316,000	0.32%	320,740	325,551	330,434
Training	8,385	30,000	30,000		30,450	30,907	31,370
Amortization	470,090	470,090	470,090		470,090	470,090	470,090
Transfer to Reserves	992,952	1,084,963	1,244,060	14.66%	1,377,529	1,488,547	1,600,067
City Owned Rental Expense	142,410	156,910	160,100	2.03%	162,502	164,939	167,413
Interfunctional Transfers	733,971	832,000	805,800	(3.15%)	817,887	830,155	842,608

CITY OF STRATFORD 2016 BUDGET

G350 WATER

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Office Equipment & Furnishings	2,000	500	500		508	515	523
Tools & Equipment	5,000	5,800	5,800		5,887	5,975	6,065
PSAB Adjustment	-470,090	-470,090	-470,090		-470,090	-470,090	-470,090
Total EXPENDITURES	4,342,023	4,366,870	4,497,060	2.98%	4,689,472	4,860,826	5,034,118
NET BUDGET							



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

WATER DIVISION

DEPARTMENT OVERVIEW:

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

Front line staff working in this department, work from space leased from Festival Hydro and nine staff work out of that location.

Funding for this budget is entirely through Water Rates (no tax levy implications). The 2015 rates and proposed 2016 rates are:

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

For the average residential property utilizing 20m³ monthly, this represents an increased monthly billing from \$25.84 to \$26.84 or \$1.00 per month which is 3.9%.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

None noted.

Revenue Reductions/Increases:

Revenue increases are as per the rates proposed, an increase of \$1.00 per month to the flat charge with no change to the volumetric rate.

We have included a summer student to deal with increased locate calls that are being received. In 2014 we received 2553 locate requests and as the end of September 2015 3118. It is anticipated that over 3500 calls will be received by years end.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

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

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

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

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

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G360 WASTE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants		-345,000	-280,000	(18.84%)	-284,200	-288,463	-292,790
User Fees	-2,313,000	-2,400,000	-2,413,000	0.54%	-2,452,635	-2,492,933	-2,533,906
Sales	-4,000	-4,000	-4,000		-4,053	-4,106	-4,160
Sale of Equipment		-100		(100.00%)			
Gain on Disposal of Assets							
Recoverables	-201,100	-20,000	-20,000		-20,300	-20,605	-20,914
City Own Rental Revenue	-270,000	-295,000	-295,000		-299,425	-303,916	-308,475
Total REVENUE	-2,788,100	-3,064,100	-3,012,000	(1.70%)	-3,060,613	-3,110,023	-3,160,245
EXPENDITURES							
Salaries, Wages & Benefits	655,744	569,960	671,470	17.81%	681,538	691,764	702,142
Utilities	6,000	13,275	13,800	3.95%	14,480	15,193	15,942
Materials	95,600	36,000	38,000	5.56%	38,570	39,148	39,736
Office Administration	800	1,550	1,950	25.81%	1,981	2,010	2,038
Miscellaneous							
Meeting Costs							
Repairs & Maintenance	5,000	10,000	10,000		10,150	10,302	10,457
Clothing & Uniforms		200		(100.00%)			
Vehicle Expenses	61,000	134,000	140,000	4.48%	142,100	144,232	146,395
Advertising		500	500		508	515	523
Consultants		65,000	70,000	7.69%	71,050	72,116	73,197
Contractors	386,187	980,000	996,000	1.63%	1,010,940	1,026,104	1,041,496
Services - Other	850,285	130,000	130,000		131,950	133,929	135,938
Training	2,500	2,500	3,000	20.00%	3,045	3,091	3,137
Amortization	105,978	106,000	106,000		106,000	106,000	106,000
Transfer to Reserves	339,784	753,415	559,580	(25.73%)	570,934	582,503	594,291
City Owned Rental Expense	384,500	367,000	377,000	2.72%	382,656	388,395	394,221

CITY OF STRATFORD 2016 BUDGET

G360 WASTE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Office Equipment & Furnishings	300	300	300		305	309	314
Tools & Equipment	400	400	400		406	412	418
PSAB Adjustment	-105,978	-106,000	-106,000		-106,000	-106,000	-106,000
Total EXPENDITURES	2,788,100	3,064,100	3,012,000	(1.70%)	3,060,613	3,110,023	3,160,245
NET BUDGET							



2016 OPERATING BUDGET NOTES

DEPARTMENT: INFRASTRUCTURE & DEVELOPMENT SERVICES

PUBLIC WORKS DIVISION - 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 FROM 2015 BUDGET:

Cost Reductions/Increases:

None noted.

Service Reductions/Increases:

No service reductions proposed.

Revenue Reductions/Increases:

The current and proposed rates are:

Service:	2015	2016
Bag Tag	\$2.40	\$2.45
Bag or Can at Landfill Site	\$2.80	\$2.85
Minimum scale rate	\$15.00	\$15.00
Tip Fee – regular	\$76.00	\$76.00
Tip Fee – large hauler	\$71.00	\$71.00
Scale down – car	\$15.00	\$15.00
Scale down – truck	\$20.00	\$20.00

Service:	2015	2016
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

Options for Reductions:

GENERAL COMMENTS:

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

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

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

C.A.O. COMMENTS:

No further comments

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G411 STRATFORD PUBLIC LIBRARY

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-57,921	-59,321	-62,666	5.64%	-57,921	-57,921	-57,921
Perth/St. Marys Payments	-37,786	-37,786	-35,227	(6.77%)	-35,932	-36,650	-37,383
User Fees	-141,423	-150,297	-156,747	4.29%	-164,359	-172,352	-180,745
Fines	-33,000	-27,000	-20,000	(25.93%)	-19,000	-18,050	-17,148
Donations	-11,591	-4,000	-8,000	100.00%	-4,000	-4,000	-4,000
Recoverables	-94,905	-91,295	-96,590	5.80%	-98,522	-100,493	-102,503
Contribution from Reserves							
Contribution from Reserve Funds			-5,000				
Total REVENUE	-376,626	-369,699	-384,230	3.93%	-379,734	-389,466	-399,700
EXPENDITURES							
Salaries, Wages & Benefits	1,778,814	1,824,397	1,884,582	3.30%	1,923,228	1,961,626	2,000,793
Utilities	33,044	36,044	35,923	(0.34%)	36,303	36,565	36,829
Materials	6,757	6,700	6,700		6,834	6,971	7,110
Library Resources	188,355	189,398	189,398		193,186	197,049	200,990
Day Care Supplies	1,900	2,000	2,000		3,000	3,500	4,000
Office Administration	27,532	34,833	34,233	(1.72%)	34,277	34,321	34,367
Miscellaneous	2,500	2,500	2,000	(20.00%)	2,500	2,500	2,500
Meeting Costs	5,000	5,000	5,000		5,200	5,410	5,631
Repairs & Maintenance	70,368	69,584	72,196	3.75%	75,149	78,245	81,494
Vehicle Expenses	7,000	6,000	3,000	(50.00%)	3,500	3,500	3,500
Advertising	9,800	11,000	11,000		12,100	13,310	14,641
Conference Expenses	9,000	10,000	10,000		11,200	12,580	14,167
Contractors	36,939	36,939	35,379	(4.22%)	37,058	38,246	39,444
Insurance	9,822	10,018	10,018		10,218	10,423	10,631
Legal	500	500	500		1,000	1,000	1,000
Services - Other	126,623	133,663	141,323	5.73%	147,419	153,920	160,703
Internet	5,740	4,100	5,000	21.95%	5,500	5,775	6,064
Training	10,000	10,000	10,000		11,000	12,100	13,310

CITY OF STRATFORD 2016 BUDGET

G411 STRATFORD PUBLIC LIBRARY

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Bank Charges	800	900	900		900	900	900
Bldg., Machinery & Equip. Rental	2,400						
Amortization	225,482	225,482	225,482		225,482	225,482	225,482
Transfer to Reserves	11,772	11,398	11,446	0.42%	12,540	13,635	14,732
Tools & Equipment	12,600	12,600	12,600		15,120	18,144	21,773
PSAB Adjustment	-225,482	-225,482	-225,482		-225,482	-225,482	-225,482
Total EXPENDITURES	2,357,266	2,417,574	2,483,198	2.71%	2,547,232	2,609,720	2,674,579
NET BUDGET	1,980,640	2,047,875	2,098,968	2.49%	2,167,498	2,220,254	2,274,879



2016 OPERATING BUDGET NOTES

DEPARTMENT: Stratford Public Library

DEPARTMENT OVERVIEW:

In 2015 the Library continued to operationalize its Strategic Plan with significant successes, including:

- Calculation of the Library's Economic Impact in the City of Stratford.
- Modification to the format and curriculum of the Early Literacy Storytimes.
- Reconfigured Children's Floor for improved enjoyment of Library facilities.
- Replacement of the 11-year old Public Library On Wheels van through fundraising.
- Partnership with the Avon Maitland District School Board to provide all AMDSB students with a Library card and orientation to Library resources.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- Wages and benefits: 1.5% COLA to all staff, step increases for multiple newer hires.
- All discretionary budget lines held at 2015 levels. Reductions applied where possible.

Service Reductions/Increases:

- Additional hours removed from the FT position that retired in 2014 and was replaced by a PT position. This is a reduction of -0.2FTE.
- At Dec 31 2015, the Province of Ontario will cease to fund the core suite of public library research databases. The annual subscription cost to access these defunded databases for SPL would be \$15,000. As the Library cannot afford to replace these resources within its current budget, it will be removing one-third of its online resources. In 2014 the databases were used over 275,000 times. They provide quality information in essential areas such as health, homework help, and local history.

Revenue Reductions/Increases:

- Continuing decline in the amount of fine revenue. Customers continue to increase their use of options that allow for fine prevention. In 2015 the Library will receive \$13,000 less in revenue than in 2013.
- Federal granting body that previously supported SPL's summer student position has an increased pool of applicants; 2015 application for funds unsuccessful.

Options for Reductions:

- Further reduction of staffing levels. This would lead to service cuts.
- Reduction of materials budget, decreasing service levels. All funds for materials are currently deployed through consortia purchasing/resource sharing models, increasing purchasing power and availability of materials. The Library would not be able to satisfy the public's demand for materials without participating in these consortia. The materials budget has been increased by 4% over the last ten years, well below the rate of inflation.

GENERAL COMMENTS:

This budget represents a decrease in service levels from 2014.

It is anticipated that future budgets will remain pressured to provide levels of service consistent with existing standards.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

These budget lines are shown with a 2% inflationary increase where applicable.

C.A.O. COMMENTS:

No further comments.



2016 OPERATING BUDGET NOTES

DEPARTMENT: Economic Development (City)

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- No changes.

Service Reductions/Increases:

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

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

C.A.O. COMMENTS:

The funding for the expenses noted above are funded from the Special Initiatives Reserve which is funded from receiving a percentage of sales from each of our land sales.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

No increases are proposed in the near future.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G512 STRATFORD MUNICIPAL AIRPORT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-2,000	-2,000	-2,000		-2,000	-2,000	-2,000
Parking Revenue	-17,687	-17,687	-17,687		-17,687	-18,040	-18,080
Rentals & Leases	-47,602	-48,300	-52,763	9.24%	-51,388	-51,388	-51,388
Sales	-167,000	-170,000	-170,000		-171,700	-171,700	-173,417
Sale of Equipment							
Contribution from Reserves							
Total REVENUE	-234,289	-237,987	-242,450	1.88%	-242,775	-243,128	-244,885
EXPENDITURES							
Utilities	18,200	18,400	18,500	0.54%	18,600	18,700	18,900
Materials	26,300	26,550	26,150	(1.51%)	26,150	27,003	27,203
Office Administration	2,500	2,800	2,850	1.79%	2,875	2,975	2,975
Repairs & Maintenance	10,000	10,000	10,000		10,500	11,000	11,000
Goods Purchased for Resale	129,000	132,800	132,800		134,128	134,128	134,469
Vehicle Expenses	4,000	2,000	4,000	100.00%	4,000	4,500	4,500
Advertising	1,500	1,500	1,000	(33.33%)	1,000	1,000	1,000
Insurance	4,700	4,700	4,800	2.13%	4,800	4,800	4,900
Services - Other	92,923	95,525	99,125	3.77%	100,125	100,325	100,525
Training							
Amortization	86,294	86,294	86,294				
Transfer to Reserves	116,000	116,000	116,000		121,000	121,000	121,000
Interfunctional Transfers							
PSAB Adjustment	-86,294	-86,294	-86,294				
Total EXPENDITURES	405,123	410,275	415,225	1.21%	423,178	425,431	426,472
NET BUDGET	170,834	172,288	172,775	0.28%	180,403	182,303	181,587



2016 OPERATING BUDGET NOTES

DEPARTMENT: MUNICIPAL AIRPORT

DEPARTMENT OVERVIEW:

Revenue generated from fuel sales, land lease agreements, aircraft parking, farm land rental and terminal building rental. Airport operations contracted to Fixed Base Operator (Stratford Air Services Ltd.).

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

None proposed.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

Farm land lease rate will be increased in 2016.

Options for Reductions:

None proposed.

GENERAL COMMENTS:

1. \$110,000.00 contributed to asphalt reserve account; and
2. \$6,000.00 contributed to vehicle replacement account.

C.A.O. COMMENTS:

In response to a question raised last year, we have arranged through the University of Waterloo, to have one of their classes undertake an economic impact study of the Stratford Airport. That study is currently in process and we expect it will be tabled with Council later this year.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Asphalt reserve contribution increased to \$115,000.00 for 2017, 2018, 2019.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G611 SOCIAL SERVICES DEPARTMENT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-6,367,577	-6,575,434	-7,401,165	12.56%	-7,934,028	-8,474,839	-8,835,513
Perth/St. Marys Payments	-1,083,145	-1,061,599	-1,007,006	(5.14%)	-880,558	-794,146	-804,196
Recoverables	-11,153	-11,376		(100.00%)			
Contribution from Reserves	-33,000		-171,900				
Total REVENUE	-7,494,875	-7,648,409	-8,580,071	12.18%	-8,814,586	-9,268,985	-9,639,709
EXPENDITURES							
Salaries, Wages & Benefits	1,735,765	1,771,479	1,780,134	0.49%	1,838,493	1,875,263	1,912,411
Office Administration	61,100	63,100	63,100		64,600	64,600	64,600
Miscellaneous	23,154	23,354	23,354		23,354	23,354	23,354
Meeting Costs	9,500	10,500	10,500		11,000	11,000	11,000
Advertising	1,000	1,000	1,000		1,000	1,000	1,000
Audit		5,000	5,000		5,000	5,000	5,000
Conference Expenses	4,000	4,000	4,000		4,000	4,000	4,000
Consultants		5,000	5,000		2,000	2,000	2,000
Legal	6,000	12,000	15,000	25.00%	12,000	12,000	12,000
Services - Other	416,796	413,129	586,924	42.07%	390,208	380,949	371,446
Training	11,000	11,000	18,000	63.64%	11,000	11,000	11,000
Bldg., Machinery & Equip. Rental	37,545	38,296	39,062	2.00%	39,843	40,640	41,453
Rent Expense	169,623	173,015	173,015		176,475	180,005	183,605
Social Assistance Payments	5,572,074	5,644,225	6,317,386	11.93%	6,696,460	7,075,179	7,453,822
Ontario Dental Assoc	3,000	3,000	3,000		3,000	3,000	3,000
Transfer to Reserves	331,483	294,525	294,525		237,463	205,304	172,896
Interfunctional Transfers	59,007	60,187	61,391	2.00%	62,619	63,871	65,148
Office Equipment & Furnishings	2,000	2,000	2,000		2,000	2,000	2,000
Tools & Equipment	10,000	10,000	10,000		10,000	10,000	10,000
Total EXPENDITURES	8,453,047	8,544,810	9,412,391	10.15%	9,590,515	9,970,165	10,349,735
NET BUDGET	958,172	896,401	832,320	(7.15%)	775,929	701,180	710,026



2016 OPERATING BUDGET NOTES

DEPARTMENT: Social Services - Ontario Works

DEPARTMENT OVERVIEW:

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

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

Ontario Works is primarily an employment assistance and financial support program. However, the Ontario Works Division is also responsible for the delivery of other programs which include The Homemakers and Nurses Services, under the Ministry of Health and Long-Term and the Community Homelessness Prevention Initiative (CHPI), under the Ministry of Municipal Affairs and Housing since 2013. In 2014, a total of 2,430 nights of emergency accommodation were provided to 472 individuals were served through Community Homelessness Prevention Initiative (CHPI) funding. As well as various others programs and services that are funded by the municipalities in our service area, such as the Emergency Planning.

Role and Responsibilities:

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

Source of Funding:

Eighty (80%) of the funding for the **Ontario Works Division** comes from the provincial Ministries. The Ministry of Community and Social Services (MCSS) funds the Ontario Works program with subsidized funding from the Ministry of Municipal Affairs and Housing (MMAH) for the Community Homelessness Prevention Initiative, and the Ministry of Health and Long-Term Care (MOHLTC) funding for the Homemakers and Nurses Services. The City of Stratford, the County of Perth and the Town of St. Marys share the remainder of the cost for other programs.

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

- Ontario Works intake and case Management, which includes Family Support, Eligibility Review and Enhanced Verification Process (Cost-share for 2016, 50% provincial MCSS and 50% municipal funding);
- Ontario Works Employment Supports (Cost-share for 2016, 94.2% provincial MCSS and 5.8% municipal funding);
- Addictions Services Initiative (Cost-share, 94.2% provincial MCSS and 5.8% municipal funding).

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

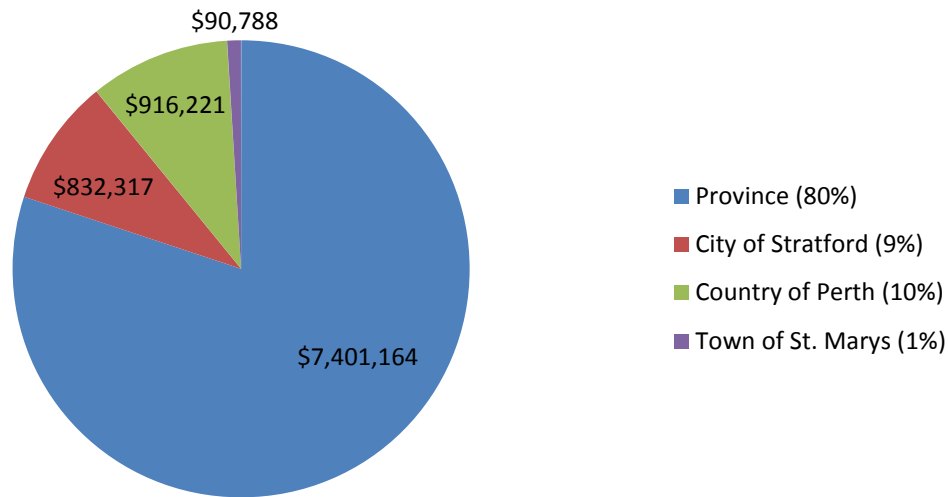
- Community Homelessness Prevention Initiative (100% MMAH funding)
- Homemakers and Nurses Services (80% provincial MOHLTC and 20% municipal funding)
- Emergency Planning (100% municipal funding)
- National Child Tax Benefit (100% municipal)
- Recreation Program (100% municipal)
- Shelterlink Operating Grant (100% municipal)
- St Marys Adult Learning Program (100% municipal)
- Social Planning Council (100% municipal)

The total operating budget for 2016 is estimated at \$9,240,490

The Ontario Works Division is funded approximately at **80% or \$7,401,164 by the Province and at 20% or \$1,839,326 by the Municipalities**. The municipal shares are calculated in two different methods. For the Town of St Marys using actual caseload figures and for the City of Stratford and Perth County using negotiated municipal assessment percentages. The caseload figures used for the 2016 budget year are from the 2014 actual figures.

Of the \$ 1,839,326 estimated municipal contributions, the cost-share portion for the City of Stratford estimated to be \$832,317, or 9%. A decrease of 7.15 %, or \$64,084 over the 2015 City of Stratford municipal contributions.

Revenue by Source for 2016



CHANGES FROM 2015 BUDGET:

The **Ontario Works** caseload has remained above historical highs, netting a current average of 693 cases per month (during the last 8 months). In 2013, legislation was implemented that increased the employment earnings level exemption (*Directive 5.3 under Ontario Works Act, 1997*).

We continue to see a marked increase of above 20% as of June 2015, in the number of participants who have employment earnings, and could still qualify for Ontario Works benefits under the change in *Ontario Works Act, 1997*. This is mainly due to insufficient hourly wages and/or employment hours, which fail to generate enough income to exit these clients from the system.

As a result of these legislation changes the budget reflects a projected increase of 8% of the caseload over the 2015 numbers. Furthermore, effective November 1, 2015, the Ministry of Community and Social Services announced a 1% increase of annual benefit.

- Even with the increase in the number of social assistance recipients, combine with the increase benefit payments, the municipal levy for Stratford will be **decreasing by 7.1% or \$64, 084**. Changes in the provincial share for the Ontario Works program will increase from 91.4% in 2015 to 94.2% in 2016 and the municipal share will be reduced from 8.6% to 5.8% in 2016 (As outlined in the chart below).

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

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

Cost Reductions/Increases:

- Increase in Salaries and Benefits at approximately 3.8% (accounts G-611-6111-2100 and G611-6111-2500). This is attributed to a proposed contract settlement in 2015, retirement benefit supplements and new employees advancing in the salary grid.
- Increase in Computer Leasing costs and the City of Stratford administrative charges estimated at 2% (accounts G-611-6111-5040) for the cost associated with Human Resource support, Corporate Services etc.
- Increase in the Training costs by 63.6% (accounts G-611-6111-4142) This is due to replacing the Addiction Service Initiative caseworker and one intake clerk position. As well there are ongoing SAMS training for current and new staff.
- Increase in the Administrative time to deliver the Ontario Works program. The Social Assistance Management System (SAMS) is the province's new computer system responsible for managing case files and issuing benefit payments, SAMS is one of the main cost drivers in regards to this budget. It takes 75% more time to complete caseworker duties and direct service hours are increasing as a result. Two full-time temporary caseworkers were hired to cover the costs.
- Increase in Legal costs by 25% (accounts G-611-6111-4090) as the Ontario Works Department will be using the services of a paralegal to help alleviate some of the increased duties and the backlog SAMS has created on the Family Support Worker. Currently there is a 3-6 month wait time to access this service.

New Programs:

The Ministry of Social Services revised the Addiction Services Initiative (June 2015) which saw the direct service hours of this program increase effective June 2015. There are now 4 screening tools used on each participant. Three of these screens are administered on a quarterly basis to clients. The Ministry requires that detailed statistical analysis of the progress of the participants in this program be reported bi-monthly. The administration of these screens and data collection account for over 800 direct service hours which is equivalent to a 0.4 full time staff.

Service Reductions/Increases:

SAMS continues to impact the business processes and obligations of Ontario Works delivery. The Ontario Municipal Social Services Association (OMSSA) Business Recovery Working Group released a report in July 2015, making the following observations in their time study:

- Due to the computer system and the number of steps required to complete an application, one client application time has increased by 75% since SAMS was introduced.¹

Increase in direct service delivery is also seen with the implementation of SAMS. In the past, the local Ontario Works office would average 22 participants per week which would equal a total of 33 hours of intake time per week. Acknowledging that with SAMS it now takes 75% longer to complete an application, these 33 hours of direct service time become 58 hours, a difference of 25 hours per week (or an additional 1,287 hours per year). The increase time required is for an Ontario Works application only, and does not take any other duties into consideration.

Increase in direct service hours is also previously noted under New Programs, with the Addiction Services Initiative program.

Revenue Reductions/Increases:

A reduction of 7.15%, or \$64,084 compared to last year is a budget reduction.

Options for Reductions:

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

GENERAL COMMENTS:

The overall cost share budget for the City of Stratford for 2016 includes an overall decrease of approximately 7.15% or \$64,084.

The City of Stratford still struggles with increasing Ontario Works caseloads and the ongoing technical and systems issues that developed with the implementation of SAMS. As stated previously; the rise in caseloads is mainly attributed to the legislated increase to the earnings exemption, combined with low hourly wages and part-time seasonal work. These factors allow participants to remain subsidized by OW assistance while being employed.

It is the intent of the Ontario Works Division that by having hired 2 new temporary caseworkers in 2015, we should see a reduction in the wait time to apply for social assistance and an increase in employment support measures. Ideally, we will be able to improve our employment supports programming (training/employment counseling) in an effort to help our clients become more gainfully employed with higher earnings that will in turn exit them from assistance.

¹ Source: Ontario Municipal Social Services Association: SAMS Implementation and Ontario Works Business Recovery: July 2015: pgs. 18-19

C.A.O. COMMENTS:

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

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Uploading will continue until 2018.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G613 ANNE HATHAWAY DAY CARE CENTRE

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants		-10,000	-48,977	389.77%	-48,977	-48,977	-48,977
User Fees	-814,146	-821,109	-822,885	0.22%	-824,716	-826,463	-828,265
Donations							
Recoverables	-274,019	-270,287	-271,007	0.27%	-271,494	-271,986	-272,483
Contribution from Reserves							
Total REVENUE	-1,088,165	-1,101,396	-1,142,869	3.77%	-1,145,187	-1,147,426	-1,149,725
EXPENDITURES							
Salaries, Wages & Benefits	1,027,700	1,054,357	1,072,324	1.70%	1,107,019	1,115,615	1,180,000
Utilities	17,000	17,000	17,500	2.94%	18,000	18,000	18,000
Materials	9,650	8,150	6,100	(25.15%)	8,600	8,600	8,600
Day Care Supplies	2,500	2,500	2,500		2,500	2,500	2,500
Day Care Special Events	600	600	600		600	600	600
Office Administration	7,400	7,450	7,700	3.36%	7,700	7,750	7,750
Miscellaneous	550	600	600		600	600	600
Meeting Costs	33,800	33,800	34,300	1.48%	33,800	33,800	34,300
Repairs & Maintenance	6,200	6,200	46,812	655.03%	45,606	45,606	45,606
Advertising	1,500	1,800	1,500	(16.67%)	1,500	1,500	1,500
Services - Other	5,300	5,350	4,850	(9.35%)	4,350	4,350	4,350
Training	1,300	1,300	2,800	115.38%	1,500	2,800	1,500
Bank Charges	500	500	300	(40.00%)	300	300	300
Interfunctional Transfers	52,000	39,394		(100.00%)			
Tools & Equipment							
Total EXPENDITURES	1,166,000	1,179,001	1,197,886	1.60%	1,232,075	1,242,021	1,305,606
NET BUDGET	77,835	77,605	55,017	(29.11%)	86,888	94,595	155,881



2016 OPERATING BUDGET NOTES

DEPARTMENT: Social Services -Anne Hathaway Day Care Centre

DEPARTMENT OVERVIEW:

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

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

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

The program offers 70 licensed spaces and is a fully inclusive program that provides an enriching early years' experience to children between the ages of 18 months and 5 years. The program provides: full day child care services; Half day Nursery School Program; Emergency/Flexcare childcare as well as Before/After school care for children 4-5 years of age. The vast majority of children attend the program on a full time basis while their parents attend work or school. Centre staff work closely with community agencies regarding any families that may have children who are at risk of developmental, physical or emotional challenges.

Source of funding:

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

Parents pay a weekly fee ranging from \$208.00 to \$240.00 depending on the age of their child. Base on a recent survey of Child Care fees, the fees for parents are at the upper end of childcare fees within Perth County. There is a childcare subsidy available to those families unable to pay the childcare fees and who qualify for the program.

The fee subsidy program is administered through the Social Services, Child Care Division and is based on family income. Presently 35 of our 72 children are in receipt of fee subsidy.

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

The municipality generally contributes between \$75,000 to \$100,000 in order to balance the budget. In 2015 a cap was placed on the operating budget of \$75,000 (an indexed to inflation over subsequent years).

CHANGES FROM 2015 BUDGET:

Operational and financial impacts as a result of the new *Child Care and Early Years Act, 2014 (CCEYA)* implementation:

On September 1, 2015 the province repealed the *Day Nurseries Act* and replaced it with the *Child Care and Early Years Act, 2014*. There were a number of changes in the CCEYA that will affect the 2016 operating budget. Two significant legislated changes to the **Vulnerable Sector Screen requirements** as well as those surrounding **First Aid requirements**.

The Vulnerable Sector **Screen involves** a new mandatory screen for all staff every 5 years rather than solely at employment. Costs vary from \$25.00 to \$65.00 per screen, depending on individual police services. At this point the present staff have all completed an original Vulnerable Sector Screen requirements in 2015. It is anticipated the total cost will be approximately \$900.00 for 2016. There will be ongoing costs to maintain compliance with this requirement.

The First Aid requirement involves upgrading all staff from emergency first aid to standard first aid and maintaining that level of certification yearly. Standard First Aid including infant and child CPR, to be fully completed no later than September 1, 2016. It is the intent of the program to upgrade on Early Childhood Education (ECE) staff in each age group, as well as approximately half of the part time and supply staff in 2015. The remaining staff will be trained by September 2016. The cost for registration and back-fill ECE staff during training be approximately \$6,000.00 in 2015 and an additional \$6,000.00 in 2016.

In order to remain in compliance with the *Act*, ongoing financial support will be required. With the intention to minimize large one-year costs, the training requirements in both programs for staff will be staggered. These changes are captured under the Day Care Administration (G 613 6300 4140 Training Registration) for course costs and in (G 613 6302 2110 Part Time Salaries) for staff back-fill during first aid courses.

Implementation of the Wage Enhancement program:

The 2014 provincial budget included funding to support a wage enhancement in the licensed childcare sector. The wage enhancement program was designed to increase staff salaries by \$1.00 an hour in 2015 and an additional \$1.00 an hour in 2016. Wage Enhancement is provided for direct hours of care provided (excludes vacation and sick time etc.) and is only for those employees who are counted in the staff-child ratio under the Act. The grant is available for childcare staff who earn less than \$26.27 per hour. Anne Hathaway has 4 staff who would qualify for this program. As of this date we have not yet received confirmation of our allotment for 2015. Details continue to be finalized by the Ministry of Education and the Child Care Division. A funding projection was included in the 2016 budget based on what is anticipated for 2015. Additionally, an agreement with CUPE 1385 will need to be reached in order to ensure that any monies received by CUPE 1385 members under this program are strictly associated to the provincial grant. Senior staff is reviewing possible Memorandum of Agreements to bring forth for consideration in 2016.

In recognition that the City of Stratford already pays Early Childhood Education staff above the associated wage of \$26.27 per hour, it is anticipated that an operational grant will be available to help offset salaries and benefits of those staff directly in the program. The 2016 budget reflects, based on initial calculations, what we anticipate will be Anne Hathaway Day Care Centre's allotment.

Cost Reductions/Increases:

Cost Increases

- Increase in salaries base on recent contract negotiation settlements.
- Increase in benefits costs of \$10,000 due to two staff retirement benefit costs (new in 2016)
- Increase of the Day Care Administration F.T. Salaries . The last number of years the managers salary/benefits had been offset by a grant. In 2016 the grant will be reduced by 25%
- Increase in the Day Care Administration Building Maintenance. Due to a purchase of service with Festival City Cleaning increased costs of 1.79% as per CPI Index. In previous budgets custodial services were purchased as an inter-functional transfer with Infrastructure and Development Services. When the city custodian retired the building cleaning was contracted to Festival City Cleaning
- Increase in the Day Care Administration Training Registration (G 613 6300 4140). This reflects the registration costs associated with the Standard First Aid Training as introduced in provincial legislation in August 2015. The cost for registration is estimated to be \$125.00 per person.
- Increase in the Regular Day Care Program Part Time Salaries/Benefits (G 613 6302 2110/2510). This increase reflects an additional \$5,000 for supply coverage for staff to fulfill the provincial obligation in regard to Standard First Aid Training. Under the new provincial Wage Enhancement Guidelines we have 3 positons that could qualify for an additional \$2.00/hour (\$1.00 in 2015 and \$1.00 in 2016) Approximately \$5,000 has been allocated for this purpose.

Cost Reductions

Reduction in the Regular Day Care Programs FT Salaries/Benefits: The Retirement of one Early Childhood Educator allowed the program to fill that vacancy with a Teaching Assistant (non ECE) for a savings of approximately \$17,000. *The Child Care and Early Years Act* stipulates that for each group of 16 children, one staff must have ECE qualifications; however, there is not an academic requirement for the professional staff in the room. In this case the classroom already has a Registered Early Childhood Educator. That being said however, it must be noted the knowledge and expertise of Registered Early Childhood Educators directly impacts the quality of the program. In this particular case an internal candidate was the successful applicant and she happens to hold an ECE certificate. If we continue to move forward in this direction careful consideration must be given to maintaining the quality and integrity of the program.

Service Reductions/Increases:

No service reductions/Increases are expected in 2016

Revenue Reductions/Increases:

Revenue Increases

- Increase in Regular Day Care Programs Ontario Grants. Wage Enhancement Grant of estimated to be around \$48,978, has been budgeted for 2016. Approximately \$5,000 of this grant will cover costs for four staff that qualify for the wage enhancement grant. The remaining grant will come to the city as an operational grant and may be used to off-set salaries costs of the Early Childhood Educators. As of this date we have not yet received confirmation of allotment for 2015. The posted 2016 amount is a projection based on our estimates for 2015. A memorandum of agreement will also need to be developed with CUPE 1385 and therefore it is expected that we may need to revisit this budget item. Details continue to be finalized by the ministry and the childcare division.
- Increase to the Regular Day Care Programs Parent Revenue. An estimated increase of revenue of \$ 1,776.00, as a result of 0.5 % to Parent Fee for 2016, based on approximately half of families paying the 0.5% increase (applies to those who are not in receipt of fee subsidy). Presently, 35 of 72 children are in receipt of fee subsidy therefore this increase would affect approximately 37 children.
- Parent fees are substantially higher at Anne Hathaway Day Care than for other childcare programs in Perth County so consideration needs to be given to remaining competitive in the market place.

Options for Reductions:

- Expanding program in to the school age care
- Further reduction of one or two ECE staff with Teaching Assistants, however, not the preferred method for maintaining program quality.
- Looking at occupancy costs and reducing utility costs by improving the energy efficiency of the building.

GENERAL COMMENTS:

The Child Care and Early Years Act, 2014 contains several measures intended to strengthen compliance, health and safety within child care settings and to help parents make informed choices about their child care options. Many of the initiatives can be implemented with no additional costs to the program. However changes to Vulnerable Sector Screens and First Aid Training will cost the program additional money are reflected in the 2016 budget.

It is projected the completion of Wage Enhancement agreements will result in additional grants being received to offset the cost of salaries and benefits for staff directly working with the children. This budget item may need to be re-visited when all the details are known. Additionally contract negotiations and job evaluation may impact staff salaries and benefits.

General expenses such as salaries, utilities, and food costs continue to grow at a pace that is challenging to match though parent fees.

Capital costs such as HVAC replacement and installing energy efficient windows have long term operational costs savings, however to fund such projects from the operational budget based largely on parent fees is difficult. Additionally, basic building care such as painting, replacing floors and appliances in a timely fashion also creates budget challenges.

Health and Safety Funding, when available, can be used for projects, however the City of Stratford may wish to consider a long term capital plan for this city building.

C.A.O. COMMENTS:

This is a highly regulated area.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

An anticipated increase in salaries was noted in 2017-2019 budgets to reflect wages and benefits negotiated contract agreement and inflationary increases with no major changes expected in the near future.

Staff will continue to look at ways to move into providing school age care. A school age program would be financially beneficial based on the larger teacher-child ratio. An initial proposal submitted in 2013 in response to an RFP by the school board for before and after school at Anne Hathaway Public School was not successful. De-brief comments from that process will be taken into consideration for future proposals. Further opportunities will be explored over the next few years.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G615 PERTH & STRATFORD HOUSING

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-1,774,473	-1,819,623	-2,377,115	30.64%	-2,332,730	-1,622,662	-2,329,400
Housing Supports	-64,497	-64,497	-64,497		-60,719	-55,430	-53,010
Perth/St. Marys Payments	-2,039,739	-2,205,427	-2,358,869	6.96%	-2,527,361	-2,626,044	-2,676,884
User Fees	-2,269,925	-2,262,800	-2,341,350	3.47%	-2,376,470	-2,412,117	-2,448,299
Recoverables							
Contribution from Reserves			-650,000				
All Other	-1,621,141						
Total REVENUE	-7,769,775	-6,352,347	-7,791,831	22.66%	-7,297,280	-6,716,253	-7,507,593
EXPENDITURES							
Salaries, Wages & Benefits	865,485	957,360	1,033,739	7.98%	1,033,664	1,048,813	1,064,190
Utilities	795,000	875,000	900,000	2.86%	913,500	927,203	941,110
Materials	889,700	941,850	1,117,850	18.69%	1,071,789	1,087,866	1,104,184
Office Administration	40,000	50,110	48,100	(4.01%)	48,824	49,554	50,298
Miscellaneous	950	1,100	1,100		1,117	1,133	1,150
Housing Payments	112,350	144,000	126,725	(12.00%)	52,596	52,596	52,596
Meeting Costs	15,350	16,350	5,800	(64.53%)	5,888	5,975	6,065
Vehicle Expenses			20,000		20,300	20,605	20,913
Advertising	1,250	1,000	500	(50.00%)	508	515	523
Audit	9,250	3,900	3,900		3,959	4,018	4,078
Conference Expenses	3,000	3,000	5,000	66.67%	5,075	5,151	5,228
Consultants	8,000	8,000	8,000		8,120	8,242	8,365
Insurance	97,000	97,000	100,000	3.09%	101,500	103,023	104,568
Property Taxes	900,000	920,000	925,000	0.54%	938,875	952,958	967,252
Services - Other	695,000	627,000	1,282,882	104.61%	1,292,421	671,978	1,399,488
Training	2,500	3,000	4,000	33.33%	4,060	4,121	4,183
Affordable Housing							
Bldg., Machinery & Equip. Rental	634,822	628,060	560,900	(10.69%)	569,314	577,854	586,521
Rent Expense	69,000	69,000	79,343	14.99%	70,035	71,086	72,152

CITY OF STRATFORD 2016 BUDGET

G615 PERTH & STRATFORD HOUSING

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
Amortization	201,550	227,599	242,522	6.56%	246,160	249,852	253,600
Social Assistance Payments	1,999,000	1,959,500	2,032,000	3.70%	2,062,480	2,090,017	2,104,367
Transfer to Reserves							
Interfunctional Transfers	93,668	93,668	93,668		95,073	96,499	97,947
Office Equipment & Furnishings	2,500	5,000	2,500	(50.00%)	2,538	2,576	2,614
Tools & Equipment	535,950	622,000	1,235,000	98.55%	913,500	927,203	941,111
PSAB Adjustment	-201,550	-227,599	-242,522	6.56%	-246,160	-249,852	-253,600
Total EXPENDITURES	7,769,775	8,025,898	9,586,007	19.44%	9,215,136	8,708,986	9,538,903
NET BUDGET		1,673,551	1,794,176	7.21%	1,917,856	1,992,733	2,031,310



2016 OPERATING BUDGET NOTES

DEPARTMENT: Social Services - Public and Social Housing

DEPARTMENT OVERVIEW:

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

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

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

The purpose of the *Housing Services Act* is,

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

The purpose of the *Residential Tenancies Act* is,

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

Roles and Responsibilities:

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

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

Overall the Housing Division is responsible to:

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

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

Under the Social Housing portfolio:

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

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

During 2014, 339 applications for social housing were processed through the Housing Access Centre. The same trend has been observed in 2015 and is anticipated for 2016. The waitlist numbers fluctuated throughout the year. At the year end of 2014 there were 175 applicants on the wait list. The same trend has been observed in 2015 and is anticipated for 2016. During 2015, the highest number of applicants on the wait list as of September has been 226.

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

homeownership loans to low income families and provide rent supplements to private landlords that house low income renters.

- **Affordable Home Ownership under (IAH):** The Affordable Home Ownership program is part of the Investment in Affordable Housing Program. It provides interest-free loans of 5% of the purchase price of an eligible home for qualifying first-time home buyers. The program has supported local Habitat for Humanity homeowners and helped other service area residents to enter the home ownership market. As of September, 2015, seven (7) Homeownership Loans have been provided during 2015.
- **Housing Allowance Subsidy (IAH):** The Housing Allowance funding is used as a rental subsidy for eligible applicants currently on the housing waitlist. Payments are made directly to applicants to off-set the private market rents they continue to pay while waiting for a subsidized unit to become available. This is intended to ease their financial challenges in the final weeks and months of waiting. In 2015, the number of individuals and families receiving this allowance varies between 30 and 40 each month.
- **Housing Allowance High Needs In-situ (IAH):** The High Needs In-situ funding is used as a rental subsidy for eligible applicants that are currently in the private market and who, due to medical or social needs, would not do well moving from their current situation (where supports are already in place) into a subsidized housing unit. The tenant receives an allowance equal to the difference between the affordable rent calculation and the market rent on their unit. There are currently 15 individuals receiving this funding.
- **Homeless Prevention and Affordable Housing Plan**
The *Housing Services Act* requires us to develop and implement a *10-year Housing and Homelessness Plan*. The plan provides strategies to develop an integrated system of housing and homelessness supports and lead the process to increase the number of affordable units. These supports need to be planned and delivered locally, be partnership-based, and include roles for nonprofit organizations, the private sector, and the public sector. Plans must include the provision of supports before and after clients obtain housing to facilitate the transition from the street and/or shelters to safe, adequate, and stable housing. An annual report that outlines successes to date and reflect current work must be submitted to the Ministry and to the Public. To support this work a Social Housing Supervisor and a Housing and Homelessness Coordinator is funded through the Consolidated Homelessness Prevention Initiative (CHPI), Rent Supplement Administration, Investment in Affordable Housing Administration and Ontario Works Administration funding.
- **Outreach Worker:** The Outreach Worker provides support to tenants and Ontario Works (OW) recipients who are at risk of losing their housing and/or OW benefits. The goal of the Outreach Worker is ultimately to prevent and reduce homelessness. Funding for this position is coming through the Ontario Works and the CHPI administration budget.

Under the Public Housing Portfolio:

- The Housing Division operates the **Perth & Stratford Housing Corporation** and directly administers 663 public housing units geographically spread across the county, including 18 apartment buildings and 164 family units. All public housing units are rent geared-to-income (RGI). There are 40 maintenance contracts in place to address ongoing service needs within the portfolio (including snow removal, cleaning, plumbing, electrical work, etc.). Management oversee the after hour services, 7 days a week for any emergencies or tenants related housing issues. In 2014, contractors were dispatched in 49 occasions to attend to after hour emergencies. The same trend is observed in 2015 and anticipated for 2016. In addition, numerous tenders are executed each year for capital projects such as roofing, asphalt and concrete work, etc.

Source of Funding:

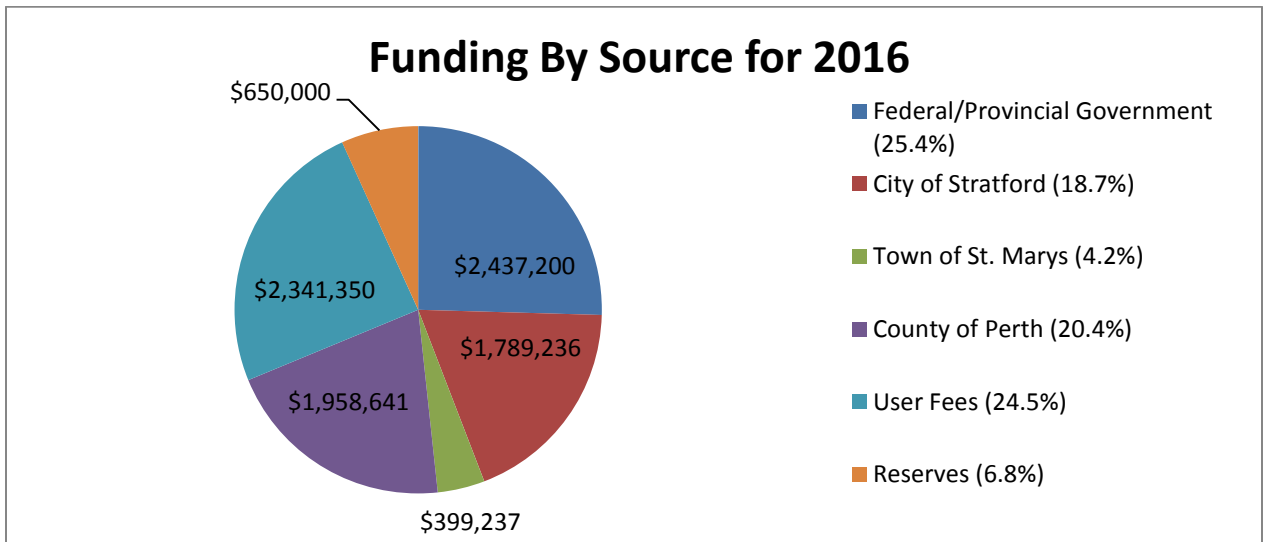
The **Public and Social Housing Division programs and services** are funded by all three levels of government: federal, provincial and municipal. Twenty five (25%) of overall funding is also provided by user fees (tenant rent charges) and transfers from reserves when needed to offset ongoing housing capital needs.

At the provincial level the funding source comes from the Ministry of Municipal Affairs and Housing. The Ministry will be providing \$2.437 million dollars, or 25% of the overall funding in 2016.

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

The 2016 budget for the Public and Social Housing Division is estimated to be \$9,575,644.

Of that, municipalities will fund 43% of the total 2016 Housing budget, or an estimated \$4.147 million dollars. The City of Stratford cost share funding represents \$1.789 million, or 18.7% of the total municipal contribution in 2016.



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

NEW PROGRAMS IN 2016:

- **Investment in Affordable Housing funding:** The Ministry of Municipal Affairs and Housing will be distributing \$663,500 in funding as the 3rd year funding allocation for the City of Stratford for the period between April 1, 2016 and March 31st, 2017. This funding will support the following programs in 2016:
 1. **Rental Housing:** \$550,325 funding will be used towards Rental Housing to creating more affordable housing units.
 2. **Homeownership:** \$80,000 of this funding will be used towards down payment assistance for homeownership, including assistance for two Habitat for Humanity builds
 3. **Administration fee:** \$33,175 of this funding will be used towards staffing cost to implement the IAH program.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Housing Providers:

- Increase in Social Assistance Payments (account G-615-6604-6020) which is used for housing providers' subsidy payments, by \$72,500, or 3.7 %. In part due to \$40,000 which was added to the budget in order to accommodate Operational Reviews of housing providers as required under the *Housing Services Act*. Operational Reviews take place every five years for each Social Housing Provider as part of the Service Manager responsibilities to ensure housing providers comply with the regulations and to ensure prudent financial management of the housing corporation. These reviews have not been done in

several years due to staff resource issues. The balance of the increase is a modest increase to the anticipated subsidy stream based on the Operating Cost and Benchmark Rent indices as published by the Ministry of Municipal Affairs and Housing (MMAH).

Public Housing Administration:

- Increase in salaries and benefits (accounts G-615-6610-2500 through G-615-6610-2700) by \$76,379, or 7.9% due to three factors:
 - Increase in wages and benefits base on new contract negotiation settlements in 2015.
 - The addition of 50% of the wage of the new Social Services Supervisor as approved by Council on July 27, 2015. This additional expense is completely offset by the administrative funding received under the Investment in Affordable Housing (IAH) and Strong Communities Rent Supplement Program. Backing out the administrative funding offset, the salary and benefit increase year over year would be 2.9%.
 - The remaining increase can be attributed to a different methodology to determine the budget number for 2016 that more accurately reflects the position of the department.
- Increase in vehicles-fuel and vehicles–maintenance expenditures (accounts G-615-6610-3180 and G-615-6610-3189) by \$8000 and \$12,000 respectively, to a total of \$20,000. This is to accommodate for the anticipated cost for 2016 for the fleet vehicles purchased in November 2015. The estimated increase in cost is anticipated to be offset by a decrease in mileage expenditures of 65.7% (account G-615-6610-4150).
- Increase in Capital Expense (account G-615-6610-9030) from \$500 in the 2015 budget to \$250,000 in 2016 budget is for the purchase of a new computer software program for the Housing Division. This software purchase is funded 100% by a transfer from reserve accounts as highlighted in the revenue section.

Public Housing Properties

- Increase in utilities costs (accounts G-615-6614-3030 through G-615-6614-3045) by \$25,000 or 2.8%. The actual utility cost in 2015 is anticipated to exceed the budgeted amount by 10%. We do not anticipate the same increase in utility cost in 2016 as such we have adjusted the utility cost increase in the 2016 budget by 2.8%. If we have a cold winter, the actuals may be higher than the forecasted amount.
- Increase in materials (account G-6615-69614-3050) by \$176,000 or 8.7% due to the following factors:

- In 2014 and 2015 there have been a larger number of tenants moving out of housing. In 2013 and 2014 there were 112 and 166 tenants who moved out of housing respectively. The 2015 actuals are similar to that of the 2014. Based on this, it is expected that the same trend will continue in 2016. The 2016 budgeted amounts for move out repair have been adjusted to reflect the actual cost based on the 2015 expense. The budgeted amount in 2015 was \$85,000 and the budgeted amount for 2016 is \$155,000. This is a \$70,000 or 82% increase in 2016.
- Electrical Operating budget was also increased by 21% from \$30,000 to \$36,500 based on 2015 actuals expenditures.
- Landscape operating budget was increased from \$3000 in 2015 to \$32,500 in 2016 to identify and remove trees infected by the Emerald Ash Borer on Public Housing properties.
- The increase in overall service cost of contractors by 3% to 5% also contributes towards the overall increase in operating expenditure.

Increase in Equipment Purchases (account G-615-6614-9030) by \$363,500 from \$621,500 to \$985,000 for capital expenditures required in order to address some urgent deficiencies noted in recent building condition audits done in 2015. Reserves are being used to accommodate 100% the increase to this account. An itemize list of capital projects is provided under Capital Budget. This budgeted amount includes \$50,000 allocated from the City of Stratford towards Housing.

Affordable Housing

- Increase in Affordable Housing Services – Other (account G-615-66AH-4100) to reflect the increased due to the additional Investment in Affordable Housing (IAH) extension funding that is being received and spent. The increase in this expenditure is mostly offset by an increase in the Affordable Housing Ontario Grants. The additional \$28,443 is not offset by the grant is to accommodate legal and consulting costs associated with administrating the funding programs in 2016.

Public Housing Administration

- Reductions of some administrative expenditure budgets, specifically office supplies and advertising, have been reduced by \$3,500 or 31.8% in order to mitigate some of the unavoidable increases in other administrative categories.
- Reduction in Travel/Mileage (account G-615-6610-4150) by \$10,550 or 65.7% due to the addition of fleet vehicles for the housing maintenance staff in 2015. The reduction of this expense is directly offset by the addition of vehicle maintenance expenses in 2016.

- Reduction in Rental of Building, Machinery & Equipment (account G-615-6614-5040) which is used to track property debenture payments, have decreased by \$67,435 or 11.6% due to the fact that these payments are coming to an end on one property in 2015. This expense is expected to continue to decrease as the remaining 19 property debentures expire over the next 10 years; however, ministry funding is also expected to decrease slightly. All existing debentures will be paid in full by 2026.

Service Increases:

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

Ash Tree inventory and removal:

The Emerald Ash Borer is a forest pest that has killed millions of Ash trees in southwestern Ontario. Within the CMSM area, this has resulted in trees become structurally unstable and creating a safety risk to tenants and the public. Funding in the amount of \$29,000 has been allocated under Landscape Operating towards conducting a survey to identify infected Ash trees and the removal of unstable Ash trees.

Pest control:

Funding in the amount of \$8,000 has been allocated to create a preventative pest control plan for the portfolio which includes preventative strategies to manage and contain the bedbug epidemic.

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

Revenue Reductions/Increases:

- Public Housing Ontario Grants of \$48,936 for administrative funding come through the new Investment in Affordable Housing (IAH) extension funding and the Strong Communities Rent Supplement Program. As approved by Council on July 27, 2015, this funding is being used to offset the wages of the new Social Services Supervisor position. This revenue will be offset completely by an increase of the Housing Division portion of the supervisor's wages included in Full Time Salaries & Wages.
- User Fees is anticipated to increase by \$78,550 or 3.47% from \$2,262,800 in 2015 to \$2,341,350 in 2016. This is due to increased tenant recoveries, rent, laundry and sundry revenue.
- An administrative contribution from reserves is budgeted \$250,000 in order to accommodate the purchase of a new housing computer software program within the Housing Division. This revenue is completely offset by the expense showing in the Capital Expenditures.

- A Public Housing contribution from reserves is budgeted in order to accommodate increased building capital repairs in order to address some of the deficiencies noted in recent building condition audits.
- Affordable Housing Ontario Grants increased significantly due to second-year funding from the Investment in Affordable Housing (IAH) Extension Program. The Service Manager was allocated funding to, in conjunction with the 10 Year Housing and Homelessness Plan; provide additional affordable housing options in the service area in conjunction with the *A 10 Year Housing and Homelessness Plan*. This increased revenue will be offset completely by an increase in affordable housing expenditures as funding flows from the Ministry through the Housing Division and is directed to targeted projects.

Options for Reductions:

The *Housing Services Act* and the *Residential Tenancies Act* dictate the services that have to be provided. There is very little that is discretionary in this budget and this means that options for reduction are limited.

Management has commenced in 2015 and will continue into 2016 with the creation of a Housing Master Plan to identify and quantify the capital needs for the Public Housing Portfolio. The goal is to reduce the increase in operating costs over time, by renewing and replacing older housing units with newer one.

GENERAL COMMENTS:

The overall cost share budget for the City of Stratford for 2016 includes an overall increase of **6.91% or \$115,685**.

To maintain the overall increase at 6.91%, \$400,000 from capital housing reserve is used in 2016 to offset the costs of urgent capital projects and repairs in our existing housing stock as a result of partial building condition assessments conducted in 2015.

The larger portion of the increase can be attributed to increased operating costs to maintain the Public Housing properties as a result of aging stock and increased cost of trades and utilities. As well as the additional funding and resources required to meet the legislated administrative functions required by the CMSM to oversee the housing providers. In 2016, additional funding will be used to review Housing Provider operations to ensure compliance with the *Housing Services Act*, its regulations and any rules allocated by the CMSM and providing direction, training and guidance for technical support to Housing Providers.

Another portion of this increase can be attributed to increased staffing and benefit costs as a result of the 2015 collective agreement settlements.

The aging housing stock under the Local Housing Corporation requires extensive resources allocations and capital investment for the upkeep of buildings aging from 36

to 70 years old. Therefore there is a need for increased capital and operating funding. The budgeted \$585,000 for Capital projects represents only 0.60% of the \$98,000,000 Housing Corporation portfolio and is insufficient to adequately finance the cost associated with existing asset management demands of the aging housing stock.

With housing debentures expiring over the next decade, the provincial and federal government is expected to cease funding these projects. This will result in increased costs to the municipality to maintain subsidized housing over the next 10 years. As such over the next decade the municipality's contribution to maintain affordable housing will need to increase. The Housing infrastructure is aging and will require substantial capital investment over the next 10 years. The preliminary costs are estimated to be close to \$10 million. In order to quantify this need, building condition assessments are being conducted in 2015 and will be completed in 2016. Management will use this information in conjunction with the Master Housing Plan to guide the process to set up funding capital priority and to provide a comprehensive plan to address subsidized housing needs for the future.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

- The Building Condition Assessments conducted on the Public Housing Portfolio identified a capital deficit of \$5,497,865 as of 2015.
- An estimated forecast of the capital funding required in 2017 is expected to exceed the 2016 budgeted amount by \$198,950. The demand for capital and financial funding to meet the renewal and expansion of the subsidized and affordable housings in the service area will need to implement over a number of years.
- As staff complete the Housing Master Plan and review the Inventory of the Public Housing stock in 2016, staff will be able to identify the true cost of the capital investment needed for Housing.

C.A.O. COMMENTS:

I ask that you consider the information above concerning the need for maintenance of the existing housing stock as a key priority in the years ahead.

CITY OF STRATFORD 2016 BUDGET

G616 CHILD CARE DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-1,859,006	-1,860,899	-1,860,899		-1,860,899	-1,860,899	-1,860,899
Perth/St. Marys Payments	-479,021	-491,110	-480,050	(2.25%)	-480,050	-480,050	-480,050
Total REVENUE	-2,338,027	-2,352,009	-2,340,949	(0.47%)	-2,340,949	-2,340,949	-2,340,949
EXPENDITURES							
Salaries, Wages & Benefits	359,858	363,268	369,464	1.71%	373,159	376,890	380,660
Office Administration	4,732	4,826	4,715	(2.30%)	4,896	4,896	4,896
Miscellaneous	500	510	510		510	510	510
Meeting Costs	900	918	923	0.54%	936	936	936
Conference Expenses	1,677	1,711	1,711		1,745	1,745	1,745
Services - Other	28,970	29,260	29,699	1.50%	29,699	29,699	29,699
Training	1,087	1,109	1,109		1,131	1,131	1,131
Bldg., Machinery & Equip. Rental	2,376	2,424	2,424		2,472	2,472	2,472
Social Assistance Payments	1,411,918	1,417,993	1,419,640	0.12%	1,417,993	1,417,993	1,417,993
Wage Subsidies	858,018	858,018	858,018		858,018	858,018	858,018
Office Equipment & Furnishings	1,052	2,810	2,810		2,866	2,866	2,866
Total EXPENDITURES	2,671,088	2,682,847	2,691,023	0.30%	2,693,425	2,697,156	2,700,926
NET BUDGET	333,061	330,838	350,074	5.81%	352,476	356,207	359,977

CITY OF STRATFORD 2016 BUDGET

G617 EARLY LEARNING & CHILD DEVELOP

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-1,847,614	-2,032,470	-2,549,169	25.42%	-2,549,169	-2,549,169	-2,549,169
Contribution from Reserves	-747,000	-373,532	-1,047,000	180.30%	-1,047,000	-1,047,000	-1,047,000
Total REVENUE	-2,594,614	-2,406,002	-3,596,169	49.47%	-3,596,169	-3,596,169	-3,596,169
EXPENDITURES							
Salaries, Wages & Benefits	192,973	194,812	386,349	98.32%	389,886	393,459	397,068
Materials	26,449	30,560	20,560	(32.72%)	20,560	20,560	20,560
Office Administration	29,651	30,000	21,700	(27.67%)	21,700	21,700	21,700
Miscellaneous			1,300		1,300	1,300	1,300
Meeting Costs	2,000	2,000	2,000		2,000	2,000	2,000
Services - Other	936,243	713,651	1,429,544	100.31%	1,429,521	1,429,497	1,429,473
Social Assistance Payments	995,276	1,022,957	1,322,694	29.30%	1,319,180	1,315,631	1,312,046
Wage Subsidies	412,022	412,022	412,022		412,022	412,022	412,022
Total EXPENDITURES	2,594,614	2,406,002	3,596,169	49.47%	3,596,169	3,596,169	3,596,169
NET BUDGET							



2016 OPERATING BUDGET NOTES

DEPARTMENT: Social Services Child Care / Early Learning & Child Development

DEPARTMENT OVERVIEW:

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

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

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

Roles and Responsibilities:

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

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

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

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

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

Source of funding:

The Child Care Division is funded at 86% by the Ministry of Education and at 13% by the Municipalities. The municipal shares are calculated in two different methods. For the Town of St Marys using actual caseload figures and for the City of Stratford and Perth County using negotiated municipal assessment percentages. The caseload figures used for the 2016 budget year are from the 2014 actual figures

The total proposed budget for 2016 is \$6,287,191.

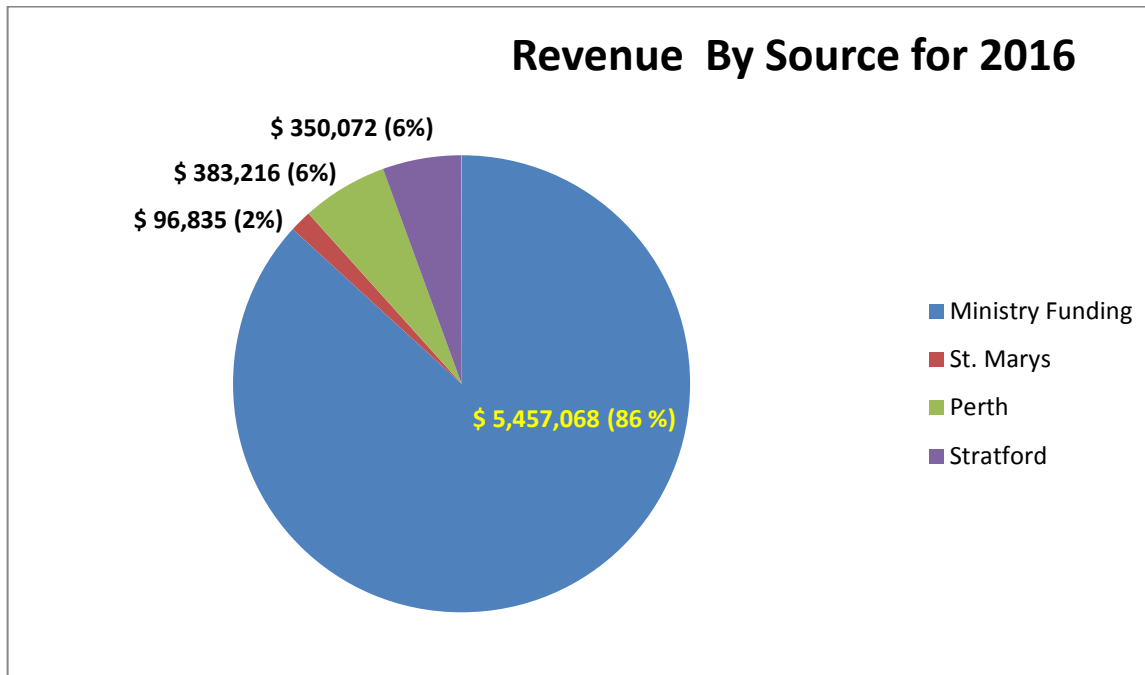
Total Provincial contribution account for about 86% (\$5,457,068)

Total Municipal contributions account for about 14% (\$830,123)

Of the \$830,123 from the estimated municipal contributions, the cost share portion for the City of Stratford is \$350,072, or 6%.

Cost share for the of the County of Perth is estimated at \$383,216,

Cost associated to the actual caseload figure for the Town of St Marys is estimated at \$96,835



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

There are several cost shared arrangements that include 100% funding and 80/20 and 50/50 cost shared allocations as detailed in the Ministry allocation schedule.

Programs funded 100% by the province are in Budget 617;

- Capital Retrofits
- Special Needs Resourcing
- Wage Enhancement
- Transformation/Full Day Kindergarten Transition
- Family Support
- Fee Subsidy
- Wage Subsidy
- Operating Grants
- Repairs and Maintenance.

Programs cost shared with the municipalities are in Budget 616;

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

CHANGES FROM 2015 BUDGET:

New Programs

A New Wage Enhancement program (617-6715) was announced in January 2015. The wage enhancement initiative has three key goals:

- - to close the wage gap between Registered Early Childhood Educators (RECEs) working in the publicly funded education system and those in the licensed child care sector;
 - to help stabilize child care operators by supporting their ability to retain program staff; and
 - to support greater employment and income security. This program provides funds for eligible staff of programs to increase their salary by \$1.00 per hour in 2015 and \$2.00 per hour in 2016.

In addition to the funding for child care workers a portion of funding was allocated to the Child Care Division to covert administrative costs to support the implementation and maintenance this new program. This new initiative is 100% funded by the Ministry of Education. The administrative support funding has been allocated in the 2016 budget toward creating a Clerk Secretary II position.

In 2016, as requested by the Ministry of Education, a multi-year Child Care Plan is to be developed, approved by the ministry and implemented. The plan must be developed with input and support from community partners, which totals sixty agencies and organizations in our service area. These community partners form the Kidsfirst Network.

Service Reductions/Increases:

Potential Service Increases

Programs administered by the Child Care division allocate funds to children services that are market driven. The caseloads fluctuate annually and presently there is no waitlist for funding for families receiving assistance or special needs program supports. However, if early learning programs expand, the need for additional funding will need to be accommodated in the 2016 budget. It is difficult to determine the need when services are market driven. As operators are entitled to additional funding when they expand, there will be pressures on the budget and if they cannot be addressed the result are waitlists. The transition to providing child care to younger age groups and non-school day programs for school age children will be area where demand for additional programs could occurs.

Revenue Reductions/Increases:

Increases

The funding allocation from the Ministry of Education has increased annually and the actual allocation figure from 2014 was used in the preparation of the 2015 budget. The increase from 2014 to 2015 was 13 %, or \$516,700. The New Wage Enhancement program portion was \$325,991. Program funding that received increases: Fee Subsidy, Operating Grants, Capacity, Repairs and Maintenance and Transformation/Full Day Kindergarten Transition.

Reductions

- Municipal shares are calculated for the Town of St Marys on the actual case load in the different programs. The case load figures used in the budget preparation for 2016 are from actual data of 2014. The drop in the actual case load over the previous year for St Marys results with an increase cost share funding for Perth County and the City of Stratford. **As a result, cost share portion for the City of Stratford will increase in the amount of \$19,234, or 5.8% over the 2015 budget.** This increase is due mainly to the re-adjustment of the municipal shares and a small portion is as a result of the increase in salaries and benefits.
- The Capital Retrofit funding had a very nominal reduction.

Cost Reductions/Increases:

Increases

The increase of salaries and benefits are as per the collective agreement. All other administrative costs were maintained at the 2015 budget amounts.

There are four of six FTE staff positions in the Child Care Division that are funded by cost shared administrative accounts. With the increase to salaries and benefits the cost share portion increased.

GENERAL COMMENTS:

The funding allocation from the Ministry of Education has increased annually and the actual allocation figure from 2015 was used in the preparation of the 2016 budget. The additional allocation will be 100% provincially funded with no cost shared component. It is important to note that according to the Guidelines set by the Ministry there is flexibility to move funds between programs allowing the local community needs and priorities to be addressed.

The figures used for Ontario Grants are the actuals from 2015, as the Ministry of Education has not released the 2016 budget when the 2016-2018 was prepared. Each year the allocation from the Ministry of Education has increased. The funding guidelines allow for 10% of the allocation to be utilized for administrative purposes. Therefore, if the full envelope of funding increases so does the allowable administration figure.

The amounts of municipal costs shares are calculated using 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 2016 budget year are from 2014 actual figures. The municipal cost shares are reviewed annually and the year-end actuals are used to make adjustments for the lower tier municipalities. If the municipalities use a different calculation method removing the case load aspect this will result with a consistent year-to-year forecast.

The updated three-year Child Care Plan, to be completed in 2016, will have several components. There will need to be an environmental scan of children's services and an outline of Perth County demographics. A community consultation process will be completed and endorsement by community partners will need to be acquired. The plan will also reflect

the direction and pedagogy set by the Ministry and follow the guidelines related to content, deadlines and outcomes.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

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

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G711 PARKS DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants							
Rentals & Leases	-130,000	-134,000	-137,000	2.24%	-137,000	-137,000	-137,000
Donations	-11,300	-11,000	-11,000		-9,000	-9,000	-9,000
Gain on Disposal of Assets							
Recoverables	-90,000	-90,000	-100,000	11.11%	-80,000	-80,000	-80,000
Contribution from Reserves	-15,000	-10,000	-10,000				
Total REVENUE	-246,300	-245,000	-258,000	5.31%	-226,000	-226,000	-226,000
EXPENDITURES							
Salaries, Wages & Benefits	1,092,135	1,099,495	1,121,475	2.00%	1,138,240	1,155,234	1,172,440
Utilities	49,000	50,000	55,000	10.00%	55,000	55,200	55,200
Materials	80,000	80,000	70,000	(12.50%)	75,000	75,000	75,000
Office Administration	12,440	12,440	10,140	(18.49%)	10,140	10,140	10,140
Repairs & Maintenance		563,000	576,000	2.31%	582,000	584,000	584,000
Clothing & Uniforms		1,500	1,600	6.67%	1,600	1,700	1,700
Vehicle Expenses	30,000	38,000	38,000		38,000	38,500	38,500
Services - Other	780,000	201,000	213,000	5.97%	210,000	215,000	215,000
Training		8,500	8,000	(5.88%)	8,000	8,000	8,000
Facility Improvements	20,000	25,000	25,000		25,000	25,000	25,000
Amortization	157,158	157,158	157,158		157,158	157,158	157,158
Transfer to Reserves	64,000	64,000	64,000		64,000	64,000	64,000
City Owned Rental Expense							
Interfunctional Transfers							
PSAB Adjustment	-157,158	-157,158	-157,158		-157,158	-157,158	-157,158
Total EXPENDITURES	2,127,575	2,142,935	2,182,215	1.83%	2,206,980	2,231,774	2,248,980
NET BUDGET	1,881,275	1,897,935	1,924,215	1.38%	1,980,980	2,005,774	2,022,980



2016 OPERATING BUDGET NOTES

DEPARTMENT: Community Services - Parks & 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 throughout city as well as horticulture and maintenance of all city gardens. In addition, this division is also responsible for garbage collection in the parks and facilities on a daily basis with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- \$10,000 increase in Maintenance Contracts (Forestry) due to EAB removals
- \$10,000 reduction in Materials (Forestry)
- Water and sewage up \$5,000 based on history of usage

Service Reductions/Increases:

- No service reduction or increase
- Facility upgrades – more in-ground river side garbage disposal systems and fencing at splash pad

Revenue Reductions/Increases:

Options for Reductions:

GENERAL COMMENTS:

- Using final \$10,000 from Forestry EAB Reserve for continued removal of infected trees

C.A.O. COMMENTS:

Soft services such as parks are not usually seen as essential services. Options for reductions can be found by cutting back on such things as the number of flower beds.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases appear to be in line with inflation.

C.A.O. COMMENTS:

The Emerald Ash Borer will continue to cause destruction of the City's Ash trees. EAB infestation has affected all City ash trees. We have been removing ash trees on City streets with both in house staff and contractors since identifying it in the city in 2011. We plan to have all residential street tree ash and manicured park ash removed by spring 2017 (2800 street and manicured park trees). This does not include the dog park bush and Dufferin Park woodlot which both include hundreds of ash trees.

Ash trees are being replaced as they are removed.

CITY OF STRATFORD 2016 BUDGET

G721 RECREATION DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants	-57,000	-115,000	-104,200	(9.39%)	-54,200	-55,000	-56,000
User Fees	-154,000	-176,400	-161,000	(8.73%)	-165,000	-166,000	-168,000
Advertising Revenue		-12,000	-17,000	41.67%	-17,000	-18,000	-20,000
Rentals & Leases	-1,914,737	-1,972,450	-2,011,890	2.00%	-2,052,132	-2,093,175	-2,135,039
Sale of Equipment							
Recoverables							
Contribution from Reserves							
Total REVENUE	-2,125,737	-2,275,850	-2,294,090	0.80%	-2,288,332	-2,332,175	-2,379,039
EXPENDITURES							
Salaries, Wages & Benefits	2,080,868	2,161,377	2,208,089	2.16%	2,217,947	2,251,037	2,282,406
Utilities	868,952	900,600	894,000	(0.73%)	906,000	908,600	923,800
Materials	9,000	14,500	14,500		14,500	14,500	16,600
Office Administration	30,800	31,500	32,500	3.17%	34,500	36,600	38,700
Repairs & Maintenance	68,000	70,400	72,512	3.00%	160,000	170,000	180,000
Clothing & Uniforms	11,000	11,000	11,000		10,000	10,000	10,000
Vehicle Expenses	22,000	25,000	25,000		32,000	34,000	36,000
Advertising	30,000	28,000	28,500	1.79%	28,500	28,500	29,500
Consultants		20,000	22,000	10.00%	22,000	22,000	23,000
Services - Other	712,000	729,000	752,453	3.22%	660,000	665,000	672,000
Training	9,000	7,500	9,500	26.67%	10,500	10,500	10,500
Facility Improvements	50,000	50,000	50,000		50,000	50,000	50,000
Bank Charges			1,000		1,000	1,000	1,000
Amortization	969,063	969,063	969,063		969,063	969,063	969,063
Transfer to Reserves	50,000	50,000	65,000	30	50,000	50,000	50,000
City Owned Rental Expense							
Interfunctional Transfers			3,500				
PSAB Adjustment	-969,063	-969,063	-969,063		-969,063	-969,063	-969,063
Total EXPENDITURES	3,941,620	4,098,877	4,189,554	2.21%	4,196,947	4,251,737	4,323,506
NET BUDGET	1,815,883	1,823,027	1,895,464	3.97%	1,908,615	1,919,562	1,944,467



2016 OPERATING BUDGET NOTES

DEPARTMENT: Community Services – Recreation - Facilities

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- The cost of water is budgeted to increase by 2 percent in 2016
- Contracted services rise year over year by three percent.
- Services costs have continued to rise year over year while this budget line has remained static for seven years. It must increase to enable the department to maintain all facilities.

Service Reductions/Increases:

- Services are not proposed to decrease.

Revenue Reductions/Increases:

- Revenue is factored to increase as per the fee schedule by three percent each year.

Options for Reductions:

- Reducing the amount of time per year that all ice sheets are in and maintained would reduce our overall labour costs as well as provide a reduction in total energy used.
- Costs can be reduced by a reduction in services provided.

GENERAL COMMENTS:

There is significant pressure to increase the services we provide by having more staff available during special events as well as regular sportfield operations. There is constant pressure to provide more labour outside of regular business hours which is straining the labour budget. While events inside our facilities would be covered with additional user fee revenue, this does not apply to events in parks such as longer washroom hours at the dog park and other park events.

A number of facilities in this portfolio are far past their design life which is increasing the cost of their maintenance such as Upper Queens facilities.

C.A.O. COMMENTS:

The City's previous core services review recommended that money be put aside to cover significant facility repairs and replacement.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

The cost of utilities will continue to strain the facilities budgets due to the limited ability to borrow funds to complete capital replacements of antiquated systems. Recreation has done extensive work to improve the culture of energy conservation. Setting a singular heating temp and a singular cooling temperature will assist in minimizing the energy used by this portfolio.

Further pressure is felt by operating budgets by maintaining crumbling infrastructure such as parking lots that are due for replacement but must be maintained as is.

C.A.O. COMMENTS:

The City's work on asset management will paint an important picture on the need to fund maintenance of our existing buildings. They will require more funding in the future.



2016 OPERATING BUDGET NOTES

DEPARTMENT: Community Services – Recreation - Program

DEPARTMENT OVERVIEW:

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

Service	Particulars	Allocation
Child & Youth Programs	Summer day camps, P.A. day camps, holiday break camps, community teen dances.	Staff time, program materials, labour.
Stratford Youth Centre	Lease of facility, agreement to support program services offered through YMCA.	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest, Leisure Activity Council, etc.	Staff time.
Corporate/Special Projects		Staff time.
55+ Active Adults Programs	Management of 750 members, volunteers, coordination, implementation, supervision, and evaluation of 25 peer-to-peer lead programs and activities	Service contract with Community Living of Stratford and Area, and staff time.
Stratford Fieldhouse	Agriplex Coordination/management of bookings during sport season (Oct – Apr); long-term leases of sport groups and Bingo Country; Fieldhouse maintenance and operations support to Ag. Society.	Staff time.
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives promoting programs and	Advertising costs and staff time.

	services delivered through the department's 5 divisions.	
Kiwanis Community Centre	Coordination of facility bookings, rental software systems, scheduling and training of facility staff, management of daily facility operations.	Staff time.
Public Access Defibrillation	Management and evaluation of the City's AED program.	Staff time.

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- A 9% increase in Youth Centre program and facility expenses, directly related to lease payments of 165 Downie Street increasing from \$3,026.00/month to \$3,312.50/month, plus taxes. An increase in lease payments has not occurred since 2009.

Service Reductions/Increases:

None proposed.

Revenue Reductions/Increases:

- \$5,000.00 in new advertising revenues as a result the Digital Display Advertising program, launched in the summer of 2015.
- Revenue loss in programs based on actuals.
- 5% increase in recreation program revenues.

Options for Reductions:

GENERAL COMMENTS:

- Generally, budget increases are related to salary and benefit increases.
- Historically, a \$54,200 grant from the Ministry of Long Term Health & Care has been received to support the Active Adults (55+) recreation program; \$42,000 for operating and \$12,200 for special small capital projects. While there is no guarantee that the special small capital grant will be approved, this amount has been allocated to the "Ontario Grants" revenue line.
- A \$12,200 expense has been added to "Services Other" to offset the \$12,200 special small capital grant revenue in "Ontario Grants".

- The Stratford Youth Centre accounts for 25% of the Recreation Program budget; approximately \$87,000 in expenditures with no revenues generated.

C.A.O. COMMENTS:

Reductions in the budget can be achieved with increasing user fees or reducing programs being offered where the marginal cost exceeds the marginal revenue.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Future increases are in line with inflationary pressures.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G731 CEMETERY DIVISION

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
User Fees	-60,000	-60,000		(100.00%)			
Rentals & Leases	-340,000	-320,000	-320,000		-320,000	-320,000	-320,000
Gain on Disposal of Assets							
Contribution from Trust Funds			-50,000		-60,000	-60,000	-60,000
Total REVENUE	-400,000	-380,000	-370,000	(2.63%)	-380,000	-380,000	-380,000
EXPENDITURES							
Salaries, Wages & Benefits	422,615	394,640	399,200	1.16%	405,020	411,000	417,050
Utilities	12,900	12,900	13,100	1.55%	13,400	14,100	14,100
Office Administration	1,450	2,950	3,500	18.64%	4,000	4,100	4,100
Repairs & Maintenance		9,000	9,000		9,000	9,000	9,000
Clothing & Uniforms		2,000	2,000		2,200	2,300	2,300
Vehicle Expenses	20,000	36,000	31,000	(13.89%)	33,000	35,000	35,000
Legal							
Services - Other	67,000	37,500	38,000	1.33%	40,000	41,000	42,000
Training		2,000	2,000		2,000	2,000	2,000
Bank Charges							
Amortization	99,141	99,141	99,141		99,141	99,141	99,141
Transfer to Reserves	40,000	40,000	40,000		40,000	40,000	40,000
City Owned Rental Expense							
PSAB Adjustment	-99,141	-99,141	-99,141		-99,141	-99,141	-99,141
Total EXPENDITURES	563,965	536,990	537,800	0.15%	548,620	558,500	565,550
NET BUDGET	163,965	156,990	167,800	6.89%	168,620	178,500	185,550



2016 OPERATING BUDGET NOTES

DEPARTMENT: 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
- Mausoleum
- Interment rights (burials)
- Interment rights certificates
- Disinterment
- Chapel memorial services

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

- Reduction of \$5,000 in fuel – one less vehicle in fleet
- Small increase in Services
- Lowered Contributions from the Perpetual Trust fund (interest earned)

Service Reductions/Increases:

- No service changes
- Master Plan may suggest change for 2017

Revenue Reductions/Increases:

- No increase in revenue as it is difficult to predict revenue from year to year and there is an increase in cremation burials

Options for Reductions:

GENERAL COMMENTS:

C.A.O. COMMENTS:

The significant challenge with the Cemetery is the poor funding from the Perpetual Care Fund as a result of currently low interest rates creating poor returns and the fact that the City did not charge for perpetual care for many years.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

There is a general societal trend towards away from burying in cemeteries. Columbariums and keeping cremated remains are becoming more popular options. This creates further stress on the budget without allowing for a corresponding reduction in costs.

CITY OF STRATFORD 2016 BUDGET

G750 TRANSIT OPERATIONS

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Government Grants		-200,000	-250,000	25.00%	-200,000	-200,000	-200,000
Transit Fares	-400,000	-400,000	-300,000	(25.00%)	-375,000	-375,000	-375,000
Rentals & Leases	-610,000	-610,000	-610,000		-615,000	-615,000	-615,000
Sales	-24,000	-24,000	-24,000		-24,000	-24,000	-24,000
Total REVENUE	-1,034,000	-1,234,000	-1,184,000	(4.05%)	-1,214,000	-1,214,000	-1,214,000
EXPENDITURES							
Salaries, Wages & Benefits	1,671,331	1,841,328	1,869,137	1.51%	1,898,473	1,924,145	1,954,157
Utilities	36,400	36,400	36,400		36,400	36,400	36,400
Materials	5,000	5,000	5,000		5,000	5,000	5,000
Office Administration	6,100	6,100	6,600	8.20%	6,600	6,600	6,600
Repairs & Maintenance	5,000	5,000	10,000	100.00%	10,000	10,000	10,000
Clothing & Uniforms	5,000	7,000	7,100	1.43%	7,100	7,100	7,100
Vehicle Expenses	465,000	490,000	492,000	0.41%	505,000	505,000	505,000
Advertising	1,000	1,000	1,000		1,000	1,000	1,000
Conference Expenses	2,500	2,500	2,500		2,500	2,500	2,500
Services - Other	90,000	120,000	120,000		120,000	120,000	120,000
Amortization	482,678	482,678	482,678		482,678	482,678	482,678
PSAB Adjustment	-482,678	-482,678	-482,678		-482,678	-482,678	-482,678
Total EXPENDITURES	2,287,331	2,514,328	2,549,737	1.41%	2,592,073	2,617,745	2,647,757
NET BUDGET	1,253,331	1,280,328	1,365,737	6.67%	1,378,073	1,403,745	1,433,757



2016 OPERATING BUDGET NOTES

DEPARTMENT: Community Services – City Transit

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Conventional transit delivery of service in 2016 will be the main focus (route structure/design) based on recommendations from route review and staff.

Cost Reductions/Increases:

- Part-time benefits have a larger increase based on part-time staff enrolling in the OMERS program
- Repair & Maintenance on building – increase to address health & safety concerns

Service Reductions/Increases:

- Delivery of service to expand into areas not currently being served (i.e. Sobeys).

Revenue Reductions/Increases:

- Reduced pass revenue based on historical data
- Transit fares (6.25%) based on a more accurate prediction. However, plans to increase Fare Media in 2016 will be recommended.

Options for Reductions:

GENERAL COMMENTS:

The budget still includes \$250,000 from Gas Tax Funding, which is an increase of \$50,000.00 from the 2015 budget. It would be our preference to lower by \$50,000 per year.

The budget shows an increase in 2016 with potential expanded/restructured routes and an increase in fares.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

C.A.O. COMMENTS:

The Transit review may well have an impact on future budgets as it explores expansion of service and the recommended location for the transit terminal.

CITY OF STRATFORD 2016 BUDGET

G751 PARALLEL TRANSIT

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Transit Fares	-50,000	-57,000	-57,000		-57,000	-57,000	-57,000
Donations	-2,000	-2,000		(100.00%)			
Total REVENUE	-52,000	-59,000	-57,000	(3.39%)	-57,000	-57,000	-57,000
EXPENDITURES							
Salaries, Wages & Benefits	294,710	372,547	380,944	2.25%	386,732	392,602	398,557
Office Administration	4,400	5,400	5,400		5,450	5,550	5,550
Miscellaneous	500	500	500		500	500	500
Meeting Costs	500	500	500		500	500	500
Clothing & Uniforms	3,100	4,000	4,000		4,000	4,000	4,000
Vehicle Expenses	27,000	31,000	27,000	(12.90%)	27,000	27,500	28,000
Advertising	700	700	700		700	700	700
Conference Expenses	1,000	2,000	2,000		2,000	2,000	2,000
Services - Other	55,000	5,000	5,000		5,500	6,500	7,000
Total EXPENDITURES	386,910	421,647	426,044	1.04%	432,382	439,852	446,807
NET BUDGET	334,910	362,647	369,044	1.76%	375,382	382,852	389,807



2016 OPERATING BUDGET NOTES

DEPARTMENT: Community Services – Parallel Transit

DEPARTMENT OVERVIEW:

This department provides transit services on short term and long term basis to Stratford residents who are unable to utilize the regular transit system due to physical limitations.

CHANGES FROM 2015 BUDGET:

Parallel Transit introduced extended hours June 1, 2015. We will continue to monitor in 2016 and take advantage of any cost reductions and service delivery increases throughout the year.

Cost Reductions/Increases:

- Part-time salaries – small increase due to increase in service hours
- Part-time benefits – small increase due to the increase in part-time salaries
- Fuel – decrease in fuel based on historical usage
- Vehicle Repairs – increase due to an aging fleet

Service Reductions/Increases:

No reductions or increases projected.

Revenue Reductions/Increases:

No reductions or increases projected.

Options for Reductions:

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

GENERAL COMMENTS:

The 2016 budget shows an increase on total Parallel Transit budget due mainly to the extended service delivery implemented and the addition of part time staff to deliver the service. 2,000 hours were added to meet accessibility standards.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

Annual increases are generally in line with inflationary trends.

C.A.O. COMMENTS:

Now that we have met the accessibility standards, future costs should be stable provided we do not see a big increase in usage.

810 REQUISITIONS FROM OTHERS			2016 BUDGET TEMPLATE				
	2015	2016	% Inc/Dec	2016	% Inc/Dec		\$ DIFF
	BUDGET	BUDGET	2016/15	BUDGET	2016/15		Adjusted
		Preliminary		Adjusted			
1142 PROPERTY ASSESSMENT SERVICES							
G-810-1142-6030 MPAC	394,000	396,000	0.51%	396,000	0.51%		
Total 1142 PROPERTY ASSESSMENT SERVICES	394,000	396,000	0.51%	396,000	0.51%		0
5100 PERTH DISTRICT HEALTH UNIT							
G-810-5100-6010 GRANTS TO CHARITIES AND OTHER ORGAN	711,000	752,500	5.84%	718,954	1.12%		
Total 5100 PERTH DISTRICT HEALTH UNIT	711,000	752,500	5.84%	718,954	1.12%		-33,546
5300 AMBULANCE SERVICES							
G-810-5300-6010 GRANTS TO CHARITIES AND OTHER ORGAN	2,384,000	2,600,000	9.06%	2,763,799	15.93%		
Total 5300 AMBULANCE SERVICES	2,384,000	2,600,000	9.06%	2,763,799	15.93%		163,799
6200 SPRUCE LODGE							
G-810-6200-6010 GRANTS TO CHARITIES AND OTHER ORGAN	387,500	564,925	45.79%	489,026	26.20%		
Total 6200 SPRUCE LODGE	387,500	564,925	45.79%	489,026	26.20%		-75,899
7500 STRATFORD/PERTH ARCHIVES							
G-810-7500-6010 GRANTS TO CHARITIES & OTHER ORGANIZA	274,600	293,000	6.70%	286,137	4.20%		
Total 7500 STRATFORD/PERTH ARCHIVES	274,600	293,000	6.70%	286,137	4.20%		-6,863
7504 STRATFORD PERTH MUSEUM							
G-810-7504-6010 GRANTS TO CHARITIES & OTHER ORGANIZA	138,669	141,500	2.04%	140,500	1.32%		
Total 7504 STRATFORD PERTH MUSEUM	138,669	141,500	2.04%	140,500	1.32%		-1,000
8217 STRATFORD TOURISM ALLIANCE							
G-810-8217-6010 GRANTS TO CHARITIES & OTHER ORGANIZA	425,000	500,000	17.65%	500,000	17.65%		
Total 8217 STRATFORD TOURISM ALLIANCE	425,000	500,000	17.65%	500,000	17.65%		0
8219 ANNEXATION AGREEMENT							
G-810-8219-6010 GRANTS TO CHARITIES AND OTHER ORGAN	575,000	575,000	0.00%	575,000	0.00%		
Total 8219 ANNEXATION AGREEMENT	575,000	575,000	0.00%	575,000	0.00%		0
8221 COUNTY ROADS AGREEMENT							
G-810-8221-6010 REQUISITIONS -COUNTY ROADS AGREEMEN	1,560,000	1,929,000	23.65%	1,966,319	26.05%		
Total 8221 COUNTY ROADS AGREEMENT	1,560,000	1,929,000	23.65%	1,966,319	26.05%		37,319
8222 SEED CO							
G-810-8222-6010 GRANTS TO CHARITIES AND OTHER ORGAN	606,000	576,115	(4.93%)	576,115	(4.93%)		
Total 8222 SEED CO	606,000	576,115	(4.93%)	576,115	(4.93%)		0
Total 810 REQUISITIONS FROM OTHERS	7,455,769	8,328,040	11.70%	8,411,850	12.82%		83,810

CITY OF STRATFORD 2016 BUDGET

G810 REQUISITIONS FROM OTHERS

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
EXPENDITURES							
Property Assessment Services	393,000	394,000	396,000	0.51%	398,000	400,000	402,000
Perth District Health Unit	703,110	711,000	718,954	1.12%	775,000	800,000	825,000
Ambulance Services	2,286,647	2,384,000	2,763,799	15.93%	2,675,000	2,750,000	2,825,000
Spruce Lodge	367,380	387,500	489,026	26.20%	575,000	590,000	615,000
Stratford/Perth Archives	253,960	274,600	286,137	4.20%	312,000	331,000	350,000
Stratford Perth Museum	136,228	138,669	140,340	1.21%	144,000	147,000	150,000
Stratford Tourism Alliance	415,000	425,000	500,000	17.65%	425,000	425,000	425,000
Annexation Agreement	555,000	575,000	575,000		580,000	585,000	590,000
County Roads Agreement	1,238,399	1,560,000	1,897,627	21.64%	1,990,000	2,050,000	2,110,000
SEED Co.		606,000	576,115	(4.93%)	606,000	606,000	606,000
Total EXPENDITURES	6,348,724	7,455,769	8,342,998	11.90%	8,480,000	8,684,000	8,898,000
NET BUDGET	6,348,724	7,455,769	8,342,998	11.90%	8,480,000	8,684,000	8,898,000



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services - Requisitions from Others

DEPARTMENT OVERVIEW:

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

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Service Reductions/Increases:

Revenue Reductions/Increases:

Options for Reductions:

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

GENERAL COMMENTS:

Each service provider will be presenting their draft budgets to the Municipal Liaison Committee on November 19, 2015 and any significant changes will be brought forward to Committee prior to finalization of the 2016 budget.

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

As part of the 2012 cost sharing agreement, the City's increase in the contribution to County Roads was to be phased in over 5 years. 2016 will be the last year of this phase in. Future increases in this specific shared service should become closer to inflation in future years.

C.A.O. COMMENTS:

No further comments.



73 Albert Street
 Stratford, Ontario Canada | www.locatestratford.ca
 N5A 3K2

October 14, 2015

Mayor and Members of Council
 City of Stratford
 1 Wellington Street
 Stratford ON N5A 2L3

RE: Stratford Economic Enterprise Development Corporation (SEED Co.)
 Budget Request for 2016, 2017, 2018 and 2019

Dear Mayor and Members of Council:

In the first full-year of operation, SEED Co. is pleased to report the following January to October 2015 results. The service includes the function of the Stratford Perth Centre for Business, in partnership with the Province of Ontario, which has remained and continues to operate and deliver services under Stratford Economic Development.

<u>Function</u>	<u>Service</u>	<u>Results</u>
SEED Co. 2015 (to date)	Business Retention / Expansion	} 5 Companies 125 New Jobs
	Business Attraction	} 1 Company 80 New Jobs
	Stratford Festival HD	} \$3 Million Grant 70 New Jobs
	Industrial Land Sales	} \$892,000 SOLD Wright Business Park
Centre for Business 2014/15	One-Stop-Service	} 28 New Businesses 63 New Jobs

The financial impact of each investment will have direct benefits, indirect benefits and associated economic impacts.



73 Albert Street
Stratford, Ontario Canada | www.locatestratford.ca
N5A 3K2

Moving Forward:

The SEED Co. Board reports quarterly to the City's Finance and Labour Relations Sub-Committee and Council to achieve continued dialogue, collaboration and transparency.

Budget Request for 2016, 2017, 2018 and 2019

SEED Co. makes the following operating budget request so the City of Stratford may:

1. Budget \$576,115 in core funding for SEED Co. operations in 2016, in the delivery of the City's economic development service (\$472,115) and Centre for Business/Small Business Enterprise Centre service (\$104,000).
2. Continue to hold in trust surplus funds for a projected opening surplus in 2016 (\$254,011). Surplus funds will be applied to Phase II and/or Phase III implementation costs, including capital/operating costs, strategy and new or expanded programming. Consideration will also be given to opportunities for using funds to access additional matching funds via Federal/Provincial programs.
3. Recognize that SEED Co. pays annual operational fees back to the City for IT, Finance, Purchasing, Payroll, Audit, Insurance and Custodial services (approximately \$47,000).
4. Recognize that SEED Co. will pursue some corporate sponsorship activity in 2016 (\$5,000).
5. Earmark a projected increase in the core funding request for operations at 2% in 2017, 2018 and 2019.

On behalf of SEED Co. and the Board of Directors, we are looking forward to working with the City within this collaborative leadership model to strengthen and promote Stratford's economy.

Respectfully requested,

A handwritten signature in black ink, appearing to read "Marlene Coffey", is written over a light blue background.

Marlene Coffey, MA MAES MCIP RPP
CEO, SEED Co.

SEED Co. is governed by a Board of Directors consisting of 12 members: the City's Mayor and CAO, 2 Members of Council, 7 Industry and 1 Member of the Public. Industry sectors: small business, digital/creative economy, education, agriculture, manufacturing, technology, finance.

cc Ron Shaw, CAO, City of Stratford
André Morin, Director of Corporate Services, City of Stratford

Attachment: 2016 Budget for SEED Co. (General Operations and Special Projects)

**2016 Budget for SEED Co.
GENERAL OPERATIONS**

REVENUE

Revenue - Core

City Core Funding - SEED Co. *	\$ 472,115.00
City Core Funding - SBEC	104,000.00
Province Core Funding - SBEC	80,000.00
Total - Core Funding 2016	\$ 656,115.00

Revenue - Additional

Recoverable Expenses/Charges	24,000.00
Starter & Summer Company	46,320.00
Total - Additional Revenue 2016	\$ 70,320.00

Total - Projected Revenue	\$ 726,435.00
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EXPENSES

Expenses - Operational

Salaries & Benefits (SEED Co)	274,235.00
Training / Professional Development / Assoc.	1,734.00
Rent, Utilities, CAM **	-
Insurance & Custodial	13,260.00
Equipment & Capital	8,000.00
Support Services & Fees	33,660.00
Office Supplies	6,630.00
Meals & Meeting Expenses	3,570.00
Contingency	-
Total - Expenses Operational	\$ 341,089.00

Expenses - Core Programs

Conferences / Trade Shows / Travel / Mileage	20,400.00
Promotions / Marketing / Collateral Materials	67,626.00
Centre for Business (SBEC) Core Programs	245,320.00
Memberships	35,000.00
Programming & Project Support	17,000.00
Total - Expenses Core Programs	\$ 385,346.00

Total - Projected Expenses	\$ 726,435.00
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Projected Ending Surplus	\$ -
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Notes:

* Deloitte estimated \$92,000 gap under new structure - this is partially being addressed in Graduated Increase

** Rent / Utilities / CAM are reflected within the Centre for Business line item

**2016 Budget for SEED Co.
SPECIAL PROJECTS**

	<u>Regular</u>	<u>Festival HD</u>
Projected Opening Surplus	\$ 254,011.00	\$ 159,957.00
Revenue - Variable		
Festival HD Project - overall projected revenues	0.00	3,000,000.00
Festival HD Project - revenues received in prior year	0.00	-2,277,760.00
Sponsorships	5,000.00	0.00
Total - Projected Revenue Variable	\$ 5,000.00	\$ 722,240.00
Total - Projected Revenue	\$ 259,011.00	\$ 882,197.00
Expenses - Special Projects 2016		
Festival HD Project - overall projected expenses	-	3,000,000.00
Festival HD Project - expenses incurred in prior year	-	-2,117,803.00
Strategic Plan (Implementation Phase II)	120,000.00	-
Centre for Business Review & Reporting	5,000.00	-
SWIFT	5,000.00	-
Labour Market Shortage Strategy	10,000.00	-
Renovation / Re-Location	20,000.00	-
Total - Projected Expenses Special Projects	\$ 160,000.00	882,197.00
Expenses - Special Projects Future Years		
Strategic Plan (Implementation Phase III)	\$ 99,011.00	\$ -
Total - Projected Revenue	\$ 259,011.00	\$ 882,197.00
Projected Ending Surplus	\$ -	\$ -

SEED Co.
2015 Results from Operations
as of September 30, 2015

General Operations

	Budget	Actual to date	Forecast	Total	Variance to Budget	Notes
<u>Revenue</u>						
City Funding - SEED CO	\$ 504,000.00	\$ 135,266.72	\$ 368,733.28	\$ 504,000.00	0.00	City Finance Department has committed to account alignment for 2016
City Funding - SBEC	102,000.00	0.00	102,000.00	102,000.00	0.00	
Provincial funding - SBEC	80,000.00	95,510.81	0.00	95,510.81	15,510.81	Additional program funds distributed by Ministry
Total Core Funding	686,000.00	230,777.53	470,733.28	701,510.81	15,510.81	
Recoverable Expenses	22,000.00	4,700.00	17,300.00	22,000.00	0.00	
Starter & Summer Company	46,320.00	0.00	46,320.00	46,320.00	0.00	
Total additional revenue	68,320.00	4,700.00	63,620.00	68,320.00	0.00	
TOTAL REVENUE	\$ 754,320.00	\$ 235,477.53	\$ 534,353.28	\$ 769,830.81	15,510.81	
<u>Expenditures</u>						
<u>Operational</u>						
Salaries & Benefits - SEED CO	310,000.00	140,025.79	40,000.00	180,025.79	129,974.21	Surplus due to timing of staff hiring
Training/Professional development	1,700.00	151.32	1,000.00	1,151.32	548.68	
Insurance & Custodial	13,000.00	878.30	12,122.00	13,000.30	-0.30	Service agreement with City
Equipment & Capital	13,000.00	6,254.05	6,500.00	12,754.05	245.95	
Support services & fees	33,000.00	22,000.00	11,000.00	33,000.00	0.00	Service agreement with City (IT, Finance/Payroll)
Office Supplies	6,500.00	5,382.50	1,000.00	6,382.50	117.50	
Consultants	0.00	0.00	0.00	0.00	0.00	Under special projects
Legal		3,115.27		3,115.27	-3,115.27	Un-budgeted (HR related)
Meals & meeting expenses	3,500.00	3,657.65		3,657.65	-157.65	
Contingency	0.00	0.00	0.00	0.00	0.00	
Total Operational Expenses	380,700.00	181,464.88	71,622.00	253,086.88	127,613.12	
<u>Core Programs</u>						
Conferences/trade shows/travel/mileage	20,000.00	3,843.00	25,200.00	29,043.00	-9,043.00	Projected for Japan Trade Mission; SOMA contribution offsets total
Promotions/marketing/collateral materials	66,300.00	4,195.40	62,105.00	66,300.40	-0.40	Brand/website launch; site selector marketing; toll-free phone#
SBEC	250,320.00	147,353.99	102,967.00	250,320.99	-0.99	
Memberships	35,000.00	31,189.28	3,000.00	34,189.28	810.72	SOMA; EDAC; EDCO; IEDC; OPPI
Research & KPI	2,000.00	0.00	2,000.00	2,000.00	0.00	Data sources and analysis
Programming & Project Support	0.00	0.00	0.00	0.00	0.00	
Total Core Program Expenses	373,620.00	186,581.67	195,272.00	381,853.67	-8,233.67	
TOTAL EXPENSES	\$ 754,320.00	\$ 368,046.55	\$ 266,894.00	\$ 634,940.55	119,379.45	
SURPLUS (DEFICIT)	0.00	-132,569.02	267,459.28	134,890.26		

**SEED Co.
2015 Results from Operations
as of September 30, 2015**

Special Projects

	<u>Carryover</u>	<u>Digital Media</u>	<u>Festival HD</u>
<u>Revenue</u>			
Festival Theater - Fed Dev project - grants			921,826.00
Festival Theater - Fed Dev project - recoverable			1,355,934.00
Prior year surplus	237,621.00		
Grants		20,000.00	
City Held in trust - one time		24,000.00	
Sponsorship			
TOTAL REVENUE	237,621.00	44,000.00	2,277,760.00
<u>Expenses</u>			
Festival Theater - Fed Dev project			2,067,001.94
Digital media strategy		44,000.00	37,606.00
Engagement/branding/web site/social media	47,000.00		13,194.87
Strategic Plan - implementation planning	20,000.00		
Strategic Plan - implementation activity	50,000.00		
Content creation cluster research	1,500.00		
Centre for business review & reporting	0.00		
SWIFT	0.00		
Labour market shortage strategy	0.00		
Renovation/relocation	0.00		
TOTAL EXPENSES	118,500.00	44,000.00	2,117,802.81
SURPLUS (DEFICIT)	119,121.00	0.00	159,957.19

Notes

Budgeted \$5,000 - carried forward to 2016 projects
 Budgeted \$5,000 - carried forward to 2016 projects
 Budgeted \$10,000 - carried forward to 2016 projects
 Budgeted \$20,000 - carried forward to 2016 projects

CITY OF STRATFORD 2016 BUDGET

G820 OTHER MUNICIPAL SERVICES

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
REVENUE							
Meth Special Projects			- 5,000				
Active Transportation			- 4,188				
Heritage Stratford			- 4,000				
2017 Sesquicentennial			- 3,000				
Accessibility Advisory	- 20,000	- 5,000	- 1,775		- 5,000	- 5,000	- 5,000
Communities in Bloom			- 4,124				
Energy & Environment	- 2,000	- 2,000	- 2,935		- 2,000	- 2,000	- 2,000
Total REVENUE	-22,000	-7,000	-25,022		-7,000	-7,000	-7,000
EXPENDITURES							
Parks Patrol	39,439	38,717	39,104	1.00%	39,495	39,890	40,289
911 Dispatching	13,500	13,000	13,000		13,000	13,000	13,000
Active Transportation	5,000	12,160	19,388	59.44%	12,700	12,700	12,700
Heritage Stratford	23,500	23,500	27,951	18.94%	23,951	23,951	23,951
2017 Sesquicentennial	9,400	7,450	48,889	556.23%	45,889	0	0
Meth Special Projects	20,000	5,000	5,000		5,000	5,000	5,000
Municipal Liaison Committee	234	400		(100.00%)			
Accessibility Advisory	9,200	9,200	10,910	18.59%	9,135	9,135	9,135
Integrated Accessibility Standards	67,000	47,000	40,000	(14.89%)	40,500	41,000	41,500
Energy & Environment	10,963	12,750	16,492	29.35%	13,557	13,557	13,557
Community in Motion-Acc Fair	-1,000						
Christmas Decorations	5,781	5,897	6,000	1.75%	6,100	6,200	6,300
Stratford Town & Gown	7,900	5,550	7,313	31.77%	7,313	7,313	7,313
Stratfords of the World	3,640	3,750	3,492	(6.88%)	3,492	3,492	3,492
Chamber of Commerce	3,147	3,241	3,338	2.99%	3,438	3,541	3,647
Communities in Bloom	12,995	15,000	25,220	68.13%	18,096	18,096	18,096
Total EXPENDITURES	230,699	202,615	266,097	31.33%	241,666	196,875	197,980
NET BUDGET	208,699	195,615	241,075	23.24%	234,666	189,875	190,980



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services - Other Municipal Services

DEPARTMENT OVERVIEW:

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

CHANGES FROM 2015 BUDGET:

Cost Reductions/Increases:

Parks Patrol – 1% overall inc. - based on 3 patrollers - hourly wages only

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

Advisory Committees – salaries & wages, benefits, office supplies and advertising – various inc/dec based on actuals from previous year

- Active Transportation – requesting inc. to \$7,500 – various initiatives
- Heritage – requesting \$17,100 – same as 2015
- Sesquicentennial – requesting \$40,000 – scheduled for delegation Nov.10 budget meeting to explain
- Municipal Liaison – this budget amount has been removed, as there is minimal cost to provide a recording secretary for MLC meetings hosted by the City.
- Accessibility – requesting \$2,800 – 0% inc. - \$1,800 meeting expenses such as transportation, advertising and workshops; \$1,000 for participation in special events such as the Garden Show.
- Energy & Environment – requesting \$7,500 – 0% inc. - \$3,500 educational; \$3,500 community projects; \$500 general expenses.
- Town & Gown – requesting \$2,000 – 33% inc. - \$1,000 membership & symposium; \$900 student welcome event; \$100 meeting expenses.
- Stratfords of the World – 0% inc. – requesting \$800 for offsetting costs of hosting Stratfords of the World Reunion, less miscellaneous expenses.
- Communities in Bloom – requesting \$15,000 – 50% inc. - Stratford will be hosting the 2016 provincial CIB symposium – estimated additional costs of \$6,000 will be incurred; plus \$1,000 registration fees; \$2,000 Judges' Visit; \$4,000 awards & symposiums; \$1,000 advertising; \$3,000 community initiatives such as Pumpkin Parade & Santa's Parade of Lights.

Christmas Decorations – setup/takedown/repairs for City Hall decorations – inflationary increase only.

Meth Special Projects – funds may be required in 2016 to cover costs associated with an event put on by the Perth-Huron Drug Strategy Task Force – from reserve fund.

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

Accessibility Standards – due to contracting with the County of Perth, and based on actuals for 2015, a reduction in the 2016 budget could be accommodated from \$47,000 to \$40,000 – 15% decrease.

Service Reductions/Increases:

N/A

Revenue Reductions/Increases:

None noted.

Options for Reductions:

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

GENERAL COMMENTS:

No additional comments.

C.A.O. COMMENTS:

No further comments at this time.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

No additional comments.

C.A.O. COMMENTS:

No further comments.

CITY OF STRATFORD 2016 BUDGET

G872 COMMUNITY GRANTS

	2014 Budget	2015 Budget	2016 Final Budget	% Change 2016/2015	2017 Projected Budget	2018 Projected Budget	2019 Projected Budget
EXPENDITURES							
Community Grants	678,845	773,894	723,894	-6.46%	773,894	773,894	773,894
Total EXPENDITURES	678,845	773,894	723,894	-6.46%	773,894	773,894	773,894
NET BUDGET	678,845	773,894	723,894	-6.46%	773,894	773,894	773,894



2016 OPERATING BUDGET NOTES

DEPARTMENT: Corporate Services – Community Grants

DEPARTMENT OVERVIEW:

The City provides grants to a variety of community organizations and special events in such areas as beautification, arts, recreation and social services. Over the past few years staff have tried to include in-kind grants in this budget as well, to get a truer picture of the City's actual contribution in this budget area. Some examples of this from previous years would be waiving of fees, forgiveness of loans and use of other City resources.

CHANGES FROM 2015 BUDGET:

Council approved the following on September 28, 2015:

That staff present draft Community Grants Program guidelines, project categories, and creation of a selection committee to Finance and Labour Relations Committee by the fall of 2015, and

That the 2016 approved budget will only approve the total funding for the Community Grants program, and

That Council will deliberate recommendations from the Community Grants Selection Committee following the approval of the 2016 budget.

Accordingly, individual grant applications will not be reviewed during the 2016 budget process. A draft budget has been prepared for Committee's review based on Council's direction to only approve a total funding amount for the entire 2016 Community Grants program.

For 2016, the community grants budget total has been projected at the same level as 2015.

GENERAL COMMENTS:

There are a number of approved commitments within this budget:

- 2016 Canadian Junior Curling Championship - \$45,510
- Humane Society - \$25,000 in 2016, \$25,000 in 2017, and \$25,000 in 2018
- Hospice - \$25,000 in 2016 and \$25,000 in 2017

- Hospital - \$300,000 per year until pledge complete – balance outstanding expected to be at \$1,250,000 at the end of 2015

C.A.O. COMMENTS:

No further comments.

2017-2018-2019 PROJECTED BUDGETS

GENERAL COMMENTS:

If certain conditions are met, there is a commitment to fund \$1,500,000 at \$300,000 per year once the Hospital commitment is completed.

C.A.O. COMMENTS:

No further comments.