

Report from Financial Management Services**Date of Report:** June 28, 2016**Date of Meeting:** July 18, 2016**Report Number:** FMS-B006-2016**File:** 10.57.10**Subject:** Relevant Supporting Documents for 2016 Operating Budget

Recommendation

That the Budget Standing Committee (BSC) receive the supporting documents related to the development of the 2016 operating budget.

Background

At the BSC meeting of April 25, 2016 staff were directed to provide to the committee the relevant supporting documents related to the development of 2016 operating budget and any revision lists.

Report

Staff took a different approach with the development of the 2016 operating budget. Each department was requested to submit a 2016 operating budget at or as close to their 2015 budget as possible. Any item that could not be accommodated in their budget was to be listed and this list was to be submitted with their 2016 departmental budget. The thought originally was that these lists would be used as the first resource for possible inclusions in the budget at a later point in the process. The challenges and revenue pressures in the 2016 operating budget did not result in many, if any of these items being included in the final budget.

Attachments:

- Appendix 1 – Status of 2015 Unaccommodated Items in 2016 Operating Budget
- Appendix 2 – CAO 2016 Unaccommodated Items
- Appendix 3 – TES-Operations Unaccommodated Items
- Appendix 4 – TES-Construction and Inspection Unaccommodated Items
- Appendix 5 – TES-Facilities
- Appendix 6 – PRCS-Operations
- Appendix 7 – PRCS-Facility Operations and Programs
- Appendix 8 – PBS Unaccommodated Items
- Appendix 9 – 2016 Staffing Requests

Please note that any item that is highlighted (in pale gray) in the attached appendices was subsequently accommodated in the 2016 final budget.

Relationship to Strategic Plan

Economic Sustainability is achieved by being an affordable city for young people, families and retired older adults with both Council and City Staff working towards achieving budgetary tax rate increase at or below the rate of inflation by 2018. The unaccommodated lists are the items that were not able to be included in the annual operating budget and for the budget to stay within the BSC direction.

Conclusion

These documents related to the development of the 2016 operating budget are provided as requested by the BSC and for information

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Approved by:

Shelley Chemnitz, CPA, CA,
Commissioner, Corporate Services

City of St. Catharines
2015 Operating Budget
Total of All Reductions Approved by Budget Committee

Specifics regarding the revisions and their impacts are discussed following the summary

		Comments for 2016 Budget	
2015 Operating Budget Expenditures as Presented by Staff		\$ 112,274,974	
<u>March 2nd 2015 Meeting</u>			
Priority A Ranked Adjustments		<u>\$ 768,214</u>	
1	Departmental review of actuals	\$ 335,919	N/A
2	Clean City Committee	5,000	2016 budget was not increased for this committee
3	Debt - Meridian Centre	172,095	In 2016 debt amount
4	PRCS - recreation programs reduce expansion of service	15,200	Not reenstated in 2016
5	PRCS Operations - defer improvements	36,000	Not reenstated in 2016
6	PRCS - Reduce Festival policy to 2014 amount	10,000	Not reenstated in 2016
7	PRCS - reduce various service contracts	19,000	Not reenstated in 2016
8	PRCS - PAC - Adjust Brock contribution	125,000	Full Brock amount in 2016
9	TES - Building Mtce equipment deferral	15,000	Amount not included in 2016 budget
10	TES - Traffic calming - defer new implementation	<u>35,000</u>	On Unaccomodate list for 2016
Priority B Ranked Adjustments		<u>\$ 1,371,993</u>	
11	Capital out of Revenue	95,000	Increased by \$42K for
12	CSS - IT Service Contracts/Tech Plan	54,740	2016 unaccomodated list
13	CSS - IT - Co-op student	16,347	Included in 2016 budget
14	CSS - HR - various reductions	12,317	N/A
15	PBS - CIP - review of existing obligations	75,000	Included as offset to revenue in 2016
16	PRCS - Minor capital/equipment reserve deferral	95,000	
17	PRCS - Green Committee	18,000	2016 budget not increased for this committee
18	PRCS - Culture	6,000	

19	PRCS - Special Projects - reduction to 2014 levels	50,000	Moved to capital for 2016
20	PRCS - tree planting contracts/small tools	51,000	on 2016 unaccommodated list
21	TES - road improvement program to 2014 levels	194,000	Road program remains at 2014 level in 2016
22	TES - drainage - remove TV inspection contract	30,000	Not included in 2016 - new service level could not be accommodated
23	TES - bridge/culvert program reduce to 2014 levels	5,000	Road program remains at 2014 level in 2016
24	TES - sidewalk maintenance/replacement contracts	87,000	2016 budget left at the reduced level
25	TES - traffic signals to 2014 level	50,000	2016 budget saw the end of the school flasher program; however cost of signals have increased therefore the additional \$50K remains in budget for signals previously for school flashers
26	TES - City Hall defer improvements	50,000	No amount added for improvements in 2016 budget
27	TES - Equipment reserve - reduce funding	140,000	In 2016 increased equipment reserve by \$190K then reduced back to 2014/2015 levels
28	TES - Environmental monitoring - maintenance	30,000	No increase in 2016 budget
29	Transit - defer service expansion	<u>312,589</u>	Not included in 2016
Priority C Ranked Adjustments		<u>\$ 616,000</u>	
30	PRCS - Facility improvement deferrals	50,000	on 2016 unaccommodated listing
31	PRCS - Facility assessment deferrals	20,000	on 2016 unaccommodated listing
32	PRCS - Parks Special projects	25,000	Moved to capital for 2016

33 TES - Trees general reduce to 2014 level	195,000	This was added back on 2015 budget night and moved to capital budget
34 TES - City hall studies	25,000	\$5K included in 2016 budget
35 CLS - Reduction Election provision	66,000	On unaccommodated list
36 PBS - Port Dalhousie Secondary Study	40,000	On budget night included \$28K from working funds reserve - emptied this reserve
37 FMS - Payroll system upgrade reduction	75,000	Item moved to capital due to cost estimate of \$250K
38 Economic Adjustment	<u>120,000</u>	Wage increases included in 2016 budget

March 9th 2015 Meeting**Service Reductions and/or Closures****\$ 524,000**

39 Closure of Pools - Lancaster (2), Burgoyne Woods (2) & Arthur St - including related facilities staff	263,000	These pools not included in 2016 budget - RFP for BW pool for 2016 operations closed Oct 9/15
40 Repurposing of Fairview Golf Course	20,000	on 2016 unaccommodated listing
41 Removal of large Fire Boat from service	96,000	Boat Sold in 2015
42 GCA/Rex - closure until 4 pm Mon to Fri	27,000	Did not change for 2016
43 Cemetery - reduce student complement by 3	26,000	Did not increase students for 2016
44 Parks Operations - reduce staffing	45,000	Did not increase staffing for 2016
45 Tree Planting/Horticulture - reduce staffing	<u>47,000</u>	Did not increase staffing for 2016

Infrastructure Funding Reductions and Maintenance Deferrals \$ 474,200

46 Various Maintenance contracts	264,200	Sidewalks remained at same level as 2015
47 Parks Special Projects - Basketball Court Repair Program	50,000	Moved to capital for 2016

48 Rennie Park Drainage - Phase 1	70,000	Moved to capital for 2016
49 Tennis Court Repair Program	<u>90,000</u>	Moved to capital for 2016
CIP Program Reductions	<u>\$ 200,000</u>	
50 Reduce CIP program to \$100,000	125,000	Included as offset to revenue in 2016
51 Reduce New CIP project funding to \$0	75,000	Included as offset to revenue in 2016
Other Reductions	<u>\$ 415,100</u>	
52 Civic Square project	10,000	Not included in 2016 budget
53 Reduce Staff Training	50,000	2016 unaccommodated list
54 Remove AMO conference attendance	14,000	Included in 2016 budget
55 Reduce Economic Adjustment	120,000	Wage increases included in 2016 budget
56 Staff Salary Savings	<u>221,100</u>	Gapping - included in 2016 budget
<u>March 13th 2015 Listing</u>		
Service Reductions and/or Closures	<u>\$ 266,600</u>	
57 Permanent elimination of two (2) FT positions	66,600	Did not reenstate in 2016
58 Reduction of hours of Summer Students and Casuals by two weeks	165,000	Did not reenstate in 2016
59 PRCS - Sports Tourism Grant	30,000	Not included in 2016
60 PRCS - Festivals	<u>5,000</u>	Not included in 2016
Infrastructure Funding Reductions and Maintenance Deferrals	<u>\$ 434,000</u>	
61 Transit Reductions	205,000	not included in 2016
62 FES - Fire Stations - Building Improvements - various stations	86,000	No improvements for FS in 2016
63 PRCS - Parks Special Projects	95,000	Moved to capital for 2016
64 PRCS - Cemetery - emergency lighting	15,000	See 2016 unaccommodate listing
65 PRCS - Happy Rolphs - various improvements	10,000	See 2016 unaccommodate listing

66 PRCS - Carousel Repairs	18,000	Added back on 2015 budget night
67 PRCS - Meridian Centre - Sports Hall of Fame	<u>5,000</u>	Amount included in the 2016 unaccommodated list

Other Reductions**\$ 384,675**

68 Defer the hiring of one (1) FT position until 2016 and defer the hiring of another position until June 2015. (only partial year included in 2015)	57,175	AMANDA Analyst hired & TES Proejct Manager is on the 2016 Vacancy Review List
69 Removal of two (2) Co-op positions	25,700	IT Student included in 2016, TES student not included in 2016
70 PRCS - PAC reductions	50,000	Added back in 2016
71 EDTS - Port BIA TODS	5,000	Not included in 2016
72 EDT - reduce amount for microsite/online marketing	5,000	Not included in 2016
73 LCS - Reduce Election Provision	50,000	Not included in 2016 budget
74 CSS - Telecommunication Audit	20,000	Not included in 2016 budget or on unaccommodated list
75 CSS - Information Systems - Service Contracts	48,800	On 2016 unaccommodated list
76 Reduce Economic Adjustment	120,000	Wage increases included in 2016 budget
77 Meals Expense for Council	<u>3,000</u>	Not included in 2016

Total All Reductions \$ 5,454,782**2015 Operating Budget Expenditures as Revised by Budget Corr \$ 106,820,192****2014 Operating Budget Expenditures \$ 105,533,621****Expenditure Percentage Increase 1.22%**

**City of St. Catharines
2016 Operating Budget
Unaccommodate Items**

DEPT: Office of the CAO

<u>Item #</u>	<u>Description</u>	<u>Amount</u>	<u>Comments</u>	<u>Strategic Plan Connection (if applicable)</u>	<u>Work Plan Connection (if applicable)</u>
1	Social Media Monitoring/Listening software	\$9,000	Currently use free analytic tools which provide some insights regarding users but does not allow in depth analysis necessary to grow social media reach. Monitoring and listening software all the staff to be alerted to social media conversations/posts that occur outside of the social media accounts monitored by city staff and respond accordingly	Strat Plan calls for staff to develop and implement a plan using innovative new technologies to enhance two-way communications between residents and the City	CAPE plans recommends strategy to increase followers/engagement on social media
2	Citizen/Quality of Life Survey	\$20,000	A statistically-valid survey of citizens conducted by a professional polling company. The results will provide accurate data on the wants, needs, beliefs of the general public which can be used to produce the Quality of Life report (as part of the Strategic Plan) and provide accurate information to staff and council which can be considered for items such as budget planning, customer service delivery and project planning.	Strat Plan calls for staff to establish an annual St. Catharines' Quality of Life report	CAPE plan recommends an annual citizens survey as part of citizen engagement efforts
3	Social Media Strategy	\$3,000	With social media growing in popularity among citizens, the City needs to develop a social media strategy to grow followers and expand its reach in this area.	Strat Plan calls for staff to develop and implement a plan using innovative new technologies to enhance two-way communications between residents and the City	CAPE plans recommends strategy to increase followers/engagement on social media
4	Pingstreet Tiles	\$5,000	In our continuing effort to provide citizens innovative opportunities to engage with the City, Pingstreet was launched in 2014. To further encourage users and sustain interest we need to invest in new tiles making addition information and available via Pingstreet	Strat Plan calls for staff to develop and implement a plan using innovative new technologies to enhance two-way communications between residents and the City	CAPE plan recommends increasing Pingstreet users - addition of tiles will make app for attractive to wider user group

<u>Item #</u>	<u>Description</u>	<u>Amount</u>	<u>Comments</u>	<u>Strategic Plan Connection (if applicable)</u>	<u>Work Plan Connection (if applicable)</u>
5	Graphic Design Software Update	\$1,500	<p>Graphic design software has not been updated since 2011. Having out-of-date software creates compatibility issues for files received/sent to outside agencies and advertisers, in addition to sharing files with other City staff members (PAC) who have more updated versions.</p> <p>Note: The format of the updates for this software packages has shifted from a one time, per user cost to an annual fee, per user. This means the above costs would become an annual cost.</p>		<p>CAPE plan recommends more graphic design done in-house, and less sent to outside agencies to increase brand consistency and reduce outside professional fees.</p>

City of St. Catharines
 2016 Operating Budget
 Unaccommodate Items
 Department: TES

Item #	Description		Amount		Comments	Strategic Plan Connection (if applicable)	Work Plan Connection (if applicable)
1	726.115.433 - Traffic Control Admin - Other Services Charges - Traffic Calming	TS	\$70,000	5	Traffic Calming Measures - Program approved in 2014 - No funding in 2015 or 2016 Submission - Currently have requests for >15 Locations	Yes	Yes
2	702.430.354 - LSSC - Equipment	F	\$15,000	6	Replace tennant floor scrubber @ LSSC	yes	yes
3	702.415.417 - Facility Repairs - Studies	F	\$5,000	8	Additional fall arrest inspections	yes	yes
4	702.415.417 - Facility Repairs - Studies	F	\$10,000	9	Additional building reviews	yes	yes
5	702.415.417 - Facility Repairs - Studies	F	\$50,000	10	Additional energy audits	yes	yes
6	715.105.330 - Replace 6 workstations and chairs as needed in administration area	AL	\$15,000	12	Currently using mismatched, non ergonomic desks in some cases, some desks from storage, require better storage capabilities and drop down trays for keyboards, chairs to be replaced as needed - was to be part of FFE for LSSC/GSF amalgamation	Yes	Yes
7	715.110.351 - O/H - Municipal Surveys - Workstation Replacement	GE	\$12,000	13	3 Workstation Replacements @ \$4,000 ea (DS, DF, MH)	Yes	No
8	702.410.102 - Facility Repairs - Conferences	F	\$750	14	Conferences/Conventions	yes	yes
9	723.100.XXX - Winter Control	OP	\$450,000	15	to increase the winter control budget to bring it in line with the \$1,685,000 5 year average. The 2015 Budget is \$1,218,855 Funding for Reserve?	Yes	Yes
10	721.100.200 - Monthly Summer Street Sweeping	OP	\$40,000	16	to restore summer street sweeping for 4 months as opposed to the current 2 months. To ensure cleanliness of City roads, to be in accordance with Levels of Service for street cleaning, and to reduce maintenance costs and protect sewer infrastructure so that less debris is deposited into storm sewers from the roads	Yes	Yes
11	735.300.309 - PCP - Advertising - Earth Hour - Promotion - WATER BUDGET	ES	15,000	17	In 2008, staff was directed by Council to participate in Earth Hour. Earth Hour is a symbolic event where people turn off their lights for one hour on the third Saturday in March. These funds are for promoting the event using radio and newspaper advertizing. Without these funds the City could still support the event using less expensive methods (e.g. facebook, twitter, media releases etc.) but would likely have less awareness.	Yes	Yes
12	735.300.309 - PCP - Advertising - Stormwater Management Outreach - WATER BUDGET	ES	50,000	18	Stormwater Management - public outreach to educate residents about actions they can take to protect themselves from flooding and improve stormwater quality.	No	No
13	732.115.413 - Enhanced FLAP Grants - Pelham Rd Flooding - WATER BUDGET	ES	\$500,000	19	Due to significant basement flooding in 2013 and 2014 the FLAP program has been available to homeowners within the Pelham Rd / Vansickle Rd / Rykert St area including those who have not been previously flooded. If these funds remain in the unaccommodated list this enhanced level of service will no longer be supported. FLAP grants will still be available for homeowners who have experienced basement flooding or are at an elevated risk of basement flooding. This is the same level of service provided to the rest of the City.	yes	Yes

City of St. Catharines

2016 Operating Budget

Unaccommodated Items funded by Operating Budget Only

Department: TES ENGINEERING, CONSTRUCTION INSPECTION AND VARIOUS CONSTRUCTION PROGRAMS

<u>Item #</u>	<u>Description</u>	<u>Amount</u>	<u>Comments</u>	<u>Strategic Plan Connection (if applicable)</u>	<u>Work Plan Connection (if applicable)</u>
1	Construction Road & Drainage Improvement Program (722.xxx.xxx)	\$ 194,000	Annual budget portion only (also see capital budget). Return to 2011 funding level of \$2.5M from Operating. Total Road Improvement was \$6.5M plus 2013 Asset Management Plan recommended 4% increase per year see separate documentation	existing infrastructure sustainability	y
2	Building Improvement Program including TES, PRCS, Parking Budget and Fire Services - Building Reserve (356's) and Operating (.180,177, & 417)			existing infrastructure sustainability	
3	Construction Program Storm Sewer - Spot repairs (725.xxx.xxx)	\$ 90,000	Currently none is undertaken. Emergency repairs funded by Sanitary Improvement Account Wastewater budget or in rare circumstance by ditching or small dia. culvert account.	existing infrastructure sustainability	y
4	Construction Program Storm Sewer - TV Inspection (725.xxx.xxx)	\$ 60,000	Currently none is undertaken. Some sections reaching end of life expectancy. Emergencies funded by Sanitary Improvement Program Wastewater Budget.	existing infrastructure sustainability	y
5	Engineering 715.115.417 or Water Budget (520.000.505)	\$ 75,000	Water loss reduction study and recommendations for future implementation. Potential increased Revenue (Water and sewer surcharge) equal \$460,000 / yr if 1% of volume purchased from Region is recovered. Current total losses is	existing infrastructure sustainability	y
6	Construction Program Storm Sewer - Reaming (725.xxx.xxx)	\$ 25,000	>16%. 5% to 7% may be Real losses which are Currently none is undertaken. Emergencies funded by Sanitary Improvement Program of Wastewater Budget.	existing infrastructure sustainability	y
7	Construction Program Sidewalk Rehab (720.100.xxx)	\$ 75,000	2015 shortfall equal 200 sq metre plus 200 m of block to block, assume constant rate of sidewalk degradation	existing infrastructure sustainability	y
8	Construction Program Bridge & Lrg. Culvert (721.9xx.xxx)	\$ 5,000	Annual budget portion only (also see capital budget), no increase in 5 years.	existing infrastructure sustainability	y
9	Engineering 715.115.401 Conferences or 715.115.402 Training	\$ 7,700	Technical or specialized training as staff are generalists and therefore should experience training in several technical fields per year		

City of St. Catharines
 2016 Operating Budget
 Unaccommodated Items funded by Operating Budget Only
 Department: CITYWIDE FACILITIES

	Priority	Description / Facility Name	Budget Amount		Comments	Strategic Plan Connection (if applicable)	Work Plan Connection (if applicable)
	1	Kiwanis Aquatics Centre	\$ 10,000		Pool Deck Load Capacity review	X	X
	2	Montebello Park	\$ 20,000		Pavilion handrail replacement	X	X
	3	St. Catharines Municipal Golf Course	\$ 20,000		Clubhouse - Replace RTU and Exhaust fans	X	X
	4	Lake Street Service Centre	\$ 80,000		Remove old fuel system and replace with new	X	X
	5	Lake Street Service Centre	\$ 5,000		Stores Loading dock leveler	X	X
	6	Victoria Lawn Cemetery	\$ 25,000		Lunch Building - Install Emergency Lighting	X	X
	7	Fairview Golf Course	\$ 40,000		Demolition of existing clubhouse	X	
	8	Lester B. Pearson Park	\$ 10,000		KAC - AHU-1 - Panel Upgrades	X	X
	9	Montebello Park	\$ 25,000		Pavilion Floor repairs and painting		X
	10	Merritton Arena	\$ 35,000		Refrigeration Unit Compressor major maintenance		X
	11	Seymour Hannah	\$ 30,000		Paint and clean exterior steel		X
	12	Robertson School	\$ 10,000		Replace sewer to the street - Main Building	X	X
	13	Morning Star Mill	\$ 35,000		Grist Mill - extend Natural Gas Service and replace oil furnace	X	X
	14	Happy Rolphs Bird Sanctuary	\$ 10,000		Painting of Pavilion	X	X
	15	Robertson School	\$ 10,000		Exterior steel stairs rails require pickets - Main	X	X
	16	Robertson School	\$ 20,000		Replace all handrails (no pickets) - Main	X	X
	17	General Consulting	\$ 50,000		Energy audits	X	X
	18	General Consulting	\$ 5,000		Fall Arrest Inspections	X	X
	19	General Consulting	\$ 10,000		Misc. Building studies	X	X
	20	Lake Street Service Centre	\$ 50,000		Replace deficient windows	X	X
	21	Municipal Beach	\$ 15,000		Dock ramp structural assessment and regulatory approvals	X	X
	22	Port Weller CC Centre	\$ 20,000		Replace deficient windows	X	X
	23	City Hall	\$ 75,000		Update flooring, ceiling and paint on 3rd floor	X	X

City of St. Catharines
 2016 Operating Budget
 Unaccommodated Items funded by Operating Budget Only
 Department: CITYWIDE FACILITIES

	Priority	Description / Facility Name	Budget Amount		Comments	Strategic Plan Connection (if applicable)	Work Plan Connection (if applicable)
	24	Victoria Lawn Cemetery	\$ 10,000		Service Yard - security upgrade (motion detectors) & Dumont connection		
	25	Seymour Hannah	\$ 10,000		Raise Heaters in Rink one viewing	X	X
	26	Merritton Arena	\$ 60,000		Alumasorb Ceiling	X	X
	27	Robertson School	\$ 30,000		Repair/repaint walls / ceilings - Annex	X	X
	28	Kiwanis Field	\$ 50,000		Upgrade security-phase 3 Turf Field	X	X
	29	City Hall	\$ 10,000		Reno to IT and data centre - Design	X	
	30	Seymour Hannah	\$ 30,000		Skate Board Park - Repaint and Repair	X	X
	31	Firehall #3 - Pelham Rd	\$ 2,000		Paint Bay Doors	X	X
	32	Fire Hall #5	\$ 2,000		Paint Bay Doors	X	X
	33	Firehall #2 - Linwell Rd	\$ 2,000		Paint Bay Doors	X	X
	34	Firehall #3 - Pelham Rd	\$ 15,000		Repaint Station	X	X
	35	Fire Hall #6 - Scott	\$ 25,000		Repaint Station	X	X
	36	Fire Hall #5	\$ 25,000		Repaint Station	X	X
	37	Firehall #2 - Linwell Rd	\$ 5,000		Repaint Station	X	X
	38	City Hall	\$ 20,000		Floor receptacles - Meeting Rooms	X	X
	39	St. Catharines Museum	\$ 20,000		Misc. Painting		X
	40	Lake Street Service Centre	\$ 5,000		Install Wi-Fi		X

City of St. Catharines
 2016 Operating Budget
 Unaccommodate Items
 Department: Parks, Recreation and Culture Services

<u>Item #</u>	<u>Description</u>	<u>Amount</u>	<u>Comments</u>	<u>Strategic Plan Connection (if applicable)</u>	<u>Work Plan Connection (if applicable)</u>	<u>Account</u>	<u>Notes</u>
1	Forestry - EAB Removals & Stumping	\$ 2,200,000	Report: PRCS-202-2015	Yes	Yes	750.205.xxx	
2	Forestry - EAB Reinstatements	\$ 250,000	Report: PRCS-202-2015	Yes	Yes	750.205.xxx	
3	Meridian Centre: vent-less fryer install in the Club Loiumg, Suite pantry: Phase 1 of 2	\$ 25,000	Justification provided		Yes	750.625.xxx	
4	Recreation Master Plan Implementation	TBD	TBD pending Staff implementation and RFPMPI Committee Recommendations	Yes	Yes	TBD + Capital	Can lead with amount to ensure initiatives in 2016 once determined and approved have funding earmarked, however amounts required are unknown at this time; alternatively can utilize 2016 as a planning year to bring forward all financial requests resulting from that planning for the 2017 budget.
5	Culture Plan Implementation	TBD	TBD pending Cultural Sustainability Committee recommendations	Yes	Yes	750.512.135	Can lead with amount to ensure initiatives in 2016 once determined and approved have funding earmarked, however amounts required are unknown at this time; alternatively can utilize 2016 as a planning year to bring forward all financial requests resulting from that planning for the 2017 budget.
6	Cultural Investment Program increase	\$ 150,000	Justification provided	Yes	Yes	750.511.135	Under task force review per Council

Facility	Reduction Scenario	Annual Projected Operating Savings	Impact	Rank
Older Adult Centres - decrease operating hours, closing one day a week				
Port Dalhousie OAC	Only open 4 days per week; no further reductions proposed		Evening programs are predominantly held for younger members; will impact overall participation numbers	C
West OAC	Close 1 hour earlier each day	\$3,866	Will significantly affect this centre's ability to attract more members	D
West OAC	Close Fridays	\$6,478	Evening programs are predominantly held for younger members; will impact overall participation numbers	C
Dunlop OAC	Close 1 hour earlier each day	\$3,866	Will significantly affect this centre's ability to attract more members	D
Dunlop OAC	Close Fridays	\$6,478		
Awards Programs - recognition every second year				
Trillium Awards	Reduce scope by half	\$7,000	Long standing event; can adjust to still acknowledge community	B
Sports Hall of Fame	Every other year		Currently on unaccommodated for 2016; Would request in 2017 and provide a savings in 2018.	
Pool closure Port Dalhousie				
Port Dalhousie Pool	Close for 2016	\$80,000	Similar to Burgoyne Woods Operations; loss of approx. \$18000 in revenue incl in this calc.; YMCA Camps will be impacted; cannot be accommodated in other outdoor pools.	D

Port Dalhousie Pool	Open 2 weeks later (July 1, 2016); same date as other pools; recommended.	Pools would open when the rest of the pools are scheduled to open. Impact to patron experience is minimal. In 2015, we served only 174 swimmers during this same period (avg of 7-8 swimmers per day)	\$8,924	A
Arena Utilities				
All Arena utilities	Reduce utilities by \$125,000 based on previous years actuals; this would still provide a \$34,475 increase over 2015 budget, expenditures currently trending below or at budget.	None - if SMH project gets approved plant will shut down for 3 months - cautious because will need back in 2017	\$125,000	A
Reduction of student/casual hours by an additional 2 weeks				
Parks, Cemeteries, Forestry & Horticulture students/casuals	Reduction of the equivalent of 5 full time staff at 40 hours per week, already reduced by this much in 2015.	Cannot sustain current service level; specific impacts outlined separately	\$160,000	D
Green Committee				
	Recommend leaving until further conversations can take place with Committee reps. Has already been reduced from \$38K to \$20K through budget development.			
Parks Special Projects				
Annual estimate of requested funding attached (per unaccommodated request)		Removal of existing equipment may be required if not replaced; health & safety and general deterioration; amenities may not provide the intended use for the community.	\$145,000	
Festival support - costs not funded from the Civic Project fund				
Grape & Wine	Charge back existing Grape & Wine Parade, etc. work that is provided outside of the \$50,000 + in kind work agreement; contract is currently being negotiated.	Requires negotiation; community events may suffer and associated economic benefit may not be realized.	up to \$35,000	D

Grape & Wine	Reconsider/negotiate a reduction to base funding amount of \$50,000 + \$7300 in kind work within contract that expired in 2015; contract is currently being negotiated.	up to \$25000 if base amount is reduced by half	Requires negotiation; community events may suffer and associated economic benefit may not be realized.	D
Folk Arts Festival	Reconsider/negotiate a reduction to base funding amount of \$41,000 (included Council approved increase of \$15,000 in 2015) + 4300 in kind work within contract that expired in 2015; contract is currently being negotiated. Previously funded in part from Civic Project fund; full amount is now budgeted in operating only.	up to \$20500 if base amount is reduced by half	Requires negotiation; community events may suffer and associated economic benefit may not be realized.	D
Festivals & Events Program	Reduced from 28,900 to 13500 from 2015 to 2106 to accommodate the Council directed Folk Arts increase of \$15000. Eliminate the remaining amount; or transfer to the Civic Project Fund for Cultural Investment Program.	\$0-\$15,000	Events supported in 2015 include: Classic Car Show (3000), In the Soil Festival (8500), NIFF (5000), Strutt (8500), Niagara Veg Fest (3900); there will already be a reduction of funding to these events as a result of the budget development reductions; community events may suffer and associated economic benefits may not be realized.	D
Christmas Lighting - reduce service				
Can reduce to \$15,000		\$15,000	Will be implementing in 2015	A
Municipal Golf Course Closure				
Close for 1 year / maintain as passive park		\$80,000	Conservative estimate; needs further analysis	D
GCA Complex - closure				
Garden City Arena - full closure*		\$565,000	Would result in the City defaulting on multiple ice contracts; inability to accommodate all users; user groups may fold	D
Garden City Arena - May 1 closure*		\$405,000	Would result in the Falcons playoffs being moved to SH or Meridian Centre; inability to accommodate all users; user groups may fold	D
BBA - summer closure*		\$46,752	Would move dry floor to Garden City	B
<i>*these scenarios only work if the other is not implemented</i>				
Museum reduction of hours				
Museum	Open 1 hour later (10:00am)	\$6,468	Minimal impact to general public; may impact group / school visits and tourism.	A

Museum	Close on Mondays	Impact public experience to Seaway viewing platforms as access to public washroom is \$24,055 through the facility.	D
Other - new scenarios			
Kiwanis Aquatic Centre	Close 30 minutes earlier (10:00pm) Close 1 hour earlier (7:00pm) or shift operating hours to accommodate this reduction	No registered programming at this time, only \$6,899 recreational swimmers	A
Carousel		\$4,163 Already closed 1 hour earlier in 2015	D

City of St. Catharines
2016 Operating Budget
Unaccommodated Items
Department: Planning and Building Services

<u>Item #</u>	<u>Description</u>	<u>Amount</u>	<u>Comments</u>	<u>Strategic Plan Connection (if applicable)</u>	<u>Work Plan Connection (if applicable)</u>
1	Customer Service Training	\$ 15,000	This was budgeted in 2015 (in HR Training Budget, but removed by Council)	Social Sustainability Pillar	Departmental - Customer Service Initiatives
2	CIP - Advertising	\$10,000	This was budgeted in 2015 but removed	Economic Sustainability Pillar	Planning Services - 2016 Work Plan Referral
3	GM Lands Comprehensive Study	\$35,152	This has been partially budgeted in 2016. The amount of \$35,152 represents additional monies which will be required.	Economic Sustainability Pillar	Planning Services - 2016 Work Plan Referral



Budget Standing Committee Staff Complement February 3, 2016

Staff Request for 2016

In planning for 2016 and beyond a number of departments within the Corporation identified the need for additional staff resources. Given the current budget pressures, staff has deferred these requests to a future budget year. Recognizing that Council's direction and the Budget Standing Committee's goal is to focus on long-term financial planning and multi-year budgeting, the staff requests have been provided in Appendix 1. The 2016 budget includes no increases to the staff complement.

Reorganization of Departments

The consolidation of Transportation and Environment Services and Parks, Recreation and Culture Services provides greater opportunities to improve the effectiveness and efficiency of programs and activities delivered through our field operations whether they are planned or event response based. Centralization of program management, workforce and resources is considered a best practice at this scale of operation.

As Council approved changes to the job classification and salary range by-law, senior management has been given the authority to make adjustments to staff complement that does not add to the number of employees but instead moves resources to where they are needed. . Any changes and modifications comply with the Council-approved staff complement and the overall amount budgeted for salaries.

Department	2015	Staff Adjustments	2016
Mayor	1		1
Chief Administrative Officer	9	1	10
Legal and Clerks Services	14		14
Planning and Building Services	42		42
Fire and Emergency Management	166		166
Economic Development and Tourism	8		8
Transportation and Environmental Services	195	(11)	184
Parks, Recreation and Culture Services	108	11	119
Financial Management Services	44		44
Corporate Support Services	30	(1)	29
Total	617		617

The chart demonstrates the movement of the accessibility coordinator from Corporate Support Services to the CAO's office, as well as forestry operations from TES to PRCS as part of the consolidation.

Position Title	Total Annual Budget Impact	Details of Staff Role and Requirement
TES		
Supervisor Inspectors	\$130,000	To supervise four (4) construction inspectors and co-op students. Coordinate inspection requirements for in-house and consultant project managed construction. Assistance with the implementation of Asset Management Plan. This would free Design and Construction Engineers from non-P.Eng related duties to undertake asset management and systematic infrastructure investigations.
Project Supervisor	\$115,000	Undertake the design, construction administration and project management of assigned in-house and consultant projects. Reduce backlog of untendered construction programs and to free Design and Construction Engineers to undertake Asset Management and systematic infrastructure investigations.
Environmental Clerk	\$55,000	This position will provide administrative support to the Environmental Services Department. This position will assist the City to meet the requirements under the Environmental Protection Act & Safe Drinking Water Act and will improve efficiency by freeing up technical staff's time, improve customer service through work order tracking and reporting
Facilities Technologist	\$100,000	Assist in the planning, budgeting, designing, cost estimation and construction administration of rehabilitation, preventive maintenance and new construction for various facilities. Serve as lead role in the monitoring and operation of the City wide BAS (Building Automation System) that controls HVAC, lighting and energy management. Manage energy efficiency upgrades and initiative to accomplish Council approved energy reduction targets identified in the 5 year Energy Management plan as mandated by the Green Energy Act O.Reg 397//11.
Transportation Technician	\$100,000	To deal with managing implementation of traffic related work plan for area, Transportation Master Plan and other related studies and reports
CAO		
Corporate Communications Officer	\$75,000	Note: This was a part-time position requested as a full-time position. Prepare content (written, video & photos) for City's electronic communication channels and newsletters. This position will assist Communication to work proactively with departments to ensure City information, project, initiatives are communicated accurately, clearly and in a timely manner.
Receptionist/Clerk	\$	This position is currently a contract position with a request to make it full-time. Will perform reception and clerical duties for the Office of the Mayor & CAO as well as City Council. Research background information, literature and complaints.
Business Information Officer - EDTS	\$90,000	This position is currently a contract position with request to full-time. Provides start up consultations and seminar presentations, as well as information regarding programs and services available at Centre, and responds to client inquiries. Represents and promotes the SBEC to increase public awareness of available services. Provides Skype consultation services to other regional area service partners as per the agreement with the Ministry. This position is joint funded by the City and Province as part of the core service contract with the Ministry of Economic Development and Trade. As per Council's Strategic Plan, this position assists in the attraction of public and private investment, supports local businesses and provides excellent customer service to demonstrate we are open for business.

	Grants Coordinator	\$62,000	New Position - Temp - Non Union - To source, inventory, plan and lead the coordination of all external funding opportunities with staff and community representatives to acquire additional funding for initiatives aligned to strategic plans and annual work plans. To develop, submit and follow up on the applications and to create grant application development best practices. It is anticipated that this position will acquire funding that would exceed the salary; as well as develop systems and tools to utilize on a go forward basis.
FEMS			
	Communicator - Probationary	\$60,000	
CSS			
	Business Analyst - IT	\$110,000	Under direction of IT Applications Manager, this position will decrease the gap between business needs and the current IT applications by better defining the user requirements and finding the most suitable technology for those requirements. With many applications reaching end of life, the need for researching and finding new application will become more crucial. New position will increase efficiencies and introduce new saving to the City by consolidating the needs of different City departments to facilitate the implementation of enterprise-wide applications that would suit corporate needs rather than implementing individual applications for single department use.
	Human Resources Rep.	\$80,000	Reporting to the HR Manager, this position is responsible for providing a variety of administrative and clerical functions dealing with routine WSIB, short-term disability and long-term disability cases. This position would free up the health and safety consultant presently busy with administrative work to devote 100% of time to providing subject matter expertise to the organization.
	Network Security Administrator - IT	\$110,000	The Network Security Administrator will be responsible for insuring the security of the Corporation's network from threats originating from inside and outside the organization. They will write and enforce network security policies, perform frequent audits, ensure security policies are up-to-date and take corrective steps where there are breaches. Protect the network from malicious entities such as hackers, viruses and spyware. Organizations face an increased number of threats from hackers and malware, having someone employed to ensure network security has never been more important. Since the Corporation deals with sensitive data of it's citizens and organizations it works with, it is imperative to have privacy and security for the data.
	Project Manager - IT	\$110,000	The Project Manager is expected to be responsible for managing the Project Portfolio while being mindfull of the overall strategic direction for the City. This position will not only ensure that future projects are run in a structured manner that will foster accountability and ownership but will also better utilize the knowledge, experience and skill of existing staff. This position will plan projects by defining the scope, creating a detailed work plan, develop a schedule and determinine required resources. It will set benchmarks when the project starts to determine the objectives and measures upon which the project will be evaluated at its completion.
	Helpdesk Supervisor/Trainer - IT	\$90,000	This position is responsible for ensuring an outstanding level of customer service by providing direct IT support and training to end-users by supervising the Help Desk and managing the technical support staff. Gather and analyze metrics to benchmark the help desk workload/performance, train help desk staff on operational procedures and troubleshooting techniques, provide training on new hardware and/or software applications as requested for the end-users. It will ensure help desk ticketing software is maintained and updated, and generate training curriculum for the Corporation.

LCS

City Solicitor I/Law Clerk		Currently there is limited capacity for cross training, development or succession planning. Adding a Law Clerk/Assistant City Solicitor I (ACSI) position will allow for more appropriate distribution of prosecutions and other duties. There has been an expressed interest by Fire and Emergency Management Service and Building Services to increase the level of enforcement of the Fire and Building Codes. In order to accommodate this increase in prosecutions, additional staff is required.
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PRCS

Pool Supervisor	\$105,000	Required to meet TSSA requirements as well as ensure all pool health regulations are met. Existing facility Supervisor position needs to be increased by 1.
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