

**Report from** Financial Management Services, Director

**Date of Report:** November 23, 2016

**Date of Meeting:** November 28, 2016

**Report Number:** FMS-B022-2016

**File:** 10.57.12

**Subject:** Draft 2017 City Departmental Expenditure Budget

## Recommendation

That the Budget Standing Committee (BSC) receive the Draft 2017 City Departmental Expenditure Budget for information purposes.

## Background

On June 20, 2016, the BSC approved a motion that set the budget guidance at 2% and provided additional directions to staff which is detailed in the table, below.

Recommendation	Comments
That the Budget Standing Committee receive the multi-year forecasts for information purposes.	Report to BSC scheduled for January 2017
That the Budget Standing Committee support the continuation of the current City practice of zero line-item budgeting.	Draft Budget prepared on this basis
That the Budget Standing Committee approve, in principle, staff's efforts to move toward a service level budgeting method following additional review and a plan of how to achieve this new budgeting method for future budget cycles.	Report to BSC scheduled for Q2 2017
That the expenditure increase be 2% as guidance to the draft expenditure budget.	Draft Budget prepared on this basis
That the Budget Standing Committee direct staff to provide the Committee with the actuals for 2012 to 2015 and the 2016 budget, including graphs of the trend lines.	Appendix 2
That the Budget Standing Committee direct staff to report on revenue projections.	Listed on the BSC work plan for January 2017

## Report

Attached is the 2017 draft departmental expenditure budgets prepared by staff. Those budgets do not include outside boards and commissions.

The BSC guidance of 2% was achieved as follows:

<b>Expenditure</b>	<b>Amount</b>	<b>Percentage</b>
Base Budget Increase	\$1,468,043	1.59%
Non-discretionary/committed items	\$231,259	0.25%
Reserves allocation	\$151,549	0.16%
<b>Subtotal</b>	<b><u>\$1,850,851</u></b>	<b><u>2.00%</u></b>
Requested Additional Expenditures		
Reserves allocation	\$293,451	0.32%
Other expenses	\$509,211	0.55%
<b>Total</b>	<b><u>\$2,653,513</u></b>	<b><u>2.87%</u></b>

The expenditures included within the 2% increase maintain staff levels and keep with the direction of the BSC. In addition, staff is requesting that BSC consider an amount which exceeds guidance by \$802,662 or by 0.87% as it reflects a more fiscally responsible, sustainable budget. The details of these additional expenditures are further explained in the significant changes document in Appendix 1.

## Financial Implications

There are no financial implications involved with the BSC receiving the Draft 2017 City Departmental Expenditure Budget for consideration. This allows the Budget Standing Committee to continue budget deliberations and provide a recommendation to Council when the review has been completed.

### Prepared by:

Maggie Riopelle, Executive Research Assistant,  
Commission of Corporate Services

### Submitted by:

Kristine Douglas, Director of Financial Management Services

### Approved by:

Shelley Chemnitz, Commissioner of Corporate Services

## City of St Catharines

## 2017 Operating Budget - Expenditures by Departments

	2017 Budget	2016 Budget	\$ Change 2016 Budget	% Change 2016 Budget
Office of Mayor and Members of Council	904,557	668,348	236,209	35.34%
Grants and Committees	10,000	10,000	0	0.00%
<b>City Departments</b>				
CAO	1,235,970	1,221,506	14,464	1.18%
Legal Services and Clerks	2,646,315	2,600,494	45,821	1.76%
Planning and Building Services	3,819,656	3,819,656	0	0.00%
Fire Services	24,679,001	24,197,713	481,288	1.99%
Economic Development & Tourism Services	968,797	940,908	27,889	2.96%
<b>Operations Commission</b>				
Transportation & Environmental Services	18,822,954	18,262,483	560,471	3.07%
Parks, Recreation and Culture Services	17,057,894	16,890,115	167,779	0.99%
First Ontario Performing Arts Centre	1,662,192	1,263,432	398,760	31.56%
<b>Corporate Services Commission</b>				
Financial Management Services	4,103,747	4,081,892	21,855	0.54%
Corporate Support Services	5,256,999	5,183,761	73,238	1.41%
Contribution to Capital	1,566,000	1,400,000	166,000	11.86%
Total City Departments	82,734,082	80,540,308	2,193,774	2.72%
Debt Repayment	12,461,990	12,002,251	459,739	3.83%
Total City Expenditures	95,196,072	92,542,559	2,653,513	2.87%

**City of St. Catharines****2017 Operating Budget****Significant Changes from 2016 Expenditure Budget**

<b>Changes</b>	<b>Amount</b>	<b>Oper Bud %</b>
<b><u>Expenditures:</u></b>		
<b>Base Budget Increase</b>	1,468,043	1.59%
- includes negotiated settlements plus Fire Services estimate		
	1,468,043	1.59%
<b>Non-discretionary/Committed items</b>		
Canine/Humane Control contract	111,357	0.12%
Natural Gas - carbon tax	70,000	0.08%
Fire - Firehouse software	30,936	0.03%
Council - Conferences-3 additional Councilors	13,966	0.02%
LCS-Council webstreaming annual fee	5,000	0.01%
<b>Subtotal</b>	231,259	0.25%
<b>Base Budget increase with non-discretionary/committed items:</b>	1,699,302	1.84%
<b>Infrastructure Maintenance/Improvements</b>		
Operations Equipment Allocation	101,549	0.11%
Building Improvement Reserve Allocation	50,000	0.05%
<b>Subtotal</b>	151,549	0.16%
<b>Base Budget increase with non-discretionary/committed items and reserve allocations to meet guidance:</b>	1,850,851	2.00%
<b>Infrastructure Maintenance/Improvements to address Corporate needs:</b>		
Operations Equipment Allocation	243,451	0.26%
Building Improvement Reserve Allocation	50,000	0.05%
<b>Subtotal</b>	293,451	0.32%
	2,144,302	2.32%
<b>Other Increases:</b>		
Council - Internal Auditor	222,000	0.24%
TES StreetLighting - pole condition replacement	100,000	0.11%
PBS - Project Management Contract - partial year	53,611	0.06%
PBS - Multi Municipal Inspection Solution software licences	31,000	0.03%
TES Geomatics - survey grade GPS replacement	25,000	0.03%
HR - recruitment advertising	18,000	0.02%
TES City Hall - Painting	15,000	0.02%
TES City Hall - chairs for Burgoyne Woods Room	14,000	0.02%
TES-Building repair studies-Energy Audit	10,000	0.01%
TES equipment maintenance-router, scanners	8,000	0.01%
Fire Services - Emergency Planning - EOC	7,600	0.01%
LCS-Council - closed captioning	5,000	0.01%
<b>Subtotal Other Items</b>	509,211	0.55%
<b>Expenditure Increase</b>	2,653,513	2.87%

# City of St Catharines

## 2017 Operating Budget - Expenditures by Departments

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Office of Mayor and Members of Council	904,557	668,348	694,766	608,590	670,661
Grants and Committees	10,000	10,000	5,755	8,808	8,856
<b>City Departments</b>					
CAO	1,235,970	1,221,506	1,112,794	1,122,716	918,502
Legal Services and Clerks	2,646,315	2,600,494	2,548,298	2,935,774	2,714,220
Planning and Building Services	3,819,656	3,819,656	3,371,885	4,213,755	4,285,125
Fire Services	24,679,001	24,197,713	23,435,544	22,436,757	21,174,472
Economic Development & Tourism Services	968,797	940,908	801,873	955,504	997,494
<b>Operations Commission</b>					
Transportation & Environmental Services	18,822,954	18,262,483	18,622,376	17,973,276	17,043,757
Parks, Recreation and Culture Services	17,057,894	16,890,115	16,850,765	17,320,012	16,432,344
First Ontario Performing Arts Centre	1,662,192	1,263,432	686,911	593,618	396,526
<b>Corporate Services Commission</b>					
Financial Management Services	4,103,747	4,081,892	4,057,285	3,943,224	4,783,482
Corporate Support Services	5,256,999	5,183,761	5,090,987	4,541,105	4,354,526
Contribution to Capital	1,566,000	1,400,000	1,396,000	1,333,000	1,265,000
Total City Departments	82,734,082	80,540,308	78,675,239	77,986,139	75,044,965
Debt Repayment	12,461,990	12,002,251	10,489,742	9,737,442	9,629,567
Total City Expenditures	95,196,072	92,542,559	89,164,981	87,723,581	84,674,532

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Office of Mayor and Members of Council					
Office of the Mayor	307,447	299,570	269,696	235,185	256,194
City Council	254,932	249,020	249,464	233,201	234,809
Other Council Expenses	298,411	68,102	47,876	59,466	65,632
General City Memberships	28,400	28,194	27,364	25,656	24,642
Council Messages	4,905	5,500	4,916	9,084	9,739
Council Plans/Studies	2,500	10,000	26,868	-20,000	10,000
Civic Receptions	7,962	7,962	54,582	51,998	50,483
Civic Celebrations	0	0	14,000	14,000	19,162
<b>Total Office of Mayor and Members of Council</b>	<b>904,557</b>	<b>668,348</b>	<b>694,766</b>	<b>608,590</b>	<b>670,661</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Grants and Committees					
Grants	0	0	0	0	0
Humane Society Contribution	0	0	0	0	0
Mayor's Advisory Comm for Youth	2,000	2,000	0	1,406	2,025
Mayor's Accessibility Committee	3,000	3,000	976	3,020	2,219
Clean City Committee	5,000	5,000	4,779	4,382	4,612
<b>Total Grants and Committees</b>	<b>10,000</b>	<b>10,000</b>	<b>5,755</b>	<b>8,808</b>	<b>8,856</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
CAO					
CAO's Office	659,359	653,038	665,981	640,584	443,243
Communications	341,658	325,945	239,479	247,961	236,616
Print Centre	234,953	242,523	207,334	234,171	238,643
<b>Total CAO</b>	<b>1,235,970</b>	<b>1,221,506</b>	<b>1,112,794</b>	<b>1,122,716</b>	<b>918,502</b>



**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Legal Services and Clerks Department					
Legal Services	796,237	822,893	807,250	818,927	750,335
City Clerks	323,398	371,821	332,269	369,951	525,853
Elections	5,000	16,661	14,368	337,144	54,356
Licences general	262,577	256,125	254,121	242,094	238,990
Canine/Humane Control	591,115	511,574	501,036	490,214	492,279
School Crossing Guards	667,988	621,420	639,254	677,444	652,407
<b>Total Legal Services and Clerks Department</b>	<b>2,646,315</b>	<b>2,600,494</b>	<b>2,548,298</b>	<b>2,935,774</b>	<b>2,714,220</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Planning and Building Services					
Planning	736,054	775,236	531,831	1,162,710	1,397,830
PBS Administration	625,137	600,424	568,779	0	0
Committee of Adjustment	-21,452	2,009	-50,719	-23,902	35,316
Community Improvement Plan	204,197	200,634	198,301	998,017	775,077
Heritage Committee	8,000	9,000	10,442	4,656	4,955
Building and Plumbing	1,647,629	1,612,992	1,526,565	1,452,956	1,429,930
Property Standards	486,850	490,662	461,231	493,976	519,722
Zoning	133,241	128,699	125,455	125,342	122,245
<b>Total Planning and Building Services</b>	<b>3,819,656</b>	<b>3,819,656</b>	<b>3,371,885</b>	<b>4,213,755</b>	<b>4,285,125</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Fire Services					
Fire Services	24,664,441	24,190,753	23,430,956	22,432,471	21,169,921
Emergency Planning	14,560	6,960	4,588	4,286	4,551
<b>Total Fire Services</b>	<b>24,679,001</b>	<b>24,197,713</b>	<b>23,435,544</b>	<b>22,436,757</b>	<b>21,174,472</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Economic Development & Tourism					
Economic Development	632,206	605,235	469,728	592,377	606,880
Enterprise Centre	74,625	74,418	70,872	56,497	62,583
Tourism Promotion	261,966	261,255	261,273	306,630	328,031
Physician Recruitment	0	0	0	0	0
<b>Total Economic Development &amp; Tourism</b>	<b>968,797</b>	<b>940,908</b>	<b>801,873</b>	<b>955,504</b>	<b>997,494</b>

**City of St Catharines**
**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Transportation & Environmental Services					
Stores	320,674	319,742	307,158	298,759	306,877
Equipment Maintenance	848,159	714,333	719,222	681,044	602,608
Building Maintenance	440,626	430,160	445,682	412,469	427,386
Building Repairs	1,003,729	960,124	972,325	900,128	905,656
Building Repair Projects	0	0	0	0	0
City Hall	680,068	631,781	539,386	570,879	521,768
Lake St Service Centre	500,346	512,660	474,550	455,208	494,994
136 St Paul St	0	0	0	0	0
6-8 Academy St	36,275	35,128	29,861	31,786	27,360
85 Church St	0	0	0	0	0
Courthouse	89,636	80,414	71,044	74,676	71,318
350 Niagara St	59,800	65,537	58,081	50,783	23,389
Other Historical Properties	8,503	41,593	11,176	10,296	-781
Sundry City Properties	15,945	20,950	14,552	52,845	15,347
Utility and Safety	86,609	84,550	81,144	80,819	79,088
Street lighting	2,353,000	2,305,000	2,612,942	2,463,247	2,408,807
Sidewalk Maintenance	351,739	346,482	344,251	486,492	378,738
Sidewalk Replacement	350,000	350,000	394,999	50,346	301,062
Sidewalk Overhead	184,803	201,591	218,461	175,732	209,545
TES Administration	790,424	749,314	718,843	530,641	396,947
Roadways General	1,084,572	1,053,889	1,025,005	1,044,701	880,461
Bridges and Culverts	125,000	125,000	98,880	-116,185	123,434
Road Improvement Program	2,306,000	2,306,000	2,246,178	2,041,070	2,280,714
Roads Overhead	2,309,345	2,144,409	2,036,635	2,054,468	1,765,678
Winter Control	1,580,190	1,569,143	1,876,301	2,237,993	1,700,940
Winter Control Overhead	541,605	477,346	582,017	659,518	578,323
Street Cleaning	355,529	349,925	365,113	350,810	319,102
Street Cleaning Overhead	143,947	151,896	152,845	117,766	126,097
Drainage General	164,130	162,107	209,735	226,689	153,113
Driveway and Culverts	0	0	-3,696	-8,294	-7,676
Watercourse Cleaning	104,928	54,049	85,830	67,027	29,145
Drainage Overhead	407,338	418,626	414,511	366,454	342,986
Safety Signals	238,477	235,149	201,600	199,600	213,876
Signals	253,500	240,500	429,848	425,970	421,573
Street and Sundry Signs	40,612	40,159	24,219	43,870	20,754
Traffic Control Administration	318,942	312,379	235,067	238,331	230,406
Railway Crossings	27,000	27,000	20,778	20,975	21,324

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department,Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Services Rendered	0	0	3,292	5,820	-414
Miscellaneous Recoverable	0	0	-2,299	-8,126	5,987
Meeting and Training	205,810	202,493	182,789	205,021	186,834
Other Public Work Overhead	238,593	265,048	228,588	250,787	255,386
Environmental Monitoring	257,100	278,006	195,463	222,861	225,605
<b>Total Transportation &amp; Environmental Services</b>	<b>18,822,954</b>	<b>18,262,483</b>	<b>18,622,376</b>	<b>17,973,276</b>	<b>17,043,757</b>

**City of St Catharines**
**2017 Operating Budget - Expenditures by Department,Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Parks,Recreation and Culture Services					
Cemetery	369,204	306,531	341,179	288,337	179,675
Port Dalhousie Seniors Centre	31,237	31,178	31,746	29,160	20,109
Dunlop Drive Seniors Centre	32,768	58,086	44,471	49,123	45,306
West St Catharines Senior Centre	37,297	36,835	32,796	29,565	29,827
Merritton Senior Centre	0	27,584	21,240	24,814	20,095
Administration	1,240,022	1,250,782	1,088,010	1,081,399	1,090,237
Trees - General	2,089,240	2,123,336	1,934,416	1,861,126	1,943,266
Tree planting/Horticulture	2,089,471	2,033,063	2,003,648	2,404,357	2,189,637
Parks Division Overhead	1,225,724	1,263,518	1,270,688	1,080,724	1,105,259
Parks Operations	2,076,300	2,015,313	1,977,429	1,944,308	2,049,321
Passive Parks Maintenance	465,484	460,523	434,037	398,370	415,066
Kiwanis Sport Field	40,320	31,496	35,290	32,041	16,743
Parks Maintenance	275,850	266,350	286,555	293,478	368,586
Happy Rolph's Bird Sanctuary	186,240	163,800	201,223	196,433	233,135
Equipment Acquisitions	250,000	145,000	145,000	125,000	80,000
Equipment Maintenance	14,916	19,663	18,087	18,481	17,968
Equipment Operation Surplus	-280,000	-280,000	-250,000	-262,657	-196,462
Recreation Overhead	951,086	784,896	713,080	552,536	527,259
Special Events	43,781	46,959	34,956	41,693	38,445
SCCIP	0	0	0	0	0
Culture	236,873	247,952	223,455	246,190	240,410
Swimming Pools and Beaches	441,904	424,879	290,148	562,432	563,665
Kiwanis Aquatic Centre	1,622,557	1,741,873	1,591,634	1,620,825	1,466,122
Queen Elizabeth Centre	2,520	11,620	5,600	3,948	3,897
Port Weller Centre	51,471	71,022	49,516	51,012	116,433
Russell Ave Community Centre	79,442	55,215	122,425	86,129	86,599
Skate board park	1,500	500	1,912	215	2,790
Carousel	90,991	134,228	129,368	124,648	117,737
Port Dalhousie Harbour	-50,724	-63,576	-61,133	-132,623	-21,508
Harriet Tubman Programming	9,339	0	0	0	0
Garden City Arena Operations	677,339	767,168	728,262	1,092,299	1,103,081
Bill Burgoyne Arena	226,450	175,431	267,961	201,272	105,253
Haig Bowl Arena	16,012	25,633	21,854	118,601	132,152
Merritton Arena	47,380	50,676	53,533	44,333	49,037
Seymour Hannah Complex	108,495	90,546	373,706	156,553	-39,896
Meridian Centre	661,548	675,550	734,979	673,103	149,593
Municipal Golf Course	236,698	184,122	245,998	244,605	244,403

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department,Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Fairview Golf Course	0	3,140	12,922	33,968	38,339
Concessions	-19,800	-20,800	-16,577	-17,558	-7,374
Merritton Community Centre	15,294	15,178	15,938	14,085	19,641
Grantham Lions/Optimist	29,593	27,696	27,696	25,740	23,930
Greening/Naturalization program	38,000	38,000	19,991	34,082	37,642
Special Projects	0	0	133,804	412,130	267,153
Welland Canal Centre Gift Shop	-71,150	-53,650	-55,020	-42,408	-33,551
Museum	627,522	517,146	499,421	503,744	545,960
Welland Canal Centre	587,287	713,594	660,723	678,791	654,938
Morningstar Mill	95,810	110,287	89,210	90,515	99,086
Festivals	0	0	123,388	111,830	97,955
Events/Market Operations	97,103	102,272	126,183	111,181	106,828
Grape and Wine Festival	38,000	38,000	37,243	40,170	35,213
Labour Day Parade	6,500	6,500	6,687	6,673	7,458
Christmas Lighting	15,000	15,000	20,463	23,815	25,745
<b>Total Parks,Recreation and Culture Services</b>	<b>17,057,894</b>	<b>16,890,115</b>	<b>16,850,765</b>	<b>17,320,012</b>	<b>16,432,344</b>



**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Performing Arts					
Performing Arts	1,662,192	1,263,432	686,911	593,618	396,526
<b>Total Performing Arts</b>	<b>1,662,192</b>	<b>1,263,432</b>	<b>686,911</b>	<b>593,618</b>	<b>396,526</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department,Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Financial Management Services					
Finance	1,713,346	1,647,718	1,596,085	1,730,368	1,614,754
Property Management	215,245	214,506	195,676	187,931	129,408
Purchasing	286,636	297,668	241,257	230,548	231,301
External Audit	30,000	30,000	26,458	11,579	15,000
Copying - General	26,000	26,000	23,213	23,018	33,258
Insurance - General	1,500,000	1,500,000	1,533,157	1,392,535	1,345,107
Retirement Allowance	3,000	3,000	2,936	2,936	2,936
Other Benefits	70,000	70,000	48,245	89,575	83,693
Joint Staff Meetings	1,200	1,200	906	1,399	0
Interest Expense	0	0	0	0	0
Bank Charges	17,120	42,600	41,445	41,052	41,141
Collection Costs	6,000	6,000	5,486	4,570	5,565
Employee Suggestion Program	200	200	0	0	0
Miscellaneous-general	40,000	40,000	100,532	1,245	190,922
Postage - general	195,000	195,000	187,922	190,204	174,338
Benefits	0	0	0	0	0
Workers Compensation	0	0	0	0	0
<b>Total Financial Management Services</b>	<b>4,103,747</b>	<b>4,081,892</b>	<b>4,057,285</b>	<b>3,943,224</b>	<b>4,783,482</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

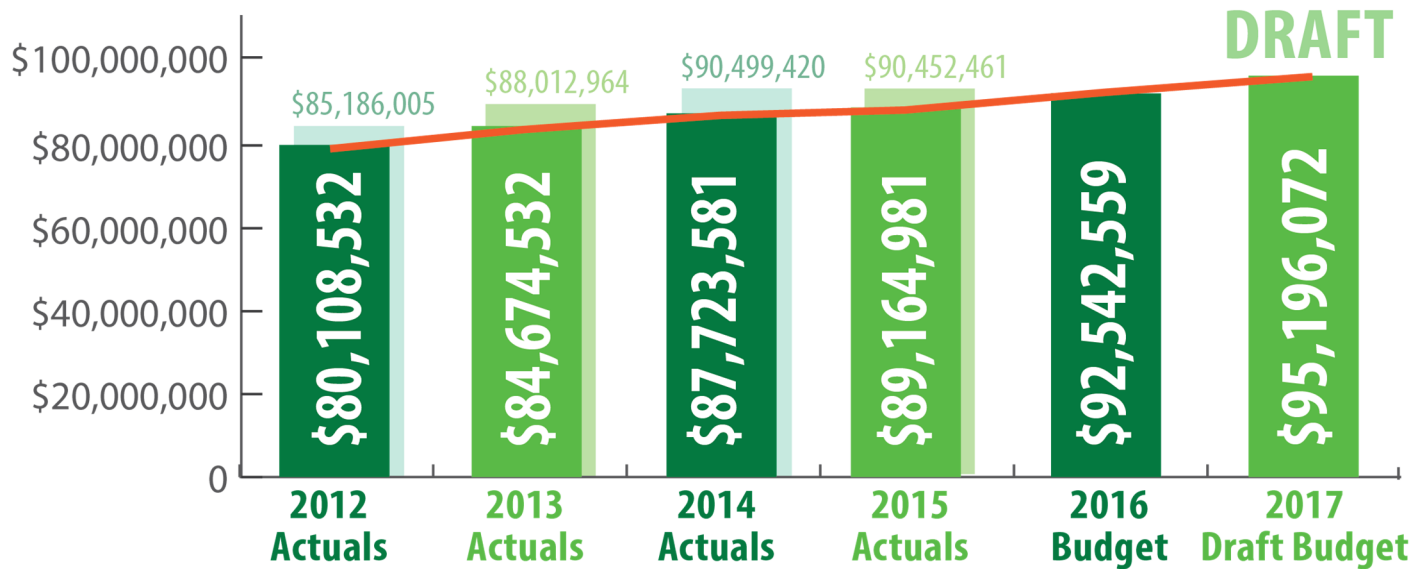
	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Corporate Support Services					
Customer Service	901,040	840,800	753,203	608,255	111,447
Technology Centre	2,756,638	2,751,924	2,632,672	2,282,049	2,161,201
Telecommunications	257,090	257,090	247,945	199,083	531,930
Long Service Recognition	23,500	23,500	21,196	26,488	25,992
Human Resources	1,244,931	1,235,147	1,361,395	1,232,314	1,341,536
Staff Development	15,000	15,000	16,764	123,028	140,832
Employee Safety	57,800	57,800	57,318	69,888	41,588
Union Bargaining Matters	0	0	0	0	0
MVP Activities	1,000	2,500	494	0	0
<b>Total Corporate Support Services</b>	<b>5,256,999</b>	<b>5,183,761</b>	<b>5,090,987</b>	<b>4,541,105</b>	<b>4,354,526</b>

**City of St Catharines**

**2017 Operating Budget - Expenditures by Department, Board or Committee**

	2017 Budget	2016 Budget	2015 Actuals	2014 Actuals	2013 Actuals
Debt Repayment					
Information Debt Costs	206,934	207,259	207,540	17,705	0
City Hall Debt Costs	364,605	364,765	309,175	248,748	162,149
LSSC Debt Costs	910,355	909,869	909,611	909,633	690,432
Court House Debt Costs	0	56,875	58,445	172,680	297,781
Library Plaza Debt Costs	93,299	93,441	18,263	11,456	11,462
350 Niagara St Debt Costs	22,817	22,772	22,876	23,082	23,155
Fire Debt Costs	564,293	546,394	396,538	380,692	55,448
Shoreline Protection Debt Costs	0	12,292	24,511	90,570	175,722
Sidewalk Debt Costs	263,317	274,568	255,498	230,677	237,875
Roadway Debt Costs	2,931,846	2,731,396	2,698,608	2,583,102	2,744,833
Storm Sewer Debt Costs	1,738,336	1,706,633	1,570,520	1,596,134	1,567,628
Cemetery Debt Costs	208,746	202,491	17,052	0	0
Assistance to Aged Debt Costs	110,256	110,455	25,407	28,993	28,595
RCS Pools Debt Costs	58,094	8,206	8,243	8,316	8,340
RCS Arenas Debt Costs	252,461	217,459	271,879	387,153	499,870
RCS Merritton Arena Debt Costs	5,047	5,057	500	0	0
RCS Seymour Hannah Debt Costs	1,613,668	1,614,706	1,615,689	1,616,619	1,617,500
RCS Meridian Centre Debt Costs	1,452,202	1,452,498	627,466	6,287	0
RCS Parks Debt Costs	395,738	270,644	253,409	228,641	222,765
RCS Kiwanis Turf Field Debt Costs	207,497	207,666	207,613	207,627	207,960
RCS Happy Rolph's Debt Costs	58,184	12,304	32,790	32,815	32,882
RCS Kiwanis Aquatic Debt Costs	825,428	825,537	825,644	825,746	825,844
RCS Russell Ave Community Centre Debt	9,552	9,569	750	0	0
RCS Garden City Golf Debt Costs	76,860	76,923	76,904	76,909	77,032
RCS Merritton Community Centre Debt	32,678	32,605	32,748	33,036	33,132
Other Cultural Debt Costs	40,543	10,618	10,582	10,528	1,391
RCS Morningstar Mill Debt Costs	19,234	19,249	11,481	10,293	1,391
<b>Total Debt Repayment</b>	<b>12,461,990</b>	<b>12,002,251</b>	<b>10,489,742</b>	<b>9,737,442</b>	<b>9,629,567</b>

# OPERATING BUDGET



	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	2016 Budget	2017 Budget
Office of Mayor and Members of Council	671,728	670,661	608,590	694,766	668,348	904,557
Grants and Committees	56,600	8,856	8,808	5,755	10,000	10,000
CAO	889,232	918,502	1,122,716	1,112,794	1,221,506	1,235,970
Legal Services and Clerks	2,769,711	2,714,220	2,935,774	2,548,298	2,600,494	2,646,315
Planning and Building Services	3,955,872	4,285,125	4,213,755	3,371,885	3,819,656	3,819,656
Fire Services	20,626,837	21,174,472	22,436,757	23,435,544	24,197,713	24,679,001
Economic Development & Tourism	1,037,786	997,494	955,504	801,873	940,908	968,797
Transportation & Environmental Services	16,256,951	17,043,757	17,973,276	18,622,376	18,262,483	18,822,954
Parks, Recreation and Culture Services	15,305,094	16,432,344	17,320,012	16,850,765	16,890,115	17,057,894
Performing Arts	362,129	396,526	593,618	686,911	1,263,432	1,662,192
Financial Management Services	4,124,089	4,783,482	3,943,224	4,057,285	4,081,892	4,103,747
Corporate Support Services	3,998,612	4,354,526	4,541,105	5,090,987	5,183,761	5,256,999
Contribution to Capital	1,099,000	1,265,000	1,333,000	1,396,000	1,400,000	1,566,000
<b>Total City Departments</b>	<b>\$71,153,641</b>	<b>\$75,044,965</b>	<b>\$77,986,139</b>	<b>\$78,675,239</b>	<b>\$80,540,308</b>	<b>\$82,734,082</b>
Debt Repayment	8,954,891	9,629,567	9,737,442	10,489,742	12,002,251	12,461,990
<b>Total City Expenditures</b>	<b>\$80,108,532</b>	<b>\$84,674,532</b>	<b>\$87,723,581</b>	<b>\$89,164,981</b>	<b>\$92,542,559</b>	<b>\$95,196,072</b>
<b>Budget</b>	<b>\$85,186,005</b>	<b>\$88,012,964</b>	<b>\$90,499,420</b>	<b>\$90,452,461</b>	<b>\$92,542,559</b>	<b>\$95,196,072</b>

## Requests for New Staff Complement

Note:

These requests are not accommodated within the draft budget

They are identified for BSC consideration

### Highest Priority Requests - as identified by SMT (Top 5)

SMT Ranking	Position Title	Department	Total Annual Budget Impact	Notes
1	Network Security Administrator	CSS - IT	\$123,247	Ensuring the security of the Corporation's network from threats originating from inside and outside the organization. Writing,implementing,auditing and enforcing network security policies and procedures. Ensures the security of traffic that passes through the network and that infrastructure is secure.
2	Project Supervisor	TES	\$118,030	This position was added to the complement in 2015. However, no budget dollars were allocated. The current workload for project supervisors exceeds capacity. Workload is increasing due to current and future grant programs
3	Business Analyst	CSS - IT	\$114,781	As part of IT's ongoing systems' review and improvements, resources are required to gather corporate needs, formulate logical statements of business issues and devise solutions. This position would act as a project leader to assist with system implementation and develop or recommend changes to client area work methods/procedures.
4	Facilities Technologist	TES	\$105,950	To deal with managing increasing complex facility systems, additional BAS systems, energy management, facility studies.
5	HR Recruiter Contract Position	CSS	\$83,072	Current workload exceeds capacity

## Requests for New Staff Complement

### Additional Requests for New Staff Complement - In Alphabetical Order

Position Title	Department	Total Annual Budget Impact	Notes
Application Expeditor	PBS/ECDEV	\$102,950	Assist eligible businesses, entrepreneurs and developers to navigate the development approvals process, and other regulating processes in the region, applicable to the development/redevelopment of employment lands in St. Catharines
Communicator Probationary	FIRE	\$86,416	
Design & Construction Engineer - Contract	TES	\$113,584	Deal with backlog of projects - current workload for project Engineers exceeds capacity, results in delays in project completion. Would allow permanent engineers to concentrate more on Asset Management and specialized engineering studies
Environmental Clerk	TES	\$62,053	Presently this TES Division does not have any clerical or administrative staff. The majority of the administrative tasks are completed by staff
External Funding Coordinator Contract Position	PRCS	\$51,589	A corporate resource to capitalize on grant and related external funding opportunities.
Helpdesk Supervisor	CSS - IT	\$114,781	Providing direct IT support and training to end-users, supervising the Help Desk and managing technical support staff. Engaging in more proactive planning and support, organizing the Helpdesk to be flexible and adaptable in meeting changing needs of the Corporation.
Project Manager	CSS - IT	\$123,247	Manage new and major projects by overseeing their transition through all phases. Ensures projects stay on time within budget and meets user expectations. Manages Project Portfolio and how it fits overall strategic plan for the City. Work closely with management and various project stakeholders to define project scope, schedules, coordinate resources and other crucial project tasks.
Project Technologist Contract	TES	\$91,598	To take to completion the backlog of incomplete as built drawing records. (estimate 2 years of drafting time). Current workload exceeds capacity. Missing as-built drawings results in delays for many City staff to undertake additional research time to verify existing conditions.
Supervisor Inspectors	TES	\$136,956	To deal with backlog of projects, asset management - current workload for engineers and project supervisor exceeds capacity; results in delays in project completion, lack of attention to Asset Management. Would allow engineers to concentrate more on Asset Management
Traffic Control Admin	TES	\$49,548	TES is assuming responsibility for Crossing Guard program from LCS in 2017 - based on preliminary assessment, there appears to be a gap in field supervision of guards - assume necessity for 1/2 FTE of Transportation Technologist

Requests for Unaccommodated Items

Note:  
These requests are not accommodated within the draft budget  
They are identified for BSC consideration

Highest Priority Items - as identified by SMT (Top 10)

SMT Priority	Description	Department	Amount	Notes
1	Annual Election allocation	LCS Election	\$253,000	Election cost approximately \$500,000. Amount hasn't been included in budget years leading up to election; therefore full cost would need to be accommodated in 2018
2	Skills Development Training	CSS - HR	\$45,000	Budget \$45K in 2018, and \$45K in 2019 spreading the amount over 3 budget years
3	GO Transit	CAO	\$50,000	City's Portion for Project Manager to oversee GO implementation
4	TES Signal Installation Vine St Pedestrian	TES Traffic	\$80,000	
5	Registration / Booking software (CLASS) End of life update	PRCS	\$85,000	Project Management component of CLASS replacement project. Remainder of project costs will be requested through Capital Budget. This one-time fee is a preliminary estimate at this investigative stage and is required to transfer from the current end of life CLASS system to a replacement product
6	TES- City Hall - 3rd Floor/Ante Room/BW Room/Improvements/Painting	TES Building	\$70,000	
7	Building Repair Studies - Energy Management Plan/Refrigeration Contract	TES Building	\$70,000	
8	TES - Street lighting Pole Condition Replacement	TES Traffic	\$100,000	
9	2 Week Reduction of PCFH casual staff & student hours to comply with 0% increase	PRCS	\$158,756	The two week reduction of PCFH casual staff results in the delay of the start period for spring/summer operations. City's sports fields have been most affected, resulting in less than ideal playing conditions and increased complaints. In order to address the more high profile sports fields early in the season, PRCS staff have been reallocated from other projects and sites, resulting in other delays and impacts.
10	External Legal Fees	LCS Legal	\$100,000	Current work plan for Port Dalhousie (Secondary Plan/Heritage Conservation District Plans and development applications) and development at the Old hospital sites will likely result in OMB and other possible litigation; external legal counsel will be needed either to work on these files or others to create capacity of in house staff.



Requests for Unaccommodated Items

Other Priority Unaccommodated Items

Sorted by function and Alphabetically by department

Asset Management

Description	Department	Amount	Notes
Building Condition Assessment	Fire	\$10,000	\$5,000 for Station 1, and 6
Capital Out of Revenue	FMS	\$157,000	To increase the operating contribution toward Capital Debentures by 1%
Camera System - Security	PAC	\$5,000	Maintain and Repairs Security Camera System at PAC. Cost is an estimate

Customer Service

Description	Department	Amount	Notes
Social Media Approval and Management	CAO Communications	\$22,000	Allows staff to approve social media posts prior to publishing to ensure appropriateness. Will also allow the City to merge various non-enterprise social media accounts into a single corporate account as per CAPE Plan.
Citizen Survey	CAO Communications	\$20,000	A survey of citizens conducted by professional polling company. Provide accurate data on the wants, needs, beliefs of the general public. Data Collected in the survey will support the Quality of Life Survey
Quality of Life Survey	CAO Communications	TBD	Discussion are currently underway with Niagara Connects, authors of the Living in Niagara Report, to have the group produce a St. Cathairnes-only version of the report. St. Catharines contribution will be to provide data, staff time as well as a financial component to cover costs incurred to create and produce the report.
Social Media Listening / Monitoring	CAO Communications	\$15,000	Allow City staff to monitor social media and respond proactively to posts made online on accounts not controlled by the City. Staff can seek out customers who are talking online about the City.
Social Media Strategy	CAO Communications	\$4,000	City needs to develop social media strategy to grow followers and expand reach in this area.
Kiosk infrastructure for public area access	CSS Customer Service	\$5,000	Customized cabinets for kiosk hardware. Security hardware to secure devices.
Citizen's First Noise reduction	CSS Customer Service	\$3,000	Noise reduction strategies (material baffling for front stations or noise cancelling headsets) Difficult to hear phones/ privacy concerns
EDT Marketing	EDT	\$10,000	Slight reduction in Promotion and Publicity account pending approval of federal and provincial funding applications that will support 2017 marketing initiatives.
Online Payment Processing Fees	FMS	\$20,000	Costs incurred for customers paying online
Council Webstreaming upgrade to equipment Study/consulting	LCS Clerks/Council	\$20,000	Webstreaming, closed captioning and upgrades to Council equipment (microphones)
PAC Season Launch	PAC	\$25,000	Catering for Season Launch
LSSC Wi-Fi	TES Operations	\$5,000	Increase Wi-Fi signal strength in Mechanic's Bay at LSSC

Downtown Improvements

Description	Department	Amount	Notes
Window (Glass) and Fabric Cleaning	PAC	\$15,000	Deferred until 2018 - Windows, Carpets and Seats Cleaning
Increase Frequency of Street Sweeping in downtown core	TES Operations	\$23,000	Brock, PAC and Meridian Centre are all fully operational. Increase in street sweeping needed due to the activity in the downtown and the accumulation of litter

Requests for Unaccommodated Items

Enhancement

Description	Department	Amount	Notes
Holiday Celebrations	Council	\$5,000	Allow for changes to current Holiday programming (Santa Parade) to refresh and update to a 2 day festival to animate the downtown core in celebration of the holiday season in conjunction with community partners.
SCCIP 2017 Tax Base Funding	PRCS	\$37,500	SCCIP funding from tax base

Risk Management/Improvement

Description	Department	Amount	Notes
Service Contracts - Storage	LCS	\$25,000	Space is an issue for the Corporation. The Office of the City Clerk is 'the keeper of the records' and some of the records that are being kept in the basement and off site may be at risk. Safe Store provided an estimate (very rough) which looks like all the boxes that could be at risk, logged and re-packaged, would be approximately \$1880/month
Legal Services for Transition	PAC	\$10,000	May be need for Board Transition
Advisory for FMS Transition to Board	PAC	\$5,000	Needed for FMS Transition to Board
Tribunal Appeals (OMB Conservation Board Review)	PBS	\$200,000	
Forestry - EAB Removals & Stumping	PRCS Forestry	\$2,200,000	Report: PRCS-202-2015
Forestry - EAB Reinstatements	PRCS Forestry	\$250,000	Report: PRCS-202-2015
Traffic Control Admin - Road Signage and Pavement Marking Data Collection and Inventory	TES Traffic	\$140,000	Data collection assignment for third party using LIDAR technology to collect, test, identify and relocate road signs and pavement markings within the city. Once data is collected, a database would be created to store, track and update signs and markings on a go-forward basis. Would assist in ensuring compliance with Ont. Reg. 239/02 (MMS) as well as for road user safety, inventory control, planning, etc. At this time we do not have an inventory of markings or signs, which is a deficiency.

Training & Education

Description	Department	Amount	Notes
AMO AGM & Conference	CAO	\$1,930	The CAO attends the annual AMO conference to provide the attending Mayor and Council Members counsel for scheduled delegations, as well as gathering information on various ministry directions within the province.
CAMA	CAO	\$3,000	The CAO attends the annual CAMA Conference representing the Corporation with national counterparts and stays on top of emerging issues and corporate transitions.
Safety training for staff, safety supplies and equipment	CSS - HR	\$10,000	Analyses has proven that the Corporation continues to be reactive to incidents; should be proactive in the realm of safety. The Ministry of Labour has implemented several new programs which have to be delivered to employees. Fines are being applied where employers fail to provide such training. In a SWOT conducted by the Corporation it became evident that there are huge knowledge gaps in our workforce which requires comprehensive safety training. The serious incidents we have had so far, demonstrate that safety coaching, health and safety support, health and safety processes, standard operating procedures and corporate policy rollout as well as hazard identification is non-existent within certain areas of the Corporation. It is critical that we place a strong focus on safety training in order to minimize our risk of liability and avoid costly fines.
Performance evaluation and merit increase system	CSS - HR	\$2,500	This budget for a performance management system is now eliminated. Staff are working on developing an in house program which will require funding for materials
PRCS Rec Overhead Training	PRCS	\$8,000	Training opportunities for staff would be significantly reduced. Recreation and Culture staff benefit significantly from networking opportunities with peers from other municipalities.

Note:  
Not a complete list of unaccommodated items. Only includes top 5 unaccommodated items for each department. Therefore items above 5 in priority have been removed