

**Report from** Financial Management Services, Director

**Date of Report:** September 26, 2017      **Date of Meeting:** October 2, 2017

**Report Number:** FMS-B044-2017      **File:** 10.57.12

**Subject:** Draft 2018 City Departmental Expenditure Budget

## Recommendation

That the Budget Standing Committee (BSC) receive the Draft 2018 City Departmental Expenditure Budget for information purposes. FORTHWITH

## Background

At the BSC meeting of May 31, 2017, the following motion was approved regarding the 2018 City Departmental Expenditure Budget guidance:

“That the Budget Standing Committee (BSC) approve 2018 overall expenditure budget guidance increase of 1.5%, which is based on the CPI-common rolling 12 month average.”

## Report

Attached as Appendix 1 is the 2018 draft City Departmental Expenditure budget prepared by staff. These budgets do not include outside boards and commissions. Summarized below in Table 1 is significant changes summary for 2018 as presented to BSC.

**Table 1 – 2018 Draft City Expenditures Budget Summary**

<b>Expenditure</b>	<b>Amount</b>	<b>Percentage</b>
Base Budget Increase	\$922,043	0.98%
Minimum Wage Increase	<u>\$437,433</u>	<u>0.47%</u>
<b>Subtotal</b>	\$1,359,476	1.45%
Non-Discretionary/Committed Items	<u>\$943,630</u>	<u>1.00%</u>
<b>Subtotal</b>	\$2,303,106	2.45%
Other Increases	<u>\$297,875</u>	<u>0.32%</u>
<b>Total</b>	<u>\$2,600,981</u>	<u>2.77%</u>

In preparation of the budgets, staff efforts were focused on meeting the BSC guidance and mitigating the impacts of the anticipated challenges in the 2018 Budget. Initially, during staff review, the draft budget came in with an increase of 6.74%. However, the

Senior Management Team reviewed the departmental budgets and successfully prepared a list of reductions. These reductions are provided in Appendix 2, with full consideration given to the budget actuals and service/program levels. As a result, staff are able to present a base budget increase of 1.45% with an overall 2.77% increase to the 2018 draft City Departmental Expenditure budget for the BSC's consideration.

It's important to note, that while there are some significant challenges in preparation of the 2018 City Departmental Expenditure budget, it does offer residents and the business community the same level of services/programs and maintains the staff complement. More details on the changes and challenges will be explored further in this report.

### **Minimum Wage Impact**

Bill 148, Fair Workplaces, Better Jobs Act, 2017, has been approved to amend the Employment Standards Act and the Labour Relations Act.

The recommended amendments include a proposed increase to the province's general minimum wage from \$11.40 per hour to:

- \$11.60 per hour on October 1, 2017
- \$14 per hour on January 1, 2018
- \$15 per hour on January 1, 2019

Further, it states that any minimum wage increases after January 1, 2019 will continue to be tied to annual adjustments to Ontario's Consumer Price Index.

With this new legislation being approved, the City has forecasted its total impact on the 2018 draft expenditures budget which will result in a significant increase of \$437,433, as shown in the significant changes document. In Figure 1 below, the impact of this Provincial Legislation change on the 2018 draft City Departmental Expenditure Budget is \$193,294.

To maintain the integrity of the pay structure, the City must ensure that employees typically paid above the established minimum wage do not then fall below the new proposed minimum wage rate when it is instituted. For this reason, the increase to the minimum wage impacts more than just those employees currently paid at the minimum wage level, which is demonstrated in the top section of Figure 1 with the impact of \$191,769.

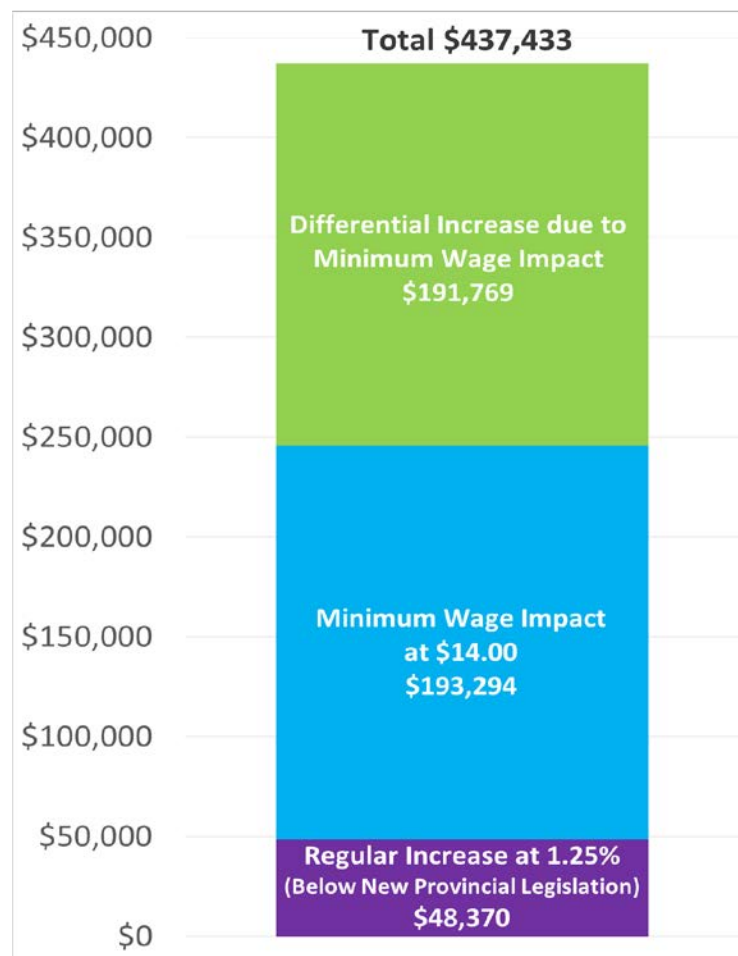
In addition to raising the minimum wage, the government's plan would also introduce further amendments, including:

- Mandating equal pay for part-time, temporary, casual and seasonal employees that are doing the same work as full-time employees

- Expanding personal emergency leave to a minimum of two paid days per year for all Ontario workers
- Requiring employers to provide employees a minimum of three weeks of vacation time after working for five years with the same employer
- Requiring employers to pay workers for three hours of work if their shift is cancelled within 48 hours of its scheduled start time

These additional changes may also result in future budget implications.

**Figure 1 – Minimum Wage Increase 2018 City Departmental Expenditure Budget Impact**



## Debt Charges

Debt management is the process of providing for the payment of interest and principal on existing debt and the planning of new debt at a level which will optimize borrowing costs and not negatively impact the municipality's financial position. The issuance of debt, and corresponding repayment timelines, spreads the costs of capital budgets over

a number of years, avoiding large immediate increases. The repayment of debentures is an annual operating budget expenditure. This expenditure is increasing by \$943,630 in the 2018 draft City Departmental Expenditure budget.

The interest rates in 2017 continued to be some of the lowest rates that we have seen in recent years especially at the time of the debenture issue. Anticipating the rates would increase, and wanting to take advantage of the low interest rates, staff critically analyzed projects completed or nearing completion and issued debt where it was to the City's benefit. By mid-2017, interest rates did start to increase. This increase will have an impact on debenture rates in future years.

The City continues to be in the moderate debt level indicator and is well within the provincial guideline for debt charge repayment limit.

## **Process to Meet BSC Guidance**

The departmental expenditure budgets originally submitted totaled an increase from 2017 of 6.74%. SMT and their departmental teams have looked at everything in their respective budgets and have reduced as much as possible to meet BSC budget expenditure guidance. Attached as Appendix 2 is the list of revisions that departments provided from their original submitted budgets. These revisions totaled \$1,883,056.

In addition to the revisions list, SMT and their departmental teams identified additional reductions of \$1,855,907 by reviewing actuals expenditures, including wage amounts and with the use of reserves. These reductions enable SMT to present the 2018 draft City Departmental Expenditure Budget with a 2.77% increase from 2017.

## **Improved Reporting**

As part of the efforts for continuous improvement, some changes have been made to improve reporting and presentation of the 2018 draft City Departmental Expenditures budget and are reflected in the budget being presented.

## **Centralized Computers**

A new centralized budget line for computers has been created as traditionally it was reflected in individual departmental budgets. The 2017 budget was restated to reflect this change in computer replacements. This change allows the City's computer requirements to be centrally managed and to more efficiently meet users' needs. Details of this change are shown in Appendix 3.

## **Staff transfers**

Staff complement remains constant; however, in the first quarter of 2017 the school crossing guards were moved from the Legal and Clerks Services' budget to Transportation and Environmental Services. This change is the result of TES taking over the administration and supervision of this service. Also in 2017 the Marketing and

Communication Coordinator position was moved from the PRCS-Administration to CAO-Communications section. This move was made to centralize the communication functions across the corporation and to improve revenue potential.

In the 2018 City Departmental Expenditure budget there is one staff transfer, the Arena Manager has been transferred from PRCS-Administration to TES-Building Administration and Repair. This change was made to enable the Arena Manager to work more closely with the City's Manager, Facilities and Energy.

### **Benefits now Follow Work Done**

Historically the benefits related to work done by staff in other areas, such as with facilities, would remain in the employees' home department. With the implementation of the new Payroll/Human Resource Information System in 2017, there is now the ability to have the benefits follow the work being done. This means that in the past the majority of employee benefits resided in the TES departmental and overhead budgets. With the new system, there is appropriate distribution to PRCS, Fire, Water and Wastewater, Parking, TES and overhead. The Chart 1 below summaries these changes and explains why the departmental increase for TES has decreased in 2018 from 2017 and why the PRCS has increased.

**Chart 1 – Impact of Benefits following Work Done**

<b>Department</b>	<b>Presented 2018 Draft Budget</b>	<b>Change related to Benefits following Work Done</b>	<b>2018 Budget Comparable Basis to 2017 Budget</b>	<b>2017 Final Approved Budget</b>	<b>% Change from 2018 Comparable Budget to Final 2017</b>	<b>% Change from Presented 2018 Draft Budget to Final 2017</b>
FEMS	\$24,910.6K	(\$19.2K)	\$24,891.4K	\$24,338.2K	2.27%	2.35%
TES	\$18,614.8K	\$481.7K	\$19,096.5K	\$18,844.3K	1.34%	-1.22%
PRCS	\$17,387.8K	(\$462.5)	\$16,925.3K	\$16,430.2K	3.01%	5.83%
<b>Net Change</b>		<b>\$0</b>				

### **Removal of Salary Allocation Accounts**

The new Payroll/Human Resource Information System allows the City to split staff positions between departments without the need to use allocations. Therefore you will see less utilization of the salary allocation accounts in the 2018. If a staff member works in more than one department or division their wage and benefits are split to the areas where they work and amounts are included in regular wage and benefit accounts. This change has been requested for a number of years and the implementation of this new system will provide the City with the ability to make this reporting and presentation change.

## Usage of Reserves

### Civic Project Fund (CPF)

The CPF was established with proceeds from St. Catharines Hydro Inc. /Hamilton Hydro Inc. merger in 2005. Annual sources of income for this reserve are interest income and the proceeds from sale of excess City lands.

As part of the plans for improved financial sustainability, the City had intended to reduce dependency on the CPF. In 2018, the following expenditures were removed:

- Seymour Hannah Revenue Shortfall – repairs complete
- Civic Square Design - one-time expenditure.

Due to financial constraints, the following items continue to be funded through the CPF in the 2018 draft City Departmental Expenditures budget:

<b>Item:</b>	<b>Amount</b>
Physician Recruitment Program	\$55,000
Civic Receptions – Canada Day Festival	30,000
Civic Receptions – Holiday Celebration	20,000
Civic Receptions – Lions Club of Port Dalhousie	8,000
Civic Receptions – Lions Club of Merritton	6,000
Culture – Art Awards	16,577
Culture - Promotion/Publicity	7,880
Culture – cNiagara	3,000
Festivals	116,100
Market Festivals and Openings	20,000
Museum - Special Exhibits	17,500
Meridian Centre-Sports Wall of Fame	7,500
<b>TOTAL</b>	<b><u>\$307,557</u></b>

At the September 25, 2017 Council meeting, they approved a report request for a review and update on how the CPF is used, related policies, target balances, guidelines and annual income to the fund. This report will be coming forward to Council later this fall and will provide details on the use of the CPF since its inception in 2005.

Reserves and Reserve Funds are an important component for future planning and financial sustainability. They are established to set aside funding for special purposes and reduce the impact of any unbudgeted items. In the 2018 draft City Expenditure budget, \$200,000 will be used from the Tax Stabilization Reserve to assist with the transition related to the hiring of a new, permanent Chief Administrative Officer for the City of St. Catharines.

## **Unaccommodated List**

In order to meet the BSC guidance for the 2018, Budget departments had to determine what would not be accommodated in this budget. To assist the BSC and Council in making decisions, staff has provided the unaccommodated items which will be highlighted by each department during individual budget presentations. This information is provided in Appendix 4.

If there is any additional funding made available for the 2018 City Expenditures Budget, staff would like an opportunity to bring back a Corporate plan on how best to utilize those dollars based on priorities for the City.

## **Unaccommodated Staffing**

A determination was made by SMT not to prioritize the 2018 new staffing requests due to the budget presented to BSC being above the guidance directive. Should the committee approve new staff funding in 2018, SMT would like the opportunity to first reprioritize the 2017 and 2018 staffing requests. Similar to 2017, SMT would prefer to present the top four Corporate positions to BSC as determined by SMT based their further analysis. The new staff positions requested in both 2017 and 2018 are included as part of Appendix 4.

## **Financial Implications**

There are no financial implications involved with the BSC receiving the Draft 2018 City Departmental Expenditure Budget for information purposes. It is intended, however, to allow the BSC to continue budget deliberations and provide a recommendation to Council which will assist with the approval of the 2018 Operating Budget.

## **Relationship to Strategic Plan**

### **Economic Sustainability Pillar**

Goal: Be an Affordable City for all

Actions:

- Update financial controls and debt management strategy to better manage escalating costs of City operations and services.
- Optimize capital infrastructure through effective asset management and sustainable investment.
- Implement multi-year budgeting to improve long-term financial planning.

- Work towards achieving a budgetary tax increase at or below the rate of inflation by 2018.

**Attachments:**

Appendix 1 – 2018 Draft City Expenditures Budget Departmental Summary

Appendix 2 – Reductions List

Appendix 3 – Restated 2017 Budget

Appendix 4 – Unaccommodated List

**Prepared by:**

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Commission of Corporate Services

**Submitted and Approved by:**

Kristine Douglas, CPA, CMA  
Commissioner of Corporate Services (Acting)



## City of St Catharines

## 2018 Operating Budget - Expenditures by Departments

	2018 Budget	2017 Budget	2016 Actuals	\$ Change 2017 Budget	% Change 2017 Budget
Office of Mayor and Members of Council	722,461	706,257	646,115	16,204	2.29%
Grants and Committees	16,000	5,000	8,905	11,000	220.00%
<b>City Departments</b>					
CAO	1,350,507	1,267,481	1,143,863	83,026	6.55%
Legal Services and Clerks	2,000,449	1,972,067	2,396,888	28,382	1.44%
Planning and Building Services	3,897,207	3,859,313	3,592,449	37,894	0.98%
Fire Services	24,910,636	24,338,181	22,468,977	572,455	2.35%
Economic Development & Tourism Services	1,046,141	1,010,207	930,256	35,934	3.56%
<b>Operations Commission</b>					
Transportation & Environmental Services	18,614,847	18,844,317	18,660,884	(229,470)	(1.22%)
Parks, Recreation and Culture Services	17,387,841	16,430,187	15,666,743	957,654	5.83%
Meridian Centre	673,941	661,548	675,549	12,393	1.87%
First Ontario Performing Arts Centre	1,461,502	1,510,609	1,329,427	(49,107)	(3.25%)
<b>Corporate Services Commission</b>					
Financial Management Services	4,056,715	4,053,830	4,734,685	2,885	0.07%
Corporate Support Services	5,538,109	5,394,008	4,966,118	144,101	2.67%
Contribution to Capital	1,563,000	1,529,000	1,408,000	34,000	2.22%
Total City Departments	83,239,356	81,582,005	78,628,859	1,657,351	2.03%
Debt Repayment	13,405,620	12,461,990	12,074,181	943,630	7.57%
Total City Expenditures	96,644,976	94,043,995	90,703,040	2,600,981	2.77%

# City of St Catharines

## 2018 Operating Budget - Expenditures by Departments

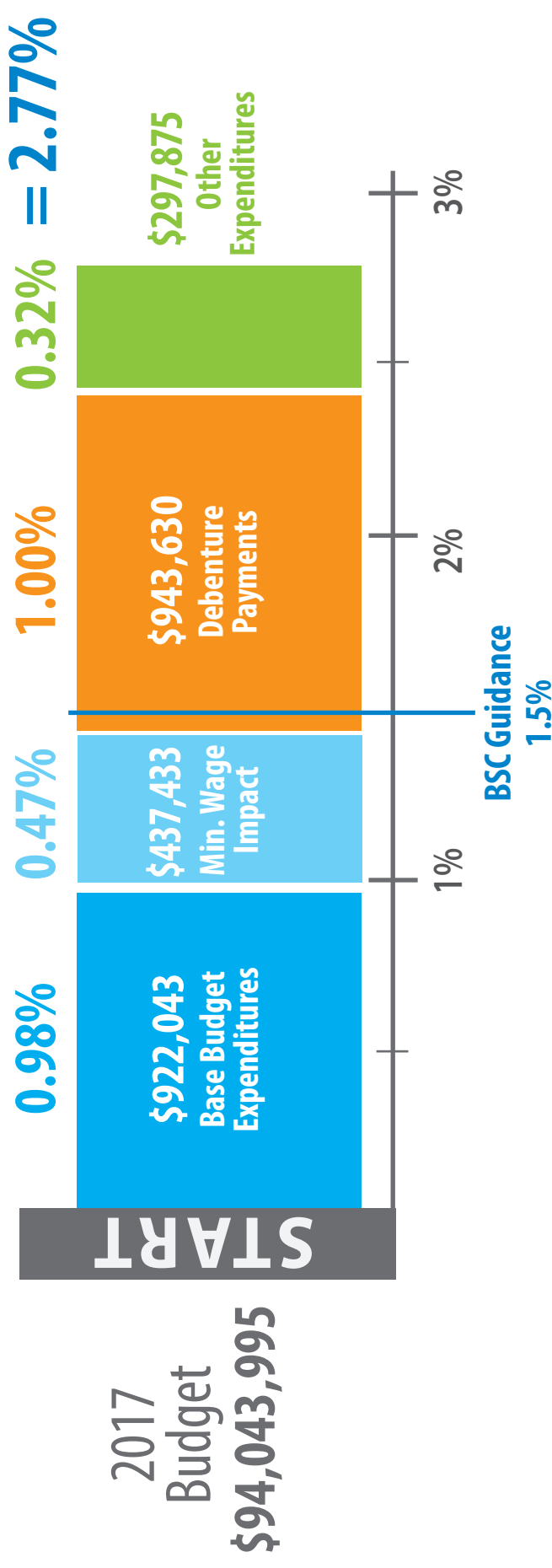
	2018 Budget	2017 Budget	2016 Actuals	2015 Actuals	2014 Actuals
Office of Mayor and Members of Council	722,461	706,257	646,115	694,766	608,590
Grants and Committees	16,000	5,000	8,905	5,755	8,808
<b>City Departments</b>					
CAO	1,350,507	1,267,481	1,143,863	1,112,794	1,122,716
Legal Services and Clerks	2,000,449	1,972,067	2,396,888	1,909,044	2,258,330
Planning and Building Services	3,897,207	3,859,313	3,592,449	3,371,885	4,213,755
Fire Services	24,910,636	24,338,181	22,468,977	23,435,544	22,436,757
Economic Development & Tourism Services	1,046,141	1,010,207	930,256	801,873	955,504
<b>Operations Commission</b>					
Transportation & Environmental Services	18,614,847	18,844,317	18,660,884	19,261,630	18,650,720
Parks, Recreation and Culture Services	17,387,841	16,430,187	15,666,743	16,115,786	16,646,909
Meridian Centre	673,941	661,548	675,549	734,979	673,103
First Ontario Performing Arts Centre	1,461,502	1,510,609	1,329,427	686,911	593,618
<b>Corporate Services Commission</b>					
Financial Management Services	4,056,715	4,053,830	4,734,685	4,057,285	3,943,224
Corporate Support Services	5,538,109	5,394,008	4,966,118	5,090,987	4,541,105
Contribution to Capital	1,563,000	1,529,000	1,408,000	1,396,000	1,333,000
Total City Departments	83,239,356	81,582,005	78,628,859	78,675,239	77,986,139
Debt Repayment	13,405,620	12,461,990	12,074,181	10,489,742	9,737,442
Total City Expenditures	96,644,976	94,043,995	90,703,040	89,164,981	87,723,581

**City of St. Catharines****2018 Operating Budget****Significant Changes from 2017 Expenditure Budget**

<b>Changes</b>	<b>Amount</b>	<b>Oper Bud %</b>
<b><u>Expenditures:</u></b>		
<b>Base Budget Increase</b>	922,043	0.98%
- includes negotiated settlements plus Fire Services estimate		
Minimum Wage Increase	437,433	0.47%
	1,359,476	1.45%
<b>Non-discretionary/Committed items</b>		
Debenture Payments	943,630	1.00%
<b>Subtotal</b>	943,630	1.00%
<b>Base Budget increase with non-discretionary/committed items:</b>	2,303,106	2.45%
<b>Health and Safety/Risk Management</b>		
Fire/Human Resources- Management training	20,000	0.02%
<b>Expanded Services</b>		
TES-Lake Street Service Centre-additional service contracts following renovation:	25,825	0.03%
<b>Infrastructure Maintenance/Improvements</b>		
Operations Equipment Allocation - Fire Services	50,000	0.05%
<b>Other Increases:</b>		
PRCS - Arenas - all - preventative maintenance contracts	52,650	0.06%
Corporate Energy Management Plan upgrade	50,000	0.05%
PRCS - Memorial Benches - reinstall re:Port Dalhousie Pier	40,000	0.04%
FEMS - paint firehalls - partial	35,000	0.04%
PRCS-Community Gardens funding	12,400	0.01%
PRCS - Cemetery - Section EE New Foundations	12,000	0.01%
<b>Subtotal Other Items</b>	202,050	0.21%
<b>Expenditure Increase</b>	2,600,981	2.77%

# 2018 Operating Budget - DRAFT

Significant changes from 2017



**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Office of Mayor and Members of Council							
Office of the Mayor	320,884	307,447	292,733	269,696	235,185	13,437	4.37%
City Council	266,790	254,932	253,882	249,464	233,201	11,858	4.65%
Other Council Expenses	74,817	100,111	55,200	47,876	59,466	-25,294	-25.27%
General City Memberships	31,015	28,400	26,683	27,364	25,656	2,615	9.21%
Council Messages	4,905	4,905	4,032	4,916	9,084	0	0.00%
Council Plans/Studies	10,000	2,500	9,804	26,868	-20,000	7,500	300.00%
Civic Receptions	14,050	7,962	3,781	54,582	51,998	6,088	76.46%
Civic Celebrations	0	0	0	14,000	14,000	0	0.00%
<b>Total Office of Mayor and Members of Council</b>	<b>722,461</b>	<b>706,257</b>	<b>646,115</b>	<b>694,766</b>	<b>608,590</b>	<b>16,204</b>	<b>2.29%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018 Budget	2017 Budget	2016 Actuals	2015 Actuals	2014 Actuals	\$ Change 2017 Budget	% Change 2017 Budget
Grants and Committees							
Grants	0	0	0	0	0	0	0.00%
Humane Society Contribution	0	0	-688	0	0	0	0.00%
Advisory Comm for Youth	3,000	2,000	2,000	0	1,406	1,000	50.00%
Accessibility Committee	3,000	3,000	2,595	976	3,020	0	0.00%
Clean City Committee	10,000	0	4,998	4,779	4,382	10,000	0.00%
<b>Total Grants and Committees</b>	<b>16,000</b>	<b>5,000</b>	<b>8,905</b>	<b>5,755</b>	<b>8,808</b>	<b>11,000</b>	<b>220.00%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
CAO							
CAO's Office	690,086	658,259	628,734	665,981	640,584	31,827	4.84%
Communications	420,956	376,694	304,211	239,479	247,961	44,262	11.75%
Graphics	171,990	168,908	0	0	0	3,082	1.82%
Print Centre	67,475	63,620	210,918	207,334	234,171	3,855	6.06%
<b>Total CAO</b>	<b>1,350,507</b>	<b>1,267,481</b>	<b>1,143,863</b>	<b>1,112,794</b>	<b>1,122,716</b>	<b>83,026</b>	<b>6.55%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Legal Services and Clerks Department							
Legal Services	783,923	796,237	898,492	807,250	818,927	-12,314	-1.55%
City Clerks	339,405	317,138	321,331	332,269	369,951	22,267	7.02%
Elections	0	5,000	416,282	14,368	337,144	-5,000	-100.00%
Licences general	263,521	262,577	261,822	254,121	242,094	944	0.36%
Canine/Humane Control	613,600	591,115	498,961	501,036	490,214	22,485	3.80%
<b>Total Legal Services and Clerks Department</b>	<b>2,000,449</b>	<b>1,972,067</b>	<b>2,396,888</b>	<b>1,909,044</b>	<b>2,258,330</b>	<b>28,382</b>	<b>1.44%</b>



**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Planning and Building Services							
Planning	801,958	785,213	669,787	531,831	1,162,710	16,745	2.13%
PBS Administration	574,963	558,309	557,698	568,779	0	16,654	2.98%
Committee of Adjustment	33,556	38,499	-116,042	-50,719	-23,902	-4,943	-12.84%
Community Improvement Plan	200,530	204,197	200,247	198,301	998,017	-3,667	-1.80%
Heritage Committee	7,000	8,000	5,864	10,442	4,656	-1,000	-12.50%
Building and Plumbing	1,647,195	1,645,004	1,673,466	1,526,565	1,452,956	2,191	0.13%
Property Standards	497,878	486,850	477,328	461,231	493,976	11,028	2.27%
Zoning	134,127	133,241	124,101	125,455	125,342	886	0.66%
<b>Total Planning and Building Services</b>	<b>3,897,207</b>	<b>3,859,313</b>	<b>3,592,449</b>	<b>3,371,885</b>	<b>4,213,755</b>	<b>37,894</b>	<b>0.98%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Fire Services							
Fire Services	24,896,076	24,323,621	22,456,384	23,430,956	22,432,471	572,455	2.35%
Emergency Planning	14,560	14,560	12,593	4,588	4,286	0	0.00%
<b>Total Fire Services</b>	<b>24,910,636</b>	<b>24,338,181</b>	<b>22,468,977</b>	<b>23,435,544</b>	<b>22,436,757</b>	<b>572,455</b>	<b>2.35%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Economic Development & Tourism							
Economic Development	691,101	680,104	606,454	469,728	592,377	10,997	1.62%
Enterprise Centre	88,797	69,397	48,919	70,872	56,497	19,400	27.96%
Tourism Promotion	266,243	260,706	274,883	261,273	306,630	5,537	2.12%
Physician Recruitment	0	0	0	0	0	0	0.00%
<b>Total Economic Development &amp; Tourism</b>	<b>1,046,141</b>	<b>1,010,207</b>	<b>930,256</b>	<b>801,873</b>	<b>955,504</b>	<b>35,934</b>	<b>3.56%</b>

City of St Catharines

2018 Operating Budget - Expenditures by Department, Board or Committee

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Transportation & Environmental Services							
Stores	312,269	316,837	307,064	307,158	298,759	-4,568	-1.44%
Equipment Maintenance	577,469	833,749	692,296	719,222	681,044	-256,280	-30.74%
Building Maintenance	251,543	440,626	450,290	445,682	412,469	-189,083	-42.91%
Building Repairs	907,046	997,965	893,567	972,325	900,128	-90,919	-9.11%
Building Repair Projects	0	0	0	0	0	0	0.00%
City Hall	784,186	662,548	566,893	539,386	570,879	121,638	18.36%
Lake St Service Centre	589,916	496,846	443,542	474,550	455,208	93,070	18.73%
6-8 Academy St	36,877	35,075	28,640	29,861	31,786	1,802	5.14%
85 Church St	0	0	-1	0	0	0	0.00%
Courthouse	85,357	83,136	62,674	71,044	74,676	2,221	2.67%
350 Niagara St	78,661	59,800	67,947	58,081	50,783	18,861	31.54%
Other Historical Properties	7,247	8,003	36,712	11,176	10,296	-756	-9.45%
Sundry City Properties	17,503	15,445	15,621	14,552	52,845	2,058	13.32%
Utility and Safety	86,466	85,349	60,190	81,144	80,819	1,117	1.31%
Street lighting	1,921,000	2,223,000	2,511,606	2,612,942	2,463,247	-302,000	-13.59%
Sidewalk Maintenance	413,207	351,739	367,673	344,251	486,492	61,468	17.48%
Sidewalk Replacement	350,000	350,000	348,311	394,999	50,346	0	0.00%
Sidewalk Overhead	127,862	182,093	191,774	218,461	175,732	-54,231	-29.78%
TES Administration	799,579	788,907	680,905	718,843	530,641	10,672	1.35%
Roadways General	1,452,380	1,084,572	1,106,562	1,025,005	1,044,701	367,808	33.91%
Bridges and Culverts	125,000	125,000	122,770	98,880	-116,185	0	0.00%
Road Improvement Program	2,306,000	2,306,000	2,279,269	2,246,178	2,041,070	0	0.00%
Roads Overhead	1,896,402	1,899,069	1,953,552	2,036,635	2,054,468	-2,667	-0.14%
Winter Control	1,792,324	1,580,190	1,797,864	1,876,301	2,237,993	212,134	13.42%
Winter Control Overhead	291,195	526,487	464,111	582,017	659,518	-235,292	-44.69%
Street Cleaning	434,233	355,529	375,302	365,113	350,810	78,704	22.14%
Street Cleaning Overhead	77,413	141,258	140,063	152,845	117,766	-63,845	-45.20%
Drainage General	196,843	164,130	100,389	209,735	226,689	32,713	19.93%
Driveway and Culverts	0	0	-210	-3,696	-8,294	0	0.00%
Watercourse Cleaning	120,624	104,928	67,070	85,830	67,027	15,696	14.96%
Drainage Overhead	330,884	397,810	351,242	414,511	366,454	-66,926	-16.82%
Safety Signals	277,276	238,477	227,645	201,600	199,600	38,799	16.27%
Signals	253,675	253,500	314,090	429,848	425,970	175	0.07%
Street and Sundry Signs	48,353	40,612	25,913	24,219	43,870	7,741	19.06%
Traffic Control Administration	319,728	317,682	314,816	235,067	238,331	2,046	0.64%
School Crossing Guards	653,415	667,988	611,205	639,254	677,444	-14,573	-2.18%
Railway Crossings	27,000	27,000	25,414	20,778	20,975	0	0.00%
Services Rendered	0	0	-1,793	3,292	5,820	0	0.00%
Miscellaneous Recoverable	0	0	-1,313	-2,299	-8,126	0	0.00%
Meeting and Training	283,573	205,810	180,276	182,789	205,021	77,763	37.78%
Other Public Work Overhead	128,301	231,557	219,875	228,588	250,787	-103,256	-44.59%
Environmental Monitoring	254,040	245,600	261,068	195,463	222,861	8,440	3.44%
Garbage Collection	0	0	0	0	0	0	0.00%
<b>Total Transportation &amp; Environmental Services</b>	<b>18,614,847</b>	<b>18,844,317</b>	<b>18,660,884</b>	<b>19,261,630</b>	<b>18,650,720</b>	<b>-229,470</b>	<b>-1.22%</b>

**City of St Catharines**
**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Parks, Recreation and Culture Services							
Cemetery	422,762	390,691	347,637	341,179	288,337	32,071	8.21%
Port Dalhousie Seniors Centre	35,805	31,237	40,648	31,746	29,160	4,568	14.62%
Dunlop Drive Seniors Centre	35,791	31,508	37,686	44,471	49,123	4,283	13.59%
West St Catharines Senior Centre	53,000	36,037	35,718	32,796	29,565	16,963	47.07%
Merritton Senior Centre	0	0	14,538	21,240	24,814	0	0.00%
Administration	1,060,258	1,172,370	912,523	1,088,010	1,081,399	-112,112	-9.56%
Trees - General	2,120,032	2,080,630	2,017,669	1,934,416	1,861,126	39,402	1.89%
Tree planting/Horticulture	2,119,447	2,108,936	2,055,436	2,003,648	2,404,357	10,511	0.50%
Memorial Forest	0	0	0	0	0	0	0.00%
Parks Division Overhead	880,630	1,229,424	1,207,661	1,270,688	1,080,724	-348,794	-28.37%
Parks Operations	2,627,103	2,097,708	2,059,012	1,977,429	1,944,308	529,395	25.24%
Passive Parks Maintenance	489,946	468,301	410,815	434,037	398,370	21,645	4.62%
Kiwanis Sport Field	90,716	42,292	47,093	35,290	32,041	48,424	114.50%
Parks Maintenance	367,234	325,850	322,468	286,555	293,478	41,384	12.70%
Happy Rolph's Bird Sanctuary	206,819	190,465	197,118	201,223	196,433	16,354	8.59%
Equipment Acquisitions	207,000	232,000	145,000	145,000	125,000	-25,000	-10.78%
Equipment Maintenance	14,000	14,916	15,023	18,087	18,481	-916	-6.14%
Equipment Operation Surplus	-196,312	-280,000	-273,873	-250,000	-262,657	83,688	-29.89%
Recreation Overhead	957,856	947,306	725,883	713,080	552,536	10,550	1.11%
Special Events	46,450	60,781	45,135	34,956	41,693	-14,331	-23.58%
SCCIP	0	0	0	0	0	0	0.00%
Culture	247,233	241,873	232,072	223,455	246,190	5,360	2.22%
Swimming Pools and Beaches	443,344	393,506	324,123	290,148	562,432	49,838	12.67%
Kiwanis Aquatic Centre	1,579,151	1,670,955	1,367,043	1,591,634	1,620,825	-91,804	-5.49%
Queen Elizabeth Centre	2,320	2,520	10,781	5,600	3,948	-200	-7.94%
Port Weller Centre	44,120	51,471	56,216	49,516	51,012	-7,351	-14.28%
Russell Ave Community Centre	143,542	79,442	125,539	122,425	86,129	64,100	80.69%
Skate board park	1,859	1,500	1,627	1,912	215	359	23.93%
Carousel	123,869	90,991	125,598	129,368	124,648	32,878	36.13%
Port Dalhousie Harbour	-51,681	-50,724	-70,426	-61,133	-132,623	-957	1.89%
Harriet Tubman Programming	-8,900	9,339	0	0	0	-18,239	-195.30%
Garden City Arena Operations	896,911	676,079	934,591	728,262	1,092,299	220,832	32.66%
Bill Burgoyne Arena	252,599	232,190	242,571	267,961	201,272	20,409	8.79%
Haig Bowl Arena	13,970	16,012	14,505	21,854	118,601	-2,042	-12.75%
Merritton Arena	71,372	47,380	49,993	53,533	44,333	23,992	50.64%
Seymour Hannah Complex	306,823	107,235	298,856	373,706	156,553	199,588	186.12%
Municipal Golf Course	286,229	242,804	224,762	245,998	244,605	43,425	17.88%
Fairview Golf Course	0	0	970	12,922	33,968	0	0.00%
Concessions	-19,772	-19,800	-18,162	-16,577	-17,558	28	-0.14%
Merritton Community Centre	17,343	15,294	18,833	15,938	14,085	2,049	13.40%
Grantham Lions/Optimist	29,593	29,593	27,696	27,696	25,740	0	0.00%
Greening/Naturalization program	38,000	38,000	37,999	19,991	34,082	0	0.00%
Special Projects	0	0	-13,143	133,804	412,130	0	0.00%
Welland Canal Centre Gift Shop	-79,500	-73,670	-73,963	-55,020	-42,408	-5,830	7.91%
Museum	662,048	610,565	497,771	499,421	503,744	51,483	8.43%
Welland Canal Centre	592,973	584,767	649,902	660,723	678,791	8,206	1.40%
Morningstar Mill	101,076	95,810	93,253	89,210	90,515	5,266	5.50%

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Festivals	0	0	0	123,388	111,830	0	0.00%
Events/Market Operations	90,282	97,103	76,922	126,183	111,181	-6,821	-7.02%
Grape and Wine Festival	38,000	38,000	36,893	37,243	40,170	0	0.00%
Labour Day Parade	6,500	6,500	6,181	6,687	6,673	0	0.00%
Christmas Lighting	20,000	15,000	24,550	20,463	23,815	5,000	33.33%
<b>Total Parks, Recreation and Culture Services</b>	<b>17,387,841</b>	<b>16,430,187</b>	<b>15,666,743</b>	<b>16,115,786</b>	<b>16,646,909</b>	<b>957,654</b>	<b>5.83%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018 Budget	2017 Budget	2016 Actuals	2015 Actuals	2014 Actuals	\$ Change 2017 Budget	% Change 2017 Budget
Meridian Centre							
Meridian Centre	673,941	661,548	675,549	734,979	673,103	12,393	1.87%
<b>Total Meridian Centre</b>	673,941	661,548	675,549	734,979	673,103	12,393	1.87%

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Performing Arts							
Performing Arts	1,461,502	1,510,609	1,329,427	686,911	593,618	-49,107	-3.25%
<b>Total Performing Arts</b>	<b>1,461,502</b>	<b>1,510,609</b>	<b>1,329,427</b>	<b>686,911</b>	<b>593,618</b>	<b>-49,107</b>	<b>-3.25%</b>



City of St Catharines

2018 Operating Budget - Expenditures by Department, Board or Committee

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Financial Management Services							
Finance	1,692,750	1,704,526	1,439,439	1,596,085	1,730,368	-11,776	-0.69%
Property Management	216,427	213,985	196,392	195,676	187,931	2,442	1.14%
Purchasing	288,038	284,799	269,243	241,257	230,548	3,239	1.14%
External Audit	30,000	30,000	31,953	26,458	11,579	0	0.00%
Copying - General	26,000	26,000	24,176	23,213	23,018	0	0.00%
Insurance - General	1,500,000	1,500,000	1,487,076	1,533,157	1,392,535	0	0.00%
Retirement Allowance	0	0	2,692	2,936	2,936	0	0.00%
Other Benefits	75,000	70,000	70,630	48,245	89,575	5,000	7.14%
Joint Staff Meetings	1,200	1,200	228	906	1,399	0	0.00%
Actuarial Valuations	8,000	0	8,000	8,000	6,861	8,000	0.00%
Interest Expense	0	0	0	0	0	0	0.00%
Bank Charges	10,100	17,120	43,219	41,445	41,052	-7,020	-41.00%
Collection Costs	9,000	6,000	6,373	5,486	4,570	3,000	50.00%
Provision for Allowances	0	0	799,918	45,967	29,403	0	0.00%
Employee Suggestion Program	200	200	0	0	0	0	0.00%
Miscellaneous-general	40,000	40,000	96,424	100,532	1,245	0	0.00%
Postage - general	160,000	160,000	153,283	187,922	190,204	0	0.00%
Benefits	0	0	105,639	0	0	0	0.00%
Workers Compensation	0	0	0	0	0	0	0.00%
<b>Total Financial Management Services</b>	<b>4,056,715</b>	<b>4,053,830</b>	<b>4,734,685</b>	<b>4,057,285</b>	<b>3,943,224</b>	<b>2,885</b>	<b>0.07%</b>

**City of St Catharines**

**2018 Operating Budget - Expenditures by Department, Board or Committee**

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Corporate Support Services							
Customer Service	910,662	896,000	873,679	753,203	608,255	14,662	1.64%
Technology Centre	3,045,054	2,918,304	2,612,674	2,632,672	2,282,049	126,750	4.34%
Telecommunications	231,000	252,090	205,662	247,945	199,083	-21,090	-8.37%
Long Service Recognition	23,735	23,500	26,681	21,196	26,488	235	1.00%
Human Resources	1,253,120	1,230,314	1,142,909	1,361,395	1,232,314	22,806	1.85%
Staff Development	15,150	15,000	32,173	16,764	123,028	150	1.00%
Employee Safety	58,378	57,800	68,074	57,318	69,888	578	1.00%
Union Bargaining Matters	0	0	1,960	0	0	0	0.00%
Team STC 1.0	1,010	1,000	2,306	494	0	10	1.00%
<b>Total Corporate Support Services</b>	<b>5,538,109</b>	<b>5,394,008</b>	<b>4,966,118</b>	<b>5,090,987</b>	<b>4,541,105</b>	<b>144,101</b>	<b>2.67%</b>

790.100

**CAPITAL BUDGET**

(10 year debentures)

10% OF PRELIMINARY 2018 CAPITAL FORECAST.

	<b><u>CAPITAL BUDGET</u></b>	<b><u>OPERATING BUDGET</u></b>
RECREATION AND COMMUNITY	\$2,370,000	\$162,000
ROAD PROGRAM	4,861,942	466,000
STORM SEWER PROGRAM	2,427,111	188,000
REGIONAL PROJECTS CITY SHARE	1,665,000	73,000
NEW SIDEWALK CONSTRUCTION	350,000	30,000
SHORELINE PROTECTION	100,000	5,000
WATERCOURSES	150,000	15,000
BRIDGES AND CULVERTS	485,000	49,000
CORPORATE INFRASTRUCTURE	900,000	90,000
FIRE SERVICES	4,200,000	420,000
PARKING SERVICES	50,000	5,000
BUILDING IMPROVEMENT PROGRAM	1,370,000	60,000
	<hr/>	<hr/>
	\$18,929,053	\$1,563,000

City of St Catharines

2018 Operating Budget - Expenditures by Department, Board or Committee

	2018	2017	2016	2015	2014	\$ Change	% Change
	Budget	Budget	Actuals	Actuals	Actuals	2017 Budget	2017 Budget
Debt Repayment							
Information Debt Costs	330,548	206,934	207,259	207,540	17,705	123,614	59.74%
City Hall Debt Costs	364,332	364,605	364,765	309,175	248,748	-273	-0.07%
LSSC Debt Costs	1,114,937	910,355	909,869	909,611	909,633	204,582	22.47%
Court House Debt Costs	0	0	56,875	58,445	172,680	0	0.00%
Library Plaza Debt Costs	81,795	93,299	93,441	18,263	11,456	-11,504	-12.33%
350 Niagara St Debt Costs	22,726	22,817	22,772	22,876	23,082	-91	-0.40%
Fire Debt Costs	563,248	564,293	547,250	396,538	380,692	-1,045	-0.19%
Shoreline Protection Debt Costs	0	0	12,291	24,511	90,570	0	0.00%
Sidewalk Debt Costs	242,119	263,317	274,568	255,498	230,677	-21,198	-8.05%
Roadway Debt Costs	3,231,346	2,931,846	2,769,075	2,698,608	2,583,102	299,500	10.22%
Storm Sewer Debt Costs	1,654,907	1,738,336	1,716,909	1,570,520	1,596,134	-83,429	-4.80%
Cemetery Debt Costs	208,553	208,746	203,347	17,052	0	-193	-0.09%
Assistance to Aged Debt Costs	110,114	110,256	110,455	25,407	28,993	-142	-0.13%
RCS Pools Debt Costs	58,004	58,094	11,751	8,243	8,316	-90	-0.15%
RCS Arenas Debt Costs	250,302	252,461	219,823	271,879	387,153	-2,159	-0.86%
RCS Merritton Arena Debt Costs	5,042	5,047	5,057	500	0	-5	-0.10%
RCS Seymour Hannah Debt Costs	1,738,679	1,613,668	1,614,706	1,615,689	1,616,619	125,011	7.75%
RCS Meridian Centre Debt Costs	1,451,896	1,452,202	1,452,498	627,466	6,287	-306	-0.02%
RCS Parks Debt Costs	707,506	395,738	281,279	253,409	228,641	311,768	78.78%
RCS Kiwanis Turf Field Debt Costs	207,491	207,497	207,666	207,613	207,627	-6	0.00%
RCS Happy Rolph's Debt Costs	58,130	58,184	15,455	32,790	32,815	-54	-0.09%
RCS Kiwanis Aquatic Debt Costs	825,314	825,428	825,537	825,644	825,746	-114	-0.01%
RCS Russell Ave Community Centre Debt	9,544	9,552	9,569	750	0	-8	-0.08%
RCS Garden City Golf Debt Costs	76,859	76,860	76,923	76,904	76,909	-1	0.00%
RCS Merritton Community Centre Debt	32,555	32,678	32,605	32,748	33,036	-123	-0.38%
Other Cultural Debt Costs	40,477	40,543	13,187	10,582	10,528	-66	-0.16%
RCS Morningstar Mill Debt Costs	19,196	19,234	19,249	11,481	10,293	-38	-0.20%
<b>Total Debt Repayment</b>	<b>13,405,620</b>	<b>12,461,990</b>	<b>12,074,181</b>	<b>10,489,742</b>	<b>9,737,442</b>	<b>943,630</b>	<b>7.57%</b>

## Reductions

Dept	Division	Acct Number	Acct Description	Remove	Additional Notes / Impact
CSS	Information Systems	702.225.053	Service Contracts	-\$4,800	These dollars are set aside for any replacement devices for the Councillors, including iPads and peripherals. We will need to replace devices on a need be basis.
CSS	Information Systems	702.225.306	CellPhones	-\$720	We have changed our process and contact method to reach out to staff in the case of an emergency.
CSS	Information Systems	702.225.330	Furniture/Equipment	-\$1,200	We will need to postpone replacement of staff chairs. Maintaining the one replacement for staff requiring change due to ergonomics request.
CSS	Information Systems	702.225.314	Software	-\$500	Reduce IT related Software from \$1,000 to \$500 (Network Monitoring Licenses) We will lose efficiency of using software that will prevent the need to be run manually. Also looking at tools that provide different reporting for our systems and infrastructure
CSS	Information Systems	702.225.351	Microcomputer Replacement	-\$4,600	We will need to provide an older laptop to serve as a fill in inspection laptop and replace if the laptops were to fail. Postpose replacing additional laptop and desktop unit
CSS	Telecommunications	702.235.354	Other Equipment	-\$2,000	Postponing replacement of handsets and repair of existing handsets
CSS	Telecommunications	702.235.054	Service and Replacement	-\$2,000	Considering extending coverage. Proceeding without coverage may require third party vendors which can vary year to year
CSS	Human Resources	702.240.310	Office Supplies	-\$500	Based on Actuals
EDTS	Economic Development	761.100.401	Conferences Conventions	-\$850	Remove Hwy H20 Conference, provides insight on industry trends and market intelligence. Reduction in attendance, come back in future budget.
EDTS	Economic Development	761.100.401		-\$1,000	Remove City Age Conference Conference serves as a platform for ideas and business development, designed to enable new partnerships and best practices among business and government.
EDTS	Economic Development	761.100.402	Education and Training	-\$800	All staff have their EDAC Certification. Balance of \$1000 will be utilized to maintain certification.
EDTS	Economic Development	761.100.405	Subscriptions Memberships	-\$150	Remove ICSC Membership It provides retail lead generation opportunities. Will look at region to help.
EDTS	Economic Development	761.100.405	Subscriptions Memberships	-\$5,000	Niagara Development Corridor Partnership Team Niagara shared marketing partnership/lead generation. Will fund the membership dues out of promotions and publicity marketing account, reduces overall marketing budget.
EDTS	Economic Development	761.100.003/761.115.003		-\$4,598	Remove Summer Student
EDTS	Economic Development	761.100.400	Travelling	-\$300	Reduction impacts Metrolinx Presto Card budget allowance. May impact mileage budget.
EDTS	Tourism	761.115.309	Advertising	-\$2,000	Reduce LGTBQ Advertising. Reduces targeted tourism marketing efforts
EDTS	Tourism	761.115.309	Advertising	-\$2,000	Reduced from GTA - Destination Awareness Advertising. Reduces targeted tourism marketing efforts
EDTS	Tourism	761.115.404	Trade Show/Meetings	-\$2,000	Reduce Niagara Falls Tourism Sales Mission. Reduces targeted tourism marketing efforts
EDTS	Tourism	761.115.404	Trade Show/Meetings	-\$2,000	OTMPC Sales Mission. Reduces targeted tourism marketing efforts
EDTS	Tourism	761.115.407	Brochure Development	-\$1,000	Reduce Sales Mission Collateral. Reduces targeted tourism marketing efforts
EDTS	Tourism	761.115.407	Brochure Development	-\$500	Reduce Welland Canal Centre Website updates
EDTS	Tourism	761.115.407	Brochure Development	-\$500	Reduce Tourism Website Maintenance. Reduces planned web maintenance of new site
EDTS	Tourism	761.115.407	Brochure Development	-\$500	Reduce Photography. Reduces targeted tourism marketing efforts
FEMS	Fire	710.100.417	Condition Assessments	-\$20,000	Defer to 2019. This deferral will mean that we are a further year behind in identifying the conditions of our stations and formatting a capital plan for a maintenance, renovation and replacement schedule. One of the recommendations in the Master Plan does address building conditions
FEMS	Fire	710.100.070	Auto Extrication Tools	-\$45,000	Defer to 2018. This will set us back one year in what was a three year plan to equip four vehicles with updated auto extrication equipment. This will mean our spare vehicle does not have the same equipment as the other three. This results in a lack of consistency and familiarity with the tools when this truck is required to be put in service for re-call. It may also affect the tool replacement cycle.
FEMS	Fire	710.100.180	Painting	-\$35,000	Painting of various stations and doors - Reduce by half. Given that the fire stations are public buildings their condition does not reflect well on the city or the department.
FEMS	Fire	710.100.305	Telephone Landlines	-\$40,000	Review and elimination of Fire Radio/Phone lines

Dept	Division	Acct Number	Acct Description	Remove	Additional Notes / Impact
FMS	Finance	702.300.921	Water Admin Fees	-\$7,000	Increase water admin fee revenues
FMS	Finance	702.300.925	Property tax Admin fees	-\$15,000	Increase tax admin fee revenues
FMS	Finance	702.300.800	Misc. Revenue	-\$2,000	Increase to Miscellaneous Revenues
FMS	All Insurance	x.x.173/174/302	All Insurance	-\$42,000	Based on Actuals
LCS	Legal Services	702.105.330	Furniture/Equipment	-\$1,500	Not necessary for this years budget.
LCS	Legal Services	702.105.400	Travelling	-\$500	Reductions will limit the ability to send staff to training and out of town meetings with our associations where we receive valuable updates from other legal departments.
LCS	Legal Services	702.105.401	Conferences	-\$1,000	Only opportunity for networking with other Cdn. Municipal lawyers. Quick responses for challenges, US knowledge helpful to keep ahead of issues.
LCS	Clerks	702.200.112	Resale Items	-\$8,000	Reduce from \$48,000 to \$40,000 Used to purchase marriage licence forms from the Province, but likely won't need more until end of 2018
LCS	Clerks - Elections	702.205.003	Salaries Extra Services	-\$5,000	This account can be reduced if we do not raise the wage paid to election workers. This could potentially limit our ability to get the number of (quality) workers we need, or require more staff support. Reductions in the number of advance polls would also reduce this requirement
LCS	Clerks - Elections	702.205.307	Printing	-\$10,000	Reduce to reflect 2014 actuals.
LCS	Clerks - Elections	702.205.050	Rentals	-\$33,469	Assumes the cost of vote tabulator rentals will be less than previously quoted by the supplier once Elections Ontario announces its new program. We have no confirmation that this will be the case. If the budget is not adequate, our option to meet the budget will be to reduce the number of vote tabulators at some polling stations which will result in some line ups.
Mayor	Mayor	701.100.401	Conferences and Conventions	-\$950	Reduction based on Actuals
Mayor	Mayor	701.100.446	Government Relations	-\$1,000	Reduction Based on Actuals
PAC	Performing Arts Centre	770.100.054	Equipment Repairs	-\$1,000	Based on Actuals and many items still under Warranty
PAC	Performing Arts Centre	770.100.127	Concession Products	-\$7,500	Based on Actuals
PAC	Performing Arts Centre	770.100.163	Heat,Light,Power,Water	-\$30,000	Based on Actuals
PAC	Performing Arts Centre	770.100.302	Insurance-Liability	-\$1,500	Based on Actuals
PAC	Performing Arts Centre	770.100.310	Office Supplies	-\$3,000	Based on Actuals
PAC	Performing Arts Centre	770.100.405	Subscriptions/Memberships	-\$1,000	Based on Actuals
PAC	Performing Arts Centre	770.100.808	Fee for Service-Production	-\$60,000	Based on Actuals
PAC	Performing Arts Centre	770.100.857	Concession Sales	-\$25,000	Based on Actuals
PAC	Performing Arts Centre	770.100.930	Rental Revenue	-\$10,000	Based on Actuals
PAC	Performing Arts Centre	770.100.003	Salaries Extra Services	-\$1,240	Review of contract negotiations
PBS	Planning	760.100.417	Creative Cluster Master Plan	-\$70,000	Repurposed - OMB appeals to come in 2018 that current staffing levels will not be able to sustain, continuing into 2019. Legal will also be impacted
PBS	Building and Plumbing	711.100.417	Code Consultants	-\$25,000	New Initiative. Recommend it to come from the Building Reserve.
PRCS	VLC	740.100.330	Furniture/Equipment	-\$15,000	VLC administration building construction is now projected to open in Q4 of 2018. This purchase is required to replace outdated furniture and provide required functional furniture for the new facility. It will be deferred for inclusion in the 2019 operating budget and the current furniture will be used in the new building until that time.
PRCS	Seymour Hannah	750.620.350	Furniture/Equipment	-\$6,000	Tables and Chairs
PRCS	Tree planting/Horticulture	750.210.003	Casuals / Students Staffing	-\$29,239	The casuals/students/part-time staffing has been reduced by \$29,239 to better reflect the 3-year actuals trend which is driven primarily by challenges in recruiting mid-season vacancies. PRCS is proposing to maintain the number of positions while initially reducing the number of weeks per position. PRCS will monitor and forecast actual expenditures throughout the year and extend the number of weeks and/or hours for the positions that do not vacate up to the reduced budget amount. Service levels will not be impacted by the reduction

Dept	Division	Acct Number	Acct Description	Remove	Additional Notes / Impact
PRCS	Parks Maintenance	750.240.177	Identifiable Repairs	-\$40,000	The Memorial Benches that were removed from the Port Dalhousie Piers need to be relocated. Reduced half the original budgeted amount of \$80,000 as PRCS was able to accommodate relocations in 2017
PRCS	Swimming Pools and Beaches	750.515.003	Outdoor Pools Staffing	-\$35,000	The casuals/students/part-time staffing has been reduced by \$35,000 to better reflect the 3-year actuals trend which is driven primarily by challenges in recruiting mid-season vacancies. PRCS is proposing to maintain the number of positions while initially reducing the number of weeks per position. PRCS will monitor and forecast actual expenditures throughout the year and extend the number of weeks and/or hours for the positions that do not vacate up to the reduced budget amount. Service levels will not be impacted by the reduction
PRCS	Equipment Acquisitions	750.405.069	Equipm't Reserve Prov'n	-\$25,000	Reduce the equipment reserve contribution by \$25,000. The equipment needs of PRCS service delivery might not be fully met in the future
PRCS	Recreation Overhead	750.505.448	Building Reserve Alloc'n	-\$25,000	Reduce the building reserve contribution by \$25,000 The asset management needs of PRCS facilities might not be fully met in the future
PRCS	Kiwanis Sport Field	750.238.205	Kiwanis Sports Field Security	-\$22,640	Cancellation of roaming security guard for a security systems (with cameras). Note: Transition currently in progress
PRCS	Facilities	000.000.180	180 Improvements - non TCA	-\$25,000	Reduced budget by \$25,000 which will impact the replacement and preventative maintenance of facility needs.
TES	LSSC	702.430.354	Floor Cleaner & Scrubber	-\$12,000	Increased maintenance costs from existing equipment. It is at end of life
TES	City Hall	702.425.354	Floor Cleaner & Scrubber	-\$12,000	Accommodated in 2017 budget
TES	Court House	702.456.053	Dumont Security	-\$1,000	For Election Storing Purposes
TES	Traffic	726.115.458	TES Traffic Administration	-\$7,000	Bike to work initiative delayed
TES	Street Lighting	712.105.000	Street Light Improvements	-\$60,000	2 Way Conversion Pole Replacements moved to 2018 capital budget as part of P16-065 Church / Geneva / Niagara St.
TES	Street Lighting	712.105.000	Pole Replacement	-\$100,000	Pole Replacement Program deferred
TES	Signals	726.105.215	Pedestrian Crossing	-\$60,000	St. Paul Street, Oakdale Avenue, Pelham Avenue Start other installations across the City not replacing existing.
TES	Roads	722	Road Improvement Program	-\$194,000	Bring Back to 2012 Levels Will result in widening of infrastructure gap and on-going deterioration of condition of road network
TES	Bridges	721	Bridges and Culverts Program	-\$10,000	Increases Infrastructure Gap
TES	Sewers	725.100.200	Storm Sewer	-\$225,000	Reaming/Spot Repair/TV Inspection Increases Infrastructure Gap Proactive cleaning, inspection, repair work on storm sewer system currently not funded - will continue to be reactive
TES	Equipment Reserve Allocation		Equipment Reserve Allocation	-\$352,000	Current level of funding of equipment reserve not sustainable. Increased operational costs to maintain aging equipment (breakdowns) 2017 levels, which is a cut from 2016 levels.
TES	Facility Repairs	702.415.417	Facility Repairs	-\$25,000	Delay in implementation of various facility initiatives, energy savings projects, etc.
TES	City Hall	702.425.180	Facility Repairs	-\$25,000	Defer City hall Improvements in Ante room Floor and Paint
TES	Sidewalks	720	Sidewalk Replacements	-\$10,000	Increases Infrastructure Gap Will result in extended periods of patched sidewalks
TES	Building Reserve	715.100.448	Building Reserve Allocation	-\$25,000	Increase to building Reserve Allocation Increases Infrastructure Gap will result in continued deterioration of facility conditions

**Total Reduction/Revisions    -\$1,883,056**

## Received but not Taken

Dept	Division	Acct Number	Acct Description	Remove or Revise	Additional Notes / Impact
CSS	Human Resources	702.240.458	Staff Events & Initiatives	\$2,500.00	Remove Staff Luncheon will have impact on employee morale
CSS	Human Resources	702.220.000	Long Service Recognition	\$1,000.00	Not feasible according to actuals
FEMS	Fire	710.100.402	Leadership Training	\$20,000	This item was a request from Human Resources to further expand training as it relates to Harassment and Mental Health Issue. Given that there are legislated responsibilities for supervisors under Bill 168 there is some risk to the corporation if we fail to train our supervisory staff to manage difficult or sensitive personnel issues.
LCS	Legal Services	702.105.307	Printing	\$1,800.00	Not feasible according to actuals
LCS	Legal Services	702.105.312	Books & Publications	\$5,000.00	Annually Overspent, not a good options
LCS	Legal Services	702.105.405	Memberships	\$500	This reduction assumes no increase in the cost of memberships
PRCS		000.000.162	Repairs (.162)	\$64,000	Reduce repairs budget to \$64,000. This amount was determined by reviewing the difference of the 2016 Actuals (\$828,464) to the 2018 Budget Submission (\$956,608) and reducing the difference by 50%. Preventative maintenance would be minimal to non-existent leaving our buildings and equipment susceptible to breakdowns
PRCS		Various	Budget Exempt Salaries to Job Rate	\$43,000	Gapping Dollars
PRCS		750.515.000	Lincoln Park Pool	\$28,000	This would accelerate the decommissioning of the pool from the original plan of operating for 1 season with the West Park Splash Pad in place to allow the community to adjust. Note: this does not include the cost to decommission the pool and would require up to date calculations for accurate budget reductions
PRCS		750.510.000	Summer Concerts	\$19,150	Cancellation of Summer Concerts and Montebello Park Concerts.
PRCS		750.807.000	Green'g/Naturalizing Program	\$19,000	Reduce program by 50% of submission
PRCS		750.230.218	Operations-graffiti	\$15,000	Removal of Graffiti program
PRCS		750.225.436	Trillium Awards	\$8,500	Cancellation of the Trillium Awards program, no longer recognizing those who help beautify our community
PRCS		750.510.000	Pumpkinville	\$8,425	Cancellation of Pumpkinville event
PRCS		750.205.201	Forestry Stumping Operations	\$55,000	Reduce the Forestry stumping contract by 50% of submission. Limited number of tree stumps would be removed from city boulevards or parks. In addition, tree planting would be limited as the stumps need to be removed before planting new trees.
PRCS		750.240.177	Identifiable Repairs	\$40,000	The Memorial Benches that were removed from the Port Dalhousie Piers need to be relocated. Keeping half of the original submission of \$80,000 in budget
PRCS		783.135.000	Christmas Lighting	\$10,000	Reduce Christmas lights submission by 50%. Christmas lights would no longer be displayed at City Hall or other areas of the city.
PRCS	VLC	740.100.104	New Foundations	\$12,000	Foundations in Section EE planned for 2018 are for revenues to be realized in the future, possibly in 2020 and onward. You have to have the foundations in the ground before you can actually sell the graves/lots in this type of section(two grave upright lots). Must spend the money to plan for future sales
PRCS		000.000.180	180 Improvements - non TCA	\$3,500	Maintenance projects within our facilities would be minimal to non-existent leaving our buildings and equipment at a below standard quality level.
TES	All Arenas	xxx.xxx.054	Equipment Repairs	\$52,650	Prevent Maintenance for each site per schedule. Lack of preventative maintenance will lead to further equipment breakdowns and premature replacement

**Total Not Taken      \$224,075**

\* Please see unaccommodated items



**City of St. Catharines  
Restated 2017 Budget**

	2017 approved	Centralized Computer	School	Marketing and Communication Coordinator Transfer	2017 revised
	Budget	change (a/c 351)	Guard Transfer		Budget
Office of Mayor and Members of Council	706,257				706,257
Grants and Committees	5,000				5,000
<b>City Departments</b>					
CAO	1,208,470	-4,861		63,872	1,267,481
Legal Services and Clerks	2,641,315	-1,260	-667,988		1,972,067
Planning and Building Services	3,870,015	-10,702			3,859,313
Fire Services	24,347,001	-8,820			24,338,181
Economic Development & Tourism	1,017,955	-7,748			1,010,207
<b>Operations Commission</b>					
Transportation & Environmental Services	18,230,308	-53,979	667,988		18,844,317
Parks, Recreation and Culture Services	16,547,346	-53,287		-63,872	16,430,187
Meridian Centre	661,548				661,548
First Ontario Performing Arts Centre	1,511,869	-1,260			1,510,609
<b>Corporate Services Commission</b>					
Financial Management Services	4,065,747	-11,917			4,053,830
Corporate Support Services	5,240,174	153,834			5,394,008
Contribution to Capital	1,529,000				1,529,000
Total City Departments and Commissions	81,582,005	0	0	0	81,582,005
Debt Repayment	12,461,990				12,461,990
Total City Expenditures	94,043,995	0	0	0	94,043,995
<b>Boards and Commissions</b>					
Library Board	5,491,200				5,491,200
Transit Commission	10,467,726				10,467,726
Niagara District Airport	207,853				207,853
Total Expenditures	110,210,774	0	0	0	110,210,774

## 2018 Unaccommodated Items- Not Prioritized by SMT

Priority	Dept	Division	Description	Amount	Inward/Outward	Alternative Funding	Comments
	EDT		Rent for office Space	\$66,000	Inward and Outward		
	LCS	Legal & Clerks	Lektriever Replacement	\$45,000	Inward and Outward		Currently repaired, but need to plan for its replacement
	LCS	Clerks	DocuPet Dog Licensing Awa	\$10,500			DocuPet to Intiate a Pet Licensing By-law awareness program in St. Catharines. Involves door to door campaign to promote dog licensing. Cost includes door knockers and follow up letters.
	PBS	Heritage	Heritage Grant	\$40,000	Outward		
	PBS	Heritage	Heritage Recognition	\$10,000	Outward		
	PBS	Planning	Glendale Ave/Qew	\$120,000	Outward	Region	
	PBS	Planning	West St. Catharines/4th Ave	\$130,000	Outward		
	PBS/LCS		OMB Hearing	\$300,000 to \$600,000			OMB appeals to come in 2018 that current staffing levels will not be able to sustain, continuing into 2019. Legal will also be impacted
	PRCS	Parks	Park Identifiable repairs	\$25,000			This funding program would allow for the preventative maintenance and renewal of existing small park assets prior to emergency repairs being required, such as fences, benches and operational efficiencies such as lighting timers, etc.
	PRCS	Recreation Overhead	Building Reserve Provision increase	\$50,000			To continue to support the asset management needs of PRCS facilities
	PRCS	Equipment Acquisitions	Equipment Reserve Provision increase	\$50,000			To continue to support the equipment needs of PRCS service delivery
	PRCS	Parks	Park Master Plan program - 1 per year to priority program	\$30,000			A formal master plan is recommended for Major Parks that are considering major changes/upgrades to the park (e.g. parking lot/access road, pool, etc.) to ensure investment is maximized, supports existing guiding plans and does not limit future redevelopment potential. Examples include Burgoyne Woods, Sunset Beach, Community Park, etc. Staff are reviewing priorities for 2017 and will report these priorities to Council for approval.
	PRCS	Culture	SCCIP 2018 approved funding levels; portion from tax base	\$88,500			Final amount of SCCIP funding to achieve Council's direction of SCCIP funding from \$2.34 per capita or \$307,500 in 2016 to \$3.28 per capita or \$431,000 in 2018
	PRCS	Culture	PAC Art Exhibits	\$4,095			PAC exhibits in the Joy Williams Lobby and the Digital Wall will not be replaced during 2018. The same exhibits will run in these locations for 2017 and 2018.
	TES		GO Services	\$60,000	Outward		

## 2018 Unaccommodated Staff - Not Prioritized by SMT

### 2018 Full-Time Vacancies

Priority	Dept.	Division	Position/Description	Account	Amount	Inward/ Outward	Alternative Funding	Increase to FTE	Comments
	PRCS	Culture	Change Two Culture Coordinators from Contract to Full-time. Would need to budget for benefits.		\$11,600			2	These positions have been filled as contracts for approximately 10 years (as of January 2018). To best align with the corporation's values it is requested that these two positions be added to the FTE Complement and treated as permanent positions. The cost implications of 2 FTE's would be increased benefits by \$5800 x 2= \$11,600.
	PRCS	Administration	Facilities and Special Events - Team Lead		\$18,300			0	FTE position already exists (Facilities & Special Events Administrator) and would be converted to Facilities and Special Events - Team Lead. Lead role is required for the day to day operations as front line staff are currently reporting directly to the Manager of Programs and Culture Services. The cost implications of this conversion would be approximately \$18,300.
	TES	Environmental	Climate Change Coordinator	Could be water or Operating	\$103,000 includes, wages, benefits, omers, computer, desk	Outward		1	As Directed by Mark Green, this would be a new complement

### 2018 Part-Time/Contract Vacancies

Priority	Dept	Division	Position/Description	Account	Amount	Inward/ Outward	Alternative Funding	Increase to FTE	Comments
	PRCS		CLASS Software Replacement Project Manager		\$124,000			0	PRCS support staff post implementation of Registration Booking software (CLASS) end of life update. Create new work flow process and standard operating procedures / develop staff training strategy. Position in accordance of change management initiative. process and standard operating procedures
	PRCS		External Funding Officer - One Year Contract		\$93,000			Contract	Position to capitalize on all city and community grant applications and external funding opportunities. It is expected that this position would provide a return on investment that exceeds the salary and related staffing costs that cannot be captured through the existing staff resources. Funding will continue to maximize the renewal of our existing assets and alleviate pressures on the capital budget. Unaccommodated in 2017 as well.
	PRCS		Recreation Program Coordinator (FIBA)		\$25,000			Contract	6 month Contract to assist with 2018 FIBA U18 Basketball Championship including the coordinating of the host community outreach programming in conjunction with Canada Basketball, the 3 on 3 community outdoor basketball event (potentially St. Paul Street), the St. Catharines downtown Street Festival, implement the Steve Nash Youth Basketball programs (March Break camp) and be the City liaison with the 2018 FIBA U18 Organizing Committee. Position will engage the community and provide outreach for community basketball programs.
	PBS	Planning	Planner		70,000			0	A planner to help with large portfolio projects coming in 2018

## 2017 Unaccommodated Staff

### 2017 FULL-TIME VACANCIES

Note: \*\*These are 2017 amounts

Priority	Dept	Division	Position/Description	Account Number	Amount	Inward/ Outward	Alternative Funding	Increase to FTE	Details of Additional Budget Requirement
	CSS-IT	IT	Business Analyst	702.225.001	\$114,781			1	New Position - 35 Hours/week non-union EX8 Rate
	CSS-IT	IT	Network Security Administrator	702.225.001	\$123,247			1	New Position - Non Union 35/hrs per week EX9
	CSS-IT	IT	Project Manager	702.225.001	\$123,247			1	New Position - Non Union 35 Hours/week EX9
	CSS-IT	IT	Helpdesk Supervisor	702.225.001	\$114,781			1	New Position - CUPE 157. 35 Hours/week EX8 Rate
	FIRE	FIRE	Communicator Probationary	710.100.001	\$86,416			1	
	PRCS		Full-time Forestry Administrator Currently Contract	750.205	\$7,500			1	Currently Contract position filled by a full-time employee, requesting to change to full time
	TES	Engineering	Project Supervisor	715.115.001	\$118,030			1	Additional Project Supervisor (CUPE 157 - 11) - Salary + Benefits + etc. To deal with backlog of projects - current workload for project supervisors exceeds capacity, results in delays in project completion - additional PS would allow engineers to concentrate more on Asset Management Safety Shoes, Car Allowance, Uniform/Clothing, Safety Gear, Cellphone, Computer software, Computer Hardware, CAD drafting station, Training, Subscriptions/Memberships.
	TES	Building Repairs	Facilities Technologist	702.415.001	\$105,950			1	Additional Facilities Technologist (CUPE 157-10) - Salary + Benefits + etc. To deal with managing increasing complex facility systems, additional BAS systems, energy management, facility studies - potential backcharge to PAC?
	TES	Construction	Supervisor Inspectors	715.120.001	\$136,956			1	Supervisor of Inspectors - (EX 9) - Salary + Benefits + etc. 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 - Inspector Supervisor would allow engineers to concentrate more on Asset Management Safety Shoes, Car Allowance, Uniform/Clothing, Safety Gear, Cellphone, Computer software, Computer Hardware, CAD drafting station, Training, Subscriptions/Memberships, furniture
	TES	Environmental	Environmental Clerk	735.300.001 Comes from Water/wastewater Budget	\$62,053			1	Presently this TES Division does not have any clerical or administrative staff. The majority of the administrative tasks are competed by staff who are at a pay group 9 or 10 rate. This is not an efficient system as these staff would be better used to complete their prescribed job functions. In addition, the Env Services Division is being relocated from the LSSC to the Buchanan House and will correspondingly lose access to the LSSC Admin Staff which are used in an informal support role.

### 2017 PART-TIME/CONTRACT VACANCIES

Note: \*\*These are 2017 amounts

Priority	Dept	Division	Position/Description	Account Number	Amount	Inward/ Outward	Alternative Funding		Details of Additional Budget Requirement
	CSS	HR	HR Recruiter Contract Position	702.240.003	\$83,072				Current Workload Exceeds Capacity
	TES	Engineering	Extension of Contract Position DESIGN & CONSTRUCTION ENGINEER Note: Will accept an extension of only 6 months	715.115.003	\$113,584				Extension of existing contract position due to 2016 vacancies (6 Months) and externally funded programs with 2017 / 2018 completion dates. Additional Design and Construction Engineer (EX - 10) - Salary + Benefits (over age 65) + etc. To deal with backlog of projects - current workload for project Engineers exceeds capacity, results in delays in project completion - additional PEng would allow permanent engineers to concentrate more on Asset Management and specialized engineering studies
	TES	Engineering	Project Technologist	715.115.003	\$91,598				Additional Project Technologist (CUPE 157 - 10) - Salary + Benefits + etc. To complete with backlog of incomplete as built drawing records. (estimate 2 years of drafting time). Current workload for project technologists exceeds capacity. Missing as-built drawings results in delays for many City staff to undertake additional research time to verify existing conditions.