Acct#	Account Description	2011 actual	2011 Variance	2012 draft #1	2012 draft #2	2012 draft #3	2012 frcst to yr end	2012 Variance	2013 draft #1	2013 draft #2
	Revenue		3.57%	4.07%				2.43%		4.55%
9000	Property Tax	2,666,038	95,138	2,779,200	2,779,200	2,829,800	2,900,400	70,600	2,969,700	3,111,100
	CUSA Grant	941,642	(2,358)	944,000	944,000	944,000	908,500	(35,500)	896,780	896,800
9020	Equalization Grant	1,454	1,454	-	-	-	-	-	-	-
	Salary Recovery - Utility									
9100	Utility									
9110	Seniors	9,000		9,000	9,000	9,000	9,000		9,000	9,000
	Salary Recovery - Utility	9,000	-	9,000	9,000	9,000	9,000	-	9,000	9,000
	Rent Income									
9120	Utility			37,300	37,300	37,300	37,300		37,300	37,300
9130	Eastern School District			186,000	186,000	186,000	186,000		186,000	186,000
9140	Town Centre			21,000	21,000	21,000	22,000		21,000	23,000
	Rent Income	224,287	(17,013)	244,300	244,300	244,300	245,300	1,000	244,300	246,300
	Police Fines	65,979	10,979	55,000	[redacted]	70,000	55,000	(15,000)	55,000	55,000
	Fees and Permits									
9300	Animal Control	6,494		6,000	6,000	6,000	6,900		6,900	6,900
9400	Development Permits	74,236		70,000	85,000	85,000	98,000		80,000	[redacted]
9914	Field Maintenance	4,278		3,500	3,500	3,500	3,400		3,300	3,600
	Fees and Permits	85,008	6,508	79,500	94,500	94,500	108,300	13,800	90,200	90,500
	Interest Income									
9500	Bank			500	500	500	1,700		500	1,000
9150	Chances			3,500	3,500	3,500	3,500		3,200	3,100
	Interest Income	7,528	2,928	4,000	4,000	4,000	5,200	1,200	3,700	4,100
	Recreation									
9915	Programs	24,890		14,000	24,000	24,000	34,000		34,000	36,000
9919	Leadership grant			5,000	5,000	5,000	5,000		-	-
9918	Events			2,800	2,800	2,800	2,800		2,800	2,800
	Recreation	24,890	7,590	21,800	31,800	31,800	41,800	10,000	36,800	38,800
	Other									
9927	Fire Rated Water	-		-	-	-	9,000			-
9900	Miscellaneous	12,891					800			
	Parkland Dedication	5,000								
	Other	17,891	17,891	-	-	-	9,800	9,800	-	-
	Total Revenue	4,043,717	123,117	4,136,800	4,166,800	4,227,400	4,283,300	55,900	4,305,480	4,451,600
	Less Amount Util Rent	(37,300)					(37,300)			(37,300)
		4,006,417					4,246,000			4,414,300
	Expenses									
	General Governement	1,566,061	(61,239)	1,693,100	1,736,700	1,770,400	1,807,989	37,589	1,874,600	1,906,300
	Finance and Administration	565,266	(31,034)	575,700	581,500	581,500	565,300	(16,200)	579,300	583,400
	Recreation	491,345	(8,655)	461,900	476,300	553,300	558,800	5,500	590,200	593,700
	Public Works	708,737	153,937	561,730	569,030	580,300	572,950	(7,350)	624,550	626,900
	Planning	267,628	628	277,100	280,600	303,900	303,000	(900)	312,000	315,000
G500	Depreciation	244,207	(7,793)	250,000	250,000	250,000	250,000	-	250,000	250,000
	Total Expenses	3,843,244	45,844	3,819,530	3,894,130	4,039,400	4,058,039	18,639	4,230,650	4,275,300
	Surplus(Deficit)	200,473	77,273	317,270	272,670	188,000	225,261	37,261	74,830	176,300
	Allocations and Reserves									
	Utility for Rent	37,300								
	Transfer to Dedication Reserve	(5,000)								
	Transfer to/from Election Reser	(11,000)								
	Transfer for Heritage Grant									
	Transfer Arts and Culture	7,500								
	Surplus(Deficit)	229,273		317,270	272,670	188,000	225,261		74,830	176,300
	Less Amount to cover principal payments	130,793		135,000	135,000	135,000	135,000		157,000	157,000
		98,480		182,270	137,670	53,000	90,261		(82,170)	19,300

Total Results Matter Requests	Results Matter	$ 143,000.00	$ 92,000.00
Total Operating Budget including Results Matter intiatives		$ (225,169.95)	$ (72,700.00)
Total Other Budget Requests	Dept Budget Requests	$ 57,500.00	$ 57,500.00
Total Oper budget including Results Matter and Other		(282,669.95)	(130,200.00)

Acct#	Account Description	2011 actual	2011 Variance	2012 budget	2012 to Sept 30	2012 frct to yr end	2012 Variance	2013 draft #1	2013 draft #2
	General Government								
G100-G103	Salaries and Benefits	178,443	3,043	195,200	141,624	209,289	14,089	199,800	199,800
G320-G290	Staff Development and Travel	11,084	(3,916)	15,000	15,876	16,500	1,500	15,000	15,000
	Staff EAP and Incentive								
G324	Incentive/Reward			2,000	475	1,000		2,000	2,000
G326	Staff Fund			1,500	1,628	1,500		1,500	1,500
	Occupational Health & Safety			1,000	250	500		1,000	1,000
G322	Wellness/EAP			4,000	1,701	2,500		4,000	4,000
	Staff EAP and Incentive	9,214	714	8,500	4,054	5,500	(3,000)	8,500	8,500
	Professional Fees								
G300	Consulting	35,150		60,000	48,569	89,000		50,000	[redacted]
G250	Legal	7,012		40,000	17,873	24,000		15,000	15,000
	Professional Fees	42,162	(12,838)	100,000	66,442	113,000	13,000	65,000	75,000
	Mayor and Council Expenses								
G150	Council Honorariums	58,947		63,800	46,881	63,800		68,600	65,600
G180-G192	Discretionary Fund	3,336		4,000	628	4,000		4,000	4,000
G140	Development and Travel	21,481		22,000	12,950	19,000		25,000	25,000
	Mayor and Council Expenses	83,764	(6,036)	89,800	60,259	86,800	(3,000)	97,600	94,600
	Committee Expenses								
G270	Meeting Expenses			11,000	8,179	11,500		12,000	12,000
G260	Committee Member Honorarium			15,000	-	15,000		15,000	15,000
G120	Christmas Function			3,500	-	3,500		3,500	3,500
	Committee Expenses	28,801	301	29,500	8,179	30,000	500	30,500	30,500
G170-G172	FPEIM/FCM Dues	13,386	(14)	15,800	12,140	13,500	(2,300)	13,500	15,500
G220	Election	11,000	-	11,000	-	11,000	-	11,000	11,000
	Police Protection								
G280	RCMP Contract	566,063		608,400	449,598	637,200		655,700	655,700
G282	RCMP Office Lease	8,800		8,800	6,600	8,800		15,000	[redacted]
	Citizens on Patrol	3,000		3,600	3,600	3,600		3,600	3,600
	Police Protection	577,863	(14,137)	620,800	459,798	649,600	28,500	674,300	673,800
G230	Fire Protection	183,000	-	220,800	165,557	232,600	11,600	279,600	279,600
G340	Street Lighting	151,178	(2,822)	154,000	117,321	157,000	3,000	170,000	167,400
G110	Animal Control	26,594	594	27,000	19,969	26,700	(300)	28,000	28,000
G210	Sustainable Economic Development	46,092	(10,908)	57,000	23,304	47,000	(10,000)	57,000	[redacted]
G310	Promotional Expenditures	8,881	(1,119)	18,000	11,931	18,000	-	10,000	10,000
G200	Donations and Gifts	9,465	(5,535)	15,000	11,310	13,000	(2,000)	15,000	[redacted]
G240	GIS Development and Maintenance	12,311	(2,689)	17,000			(17,000)	10,000	10,000
G360	Transit	162,808	8	161,000	117,855	163,000	2,000	173,800	173,800
	Library								25,000
P140	Newsletter	21,015	6,015	15,000	12,532	15,500	500	16,000	16,000
G130	Contingency Fund		-						
			-						
	Less: Election Reserve	(11,000)							
	Total Expenses	1,566,061	(61,239)	1,770,400	1,248,151	1,807,989	37,589	1,874,600	1,906,300
		96%				102%			

Resident Stewardship Program								
Transit Promotion Project							-	-
Partners in Climate Protection Program							25,000	25,000
Buy Local Program							5,000	5,000
Business Assistance Program								
Performance Management and Reporting Program								
Sustainable Training/Outreach Program							5,000	
Diversity and Inclusion Program								
Traffic/Pedestrian Safety Program							10,000	
Tree Preservation and Planting Program								
Partner Database and Support/Care Program							5,000	5,000
Resident Communication Initiative								
Sustainable Economic Model							20,000	20,000
Stratford Branding & Marketing								
Internal Communication Program								
Business Process Review Project							5,000	5,000
Resident/Stakeholder Collaboration and Engagement Program							10,000	10,000
New Media Communications Technology							2,000	2,000
Human Resource Capacity Development Plan							5,000	5,000
				Total Results Matter			92,000	77,000

Budget Requests

Library Lease	library lease	64,000.00	
	rcmp office lease		
	2014 project		5,000.00
	QEH donation		[redacted]
			5,000.00

Acct#	Account Description	2011 actual	2012 Draft #3	2012 frst to yr end	2012 Variance	2013 Draft #1	2013 Draft #2
	Finance						
A100-A104	Salaries and Benefits	108,492	120,800	120,800	-	133,900	124,600
A280	Staff Development and Travel	9,894	10,000	10,000	-	12,000	12,000
	Professional Fees						
A240	Consulting		4,000	-		-	6,000
A110	Accounting Fees	10,177	12,000	11,000		12,000	12,000
	Professional Fees	10,177	16,000	11,000	(5,000)	12,000	18,000
A310	Workers Compensation	13,791	15,000	14,500	(500)	16,000	16,000
A180	Insurance	45,711	47,100	47,000	(100)	49,100	49,100
A160	Computer/Internet	32,825	31,000	31,000	-	31,000	38,400
A300	Telephone/Fax	31,171	34,000	34,000	-	36,000	36,000
	Administrative Expenses						
A220	Office Supplies	25,354	26,000	25,000	(1,000)	25,000	25,000
A230	Postage/Courier	3,891	5,000	3,400	(1,600)	3,400	3,400
A130	Advertising	11,120	10,000	8,000	(2,000)	8,000	8,000
A170	Fees and Journals	4,471	3,200	3,800	600	3,800	3,800
A200	Leased Equipment	7,176	7,300	7,000	(300)	7,000	7,000
	Administrative Expenses	52,012	51,500	47,200		47,200	47,200
A140	Bank Charges	9,704	12,000	6,000	(6,000)	7,000	7,000
A190	Capital - Interest Payments	202,111	188,000	188,000	-	178,000	178,000
A150	Community Group Support	-	1,000	-	(1,000)	1,000	1,000
A270	Stratfords of the World		3,500	3,600	100	1,000	1,000
A250-A260	Property Tax	25,286	26,500	27,100	600	29,100	29,100
A290-A294	Property Tax rebate	24,092	25,100	25,100	-	26,000	26,000
	Total Expenses	565,266	581,500	565,300	(16,200)	579,300	583,400

Sustainable Procurement Policy					-	-
Develop a Performance Based Budgeting System					6,000	
Best Practices for Customer Service					2,000	2,000

Total Results Matter	8,000	2,000

1900	
1500	
3000	
$ 1,812.74	
50000	50000
1000	
$ 59,212.74	$ 50,000.00

Acct#	Account Description	2011 actual	2012 draft #3	2012 frcst yr end	2012 Variance	2013 draft #1	2013 draft #2
	Recreation						
R100-R109	Salaries and Benefits	304,594	342,300	342,300	-	374,700	374,700
R290	Staff Development and Travel	5,741	10,000	10,000	-	10,000	10,000
R240	Professional Fees	5,560	5,000	5,500	500	5,500	15,500
R160, R140-R149	Events	21,063	21,000	21,000	-	21,000	22,000
R270, R210-R220	Programs	19,483	24,000	34,000	10,000	34,000	14,000
	Watershed	14,837	19,000	19,000	-	19,700	19,700
R120	Arts & Culture	13,631	20,000	20,000	-	20,000	27,000
R280	Rink Operations	1,074	1,100	1,100	-	1,100	1,100
	Maintenance	42,944	41,500	41,500	-	39,800	39,800
	Promotion	1,018	1,000	1,000	-	1,000	1,000
	Grants and Agreements	61,400	68,400	63,400	(5,000)	63,400	68,900
	Total Expenses	491,345	553,300	558,800	5,500	590,200	593,700

Capital
New Cultural Facility
Wellness Infrastructure

Additional Cultural Programming and Events					4,000	
Local Artist and Artisans Support Program					3,000	
Promote Healthy Lifestyle Program						
Additional Wellness Programming						
Family Physical Activity Program						3,000
Volunteer Recruitment Program					1,000	
					8,000	3,000

Budget Requests

Glen Stewart School - capital project matching fur	10000	
Consulting Fees for Skateboard park	2500	2500
Planning for new wellfield Park	20000	
Mayflower Seniors Group		
	32500	2500

Acct#	Account Description	2011 actual	2011 Variance	2012 draft # 1	2012 draft # 2	2012 draft # 3	2013 draft #2
	Public Works						
B100-B106	Salaries and Benefits	192,287	7,987	184,700	187,000	198,100	214,300
B280	Staff Development and Travel	3,439	(561)	4,000	4,000	4,000	4,000
B210	Professional Fees	119	(3,881)	4,000	14,000	14,000	12,000
B140-B152	Electricity	78,532	(3,468)	82,000	82,000	82,000	86,000
B220-B232	Water & Sewer	14,064	2,064	14,000	14,000	14,000	14,800
B160-B168	Heating Fuel	16,988	3,988	22,000	20,000	20,000	22,000
	Building/Grounds Maintenance						
B192,B198,B200	Town Centre	238,596	141,596	88,500	88,500	88,500	92,200
B190	Cotton Park	13,195	(1,805)	15,000	15,000	15,000	15,500
B194 & B196	Other Buildings	23,246	(2,754)	21,000	21,000	21,000	21,700
B180	Grass Cutting	18,460	60	20,330	20,330	20,500	22,000
	Trail Maintenance						5,200
B270	Snow Removal	15,697	(3,203)	16,000	16,000	16,000	16,600
B120	Beautification	11,928	(72)	15,000	15,000	15,000	20,500
B130	Communities in Bloom		-	-	-	-	
B250	Signage	497	(1,703)	2,200	2,200	2,200	2,300
	Building/Grounds Maintenance	321,618		178,030	178,030	178,200	196,000
	Sidewalk Maintenance						
B272	Snow Removal	45,953		35,000	32,000	32,000	36,200
B240	Repair	1,050		2,500	2,500	2,500	2,600
	Sidewalk Maintenance	47,003	9,003	37,500	34,500	34,500	38,800
	Vehicles and Equipment						
B300	Equipment Operation	32,133		32,500	32,500	32,500	36,000
B260	Small Tools	2,554		3,000	3,000	3,000	3,000
	Vehicles and Equipment	34,687	6,687	35,500	35,500	35,500	39,000
	Total Expenses	708,737	153,937	561,730	569,030	580,300	626,900

Capital
Active Transportation Infrastructure

Implement Active Transportation Plan						
Natural Area Conversion Program						
Energy Efficiency Program						10,000
					Total Results Matter	10,000

Budget Requests

Staff Person for Trail Maintenance have 14km	0
short term rental of public works vehicle	0
Total Budget Requests	0

Acct#	Account Description	2011 actual	2012 draft #3	2012 yr end frcst	2012 Variance	2013 draft #1	2013 draft#2
	Planning						
P100-P106	Salaries and Benefits	229,348	247,400	253,000	5,600	267,500	267,500
P160	Staff Development and travel	12,168	21,500	18,000	(3,500)	16,000	16,000
P150	Professional Fees	16,958	27,000	25,000	(2,000)	20,000	20,000
P120	Administrative Expenses	1,415	2,000	1,000	(1,000)	2,000	2,000
	Newsletter						
P130	Heritage	7,739	6,000	6,000	-	6,500	9,500
	Total Expenses	267,628	303,900	303,000	(900)	312,000	315,000
Plus Heritage Reserve							

Heritage Recognition Project					10,000	
Implement Master Transportation Plan						
Natural Heritage Study						
Sustainable Urban Development Policies						
Public Beach Access					10,000	
					20,000	-
				Bylaw Enforcement Officier		
					20,000	-
					313,500	283,500