



OPERATING BUDGET

Draft 2023 Budget

Finance and Labour Relations Committee



2023 DRAFT BUDGET SUMMARY as at December 1, 2022	2021 ACTUALS	2021 BUDGET	2022 YTD	2022 BUDGET	2023 DRAFT BUDGET
MAYOR AND COUNCIL SERVICES					
101 MAYOR'S OFFICE	97,213	106,025	88,029	99,640	109,550
102 CITY COUNCIL	368,552	379,802	345,371	373,930	459,150
820 COMMITTEES OF COUNCIL	109,245	109,245	39,649	103,945	104,875
CHIEF ADMINISTRATIVE OFFICER					
111 CAO'S OFFICE	691,492	705,590	754,488	875,047	1,148,500
CORPORATE SERVICES					
100 TAXATION AND GENERAL REVENUES	(66,056,825)	(65,366,789)	(69,463,778)	(70,179,491)	(74,122,613)
131 FINANCE & TREASURY	968,741	1,227,950	1,296,838	1,404,230	1,270,900
139 GENERAL GOVERNMENT	1,803,520	1,980,648	(180,350)	1,818,477	895,940
121 CITY CLERK	585,061	535,930	554,833	508,770	643,640
134 INFORMATION TECHNOLOGY	1,292,473	1,656,030	1,630,926	1,705,196	1,551,955
135 PARKING	706,790	(575,000)	(571,729)	(464,230)	(239,968)
136 CROSSING GUARDS	149,765	227,415	162,200	242,910	261,369
513 INDUSTRIAL LAND SERVICING	0	0	(1,246,142)	0	0
810 REQUISITIONS FROM OTHERS	7,479,608	7,795,902	7,788,878	7,996,720	8,422,250
872 COMMUNITY SUPPORT & GRANTS	570,535	769,050	502,601	769,050	670,870
EXTERNAL AGENCIES (PART OF 810)					
810 STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION (SEED Co.)	599,092	599,100	657,202	657,202	686,792
810 DESTINATION STRATFORD	593,067	590,510	583,548	630,510	646,520
COMMUNITY SERVICES					
711 PARKS	1,653,465	2,038,922	2,133,873	2,563,180	2,438,300
715 FACILITIES					1,732,945
141 CITY BUILDINGS	559,084	715,208	765,700	862,318	1,481,628
721 RECREATION	4,291,393	4,611,440	4,952,972	5,320,967	4,544,855
731 CEMETERY	322,378	241,800	549,715	460,180	442,170
750 TRANSIT	1,382,863	1,855,230	1,352,099	2,092,955	2,721,795
751 PARALLEL TRANSIT	395,316	381,630	396,158	517,180	514,980
752 COMMUNITY TRANSPORTATION	0	108,833	(40,469)	87,829	56,172
FIRE					
211 FIRE	7,569,596	7,922,470	7,874,315	8,390,884	8,649,460
AIRPORT					
512 STRATFORD MUNICIPAL AIRPORT	182,476	195,050	106,776	184,742	167,240
HUMAN RESOURCES					
112 HUMAN RESOURCES	746,636	646,540	657,070	691,710	719,230

2023 DRAFT BUDGET SUMMARY as at December 1, 2022	2021 ACTUALS	2021 BUDGET	2022 YTD	2022 BUDGET	2023 DRAFT BUDGET
INFRASTRUCTURE & DEVELOPMENT SERVICES					
250 BUILDING PERMITS	0	826,990	(33,109)	0	0
251 DEVELOPMENT SERVICES	134,465	(82,005)	267,707	350,422	394,850
252 BY-LAW ENFORCEMENT	151,772	(109,440)	165,397	141,210	195,930
310 ENGINEERING	1,140,941	1,233,785	893,946	803,839	1,130,090
315 FLEET	2,014,454	1,931,440	1,821,113	1,614,790	1,502,455
320 ROADS	4,768,924	5,708,323	4,751,964	5,888,580	6,442,950
330 SANITARY	0	0	(273,692)	0	0
340 STORM	2,858,590	2,729,981	2,684,198	4,416,682	4,523,645
350 WATER	0	0	(595,948)	(7,235)	0
360 WASTE	870,648	911,170	245,033	1,035,740	864,659
SOCIAL SERVICES					
610 SOCIAL SERVICES ADMINISTRATION	0	0	128,553	17,000	16,980
611 ONTARIO WORKS	480,315	574,030	131,269	528,530	499,450
612 HOMELESSNESS	41,929	45,150	(372,787)	45,450	85,480
613 ANNE HATHAWAY DAY CARE CENTRE	5,308	48,350	785,853	1,170	12,210
614 PS HOUSING CORP / LHC	1,991,813	827,490	2,008,826	949,580	1,968,730
615 HOUSING DIVISION-SERVICE MGR	0	1,302,560	(1,605,025)	1,407,170	730,980
618 BRITANNIA ST APARTMENTS	0	0	(25,831)	0	0
616 CHILDREN SERVICES	249,515	371,970	(3,777,466)	354,470	326,990
EXTERNAL BOARDS					
231 STRATFORD POLICE SERVICE	11,214,798	11,656,557	10,502,115	12,097,829	12,617,466
411 STRATFORD PUBLIC LIBRARY	2,537,234	2,565,117	2,464,858	2,640,922	2,708,630



2023 OPERATING BUDGET – WORK PLAN

Department:	Mayor/Council/CAO
Budget Division:	G101 Mayor's Office

Department/Division Overview:

The budget for the Mayor’s Office consists of salaries/benefits; conference expenses (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM) and others that may come up; expenses and mileage to attend conferences/meetings; advertising (messaging for Kiwanis Music Festival, hockey tournaments, programs for events, etc.); other expenses incurred for attending events/meetings not considered a conference; and miscellaneous office expenses such as postage, courier, supplies and equipment/furniture.

Key Activities Planned for 2023:

As Head of Council, the Mayor provides leadership to City Council in carrying out their responsibilities for governing and setting strategic goals and objectives, and is the spokesperson for Council on all matters.

The Mayor presides at Council meetings where the business of Council is conducted in accordance with legislation, regulations, by-laws and policies adopted by Council.

Key activities will depend on the plans and strategies of the new Mayor and Council.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- \$2,000 increase in Conferences, as conferences will be returning to in-person and expenses will increase. The new Mayor may wish to attend conferences for networking, etc.
- \$5,000 returned to Special Projects. This is the only account for the Mayor’s Office that can be used for various items not included in other accounts.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Not at this time.



2023 OPERATING BUDGET – WORK PLAN

Department:	Mayor/Council/CAO
Budget Division:	G102 City Council

Department/Division Overview:

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

The Public Receptions budget includes Long Service Awards for employees (25 years of service) and the amount varies from year to year depending on employee anniversaries; memorial donations which are given as set out in Policy A.1.9 Flowers and Donations (\$50 each); special events that include events held throughout the year organized by the Mayor’s Office such as Awards Night, Christmas events and events held within the community.

Key Activities Planned for 2023:

Councillors represent the public, consider the well-being and interests of the municipality and determine what services the municipality will provide. Councillors ensure administrative policies, practices and procedures are in place to implement the decisions of Council.

With the start of a new four-year term of Council, direction of Council will be required to identify key activities planned for 2023 that will have budget implications.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- \$3,000 added to Meeting Expenses as meetings will begin to be held in person again and meals will be provided.
- \$8,000 added to Conferences and new Councillors may want to attend.
- \$2,500 added to Memberships as they increase each year for FCM and AMO.
- \$7,000 added to Public Receptions/Special Events to include Diversity, Equity and Inclusion special events that represent social or cultural observances (National Truth and Reconciliation Day, Pride Month, Heritage Month and others).

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G820 Committees of Council

Department/Division Overview:

This budget reflects the expenses of the City’s Advisory Committees, including hours for two Clerk’s Office staff members who function as Recording Secretaries for these committees, as well as advertising and office supplies.

Key Activities Planned for 2023:

A brief summary is outlined in the table below. Annual Reports for 2022 activities for each Advisory Committee will be presented to the Finance and Labour Relations Sub-committee in early 2023.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

There are no significant variances for these budgets. In some cases, available reserve amounts have been included as additional revenue to maintain the same tax levy amount as in 2022.

The Stratfords of the World Reunion originally planned to be held in Stratford in 2020 was delayed due to COVID-19, and is now being planned for 2023. This event is funded by registration fees and monies set aside in reserve from previous unspent budgets.

A new Election Audit Compliance Committee has been established in accordance with the Municipal Election Act, 1996. Its budget is included in this area. Committee members receive an honorarium of \$150. per meeting attended, plus mileage, and will meet as required during the term of the current Council.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

The following is a summary of Advisory Committee 2023 budget requests, excluding Clerk's Office costs for wages, advertising and office supplies.

Committee	2023 Request	Details
Active Transportation (ATAC)	\$9,000	Report Card and Public Communications, Conferences, Wayfinding Project, School Travel Plan, Cycle Month Launch Event
Accessibility (AAC)	\$2,850	Materials, Meeting Costs, Special Projects
Communities in Bloom (CIB)	\$15,000	Materials, Registrations, Judging, Advertising, Meeting Costs, Community Initiatives, Special Projects
Energy and Environment (E&E)	\$17,500	Educational Materials, Community Initiatives, Avon River Naturalization
Heritage Stratford (HS)	\$7,725	Research/Writing for Property Designations, At-Risk Buildings, Properties of Interest List, Photography, Awards/Plaques, Event/Conference Expenses, Memberships
Town and Gown (T&G)	\$3,870	Materials, Meeting Costs, Memberships, Annual Student Events, Promotional Items, Conference Expenses
Stratfords of the World (SOTW)	\$42,500	Costs to host the 2023 reunion
Election Audit Compliance	\$2,000	Estimated honorarium for members

	2021	2021	2022	2022	2023
MAYOR AND COUNCIL SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
1011 MAYOR'S OFFICE ADMINISTRATION					
G-101-1011-2100 F.T. SALARIES & WAGES	79,637	80,235	70,168	81,000	82,620
G-101-1011-2500 F.T. BENEFITS	8,826	8,520	8,287	8,520	11,410
G-101-1011-3070 OFFICE SUPPLIES AND PAPER	0	100	0	100	100
G-101-1011-3100 POSTAGE	33	150	81	150	150
G-101-1011-4010 ADVERTISING	796	2,000	1,517	2,000	2,000
G-101-1011-4036 CONFERENCES - EXPENSES	1,501	6,300	1,881	3,000	5,000
G-101-1011-4060 COURIER/FREIGHT	0	100	127	50	50
G-101-1011-4120 TELEPHONE - CELL PHONES	2,341	720	1,770	2,320	0
G-101-1011-4150 TRAVEL-EXCL TRAINING & CONFERENCES	284	2,000	772	2,000	2,000
G-101-1011-4160 SPECIAL PROJECTS	126	5,000	2,731	0	5,000
G-101-1011-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	720
G-101-1011-9010 OFFICE EQUIPMENT AND FURNISHINGS	3,669	900	361	500	500
Total 1011 MAYOR'S OFFICE ADMINISTRATION	97,213	106,025	87,695	99,640	109,550
1021 COUNCIL ADMINISTRATION					
G-102-1021-1770 RECOVERABLES	(1,360)	0	0	0	0
G-102-1021-1810 CONTRIBUTION FROM RESERVES	(20,411)	(30,000)	0	(30,000)	(30,000)
G-102-1021-2100 F.T. SALARIES & WAGES	228,439	229,657	196,124	236,230	239,980
G-102-1021-2500 F.T. BENEFITS	54,235	56,995	46,667	58,000	64,670
G-102-1021-3050 MATERIALS	106	1,500	0	1,500	1,500
G-102-1021-3070 OFFICE SUPPLIES AND PAPER	0	150	17	200	100
G-102-1021-3080 PROMOTIONAL MATERIALS	803	5,000	(96)	5,000	5,000
G-102-1021-3120 MEALS & MEETING COSTS	211	7,000	253	2,000	5,000
G-102-1021-4036 CONFERENCES	407	16,000	7,526	8,000	16,000
G-102-1021-4040 CONSULTANTS	40,806	30,000	39,919	30,000	50,000
G-102-1021-4090 LEGAL	2,137	0	0	0	0
G-102-1021-4097 MEMBERSHIPS	17,347	17,200	17,848	17,500	20,000
G-102-1021-4120 TELEPHONE- CELL PHONES	0	0	0	1,000	0
G-102-1021-4142 TRAINING	0	0	0	0	12,000

	2021	2021	2022	2022	2023
MAYOR AND COUNCIL SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-102-1021-4150 TRAVEL/MILEAGE	0	200	0	200	200
G-102-1021-7810 TRANSFER TO RESERVE	10,000	10,000	10,000	10,000	20,000
G-102-1021-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	6,600
Total 1021 COUNCIL ADMINISTRATION	332,720	343,702	318,258	339,630	411,050
1031 PUBLIC RECEPTIONS					
G-102-1031-3050 MATERIALS - LONG SERVICE AWARDS	1,207	1,600	80	800	1,600
G-102-1031-3081 BLUE JAYS DAY	0	2,000	0	1,000	0
G-102-1031-4001 MEMORIAL DONATIONS	150	500	400	500	500
G-102-1031-4164 SPECIAL EVENTS	14,876	32,000	23,320	32,000	46,000
Total 1031 PUBLIC RECEPTIONS	16,233	36,100	23,800	34,300	48,100
1055 SPECIAL EVENTS					
G-102-1055-1820 CONTRIBUTION FROM RESERVE FUND	(9,768)	(250,500)	(5,556)	(20,000)	0
G-102-1055-4160 SPECIAL PROJECTS - COVID-19	29,367	250,500	5,556	20,000	0
Total 1055 SPECIAL EVENTS	19,599	0	0	0	0
7260 ACTIVE TRANSPORTATION ADVISORY COMMITTEE					
G-820-7260-2100 F.T. SALARIES & WAGES	95	0	(95)	0	0
G-820-7260-2110 P.T. SALARIES & WAGES	5,000	5,000	0	5,000	3,060
G-820-7260-2500 F.T. BENEFITS	9	0	(9)	0	960
G-820-7260-2510 P.T. BENEFITS	1,400	1,400	0	1,590	0
G-820-7260-3050 MATERIALS	0	5,000	0	5,000	5,000
G-820-7260-3070 OFFICE SUPPLIES AND PAPER	0	450	0	300	300
G-820-7260-4036 CONFERENCES - EXPENSES	0	0	0	1,500	1,500
G-820-7260-4130 TOWN CRIER	0	450	0	300	300
G-820-7260-4160 SPECIAL PROJECTS	0	3,000	0	2,500	4,000
G-820-7260-7810 TRANSFER TO RESERVES	8,796	0	0	0	0
Total 7260 ACTIVE TRANSPORTATION	15,300	15,300	(104)	16,190	15,120
7502 HERITAGE STRATFORD ADVISORY COMMITTEE					
G-820-7502-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(320)
G-820-7502-2110 P.T. SALARIES & WAGES	5,734	6,040	4,264	6,160	6,410
G-820-7502-2510 P.T. BENEFITS	1,626	1,840	1,329	1,920	1,990
G-820-7502-3050 MATERIALS	599	7,450	1,148	7,500	7,500
G-820-7502-3070 OFFICE SUPPLIES AND PAPER	0	450	0	300	300

	2021	2021	2022	2022	2023
MAYOR AND COUNCIL SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-820-7502-4097 MEMBERSHIPS	75	225	225	225	225
G-820-7502-4130 TOWN CRIER	0	450	0	300	300
G-820-7502-7810 TRANSFER TO RESERVES	8,421	0	0	0	0
Total 7502 HERITAGE STRATFORD	16,455	16,455	6,966	16,405	16,405
7508 SHARED SERVICES COMMITTEE					
G-820-7508-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(20)
G-820-7508-2110 P.T. SALARIES & WAGES	278	290	207	300	310
G-820-7508-2510 P.T. BENEFITS	79	90	65	90	100
G-820-7508-7810 TRANSFER TO RESERVES	23	0	0	0	0
Total 7508 SHARED SERVICES COMMITTEE	380	380	272	390	390
7513 ELECTION AUDIT COMPLIANCE COMMITTEE					
G-820-7513-2550 HONORARIUM	0	0	0	0	2,000
G-820-7513-7810 TRANSFER TO RESERVES	3,927	0	0	0	0
Total 7513 ELECTION AUDIT COMPLIANCE	3,927	0	0	0	2,000
7514 ACCESSIBILITY ADVISORY COMMITTEE					
G-820-7514-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(340)
G-820-7514-2110 P.T. SALARIES & WAGES	5,623	5,930	4,181	6,040	6,280
G-820-7514-2510 P.T. BENEFITS	1,594	1,810	1,304	1,880	1,950
G-820-7514-3050 MATERIALS	16	420	0	420	450
G-820-7514-3070 OFFICE SUPPLIES AND PAPER	0	450	0	450	450
G-820-7514-3120 MEETING COSTS	0	900	0	900	900
G-820-7514-4130 TOWN CRIER	0	450	0	450	450
G-820-7514-4160 SPECIAL PROJECTS	0	1,200	0	1,500	1,500
Total 7514 ACCESSIBILITY ADVISORY	7,233	11,160	5,485	11,640	11,640
7516 ENERGY AND ENVIRONMENT ADVISORY COMMITTEE					
G-820-7516-1130 ONTARIO GRANTS	0	0	(5,000)	0	0
G-820-7516-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(290)
G-820-7516-2110 P.T. SALARIES & WAGES	5,373	5,660	3,995	5,780	6,000
G-820-7516-2510 P.T. BENEFITS	1,523	1,730	1,245	1,800	1,870
G-820-7516-3050 MATERIALS	16,996	17,500	4,712	17,500	17,500
G-820-7516-3070 OFFICE SUPPLIES AND PAPER	0	450	0	300	300
G-820-7516-4130 TOWN CRIER	0	450	0	300	300
G-820-7516-7810 TRANSFER TO RESERVES	1,898	0	0	0	0
Total 7516 ENERGY AND ENVIRONMENT	25,790	25,790	4,952	25,680	25,680

	2021	2021	2022	2022	2023
MAYOR AND COUNCIL SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
7521 TOWN AND GOWN ADVISORY COMMITTEE					
G-820-7521-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(200)
G-820-7521-2110 P.T. SALARIES & WAGES	3,869	4,080	2,877	4,160	4,320
G-820-7521-2510 P.T. BENEFITS	1,097	1,240	897	1,300	1,340
G-820-7521-3050 MATERIALS	0	200	0	200	200
G-820-7521-3070 OFFICE SUPPLIES AND PAPER	0	450	0	300	300
G-820-7521-3120 MEETING COSTS	0	100	0	100	100
G-820-7521-4097 MEMBERSHIPS	0	300	0	300	300
G-820-7521-4130 TOWN CRIER	0	450	0	300	300
G-820-7521-4160 SPECIAL PROJECTS	0	3,270	0	3,270	3,270
G-820-7521-7810 TRANSFER TO RESERVES	5,124	0	0	0	0
Total 7521 TOWN AND GOWN	10,090	10,090	3,774	9,930	9,930
7536 STRATFORDS OF THE WORLD ADVISORY COMMITTEE					
G-820-7536-1405 REGISTRATION REVENUE	(9,050)	(23,395)	0	0	(22,500)
G-820-7536-1810 CONTRIBUTION FROM RESERVES	0	(7,340)	(9,050)	0	(20,130)
G-820-7536-2110 P.T. SALARIES & WAGES	2,366	2,490	1,759	2,540	2,640
G-820-7536-2510 P.T. BENEFITS	671	760	549	790	820
G-820-7536-3070 OFFICE SUPPLIES AND PAPER	0	300	85	300	300
G-820-7536-3080 MISCELLANEOUS	0	0	9,145	0	0
G-820-7536-4130 TOWN CRIER	0	300	0	300	300
G-820-7536-4167 HOSTED CONFERENCES	240	40,735	(2,512)	0	42,500
G-820-7536-7810 TRANSFER TO RESERVES	19,623	0	0	0	0
Total 7536 STRATFORDS OF THE WORLD	13,850	13,850	(24)	3,930	3,930
8252 COMMUNITIES IN BLOOM ADVISORY COMMITTEE					
G-820-8252-1130 ONTARIO GRANTS	(8,200)	0	0	0	0
G-820-8252-1570 DONATION REVENUE	0	0	(651)	0	0
G-820-8252-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(3,250)
G-820-8252-2110 P.T. SALARIES & WAGES	4,593	4,840	3,415	4,940	5,130
G-820-8252-2510 P.T. BENEFITS	1,302	1,480	1,065	1,540	1,600
G-820-8252-3050 MATERIALS	7,312	4,500	7,175	7,000	10,000
G-820-8252-3070 OFFICE SUPPLIES AND PAPER	0	450	0	300	300
G-820-8252-3120 MEETING COSTS	0	500	0	0	0
G-820-8252-4020 SERVICE CONTRACTS	0	0	0	700	700
G-820-8252-4036 CONFERENCES-EXPENSES	0	0	1,013	0	0

	2021	2021	2022	2022	2023
MAYOR AND COUNCIL SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-820-8252-4130 TOWN CRIER	0	450	0	300	300
G-820-8252-4160 SPECIAL PROJECTS	7,200	4,000	6,311	5,000	5,000
G-820-8252-7810 TRANSFER TO RESERVES	4,013	0	0	0	0
Total 8252 COMMUNITIES IN BLOOM	16,220	16,220	18,328	19,780	19,780
TOTAL 102 MAYOR AND COUNCIL SERVICES	575,010	595,072	469,402	577,515	673,575



2023 OPERATING BUDGET – WORK PLAN

Department:	Mayor/Council/CAO
Budget Division:	G111 CAO's Office

Department/Division Overview:

The Chief Administrative Officer’s Office is responsible for the overall management of the municipal corporation by coordinating professional and administrative advice to Council. The Department oversees the implementation of Council decisions in conjunction with Corporate Leadership, and provides Corporate Communications, Diversity, Equity and Indigenous Initiatives, Accessibility Compliance, and Research and Policy initiatives.

Key Activities Planned for 2023:

- Oversight of the Community Transportation System Pilot Program continuation
- GO Transit Service Expansion Exploration
- Advancement of diversity, equity, inclusiveness, indigenous initiatives and consultations, accessibility awareness and training for the City of Stratford
- Strategic Priorities for Council (2023 to 2028)
- Community Hub Fundraising Campaign – Phase 2 and 3
- Advancement of the Grand Trunk Master Plan
- Leadership Development
- Community Engagement

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Council's Strategic Priorities provide guidance for Council in its decision-making and to Staff, City partners and the Community of the direction set by Council of their overall goals. With the start of a new term of Council, Council has the opportunity to establish its strategic priorities for the next term of Council.

This Work Plan is intended to advance key programs, initiatives and partnerships and can be adapted to the new Strategic Priorities once set.

Key activities will improve regional mobility, support inclusiveness and equity, and advance the Cooper property closer to a shovel-ready state for development.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Included in the 2023 Budget are projects for which there are no revenue, off-setting grant or reserve funding that can be applied. For example, GO Transit expansion, IDEA training and resources.

The cost to develop a Council Strategic Priorities project is included for which there is no identified revenue or reserve.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Non-essential projects may need to be paused in 2023 in order to divert resources to respond to ongoing pandemic requirements and to reduce expenditures in support of maintaining essential services. This will be assessed in consultation with Corporate Leadership.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

The CAO and Corporate Leadership will review essential services and core municipal operations that must be maintained. This review will assess service levels, direction from the Province of Ontario and Huron Perth Public Health, and recommend adjustments as necessary. It is difficult to identify specific services to be reduced at this time.

111 CAO'S OFFICE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
1111 ADMINISTRATION					
G-111-1111-1130 ONTARIO GRANTS	(3,255)	0	0	0	0
G-111-1111-1770 RECOVERABLES	(37,979)	0	0	0	0
G-111-1111-1810 CONTRIBUTION FROM RESERVES	(52,293)	(245,000)	0	(295,000)	(30,000)
G-111-1111-2100 F.T. SALARIES & WAGES	514,988	504,890	536,005	596,997	721,370
G-111-1111-2110 P.T. SALARIES & WAGES	0	0	3,889	0	0
G-111-1111-2500 F.T. BENEFITS	119,784	148,290	134,927	156,490	221,760
G-111-1111-2510 P.T. BENEFITS	0	0	353	0	0
G-111-1111-3050 MATERIALS	0	300	45	300	300
G-111-1111-3070 OFFICE SUPPLIES AND PAPER	631	1,800	276	1,800	1,800
G-111-1111-3080 MISCELLANEOUS	231	250	100	250	250
G-111-1111-3090 PHOTOCOPIER EXPENSE	2,744	3,300	1,813	2,300	2,200
G-111-1111-3100 POSTAGE	50	100	26	100	100
G-111-1111-3120 MEALS & MEETING COSTS	316	1,200	2,244	1,400	1,400
G-111-1111-3130 PUBLICATIONS & SUBSCRIPTIONS	286	270	286	290	600
G-111-1111-4020 SERVICE CONTRACTS	195	1,800	366	1,800	1,800
G-111-1111-4035 CONFERENCES- ACCOMMODATIONS	0	1,500	666	2,000	2,000
G-111-1111-4036 CONFERENCES - EXPENSES	0	400	32	400	600
G-111-1111-4037 CONFERENCES - REGISTRATION	1,918	2,500	850	3,700	6,300
G-111-1111-4038 CONFERENCES - TRAVEL/MILEAGE	0	1,500	587	2,000	2,000
G-111-1111-4040 CONSULTANTS	4,773	190,000	48,048	175,000	96,000
G-111-1111-4060 COURIER/FREIGHT	0	70	0	70	70
G-111-1111-4090 LEGAL	1,230	5,000	7,632	5,000	5,000
G-111-1111-4097 MEMBERSHIPS	2,028	2,500	1,440	2,500	5,500
G-111-1111-4110 TELEPHONE - BASIC	1,470	1,470	1,397	1,400	0
G-111-1111-4120 TELEPHONE - CELL PHONES	3,000	3,000	3,000	3,000	0
G-111-1111-4142 TRAINING - EXPENSES	0	4,200	87	4,200	38,100
G-111-1111-4150 TRAVEL-EXCL TRAINING & CONFERENCES	0	750	0	750	750
G-111-1111-4160 SPECIAL PROJECTS	108,635	62,200	2,160	205,000	55,000
G-111-1111-4164 SPECIAL EVENTS	1,800	1,800	5,077	1,800	6,000

	2021	2021	2022	2022	2023
111 CAO'S OFFICE	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-111-1111-7810 TRANSFER TO RESERVES	19,284	10,000	0	0	0
G-111-1111-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	5,600
G-111-1111-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,656	1,500	3,182	1,500	4,000
Total 1111 ADMINISTRATION	691,492	705,590	754,488	875,047	1,148,500
Total 111 CAO'S OFFICE	691,492	705,590	754,488	875,047	1,148,500



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G100 General Revenues

Department/Division Overview:

This budget contains taxation revenue in related to the returned tax roll and payments-in-lieu (PIL) revenue from institutional and government-owned properties within the City. The values for property taxes and PILs are derived from the net required levy amounts and essentially balance the City’s expenditure budget. The revenues required to balance the City’s overall budget then are used to calculate the tax rate and appropriate distributions to each property class.

This division is also where we record the dividend receivable from Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) in recognition of the City’s ownership stake in these companies, as well as the interest receivable on outstanding demand loans of \$15,600,000 to FHI, and \$372,000 to FHSI.

Key Activities Planned for 2023:

There are no planned activities for this division.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

N/A

Explain Significant Variances (2023 proposed budget vs prior year actuals):

This division typically does not have significant variances between budget and actual because the taxes required to balance the City’s total budget are generally accurate.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

Covid impacted the dividends receivable from Festival Hydro, however, these are gradually recovering. The 2023 dividends are expected to continue towards pre-Covid levels.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

This division represents an administrative, primarily revenue division, with nominal impacts to overall services. One area the Finance division will be looking at during the year, is improved financial reporting, and consolidation of some of the 'general' types of divisions into an overall corporate services /financial division.



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G131 Finance

Department/Division Overview:

The Finance Division includes six core functions: Finance (Accounting), Taxation, Purchasing, Payroll, Customer Switchboard and Corporate. Corporate Services administration is also included in this budget. Approximately 85% of total expenditures are salaries and benefits since this area is service-oriented. The balance of the activity is general supplies, postage and other office costs.

Key Activities Planned for 2023:

Key activities include policy development for billing and collection and various other taxation administration tasks. Policy revisions will also be looked at for other functions, such as purchasing as it has been many years since these have been reviewed, and the changing world is requiring that policies and processes keep up. Other activities include creating enhanced outward facing reporting that can be generated efficiently, yet accurately, plus system training, to better be able to utilize the built-in functions. Significant training and analysis of current processes is required in this division, as there has been almost 100% staff turnover in the past 18 months.

Reducing arrears mailings to quarterly, after instalment dates, is expected to significantly reduce office supply costs, postage, and staff time. This aligns the benefits of sending arrears statements with the costs a bit more closely.

Consulting costs, which include assessment base support (reviewing and supporting appeals) and asset management support will continue but have been reduced to reflect activity related to appeals, and the addition of an asset management coordinator (reporting to the IT manager currently but expected to change once reviewed).

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Additions to the fees in the fees and charges update, and improved standard operating procedures are expected to increase overall divisional revenues for things that require larger amounts of staff time for a disproportionate customer subset. This is expected to substantially offset any increases in the operating budget lines relating to supplies and other costs, which is reflected in the nominal change for this division.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Service delivery for financial support continues to pivot and shift to different delivery models (additional payment methods, changes in work structures). Staff continue to adapt to these changes. Customers are demanding more alternatives to information and remitting payments and while services including Electronic Funds Transfers (EFTs), Pre-Authorized Payment (PAP) plans and other services continue to become more automated, the new Citizen's Portal /MyStratford will require staff to continue to seek efficiencies and integrations to provide services in more ways.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

None anticipated. This division has struggled to maintain full complement of staffing, which has contributed to overall corporate surpluses, due to the timing. Customer service has been maintained, despite staffing shortages, and while these surpluses are not expected to continue as full complement is near, customer service and turnaround times will likely improve.



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G139 General Government

Department/Division Overview:

This division reflects general corporate revenue and expenditures. Significant items include supplemental taxes and write-offs, debt repayments not included in specific departmental allocations, interest income, Provincial Offences Act (POA), and municipal insurance not allocated to divisions. It is this division that shows revenue recoveries for external partners that pay for services, such as SeedCo and internal 'interfunctional' recoveries for administrative recoveries.

Key Activities Planned for 2023:

N/A

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

N/A

Explain Significant Variances (2023 proposed budget vs prior year actuals):

There can be some variances, in the supplemental taxes and write-offs generated in the year, as these are less predictable. Estimates are generally based on historical averages, but this isn't always the best indicator.

In 2023, there has been an administrative change for a couple of areas that have traditionally been reported in this division. First, insurance premiums have typically been fully budgeted in this division. Upon reviewing this, however, it became apparent that while there are some parts of the premiums that are over-arching corporate, some of the risks as they relate to vehicles, property or specific environmental issues truly should be captured in the divisions that provide those services. As such, there is a shift in the 2023 budget away from this division and into some of the other divisions for these kinds of costs to better reflect the true costs of providing services. Claims against the City, settlements or other administrative costs continue to be captured in this division.

Another area that was analyzed in 2022, resulting in a shift from this division to the appropriate divisions is that of property taxes. It is typical that municipally owned properties are exempt from property taxation. But there are a few legislated exceptions to this, including properties used for water and wastewater activities, landfills, and properties where the City has a commercial-type lease agreement. Until now, these property tax costs have been included in

this division as 'write-offs', but by shifting these to the specific divisions, the true costs of the services can be reflected more transparently.

Due to a shift of some of these taxes into water and wastewater, the overall taxes costs to be funded directly by the other ratepayers has decreased, shifting the costs borne by the water users. A nuance, perhaps, but based on the legislative requirement for these divisions to be fully user-pay, this change results in a more appropriate allocation, consistent with the intent of the legislation.

Insurance premiums had a significant increase in 2021 (34%) and in 2022 10%. The preliminary estimate on the 2023 renewal is 12%, reflecting overall claims history and slightly more stable market conditions. It is the intent to issue a Request for Proposals in 2023 to ensure competitive pricing and packaging of services is being obtained.

Investment income continues to be a stable source of revenues. A recent change in our banking agreement reflects an increase in expected interest revenues.

Tax Stabilization Reserve historically has been used to record surpluses that have arisen from previous years. It is most appropriately used to 'stabilize' tax rate increases that relate to temporary variances in the budgeted expenditures. In 2021, there was a \$500,000 planned transfer from this reserve to subsidize increased levy costs but in the end, due to an overall expected surplus, this transfer will not be required. In 2022, the transfer was budgeted at \$1,000,000 but it also doesn't appear to be required in full despite effects of increased costs of staffing and other items due to Covid. It should be noted that dependence on this reserve for operating cost increases that are permanent in nature is not recommended. In the preliminary draft budget documents, there is a planned transfer to use these prior year surpluses of \$1,500,000.

Supplemental taxes and write-offs tend to substantially offset each other. More significant write-offs typically occur during years of phased-in increases from MPAC when ratepayers appeal their valuations. As there has not been a reassessment from MPAC in the past three years, the number of write-offs is expected to be similar to 2022. Supplemental taxation comes from previously omitted assessment being added to the tax roll, and from new building growth added during the year. It is not easy to predict with certainty, so estimates are based upon historic activity.

Penalty and Interest on Taxes tends to remain stable as the amount of tax arrears remains at similar levels year-over-year.

POA revenues and expenses are estimated based on information provided. Estimates for revenues and expenses appear to vary widely from actual activity and staff will be following up during 2022 to better understand how these estimates are arrived at.

Transfer to the reserve fund for the self-funded sick time is has a proposed increase of \$100,000 to reflect average activity of increasing costs of self-funding short-term absences and payouts of accumulated sick banks.

Overall, the administrative division costs are down compared to previous year, due partly to the decrease in the debt repayment allocated to this division (one loan was fully repaid in 2022),

partly to the recovery from other divisions of insurance and administrative costs, and partly to the use of the tax stabilization reserve.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

No impacts known at this time.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

N/A.

GENERAL GOVERNMENT	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
1010 TAXATION, GENERAL GRANTS, FESTIVAL HYDRO					
G-100-1010-1010 REG RESIDENTIAL & FARM	(46,411,519)	(46,474,055)	(50,167,935)	(49,996,646)	(52,540,889)
G-100-1010-1020 REG COMMERCIAL & INDUSTRIAL	(17,042,413)	(16,983,344)	(18,092,499)	(18,267,480)	(19,680,264)
G-100-1010-1042 TAXATION - AREA OPENINGS	0	(19,500)	0	(19,500)	0
G-100-1010-1044 TAXATION CITY CENTRE	0	0	(283,024)	0	0
G-100-1010-1050 TAXATION - STRATFORD GENERAL HOSPITAL	(22,200)	(22,000)	(22,200)	(22,200)	(22,200)
G-100-1010-1055 TAXATION- UNIVERSITY OF WATERLOO	(36,075)	(34,000)	(36,000)	(36,075)	(36,000)
G-100-1010-1060 TAXATION - PERTH COUNTY JAIL	(3,000)	(3,750)	(3,000)	(3,000)	(3,000)
G-100-1010-1070 TAXATION - RAILWAYS	(6,124)	(5,910)	(10,870)	(5,910)	(6,130)
G-100-1010-1080 EDUCATION PORTION PIL	(175,332)	(169,780)	0	(169,780)	(175,230)
G-100-1010-1710 FESTIVAL HYDRO DIVIDENDS/INTEREST	(2,360,162)	(1,654,450)	(848,250)	(1,658,900)	(1,658,900)
Total 1010 TAXATION, GENERAL GRANTS, FESTIVAL HYDRO	(66,056,825)	(65,366,789)	(69,463,778)	(70,179,491)	(74,122,613)
1132 TREASURY ADMINISTRATION					
G-131-1132-1360 INTEREST ON A/R ACCOUNTS	(5,009)	(4,000)	(8,811)	(4,300)	(5,500)
G-131-1132-1380 TAX CERTIFICATES	(25,180)	(24,000)	(29,620)	(24,000)	(27,600)
G-131-1132-1770 RECOVERABLES	(6,466)	(4,760)	(276)	(15,200)	0
G-131-1132-1810 CONTRIBUTION FROM RESERVES	(81,831)	(50,000)	0	0	0
G-131-1132-1900 INTERFUNCTIONAL TRANSFERS	(320,550)	(320,550)	0	(320,550)	0
G-131-1132-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	(423,540)
G-131-1132-2100 F.T. SALARIES & WAGES	1,002,994	1,032,440	895,916	1,037,700	1,103,740
G-131-1132-2110 P.T. SALARIES & WAGES	50,037	0	30,109	0	0
G-131-1132-2500 F.T. BENEFITS	251,012	300,590	257,136	460,160	358,780
G-131-1132-2510 P.T. BENEFITS	4,713	0	2,573	0	0
G-131-1132-3050 MATERIALS	326	5,000	1,077	2,500	1,000
G-131-1132-3070 OFFICE SUPPLIES AND PAPER	12,039	15,900	7,688	14,900	14,900
G-131-1132-3090 PHOTOCOPIER EXPENSE	2,895	4,500	3,807	5,450	5,450
G-131-1132-3100 POSTAGE	27,664	32,000	26,402	24,000	22,000
G-131-1132-3120 MEETING COSTS	793	1,000	827	1,000	1,000
G-131-1132-3130 PUBLICATIONS & SUBSCRIPTIONS	1,358	1,250	1,102	1,400	1,500
G-131-1132-4010 ADVERTISING	0	250	0	250	250
G-131-1132-4020 SERVICE CONTRACTS	0	550	0	550	550
G-131-1132-4030 AUDIT	0	52,500	0	52,500	55,000
G-131-1132-4040 CONSULTANTS	29,815	125,000	6,996	110,000	50,000
G-131-1132-4060 COURIER/FREIGHT	0	0	245	0	0
G-131-1132-4095 MAINTENANCE CONTRACTS	3,228	22,860	1,982	19,500	0
G-131-1132-4097 MEMBERSHIPS	5,442	6,500	5,869	9,250	13,000
G-131-1132-4100 SERVICES - OTHER	0	0	33,685	0	0

GENERAL GOVERNMENT	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-131-1132-4110 TELEPHONE - BASIC	4,651	4,120	3,995	3,920	0
G-131-1132-4120 TELEPHONE - CELL PHONES	1,000	600	1,200	1,200	0
G-131-1132-4140 TRAINING	8,097	16,000	7,644	16,000	18,000
G-131-1132-4150 TRAVEL - EXCL TRAINING & CONFERENCES	924	200	0	500	500
G-131-1132-5010 BANK CHARGES & COLLECTION FEES	0	0	45	0	0
G-131-1132-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	68,650
G-131-1132-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	5,720
G-131-1132-9010 OFFICE EQUIPMENT AND FURNISHINGS	756	10,000	1,268	7,500	7,500
Total 1132 TREASURY ADMINISTRATION	968,708	1,227,950	1,250,859	1,404,230	1,270,900
1136 TAX SERVICES ADMINISTRATION					
G-131-1136-4090 LEGAL	33	0	0	0	0
Total 1136 TAX SERVICES ADMINISTRATION	33	0	0	0	0
1240 TAXES - INTEREST, SUPPS, ADJUST					
G-139-1240-1045 SUPPLEMENTARIES	(1,595,324)	(1,000,000)	(653,310)	(500,000)	(600,000)
G-139-1240-1510 PENALTIES AND INTEREST ON TAXES	(370,561)	(420,000)	(369,063)	(420,000)	(400,000)
G-139-1240-5050 PROPERTY TAX ADJUSTMENTS	1,314,248	1,000,000	578,843	500,000	550,000
G-139-1240-5062 PROPERTY TAXES	0	0	0	0	49,230
Total 1240 TAXES - INTEREST, SUPPS, ADJUST	(651,637)	(420,000)	(443,530)	(420,000)	(400,770)
1241 DEBT SERVICING					
G-139-1241-1570 DONATIONS	(240)	0	(200)	0	0
G-139-1241-5010 BANK CHARGES & COLLECTION FEES	0	0	(30)	0	0
G-139-1241-5030 INTEREST ON LTD	462,292	511,220	(193,960)	492,055	385,850
G-139-1241-5035 PRINCIPAL ON LTD	1,512,506	1,462,138	(1,109,909)	1,573,150	1,232,270
Total 1241 DEBT SERVICING	1,974,558	1,973,358	(1,304,099)	2,065,205	1,618,120
1242 CASH MANAGEMENT					
G-139-1242-1560 INVESTMENT AND INTEREST INCOME	(378,491)	(249,750)	(226,144)	(253,770)	(380,000)
Total 1242 CASH MANAGEMENT	(378,491)	(249,750)	(226,144)	(253,770)	(380,000)
1244 PROVINCIAL OFFENCES ACT					
G-139-1244-1250 POA REVENUE	(104,211)	(125,000)	0	(441,315)	(400,000)
G-139-1244-5010 BANK CHARGES & COLLECTION FEES	12,194	15,000	6,666	383,380	350,000
Total 1244 PROVINCIAL OFFENCES ACT	(92,017)	(110,000)	6,666	(57,935)	(50,000)
1247 EMERGENCY EVENTS					
G-139-1247-2110 P.T. WAGES	10,945	0	3,261	0	0
G-139-1247-2500 F.T. BENEFITS	105	0	32	0	0
G-139-1247-2510 P.T. BENEFITS	862	0	265	0	0
G-139-1247-3050 MATERIALS	191,259	0	45,533	0	0
G-139-1247-4107 BUILDING MAINTENANCE	2,163	0	0	0	0
G-139-1247-9060 FACILITIES/BUILDINGS	96,163	0	0	0	0
Total 1247 EMERGENCY EVENTS	301,497	0	49,091	0	0

	2021	2021	2022	2022	2023
GENERAL GOVERNMENT	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
1248 OTHER FINANCIAL SERVICES					
G-139-1248-1130 ONTARIO GRANTS	(1,906,100)	(362,000)	0	0	0
G-139-1248-1470 RENT AND LEASE REVENUE	(4,230)	0	(1)	0	0
G-139-1248-1570 DONATIONS	(15,000)	0	0	0	0
G-139-1248-1750 SALES OF LAND	1,760	0	(39,499)	0	0
G-139-1248-1770 RECOVERABLES	(30,205)	(14,100)	(53,779)	(14,200)	(16,780)
G-139-1248-1810 CONTRIBUTION FROM RESERVES	0	(500,000)	0	(1,000,000)	(1,500,000)
G-139-1248-1900 INTERFUNCTIONAL TRANSFERS	(114,210)	(114,210)	0	(114,210)	0
G-139-1248-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	(127,000)
G-139-1248-1906 INTERFUNCTIONAL INSURANCE	0	0	0	0	(106,670)
G-139-1248-4080 INSURANCE PREMIUMS	809,749	814,850	994,682	998,387	1,114,040
G-139-1248-4081 INSURANCE CLAIMS - ADJUSTER FEES	20,057	10,000	18,226	15,000	20,000
G-139-1248-4085 INSURANCE CLAIMS	39,220	175,000	83,271	175,000	150,000
G-139-1248-4090 LEGAL	94,221	85,000	139,293	75,000	80,000
G-139-1248-4097 MEMBERSHIPS	0	0	894	0	0
G-139-1248-4100 SERVICES - OTHER	23,256	0	0	0	0
G-139-1248-4164 SPECIAL EVENTS/PROJECTS	50,566	100,000	1,689	0	0
G-139-1248-5010 BANK CHARGES & COLLECTION FEES	39,949	42,500	51,870	0	45,000
G-139-1248-7810 TRANSFER TO RESERVES	550,000	550,000	370,184	350,000	450,000
G-139-1248-7820 TRANSFER TO RESERVE FUNDS	1,090,577	0	0	0	0
Total 1248 OTHER FINANCIAL SERVICES	649,610	787,040	1,566,830	484,977	108,590
Total 139 GENERAL GOVERNMENT	(63,284,564)	(62,158,191)	(68,564,105)	(66,956,784)	(71,955,773)



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G121 City Clerk

Department/Division Overview:

The Clerk’s Office provides corporate, customer, and statutory services to Council, the public, internal departments, and external agencies. The Clerk’s Office also provides corporate document records management services, administers municipal and school board elections, managing sale and disposition of municipally owned land (excluding industrial land), and delivers provincially delegated services to the public such as vital statistics, licensing, civil ceremonies, and commissioning of documents.

In addition, through contracted services, the Clerk’s Office operates parking enforcement and crossing guard services.

Key Activities Planned for 2023:

The Clerk’s Office has a comprehensive program planned for 2023 as follows:

- Post 2022 Stratford Municipal and School Board Election Activities:
 - Preparation and presentation of post-election report(s),
 - Activities required by the Municipal Elections Act, 1996, including the Joint Election Compliance Audit Committee.
- Education and Training:
 - Council orientation program implementation,
 - Education and training will be provided on several topics to:
 - Council
 - Staff
 - Advisory Committees
 - Local Boards (as applicable)
- Governance Review:
 - The Clerk’s Office will begin a governance review to include a review of the:
 - City’s Procedure By-law 140-2007,
 - Committee of Adjustment Procedure By-law,
 - Council structure, including advisory committees.
- Continued Electronic Documents Records Management System Implementation and review of current policies, procedures and by-laws related to records management.
- Completing Request for Proposal process to obtain Integrity Commissioner Services and continuing to provide support to the Office of the Integrity Commissioner.

Most services provided by the Clerk's Office are prescribed in legislation such as the Municipal Act, 2001, Municipal Elections Act, 1996, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Vital Statistics Act, and the Commissioner for the Taking of Affidavits Act.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Most services provided by the Clerk's Office are prescribed in legislation and may not directly relate to Council's strategic initiatives. There are several other programs and services the Clerk's Office provides that do support Council's strategic initiatives. For example, providing support for advisory committees and boards as necessary, coordinating sale and disposition of excess municipal land (excluding industrial land) that is not required for a municipal purpose, review of parking options, installation of EV charging stations in the downtown core.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Revenue in the Clerk's Office continues to fluctuate because of service and demand changes. Costs for processing MFIPPA requests continue to increase without any cost recovery options due to the prescribed fee structure.

Additional funds have been included in the Clerk's Office budget to undertake education and training on topics including:

- Accountability and transparency, including open and closed meeting requirements
- Access to information and records management

The intent is to provide training to members of Council, advisory committees, local boards (as applicable), and staff.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Certain services, such as marriage licencing, commissioning, and civil ceremonies, continue to be held by appointment only and at a reduced frequency. This has resulted in less revenue being generated by the City for offering these services.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Most services provided by the Clerk's Office are prescribed in legislation and cannot be reduced. Use of technology for the provision of programs and services will continue to be utilized.

121 CITY CLERK	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
1126 CITY CLERK ADMINISTRATION					
G-121-1126-1405 RENTALS/FOI/COMMISSIONING	(18,045)	(17,000)	(18,551)	(17,000)	(17,000)
G-121-1126-1434 ADMIN FEE	(1,484)	(1,000)	(513)	(500)	(1,000)
G-121-1126-1435 COMMISSIONING	(800)	(3,900)	(575)	(3,900)	(3,500)
G-121-1126-1437 FREEDOM OF INFORMATION	(393)	(1,000)	(2,581)	(1,000)	(1,000)
G-121-1126-1438 CIVIL CEREMONY	(6,944)	(14,000)	(11,295)	(14,000)	(14,000)
G-121-1126-1439 ENCROACHMENT FEE	(23,212)	(16,500)	(27,124)	(16,500)	(22,000)
G-121-1126-1441 MARRIAGE LICENCE	(6,525)	(30,000)	(16,650)	(30,000)	(30,000)
G-121-1126-1442 LOTTERY LICENCE	(31,730)	(54,000)	(36,589)	(54,000)	(34,000)
G-121-1126-1443 PET LICENCING	(2,168)	(2,000)	(1,170)	(2,000)	(2,000)
G-121-1126-1444 BUSINESS LICENCES	(10,117)	(32,000)	(38,325)	(30,000)	(35,000)
G-121-1126-1770 RECOVERABLES	(568)	0	0	0	0
G-121-1126-2100 F.T. SALARIES & WAGES	412,734	414,500	333,610	417,970	432,590
G-121-1126-2110 P.T. SALARIES & WAGES	0	0	4,942	0	0
G-121-1126-2500 F.T. BENEFITS	114,659	129,310	93,181	133,020	138,460
G-121-1126-2510 P.T. BENEFITS	0	0	1,365	0	0
G-121-1126-3050 MATERIALS	1,924	13,600	2,168	13,600	12,000
G-121-1126-3070 OFFICE SUPPLIES AND PAPER	3,268	3,200	3,038	3,000	3,000
G-121-1126-3090 PHOTOCOPIER EXPENSE	2,800	6,000	4,731	4,030	5,000
G-121-1126-3100 POSTAGE	1,071	4,000	487	2,000	1,500
G-121-1126-3110 PRINTING	0	1,000	0	1,000	1,000
G-121-1126-3130 PUBLICATIONS & SUBSCRIPTIONS	2,101	1,500	563	1,500	500
G-121-1126-4035 CONFERENCES- ACCOMMODATIONS	0	1,500	0	1,500	1,500
G-121-1126-4036 CONFERENCES - EXPENSES	0	300	0	300	300
G-121-1126-4037 CONFERENCES - REGISTRATION	0	1,500	0	1,500	1,500
G-121-1126-4038 CONFERENCES- TRAVEL/MILEAGE	0	600	0	600	600
G-121-1126-4050 CONTRACTORS	27,156	0	17,727	22,500	22,500
G-121-1126-4060 COURIER/FREIGHT	2,555	3,200	2,067	3,200	3,000
G-121-1126-4090 LEGAL	22,638	30,000	16,264	30,000	30,000
G-121-1126-4097 MEMBERSHIPS	824	1,500	957	1,500	1,500
G-121-1126-4110 TELEPHONE	1,470	1,470	1,397	1,400	0

121 CITY CLERK	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-121-1126-4120 CELL PHONES	50	600	0	0	0
G-121-1126-4130 TOWN CRIER	28,981	25,000	28,227	30,000	30,000
G-121-1126-4140 TRAINING - REGISTRATION	6,183	5,500	12,407	6,000	20,000
G-121-1126-4141 TRAINING - MILEAGE	0	500	0	500	500
G-121-1126-4142 TRAINING - EXPENSES	0	500	60	500	500
G-121-1126-4150 TRAVEL - EXCL TRAINING & CONFERENCE	0	500	0	500	500
G-121-1126-5010 BANK CHARGES AND COLLECTION FEES	71	50	25	50	75
G-121-1126-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	38,215
G-121-1126-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	1,400
G-121-1126-9010 OFFICE EQUIPMENT AND FURNISHINGS	916	1,500	0	1,500	2,000
Total 1126 CITY CLERK ADMINISTRATION	527,415	475,930	369,843	508,770	588,640
1128 ELECTION SERVICES					
G-121-1128-1770 RECOVERABLES	0	0	(5,211)	0	0
G-121-1128-1810 CONTRIBUTION FROM RESERVES	0	0	0	(279,000)	0
G-121-1128-3050 MATERIALS	2,646	5,000	57,320	189,000	0
G-121-1128-4040 CONSULTANTS	0	0	61,541	35,000	0
G-121-1128-7810 TRANSFER TO RESERVES	55,000	55,000	55,000	55,000	55,000
Total 1128 ELECTION SERVICES	57,646	60,000	168,650	0	55,000
Total 121 CITY CLERK	585,061	535,930	538,493	508,770	643,640



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G134 Information Technology

Department/Division Overview:

Information Technology Services (ITS) provides technology support to the entire City organization. It is a division within the Corporate Services Department. The IT division provides solutions that empower residents and City departments. IT's day-to-day responsibilities include managing technology projects and ensuring that the enterprise systems, applications, networks, end user devices, and communications systems, which support the operations of the City, are continuously available and operating effectively

Key Activities Planned for 2023:

Due to supply chain concerns, information technology has a backlog of projects dating back to 2022. These projects will take up most of the year in 2023. The department's priorities are to improve and upgrade network and service capacity, as well as to upgrade storage and communication technologies. The IT division is also involved in the implementation and updates of many corporate systems that impact service delivery or enhance the capabilities of a department, such as the Work Order Management System, Citizen Portal, Office 365, and Geographic Information Systems.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

The services provided by IT division helps City departments to achieve their technological goals. As IT division does not directly influence or contribute towards Strategic Priorities, it is a division that significantly contributes towards all Strategic Priorities

Explain Significant Variances (2023 proposed budget vs prior year actuals):

TBD

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

- Increase in request for remote work
- Increase in request for remote hosted solutions
- Increase security requirements
- Increase in audits and logging

If yes, please describe the impacts:

- Increased operating cost with extra resourcing and consulting
- Increased capital cost with extra hardware and licensing
- Increased maintenance with multiple systems and new systems

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

N/A. ITS is an integral division that provides technology services to all City departments.

134 INFORMATION TECHNOLOGY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
1230 IT ADMINISTRATION					
G-134-1230-1130 ONTARIO GRANTS	0	0	0	0	(98,983)
G-134-1230-1770 RECOVERABLES	(8,509)	0	0	0	(8,400)
G-134-1230-1810 CONTRIBUTION FROM RESERVES	(2,318)	0	0	0	0
G-134-1230-1820 CONTRIBUTION FROM RESERVE FUND	0	0	0	(92,300)	0
G-134-1230-1900 INTERFUNCTIONAL	(6,400)	(6,400)	0	0	0
G-134-1230-2100 F.T. SALARIES & WAGES	403,768	325,470	513,254	627,626	661,680
G-134-1230-2110 P.T. SALARIES AND WAGES	31,788	38,800	32,698	38,800	41,510
G-134-1230-2500 F.T. BENEFITS	111,547	90,960	153,437	179,263	198,970
G-134-1230-2510 P.T. BENEFITS	5,989	10,080	4,966	10,280	8,050
G-134-1230-3050 MATERIALS	0	0	630	0	0
G-134-1230-3070 OFFICE SUPPLIES AND PAPER	66	1,000	1,282	1,000	1,000
G-134-1230-3120 MEALS & MEETING COSTS	105	0	0	0	0
G-134-1230-4020 SERVICE CONTRACTS	145,975	248,700	23,659	0	0
G-134-1230-4035 CONFERENCES - ACCOMMODATIONS	0	6,000	0	6,000	6,600
G-134-1230-4037 CONFERENCES - REGISTRATION	397	5,900	547	5,900	6,700
G-134-1230-4038 CONFERENCES - TRAVEL/MILEAGE	0	2,300	0	2,300	3,500
G-134-1230-4097 MEMBERSHIPS	0	4,000	454	4,000	4,000
G-134-1230-4140 TRAINING - REGISTRATION	2,132	6,000	5,103	6,000	13,200
G-134-1230-4150 TRAVEL-EXCL TRAINING & CONFERENCES	14	0	0	0	0
Total 1230 IT ADMINISTRATION	684,554	732,810	736,030	788,869	837,827
1232 IT SERVICES - OUTSIDE AGENCIES					
G-134-1232-1770 RECOVERABLES	0	0	(8,400)	(8,400)	0
Total 1232 IT SERVICES - OUTSIDE AGENCIES	0	0	(8,400)	(8,400)	0
1234 IT MAINTENANCE & SUPPORT					
G-134-1234-1425 IT MAINTENANCE	(4,819)	0	0	0	0
G-134-1234-1770 RECOVERABLES	(847)	(8,100)	(6,418)	0	(1,320)
G-134-1234-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(26,000)	0	0
G-134-1234-1900 INTERFUNCTIONAL TRANSFER	(217,007)	(186,800)	(93,750)	(189,720)	0
G-134-1234-1901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	(540,959)
G-134-1234-1907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	(212,670)
G-134-1234-3090 PHOTOCOPIES	207	650	1,082	1,280	1,280

134 INFORMATION TECHNOLOGY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-134-1234-4040 CONSULTANTS	0	60,000	0	0	60,000
G-134-1234-4095 SUPPORT & MAINTENANCE CONTRACTS	584,308	818,390	748,619	872,807	906,457
G-134-1234-4110 TELEPHONE - BASIC	1,175	1,170	1,116	1,120	96,360
G-134-1234-4115 TELEPHONE - LONG DISTANCE	1,002	0	768	0	0
G-134-1234-4120 TELEPHONE - CELL PHONES	1,644	2,000	1,860	2,000	121,950
G-134-1234-4122 DATA TELECOMMUNICATIONS	63,170	66,540	61,376	67,870	69,230
G-134-1234-4125 INTERNET	12,211	13,800	11,193	13,800	13,800
G-134-1234-7820 TRANSFER TO RESERVE FUNDS	155,570	155,570	155,570	155,570	200,000
G-134-1234-9010 OFFICE EQUIPMENT & FURNISHINGS	2,358	0	0	0	0
G-134-1234-9030 EQUIPMENT PURCHASES FOR OTHER DEPTS	8,947	0	18,902	0	0
Total 1234 IT MAINTENANCE & SUPPORT	607,919	923,220	874,318	924,727	714,128
Total 134 INFORMATION TECHNOLOGY	1,292,473	1,656,030	1,601,948	1,705,196	1,551,955



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G135 Parking

Department/Division Overview:

The Parking Division of the Clerk’s Office/Corporate Services Department is responsible for enforcing certain provisions of the City’s Traffic and Parking By-law 159-2008, receiving payments for fines and issuing monthly parking permits for municipal downtown parking lots.

Key Activities Planned for 2023:

- Continue review for improvements to Erie Lot
- Monitor need for improvements to Downie Lot
- Continue implementation of Smart Parking Project (2021-2025)
- Initiate EV Charging Expansion Project
- Complete environmental scan of comprehensive parking management systems
- Review set fines and fees & charges for parking
- Review Accessible Parking Permits Policy – P.1.6

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

This work plan assists in meeting the developing our resources priority and the mobility, accessibility and design excellence priority. This will be achieved through the plan’s goals of improving and expanding on available parking infrastructure and technologies to enhance the parking experience, and planning for a sustainable future through the addition of new electric vehicle charging stations.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

There is a slight annual increase in the rate from the City’s contractor providing parking enforcement officers.

Any significant variance will be funded through the parking reserve and would not impact the tax levy.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

Any decisions made which may impact the cost of parking, such as offering free parking or providing for programs or services which reduce available parking, will ultimately impact the revenue which can be collected in 2023. Any reduction in parking revenue will then correlate to a reduced transfer to the parking reserves.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Currently the preferred complement of parking enforcement officers is 4. This could be reduced to 3 to mitigate challenges but would also impact the ability to provide enforcement provisions outside of the downtown core.

135 PARKING	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
3411 PARKING CONTROL ADMINISTRATION					
G-135-3411-1335 PARKING REVENUE - PERMITS	(606,825)	(1,930,000)	(797,166)	(1,000,000)	(1,000,000)
G-135-3411-1480 PARKING TICKET/FINES/HOOD RENTAL	(116,731)	(170,000)	(80,569)	(132,000)	(100,000)
G-135-3411-1820 CONTRIBUTION FROM RESERVE FUND	(7,321)	0	0	0	0
G-135-3411-2100 F.T. SALARIES & WAGES	79,935	82,965	72,169	82,540	87,890
G-135-3411-2500 F.T. BENEFITS	33,097	29,440	32,202	26,270	33,030
G-135-3411-3040 HYDRO	613	2,000	505	1,750	1,350
G-135-3411-3050 MATERIALS	5,920	7,200	2,187	6,200	6,150
G-135-3411-3070 OFFICE SUPPLIES AND PAPER	7,118	8,700	3,214	9,500	9,000
G-135-3411-3090 PHOTOCOPIER EXPENSE	0	1,000	0	1,000	0
G-135-3411-3100 POSTAGE	2,995	3,500	1,938	3,000	2,500
G-135-3411-3180 VEHICLE - FUEL	1,345	0	1,336	1,500	1,560
G-135-3411-4010 ADVERTISING	419	1,000	476	750	750
G-135-3411-4020 SERVICE CONTRACTS	10,533	0	11,416	0	0
G-135-3411-4040 CONSULTANTS	0	10,000	0	10,000	10,000
G-135-3411-4050 CONTRACTORS	149,473	194,000	92,207	217,000	222,700
G-135-3411-4090 LEGAL	307	3,000	0	3,000	3,000
G-135-3411-4095 MAINTENANCE CONTRACTS	48,947	79,700	57,538	83,090	69,663
G-135-3411-4110 TELEPHONE	591	590	562	560	0
G-135-3411-4120 TELEPHONE - CELL PHONE	3,800	3,250	3,850	3,850	0
G-135-3411-5010 BANK, COLLECTION AND CREDIT CARD	2,439	10,720	13,478	11,000	11,000
G-135-3411-5062 PROPERTY TAXES	0	0	0	0	4,390
G-135-3411-7820 TRANSFER TO RESERVE FUNDS	917,635	917,635	0	0	204,800
G-135-3411-7900 INTERFUNCTIONAL TRANSFER	142,500	105,300	0	146,260	0
G-135-3411-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	11,469
G-135-3411-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	120,000
G-135-3411-7905 INTERFUNCTIONAL FLEET	0	0	0	0	1,920
G-135-3411-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	5,360
Total 3411 PARKING CONTROL ADMINISTRATION	676,790	(640,000)	(584,657)	(524,730)	(293,468)

	2021	2021	2022	2022	2023
135 PARKING	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3450 PARKING LOT FACILITIES					
G-135-3450-3050 MATERIALS	0	10,000	273	10,000	2,500
G-135-3450-4050 CONTRACTORS	0	25,000	0	15,000	15,000
G-135-3450-5040 RENTAL OF BLDG, MACHINERY & EQUIP	30,000	30,000	27,500	35,500	36,000
Total 3450 PARKING LOT FACILITIES	30,000	65,000	27,773	60,500	53,500
Total 135 PARKING	706,790	(575,000)	(556,884)	(464,230)	(239,968)



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G136 Crossing Guards

Department/Division Overview:

Crossing Guards is a division within the Clerk's Office/Corporate Services Department. Crossing Guards provide safe crossing for students, from Junior Kindergarten to Grade 6, who walk to and from school.

Key Activities Planned for 2023:

Continuing to provide status quo service and reviewing any requests for additional service locations as received.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

This work plan assists in meeting the mobility, accessibility and design excellence priority. By providing crossing guard services, the City is offering a safe way for children to cross specific intersections on their way to and from school which assists in reducing the number of parents driving their children to school.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

In accordance with the City's agreement for crossing guard services with the current contractor, there is a slight increase in the hourly rates impacting the 2023 proposed budget.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

The need for Crossing Guards decreases should students not have in-person learning.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

In the past we have had temporary layoffs of crossing guards when schools are in remote only learning.

	2021	2021	2022	2022	2023
136 CROSSING GUARDS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3192 CROSSING GUARD PROTECTION					
G-136-3192-3050 MATERIALS	541	1,600	525	1,600	1,600
G-136-3192-4050 CONTRACTORS	147,990	220,815	161,675	236,610	254,069
G-136-3192-9030 EQUIPMENT PURCHASES	1,234	5,000	0	4,700	5,700
Total 3192 CROSSING GUARD PROTECTION	149,765	227,415	162,200	242,910	261,369
Total 136 CROSSING GUARDS	149,765	227,415	162,200	242,910	261,369



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G513 Industrial Land Servicing

Department/Division Overview:

This budget reflects revenue and expenditures related to the sales and purchases of the City’s industrial land, currently located on Wright Boulevard and Crane Avenue. 92% of net revenue (after deducting all costs for each transaction) is transferred to the Industrial Land reserve fund at year-end and the remaining 8% of net revenue is transferred to the Strategic Community Development reserve fund.

The Industrial Land reserve fund also pays the debt servicing costs that have been financed by long-term debt with maturities in 2025 and 2026.

Key Activities for 2023:

There are 2 remaining parcels in the Wright Business Park under Option Agreements with pending sale revenues. There are 2 remaining lots in the Crane West Business Park with pending sale revenues.

Moving of topsoil on one parcel will be required once sale agreement is reached at the City’s cost and this has been included in the budget to be funded from reserve fund. An estimated figure of \$400,000 has been used as this is the estimated upside but the cost could be lower, depending on when during the year the work is completed (season could impact cost).

Any potential acquisitions for property and related costs could be funded from the reserve and subsequently recouped by future land sales as long as cash flows permit.

All other City industrial lots are sold, while demand remains high. Development of new City industrial lands has been identified as a priority to accommodate existing company expansions and attract new investment. Work will continue in 2023 for the design and servicing of City-owned lands for a new business park.

How This Work Plan Reflects Council’s Strategic Priorities

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Significant Variances (2023 proposed budget vs prior year actuals):

No significant variances.

Will the Services Offered by this Department/Division be impacted by COVID-19? yes no

	2021	2021	2022	2022	2023
513 INDUSTRIAL LAND SERVICING	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
5130 ADMINISTRATION					
G-513-5130-1750 LAND SALES	(984,402)	0	(1,642,125)	0	0
G-513-5130-1820 CONTRIBUTION FROM RESERVE FUND	0	(391,080)	0	(900,550)	(770,960)
G-513-5130-4040 CONSULTANTS	0	0	5,292	0	0
G-513-5130-4050 CONTRACTORS	9,396	0	860	500,000	400,000
G-513-5130-4090 LEGAL	22,763	0	18,558	0	0
G-513-5130-5030 INTEREST ON LTD	58,101	59,290	47,117	68,800	37,330
G-513-5130-5035 PRINCIPAL ON LTD	332,411	331,790	324,156	331,750	333,630
G-513-5130-7820 TRANSFER TO RESERVE FUND	561,732	0	0	0	0
Total 5130 ADMINISTRATION	0	0	(1,246,142)	0	0
Total 513 INDUSTRIAL LAND SERVICING	0	0	(1,246,142)	0	0



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G810 Requisitions from Others

Department/Division Overview:

This budget reflects required payments made to outside agencies. The costs included in this budget are apportioned in different ways based on specific agreements or legislation in place. It is the intent of the Treasurer to combine this division with the other financial groupings in the future for ease of presentation and reporting.

Key Activities Planned for 2023:

Municipal Property Assessment Services (MPAC):

- MPAC’s Board has approved a 0.% increase for the total municipal levy in 2023. A small increase has been added to reflect any changes to Stratford’s number of properties/total CVA increases compared to the provincial numbers on the local levy.

Huron Perth Public Health (HPPH):

- Cost shared between the City of Stratford, the County of Perth and Town of St. Marys, based on weighted assessment of 40.96% for 2023.

Ambulance Emergency Services, Spruce Lodge, Stratford-Perth Archives:

- Cost shared between the City, County and St. Marys and based on weighted assessment of 40.96% for 2023.

Stratford Perth Museum:

- Cost is based on agreement at 60% Stratford/40% County of Perth, with an annual increase based on CPI.

Destination Stratford (DS):

- DS has requested \$595,000 which is an increase of 2.59% over 2022 budget.
- The remaining amount in this budget of \$51,520 represents City costs to provide custodial services for the 47 Downie Street facility.
- DS also receives use of this facility free of any rental charges.

Annexation Agreement:

- Compensation payments are made under three annexation agreements with the Townships of Perth South and Perth East.

County Roads Agreement:

- This cost is shared between the City of Stratford and the County of Perth and is based on weighted assessment.

Stratford Economic Enterprise Development Corporation (SEEDCo):

- SEEDCo has requested a total of \$686,792 which is an increase of 4.5% over 2022 budget
- \$653,042 in core funding for operations in 2023 for the delivery of the City’s economic development service (\$544,840) and Stratford-Perth Centre for Business operations (\$108,202). This budget includes the reimbursement of annual operating fees back to the City of Stratford for finance, payroll and insurance services (\$23,000), and rent & CAM (\$22,000), in accordance with the purchase of service agreement between the City and SEEDCo.
- Also included is \$33,750 for special project funding to implement recommendations contained in the Stratford Housing Project – A Road Map for Attainable Market Housing Development Report. This funding is a carry forward from the Province, extending to April 2023.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- Municipal Property Assessment Services (MPAC) – proposed increase of 0.84%
- Huron Perth Public Health (HPPH) – proposed increase of 2%
- Ambulance Services - proposed increase of 2%
- Spruce Lodge - proposed increase of 2%
- Stratford-Perth Archives - proposed increase of 2%
- Stratford Perth Museum - proposed increase of 2%
- Destination Stratford - proposed increase of 2.59%
- Annexation Agreement – estimated increase of 3.39%
- County Roads Agreement – estimated increase of 15.13%
- Stratford Economic Enterprise Development Corporation (SEEDCo) - proposed increase of 4.5%

Overall increase in this division is 5.07% or \$471,130.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

810 REQUISITIONS FROM OTHERS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
Total 1142 PROPERTY ASSESSMENT SERVICES	413,029	412,000	415,003	415,004	418,500
Total 5100 HURON PERTH PUBLIC HEALTH	644,933	644,933	636,482	703,970	718,050
Total 5300 AMBULANCE SERVICES	2,956,055	2,904,374	2,739,559	2,987,206	3,046,950
Total 6200 SPRUCE LODGE	550,068	550,075	529,441	577,580	589,130
Total 7500 STRATFORD/PERTH ARCHIVES	288,234	313,500	293,125	319,770	326,165
Total 7504 STRATFORD PERTH MUSEUM	153,600	153,610	156,680	156,680	159,810
8217 DESTINATION STRATFORD					
G-810-8217-2100 F.T. SALARIES & WAGES	2,046	0	261	0	0
G-810-8217-2500 F.T. BENEFITS	511	0	510	0	0
G-810-8217-6035 EXTERNAL AGENCIES	540,000	540,000	580,000	580,000	595,000
G-810-8217-7900 INTERFUNCTIONAL	50,510	50,510	0	50,510	0
G-810-8217-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	51,520
Total 8217 DESTINATION STRATFORD	593,067	590,510	580,771	630,510	646,520
Total 8219 ANNEXATION AGREEMENT	834,181	850,000	833,661	869,100	898,600
Total 8221 COUNTY ROADS AGREEMENT	1,639,508	1,967,410	2,184,927	1,967,410	2,265,045
Total 8222 STRATFORD ECONOMIC ENTERPRISE DEVELOPMENT CORPORATION	599,092	599,100	657,202	657,202	686,792
TOTAL 810 REQUISITIONS FROM OTHERS	8,671,767	8,985,512	9,026,851	9,284,432	9,755,562



2023 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G872 Community Support & Grants

Department/Division Overview:

The City provides monetary grants and in-kind support to a variety of community organizations and special events. The community grants program is administered under City Policy F.1.1. This budget reflects those costs, as well as the Stratford & District Chamber of Commerce membership renewal for 2023, and an amount for financial assistance under the Brownfield Community Improvement Plan Program.

Any funds remaining at year-end in this budget will be transferred to a reserve for future community grant needs.

Key Activities Planned for 2023:

Closing date for accepting 2023 grant applications is January 31, 2023. The Community Grants Evaluation Team will be reviewing all applications received, and then making its recommendations to Council once the 2023 budget has final approval. The number of grants awarded and their amounts will be based on this final G872 budget.

We have maintained funding for one-time annual grants, multi-year grants and the contingency available for after-budget requests. Included in the one-time annual grant budget is \$20,000 for potential grant applications under the City's Brownfields Community Improvement Plan Program, as well as \$4,500 for Stratford & District Chamber of Commerce membership.

The budget for the purposes of providing other community supports, such as waiving fees, has been reduced to \$245,000 based on historical and projected activity. This budget represents various community supports provided by City Departments.

It is important to note that a payment of \$162,500 is included in the multi-year grants amount for the Rotary Hospice Stratford Perth. The 2023 payment is the City's final payment on an original pledge of \$1.5 million dollars made in 2018.

Based on Council direction in 2021, once the Rotary Hospice pledge is completed, there will be consideration in 2024 to support a \$5 million dollar pledge over 10 years from the Stratford Hospital Foundation.

The Committee will be reviewing and updating the policy in 2023.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Year-end transfer to reserve will be completed and variances will be nominal.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

872 COMMUNITY SUPPORT & GRANTS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7522 CONTINGENCY					
G-872-7522-6010 GRANTS TO CHARITIES & OTHER ORG	0	40,000	0	40,000	40,000
G-872-7522-7810 TRANSFER TO RESERVES	40,000	0	0	0	0
Total 7522 CONTINGENCY	40,000	40,000	0	40,000	40,000
7643 MULTI YEAR GRANTS					
G-872-7643-1810 CONTRIBUTION FROM RESERVES	(4,279)	0	0	0	0
G-872-7643-6010 MULTI YEAR GRANTS	257,079	252,800	245,747	252,800	252,800
Total 7643 MULTI YEAR GRANTS	252,800	252,800	245,747	252,800	252,800
7644 ANNUAL GRANTS					
G-872-7644-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(1,000)	0	0
G-872-7644-6010 ANNUAL GRANTS	122,252	133,070	138,270	133,070	133,070
G-872-7644-7810 TRANSFER TO RESERVES	10,818	0	0	0	0
Total 7644 ANNUAL GRANTS	133,070	133,070	137,270	133,070	133,070
7645 FEE WAIVERS					
G-872-7645-1810 CONTRIBUTION FROM RESERVES	0	0	0	(39,600)	0
G-872-7645-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(40,000)	0	0
G-872-7645-6010 FEE WAIVERS	144,665	343,180	79,200	382,780	245,000
Total 7645 FEE WAIVERS	144,665	343,180	39,200	343,180	245,000
Total 872 COMMUNITY SUPPORT & GRANTS	570,535	769,050	422,217	769,050	670,870



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G711 Parks

Department/Division Overview:

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (25 neighborhood, 16 city parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout city as well as horticulture and maintenance of all city gardens. In addition, this division is also responsible for garbage collection in the parks and facilities daily with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

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

Key Activities Planned for 2023:

- Implementation of new play structure (replacement) Marsh Pond Park
- Refurbish entrance gates at Upper Queens Park and entrance structure at Shakespearean Gardens

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- \$15,000 has been added to Forestry Maintenance. This is due to rising costs experienced in 2022.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

711 PARKS & FORESTRY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7100 PARKS OPERATIONS					
G-711-7100-1470 RENTALS AND LEASES	(43,131)	(140,000)	(130,423)	(140,000)	(120,000)
G-711-7100-1570 DONATIONS	(61,525)	(8,000)	(55,600)	(8,000)	(20,000)
G-711-7100-1770 RECOVERABLES	(4,485)	(5,300)	0	(5,300)	(5,300)
G-711-7100-1810 CONTRIBUTION FROM RESERVES	(788)	0	0	0	0
G-711-7100-2100 F.T. SALARIES & WAGES	474,817	788,560	452,308	560,310	514,720
G-711-7100-2110 P.T. SALARIES & WAGES	82,121	85,350	272,485	358,280	353,370
G-711-7100-2500 F.T. BENEFITS	138,941	236,222	137,447	171,230	173,770
G-711-7100-2510 P.T. BENEFITS	9,018	14,140	28,920	60,550	68,980
G-711-7100-2700 OTHER PAYROLL EXPENSES	45	0	65	0	0
G-711-7100-3010 CLOTHING	2,114	2,000	2,349	2,000	2,500
G-711-7100-3030 HEAT	4,995	6,000	3,234	6,000	9,000
G-711-7100-3040 HYDRO	21,433	25,000	17,800	25,000	26,000
G-711-7100-3045 WATER / SEWAGE	14,897	28,000	11,505	12,000	16,000
G-711-7100-3050 MATERIALS	84,120	100,000	63,207	100,000	100,000
G-711-7100-3053 PLANT MATERIALS	39,376	43,000	89,071	100,000	100,000
G-711-7100-3070 OFFICE SUPPLIES AND PAPER	9	100	0	0	0
G-711-7100-3090 PHOTOCOPIER EXPENSE	3,940	2,200	283	470	350
G-711-7100-3100 POSTAGE	374	500	394	500	500
G-711-7100-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	10,269	6,000	12,587	10,000	10,000
G-711-7100-3180 VEHICLE - FUEL	0	3,000	1,090	0	1,000
G-711-7100-3190 VEHICLE-REPAIRS AND MAINTENANCE	4,084	10,000	3,030	10,000	10,000
G-711-7100-4036 CONFERENCES- EXPENSES	168	2,500	688	2,500	2,500
G-711-7100-4040 CONSULTANTS	5,037	4,000	3,460	4,500	0
G-711-7100-4045 PARKS- SWAN CARE	4,669	6,000	1,475	6,000	6,000
G-711-7100-4050 CONTRACTORS - GOOSE MANAGEMENT	44,001	60,000	30,826	50,000	50,000
G-711-7100-4095 MAINTENANCE CONTRACTS	56,398	80,000	47,829	80,000	80,000
G-711-7100-4097 MEMBERSHIPS	3,247	1,700	3,049	1,900	1,900
G-711-7100-4106 LAWN MAINTENANCE	322,717	320,000	323,311	320,000	320,000
G-711-7100-4107 BUILDING MAINTENANCE	1,499	6,000	7,288	3,000	4,500
G-711-7100-4108 TREE TRIMMING & REMOVAL	0	0	92	0	0
G-711-7100-4120 TELEPHONE - CELL PHONES	1,800	1,800	1,800	1,800	0

	2021	2021	2022	2022	2023
711 PARKS & FORESTRY	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-711-7100-4140 TRAINING/SAFETY	2,372	11,000	1,809	5,000	5,000
G-711-7100-4155 FACILITY IMPROVEMENTS	27,293	30,000	79,655	50,000	30,000
G-711-7100-5062 PROPERTY TAXES	0	0	0	0	8,560
G-711-7100-7820 TRANSFER TO RESERVE FUNDS	0	0	317,000	317,000	200,000
G-711-7100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	4,900
G-711-7100-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	3,000
Total 7100 PARKS OPERATIONS	1,249,825	1,719,772	1,728,034	2,104,740	1,957,250
8400 FORESTRY					
G-711-8400-1405 USER FEES INCL TREE PLANTING REVENUE	(23,400)	(25,000)	(20,000)	(25,000)	(20,000)
G-711-8400-1570 DONATIONS	(6,200)	(8,000)	(9,750)	(8,000)	(8,000)
G-711-8400-1770 RECOVERABLES	(91,768)	(100,000)	(108,235)	(75,000)	(75,000)
G-711-8400-2100 F.T. SALARIES & WAGES	128,300	71,300	118,397	148,190	150,460
G-711-8400-2110 P.T. SALARIES & WAGES	0	0	0	11,540	11,760
G-711-8400-2500 F.T. BENEFITS	38,727	20,850	37,693	44,760	44,700
G-711-8400-2510 P.T. BENEFITS	0	0	0	1,950	2,130
G-711-8400-3050 MATERIALS	73,127	75,000	60,233	75,000	75,000
G-711-8400-4095 MAINTENANCE CONTRACTS	284,854	285,000	298,140	285,000	300,000
Total 8400 FORESTRY	403,640	319,150	376,478	458,440	481,050
Total 711 PARKS	1,653,465	2,038,922	2,104,512	2,563,180	2,438,300



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G715 Facilities - G721 Recreation Other

Department/Division Overview:

The Facilities Division oversees the operations and maintenance of indoor and outdoor recreational and seasonal facilities. Indoor recreational facilities include the Rotary Complex, Agriplex, William Allman Arena, and the Dufferin Lions Arena. Outdoor recreational facilities include Lions Pool, Splash Pad at Anne Hathaway Park, SERC, Packham Sports Complex, and Tennis/Pickleball Courts. A variety of seasonal facilities include the Boathouse and public washrooms, North Shore washroom, National Stadium, and the Upper Queens Park bandshell and public washrooms.

Divisional operational staffing includes employees in the positions of Facility Maintenance, Recreation Facility Operator, Full-Time Custodian, Part-Time Custodian, Call-In Recreation Facility Operator, as well as seasonal employees.

Implementation of the recommendations outlined in the Facilities Business Process Review that was completed in 2022 by KPMG. Utilizing software to monitor and review a work management system, data tracking of all revenue and expenses for individual facilities, cost benefit analysis of contracted services, and tracking the utilization of individual recreational facilities is intended, subject to staffing requests. These processes will enable consistency in the maintenance and capital improvements of all facilities and allow staff to analyze facility maintenance and expenses to compare to actual spend per facility versus budgets.

Key Activities Planned for 2023:

Facility energy management and energy savings is a continued goal for staff. Planned proposed projects including the replacement of refrigeration plant equipment, facility lighting retrofits, and facility upgrades will generate facility energy and cost savings.

The installation of a new surveillance system at the Rotary Complex is recommended to provide security to the facility and equipment, along with protection to staff, patrons, and users. Staff has identified that a surveillance system will help to prevent theft, vandalism, and damage to both the interior and exterior of the facility.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Maintenance, repairs, renovations, and upgrades to facilities will optimize the availability and capacity of facilities while increasing the flexibility of uses within the facilities.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

An increase to the staff training expenses is recommended due to the hiring of several new FT employees in the division.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Services are dependent on provincial regulations on public health measures and potential closing of facilities.

If yes, please describe the impacts:

Meetings rooms and event space at the Rotary Complex have been periodically used by Huron Perth Public Health to operate vaccination clinics with no rental fees charged as approved by Corporate Leadership. This represents times when the rental space cannot be rented out to other renters which results in a potential loss of revenue. Custodial staff is also required to be scheduled when the vaccination clinics are operational which results in an increase to custodial staff wages and cleaning supply costs.



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	Facilities - G141 City Buildings

Department/Division Overview:

In 2022, the Community Services Department, Facilities Division took over the operations and maintenance of additional City Buildings. These include City Hall, City Hall Annex (82 Erie Street), Administration of Justice Building, Normal School (270 Water Street), Stratford Tourism Alliance (47 Downie Street), 246 Railway Ave, Transit Terminal, Anne Hathaway Daycare, and the Public Library.

Staffing costs include one Building Maintenance Custodian, eight full-time custodian employees, and three part-time custodian employees. These employees perform the maintenance and repairs along with the custodial and janitorial duties of the buildings.

Key Activities Planned for 2023:

Completion of a minor renovation of the Clerks Office at City Hall. This project will entail new flooring, the removal of a section of wall to provide enhanced customer service, and painting of the walls.

Continue to operate and complete repairs and maintenance of the City Buildings.

Provide exemplary cleaning protocols via City custodians.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

This work plan reflects on the strategic priorities as we will be ensuring that the facilities are maintained in a way that considers the well-being of the community and provides for innovative and proactive thinking in our maintenance and projects. Timely maintenance ensures that more costly repairs are averted for future budgets.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The building condition assessments that were completed in 2020 identified significant building deficiencies including the replacement of interior lighting, flooring (tile, carpet, hardwood), fire alarm system upgrades, and exterior envelope maintenance for City Hall, Tourism (47 Downie),

Library, and the Justice Building. Significant increases to the Building Maintenance expenses for these buildings is required to complete the scheduled replacements to continue to provide services at the expected levels.

An increase to the Building Maintenance expenses for City Hall is recommended to complete the proposed renovations for the Clerks Office. The renovations will enhance customer service delivery for the department.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

Impacts include the need for more frequent and timely cleaning of surfaces so that the public and staff feel comfortable and safe entering facilities.

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7320 AGRIPLEX					
G-715-7320-1350 REVENUE - RECREATION PROGRAMS					(42,400)
G-715-7320-1460 FACILITIES RENTAL INCOME					(135,830)
G-715-7320-2100 F.T. SALARIES & WAGES					174,960
G-715-7320-2110 P.T. SALARIES & WAGES					63,860
G-715-7320-2500 F.T. BENEFITS					55,090
G-715-7320-2510 P.T. BENEFITS					19,270
G-715-7320-3030 HEAT					26,300
G-715-7320-3040 HYDRO					115,400
G-715-7320-3045 WATER / SEWAGE					5,700
G-715-7320-3050 MATERIALS					5,050
G-715-7320-4050 CONTRACTORS					24,600
G-715-7320-4095 MAINTENANCE CONTRACTS					33,165
G-715-7320-4107 BUILDING MAINTENANCE					51,275
Total 7320 AGRIPLEX	0	0	0	0	396,440
7321 DUFFERIN ARENA					
G-715-7321-1460 FACILITIES RENTAL INCOME					(7,370)
G-715-7321-1461 RECREATION ICE RENTALS					(169,835)
G-715-7321-1770 RECOVERABLES					(35,392)
G-715-7321-2100 F.T. SALARIES & WAGES					138,640
G-715-7321-2110 P.T. SALARIES & WAGES					28,700
G-715-7321-2500 F.T. BENEFITS					41,720
G-715-7321-2510 P.T. BENEFITS					1,910
G-715-7321-3030 HEAT					17,850
G-715-7321-3040 HYDRO					82,200
G-715-7321-3045 WATER / SEWAGE					5,000
G-715-7321-3050 MATERIALS					9,025
G-715-7321-4050 CONTRACTORS					18,500
G-715-7321-4095 MAINTENANCE CONTRACTS					45,675
G-715-7321-4107 BUILDING MAINTENANCE CONTRACTS					26,065
Total 7321 DUFFERIN ARENA	0	0	0	0	202,688

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7322 WILLIAM ALLMAN ARENA					
G-715-7322-1460 FACILITIES RENTAL INCOME					(28,370)
G-715-7322-1461 RECREAITON ICE RENTALS					(231,173)
G-715-7322-1770 RECOVERABLES					(35,392)
G-715-7322-2100 F.T. SALARIES & WAGES					159,920
G-715-7322-2110 P.T. SALARIES & WAGES					28,700
G-715-7322-2500 F.T. BENEFITS					48,130
G-715-7322-2510 P.T. BENEFITS					1,910
G-715-7322-3030 HEAT					32,000
G-715-7322-3040 HYDRO					128,400
G-715-7322-3045 WATER / SEWAGE					11,000
G-715-7322-3050 MATERIALS					12,025
G-715-7322-4050 CONTRACTORS					18,500
G-715-7322-4095 MAINTENANCE CONTRACTS					55,575
G-715-7322-4107 BUILDING MAINTENANCE					33,565
Total 7322 WILLIAM ALLMAN ARENA	0	0	0	0	234,790
7323 ROTARY COMPLEX					
G-715-7323-1460 FACILITIES RENTAL INCOME					(174,600)
G-715-7323-1461 RECREATION ICE RENTALS					(676,052)
G-715-7323-1770 RECOVERABLES					(106,176)
G-715-7323-2100 F.T. SALARIES & WAGES					479,010
G-715-7323-2110 P.T. SALARIES & WAGES					115,250
G-715-7323-2500 F.T. BENEFITS					145,010
G-715-7323-2510 P.T. BENEFITS					22,290
G-715-7323-3030 HEAT					83,100
G-715-7323-3040 HYDRO					385,300
G-715-7323-3045 WATER / SEWAGE					42,200
G-715-7323-3050 MATERIALS					22,275
G-715-7323-4050 CONTRACTORS					30,900
G-715-7323-4095 MAINTENANCE CONTRACTS					83,665
G-715-7323-4107 BUILDING MAINTENANCE					104,220
G-715-7323-4155 FACILITY IMPROVEMENTS					62,360
Total 7323 ROTARY COMPLEX	0	0	0	0	618,752

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7324 LIONS POOL					
G-715-7324-1460 FACILITIES RENTAL INCOME					(115,000)
G-715-7324-2100 F.T. SALARIES & WAGES					10,940
G-715-7324-2110 P.T. SALARIES & WAGES					251,970
G-715-7324-2500 F.T. BENEFITS					3,260
G-715-7324-2510 P.T. BENEFITS					24,390
G-715-7324-3030 HEAT					7,100
G-715-7324-3040 HYDRO					7,250
G-715-7324-3045 WATER / SEWAGE					6,000
G-715-7324-3050 MATERIALS					28,725
G-715-7324-4050 CONTRACTORS					7,600
G-715-7324-4095 MAINTENANCE CONTRACTS					5,050
G-715-7324-4107 BUILDING MAINTENANCE					22,850
Total 7324 LIONS POOL	0	0	0	0	260,135
7325 NATIONAL STADIUM					
G-715-7325-2100 F.T. SALARIES & WAGES					1,460
G-715-7325-2500 F.T. BENEFITS					440
G-715-7325-3030 HEAT					465
G-715-7325-3040 HYDRO					6,050
G-715-7325-3045 WATER / SEWAGE					800
G-715-7325-3050 MATERIALS					700
G-715-7325-4050 CONTRACTORS					1,950
G-715-7325-4095 MAINTENANCE CONTRACTS					1,350
G-715-7325-4107 BUILDING MAINTENANCE					6,925
Total 7325 NATIONAL STADIUM	0	0	0	0	20,140
1250 ADMINISTRATION-CITY BUILDINGS					
G-141-1250-2100 F.T. SALARIES	0	524,260	0	0	0
G-141-1250-2110 P.T. SALARIES	0	36,270	0	104,660	0
G-141-1250-2500 F.T. BENEFITS	0	155,370	0	0	0
G-141-1250-2510 P.T. BENEFITS	0	3,180	0	9,360	0
G-141-1250-3050 MATERIALS	264	0	0	0	0

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-141-1250-3170 UNIFORMS	741	3,000	2,178	3,000	3,100
G-141-1250-4142 TRAINING EXPENSES	2,812	3,000	1,046	2,990	2,990
G-141-1250-7820 TRANSFER TO RESERVE FUNDS	220,000	220,000	356,400	356,400	675,000
Total 1250 ADMINISTRATION-CITY BUILDINGS	223,817	945,080	359,624	476,410	681,090
1255 CITY HALL					
G-141-1255-1470 RENTALS AND LEASES	(397)	(10,000)	0	(7,000)	(7,000)
G-141-1255-1570 DONATIONS	0	0	(3,000)	0	0
G-141-1255-2100 F.T. SALARIES & WAGES	100,684	0	106,060	136,210	133,530
G-141-1255-2110 P.T. SALARIES & WAGES	53,230	0	56,590	0	41,900
G-141-1255-2500 F.T. BENEFITS	25,236	0	30,108	41,160	41,520
G-141-1255-2510 P.T. BENEFITS	9,240	0	9,599	0	13,080
G-141-1255-2700 OTHER PAYROLL EXPENSES	107	0	0	0	0
G-141-1255-3030 HEAT	18,011	12,000	11,899	14,000	14,420
G-141-1255-3040 HYDRO	61,833	72,000	46,081	73,000	73,000
G-141-1255-3045 WATER / SEWAGE	3,757	5,500	2,227	5,500	5,600
G-141-1255-3050 MATERIALS	9,999	15,000	8,571	15,000	15,450
G-141-1255-4050 CONTRACTORS	6,124	12,000	2,926	12,000	12,350
G-141-1255-4105 SNOW REMOVAL	5,526	18,000	8,182	18,000	18,550
G-141-1255-4107 BUILDING MAINTENANCE	54,190	55,000	40,024	53,000	186,050
G-141-1255-4120 TELEPHONE - CELL PHONES	2,700	2,700	2,700	2,700	0
G-141-1255-4124 CABLE/SATELLITE	686	2,000	548	2,000	2,100
G-141-1255-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	4,500
G-141-1255-9030 EQUIPMENT PURCHASES	0	2,000	409	1,500	1,550
Total 1255 CITY HALL	350,926	186,200	322,924	367,070	556,600
1256 270 WATER STREET - DISCOVERY CENTRE					
G-141-1256-1470 RENTALS & LEASES	(105,000)	(105,000)	(86,250)	(105,000)	(115,000)
G-141-1256-4107 BUILDING MAINTENANCE	7,613	35,000	1,526	35,000	15,900
G-141-1256-5062 PROPERTY TAXES	0	0	0	0	9,690
G-141-1256-7820 TRANSFER TO RESERVE FUNDS	70,000	70,000	70,000	70,000	89,410
Total 1256 270 WATER STREET-DISCOVERY CENTRE	(27,387)	0	(14,724)	0	0

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
1257 MARKET SQUARE					
G-141-1257-3050 MATERIALS	0	1,000	0	1,000	1,000
G-141-1257-4105 MARKET SQUARE- SNOW REMOVAL	0	5,000	0	2,000	2,000
G-141-1257-4107 BUILDING MAINTENANCE/CUSTODIAL	4,697	2,000	0	2,400	2,400
G-141-1257-9010 MARKET SQUARE-FURNISHINGS	728	500	0	1,000	1,000
Total 1257 MARKET SQUARE	5,425	8,500	0	6,400	6,400
1266 82 ERIE STREET					
G-141-1266-1470 RENTALS AND LEASES REVENUE	(18,630)	(404,000)	(18,792)	(402,000)	0
G-141-1266-1900 INTERFUNCTIONAL TRANSFERS	(475,800)	(21,500)	(288,000)	(111,000)	0
G-141-1266-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(94,000)
G-141-1266-1904 INTERFUNCTIONAL RENT	0	0	0	0	(404,000)
G-141-1266-2100 F.T. SALARIES & WAGES	108,630	0	91,892	116,600	114,730
G-141-1266-2110 P.T. SALARIES & WAGES	13,150	0	4,024	0	33,750
G-141-1266-2500 F.T. BENEFITS	29,470	0	29,157	35,240	35,870
G-141-1266-2510 P.T. BENEFITS	2,347	0	431	0	10,530
G-141-1266-3030 HEAT	7,817	8,000	5,795	8,100	8,300
G-141-1266-3040 HYDRO	54,084	60,000	39,456	60,000	60,000
G-141-1266-3045 WATER / SEWAGE	2,037	1,800	1,322	2,200	2,300
G-141-1266-3050 MATERIALS	8,677	7,000	7,865	7,000	7,200
G-141-1266-3170 UNIFORMS	168	300	0	0	0
G-141-1266-3180 VEHICLE - FUEL	0	150	0	0	0
G-141-1266-3190 VEHICLE - REPAIRS & EXPENSES	0	1,100	0	0	0
G-141-1266-4105 SNOW REMOVAL	5,403	6,000	4,041	6,000	6,200
G-141-1266-4107 BUILDING MAINTENANCE	35,049	30,000	25,995	31,000	21,550
G-141-1266-9030 EQUIPMENT PURCHASES	1,000	2,000	656	1,500	1,550
Total 1266 82 ERIE STREET	(226,598)	(309,150)	(96,158)	(245,360)	(196,020)
2230 ADMINISTRATION OF JUSTICE BUILDING					
G-141-2230-1470 RENTALS AND LEASES	(240,136)	(245,342)	(224,895)	(245,342)	(245,342)
G-141-2230-1770 RECOVERABLES	(96,000)	(96,000)	(80,000)	(36,000)	(36,000)
G-141-2230-2100 F.T. SALARIES & WAGES	144,028	0	125,841	154,490	152,390
G-141-2230-2110 P.T. SALARIES & WAGES	60,081	0	43,185	0	32,300
G-141-2230-2500 F.T. BENEFITS	47,109	0	38,404	46,700	47,720
G-141-2230-2510 P.T. BENEFITS	10,443	0	7,505	0	10,080
G-141-2230-3030 HEAT	9,797	10,500	5,469	10,500	10,800

715 FACILITIES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-141-2230-3040 HYDRO	63,887	70,000	47,010	70,000	70,000
G-141-2230-3045 WATER / SEWAGE	2,686	2,880	1,984	2,880	3,000
G-141-2230-3050 MATERIALS	10,480	12,000	8,869	11,000	11,300
G-141-2230-4105 SNOW REMOVAL	8,252	10,000	7,119	10,000	10,300
G-141-2230-4107 BUILDING MAINTENANCE	54,999	60,000	39,186	50,000	81,700
G-141-2230-5062 PROPERTY TAXES	0	0	0	0	29,540
G-141-2230-9030 EQUIPMENT PURCHASES	237	2,000	0	2,000	2,000
Total 2230 ADMINISTRATION OF JUSTICE BUILDING	75,863	(173,962)	19,677	76,228	179,788
2252 154 DOWNIE STREET					
G-141-2252-3050 MATERIALS	0	1,000	0	1,000	1,000
Total 2252 154 DOWNIE STREET	0	1,000	0	1,000	1,000
6390 ANNE HATHAWAY DAY CARE BUILDING					
G-141-6390-2100 F.T. SALARIES & WAGES	60,063	0	53,626	60,690	65,370
G-141-6390-2110 P.T. SALARIES & WAGES	0	0	2,414	0	5,700
G-141-6390-2500 F.T. BENEFITS	16,728	0	13,050	18,350	20,380
G-141-6390-2510 P.T. BENEFITS	0	0	493	0	1,780
G-141-6390-3050 MATERIALS	4,540	3,000	6,324	4,000	6,000
G-141-6390-4107 BUILDING MAINTENANCE	3,310	3,000	3,304	5,000	5,100
Total 6390 ANNE HATHAWAY DAY CARE BUILDING	84,641	6,000	79,211	88,040	104,330
8216 47 DOWNIE STREET					
G-141-8216-1900 INTERFUNCTIONAL	(50,510)	(50,510)	0	(50,510)	0
G-141-8216-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(51,520)
G-141-8216-2100 F.T. SALARIES & WAGES	28,336	0	15,370	32,190	7,480
G-141-8216-2110 P.T. SALARIES & WAGES	9,663	0	2,137	0	19,610
G-141-8216-2500 F.T. BENEFITS	8,482	0	6,827	9,730	10,290
G-141-8216-2510 P.T. BENEFITS	1,862	0	248	0	6,120
G-141-8216-3030 HEAT	3,359	3,500	2,301	3,500	3,600
G-141-8216-3040 HYDRO	3,274	5,000	2,690	5,000	5,000
G-141-8216-3045 WATER / SEWAGE	435	650	572	650	1,000
G-141-8216-3050 MATERIALS	0	1,500	127	1,500	1,550
G-141-8216-4105 SNOW REMOVAL	3,721	4,000	3,210	4,000	4,150
G-141-8216-4107 BUILDING MAINTENANCE	8,748	37,500	4,647	17,000	12,350
G-141-8216-9030 EQUIPMENT PURCHASES	0	1,000	0	1,000	1,000
Total 8216 47 DOWNIE STREET	17,370	2,640	38,129	24,060	20,630

	2021	2021	2022	2022	2023
715 FACILITIES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
8290 246 RAILWAY AVENUE					
G-141-8290-3040 HYDRO	353	400	245	360	370
G-141-8290-4107 BUILDING MAINTENANCE	0	1,000	0	1,000	1,000
Total 8290 246 RAILWAY AVENUE	353	1,400	245	1,360	1,370
8292 LIBRARY					
G-141-8292-2100 F.T. SALARIES & WAGES	6,644	0	5,614	7,380	7,480
G-141-8292-2500 F.T. BENEFITS	2,028	0	1,919	2,230	2,210
G-141-8292-3050 MATERIALS	1,330	0	35	0	0
G-141-8292-4105 SNOW REMOVAL	13,890	9,500	11,767	9,500	13,000
G-141-8292-4107 BUILDING MAINTENANCE	30,782	38,000	14,654	48,000	103,750
Total 8292 LIBRARY	54,674	47,500	33,989	67,110	126,440
Total 715 FACILITIES	559,084	715,208	742,917	862,318	3,214,573



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Recreation - Programs

Department/Division Overview:

The **recreation program** consists of operating dollars to support the following:

1. Child & Youth Programs – Delivery of summer day camps, P.A. day camps, holiday break camps.
2. Health and Wellness Programs – Delivery of culinary, yoga, exercise, court sports, art, agricultural and music programs.
3. Stratford Youth Centre - Administrative support hosting of the Youth Centre within the YMCA facility.
4. Community Events – Co-hosting responsibilities to the Canada Day parade, Santa’s Parade of Lights, events in Market Square (i.e.: Canada Day in Market Square), Stratford Winterfest.
5. Event Coordination - Coordination of events held in municipal owned and operated spaces including issuing of rental permits, connecting renters to city departments for additional services (i.e.: garbage/recycle, tent permits, hydro and water connections, etc.), and event day support services.
6. 55+ Active Adults Programs – Administrative management and delivery of the active adults program including program and activity content creation, activity registration services, management of memberships (approximately 650 members belonging to the Stratford Lakeside Active Adults Association), coordinating and directing the work of volunteers, supervision of activities and programs (35 weekly activities), point of sale financial services, facility use and operational support where activities are hosted, promotion and marketing of activities, web hosting, social media content development and implementation.
7. Integration Services - Service contract with Community Living of Stratford and Area to provide integration services and support to participants attending recreation programs.
8. Facility Supervision and Rental Management – Coordination and management of city-owned facility rentals (indoor and outdoor), rental contract creation, long-term tenancies and contracts, facility operations and maintenance.
9. Marketing & Promotion - Strategic planning, coordination, implementation of communication initiatives promoting programs and services delivered through the department’s 5 divisions including recreation programs, community facilities, parks and cemetery, transit and parallel transit.
10. City Website - Driving content creation, updates and accessibility checks on all pages in the city’s “Play Here” menu (70 pages) and “Live Here” menu (transit, parallel transit, outdoor special events).

11. Recreation Program Registration System and Facility Rental System - Hosting, setup and implementation of cloud-based registration system to support the administration of all recreation activity registrations (both online and in person), community facility rentals, parks amenities rentals, point of sale terminals for all community facilities receiving the public, invoicing/accounts receivable functions, facility utilization data mining and analysis, membership reports, sales trends.
12. Public Access Defibrillation - Management of the City's AED program. 11 units are installed in various locations across city facilities.

Additional Notes

- The recreation program portfolio includes the management and supervision of the Stratford Lions Pool aquatics program, operating June through to end of August each year. This program includes employing approximately 30 casual staff (Lifeguards, Instructors, Lifeguards-in-Training), and hosting over 1,500 children and teens in swim lessons programs.
- Based on success in prior seasons, the City will assume the management and coordination of two annual community parades. Revenues and expenses are included in the department financials.
- The Municipal Cultural Plan (Phase 1) carried over from 2022 when the project was approved no impact to the tax levy.
- In 2022, the Events Coordinator position was moved to report to the Manager of Recreation and Marketing. In 2023, this portfolio will require further development and staff time to review rental policies, create new electronic applications for the public (i.e.: to submit rental request, to provide staff with rental amenity requirements) and to add new marketing and promotional resources (i.e.: brochures, event planning guides, etc.) to promote the availability of city facilities for rent.
- The City has identified a gap in providing safe, quality recreation services to the public. Due to the void in supervision, there are increased incidents of participant behavioural issues in recreation programs, resulting in threats to the safety of staff and participants. The City is at a heightened risk of liability, and the need is beyond what can be provided within the current operational structure.

Related, the City has experienced recruitment challenges in securing qualified, experienced, and engaged staff in casual roles, who often end up requiring more training, coaching, mentoring and on-site day-to-day supervision. The quality of programs has suffered, and senior staff are burned out from having to take on responsibilities that are supervisory.

A full-time Supervisor of Recreation Services is being requested to support these challenges, and the business case for the position has been explained in the Expansion Requests section of the budget binder.

Key Activities Planned for 2023:

- Continue to provide the programs and services listed above in a cost and resource-effective manner.
- Develop and implement a Municipal Partnership Program to gain future investments in community facility capital reserves and community programs. Note – this project has been moved from 2022 project priorities to 2023.
- Support the implementation of the Municipal Cultural Plan.
- Further develop the special event application document from a paper format to an electronic format. This application is required to be completed by members of the public who wish to use municipal facilities and spaces, indoor and outdoor.
- Policy reviews for Community Facility Use, Rentals in Market Square and the Special Event application. Some information is outdated, inconsistent with current day practice and/or requires additional clarifications.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- Recreation Program projected revenues are higher in 2023 due to the elimination of COVID-19 participant restrictions and resuming to pre-pandemic service levels. If restrictions were to resume, program revenues may be affected.
- The Municipal Cultural Plan launched in late 2022, has available unspent grant funds from Fed Dev/RTO4, a not-for-profit incorporated company that is funded by the province. Therefore, the project can continue in 2023 resulting in no levy impact.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Recreation program revenue may be impacted should facility and program restrictions return.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

- Move to host some recreation programs in a virtual format.
- Reduce the number of patrons hosted within recreation programs, to maintain safe physical distances.

721 RECREATION	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7200 RECREATION PROGRAMS					
G-721-7200-1120 CANADA GRANTS	0	0	(18,000)	0	0
G-721-7200-1130 ONTARIO GRANTS	(84,689)	(47,700)	(71,350)	(47,700)	(47,700)
G-721-7200-1330 ADVERTISING REVENUE	0	(23,000)	(12,962)	(18,000)	(15,000)
G-721-7200-1350 REVENUE - RECREATION PROGRAMS	(69,193)	(145,500)	(176,148)	(111,000)	(160,500)
G-721-7200-1355 REVENUE- ACTIVE ADULTS	(9,440)	0	(145)	0	0
G-721-7200-1570 DONATIONS	0	0	(17,500)	0	(2,500)
G-721-7200-1770 RECOVERABLES	(4,000)	0	(3,050)	0	0
G-721-7200-1810 CONTRIBUTION FROM RESERVES	(7,556)	0	0	0	(117,150)
G-721-7200-2100 F.T. SALARIES & WAGES	316,041	290,570	301,175	327,490	336,660
G-721-7200-2110 P.T. SALARIES & WAGES	49,200	131,820	68,919	135,560	178,640
G-721-7200-2500 F.T. BENEFITS	91,054	89,300	88,283	102,410	100,920
G-721-7200-2510 P.T. BENEFITS	3,648	10,780	4,328	11,310	19,720
G-721-7200-3010 CLOTHING	0	0	449	5,550	6,550
G-721-7200-3030 HEAT	792	2,500	0	0	0
G-721-7200-3040 HYDRO	985	3,000	0	0	0
G-721-7200-3045 WATER/SEWAGE	302	500	0	0	0
G-721-7200-3050 MATERIALS	33,203	12,500	14,205	16,500	26,500
G-721-7200-3070 OFFICE SUPPLIES & PAPER	0	0	343	2,500	2,500
G-721-7200-3090 PHOTOCOPIER EXPENSE	661	4,000	1,625	1,560	1,950
G-721-7200-3120 MEAL & MEETING COSTS	431	1,500	1,214	1,500	1,500
G-721-7200-4010 ADVERTISING	11,522	44,000	12,796	45,000	42,500
G-721-7200-4020 SERVICE CONTRACTS	0	0	5,208	50,000	50,000
G-721-7200-4035 CONFERENCES - ACCOMMODATIONS	0	3,000	0	3,000	4,500
G-721-7200-4036 CONFERENCES - EXPENSES	0	3,000	0	1,500	1,500
G-721-7200-4037 CONFERENCES - REGISTRATION	0	2,000	1,933	2,000	3,500
G-721-7200-4038 CONFERENCES - TRAVEL/MILEAGE	0	0	0	1,000	1,750
G-721-7200-4040 CONSULTANTS	42,985	52,250	27,095	16,000	16,500
G-721-7200-4050 CONTRACTORS	0	0	107,308	5,000	0
G-721-7200-4095 MAINTENANCE CONTRACTS	31,546	25,000	18,616	25,000	27,000
G-721-7200-4097 MEMBERSHIPS	1,854	2,500	1,624	2,700	3,100
G-721-7200-4120 TELEPHONE - CELL PHONES	3,000	3,000	3,000	3,000	0
G-721-7200-4142 TRAINING - EXPENSES	0	1,000	875	1,000	1,000

	2021	2021	2022	2022	2023
721 RECREATION	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-721-7200-4150 MILEAGE	123	3,500	720	2,000	2,000
G-721-7200-4160 SPECIAL PROJECTS	0	0	15,066	115,000	115,000
G-721-7200-4164 SPECIAL EVENTS	27,678	40,600	35,585	40,000	56,000
G-721-7200-5045 RENT EXPENSE	32,562	49,000	0	0	0
G-721-7200-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	3,000
G-721-7200-9060 FACILITIES/BUILDINGS	12,399	0	0	0	0
Total 7200 RECREATION PROGRAMS	485,108	559,120	411,212	739,880	659,440
7300 RECREATION FACILITIES					
G-721-7300-1130 ONTARIO GRANTS	(28,000)	0	(43,497)	0	0
G-721-7300-1350 RECREATION PROGRAM REVENUE	(49,583)	(42,440)	(33,534)	(42,440)	0
G-721-7300-1460 FACILITY RENTAL INCOME	(154,802)	(246,900)	(199,098)	(245,870)	(6,000)
G-721-7300-1461 REVENUE- ICE RENTALS	(775,935)	(1,077,060)	(477,410)	(927,060)	0
G-721-7300-1462 REVENUE- HALL RENTALS	(133,529)	(118,000)	(52,920)	(118,000)	0
G-721-7300-1463 REVENUE - LIONS POOL	(61,712)	(118,830)	(131,148)	(129,000)	0
G-721-7300-1765 GAIN ON DISPOSAL OF ASSETS	(33,460)	0	(2,148)	0	0
G-721-7300-1770 RECOVERABLES	(101,115)	(296,960)	(76,930)	(337,960)	(120,000)
G-721-7300-1810 CONTRIBUTION FROM RESERVES	(267,020)	(121,000)	0	(271,000)	0
G-721-7300-1820 CONTRIBUTION FROM RESERVE FUND	(121,000)	0	0	0	0
G-721-7300-2100 F.T. SALARIES & WAGES	1,258,961	1,310,260	1,202,489	1,388,747	500,630
G-721-7300-2110 P.T. SALARIES & WAGES	372,648	557,060	467,256	626,835	93,340
G-721-7300-2500 F.T. BENEFITS	369,202	403,800	370,310	414,220	194,250
G-721-7300-2510 P.T. BENEFITS	41,391	65,970	44,774	81,610	16,840
G-721-7300-2700 OTHER PAYROLL EXPENSES	543	0	241	0	0
G-721-7300-3010 CLOTHING	25,337	18,030	21,622	25,000	25,000
G-721-7300-3030 HEAT	101,076	162,760	110,227	162,825	1,200
G-721-7300-3040 HYDRO	490,584	760,000	411,686	747,000	45,650
G-721-7300-3045 WATER/SEWAGE	121,893	133,970	35,973	133,970	71,125
G-721-7300-3050 MATERIALS	111,452	100,940	110,272	100,940	26,400
G-721-7300-3070 OFFICE SUPPLIES AND PAPER	3,732	3,500	1,293	3,500	3,625
G-721-7300-3090 PHOTOCOPIER EXPENSE	0	0	1,499	2,400	1,850
G-721-7300-3100 POSTAGE	107	0	282	50	300
G-721-7300-3180 VEHICLE - FUEL	7,246	13,000	5,007	8,000	8,000
G-721-7300-3190 VEHICLE-REPAIRS AND MAINTENANCE	17,313	6,250	3,588	6,250	6,250
G-721-7300-4010 ADVERTISING	0	0	0	0	8,500

721 RECREATION	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-721-7300-4040 CONSULTANTS	40,704	0	30,793	50,000	50,000
G-721-7300-4050 CONTRACTORS	129,847	120,000	90,948	120,000	21,550
G-721-7300-4095 MAINTENANCE CONTRACTS	204,248	248,000	211,753	248,000	46,040
G-721-7300-4097 MEMBERSHIPS	1,417	7,730	1,274	6,000	4,000
G-721-7300-4100 SERVICES - OTHER	12	0	0	0	0
G-721-7300-4107 BUILDING MAINTENANCE	217,466	343,720	247,202	313,800	126,375
G-721-7300-4110 TELEPHONE - BASIC	28,322	26,140	26,484	24,840	0
G-721-7300-4120 TELEPHONE- CELLULAR/AIRCARDS	4,860	4,860	4,914	4,860	0
G-721-7300-4124 CABLE/SATELLITE	3,478	3,300	2,777	3,300	3,300
G-721-7300-4140 TRAINING- REGISTRATION	3,301	4,000	10,379	6,000	9,500
G-721-7300-4142 TRAINING - EXPENSES	2,064	2,000	0	2,000	2,000
G-721-7300-4155 FACILITY IMPROVEMENTS	247,169	70,000	9,027	70,000	0
G-721-7300-5030 INTEREST ON LTD	516,325	517,330	470,156	561,130	424,990
G-721-7300-5035 PRINCIPAL ON LTD	1,017,376	1,016,890	1,010,840	1,017,140	1,018,340
G-721-7300-7820 TRANSFER TO RESERVE FUNDS	194,000	174,000	544,000	524,000	1,120,000
G-721-7300-7900 INTERFUNCTIONAL TRANSFER	367	0	0	0	0
G-721-7300-7905 INTERFUNCTIONAL FLEET	0	0	0	0	149,000
G-721-7300-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	33,360
G-721-7300-9050 LEASEHOLD IMPROVEMENTS	0	0	14,530	0	0
Total 7300 RECREATION FACILITIES	3,806,285	4,052,320	4,444,911	4,581,087	3,885,415
Total 721 RECREATION	4,291,393	4,611,440	4,856,123	5,320,967	4,544,855



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G731 Cemetery

Department/Division Overview:

Avondale Cemetery is 105 acres; 65 are active acres and 40 undeveloped acres. The Cemetery offers a variety of interment options:

- Traditional burial
- Cremation lots
- Columbarium
- Mausoleum
- Interment rights (burials)
- Interment rights certificates
- Disinterment
- Chapel memorial services
- Scattering services

Key Activities Planned for 2023:

- Cemetery roadwork in various sections
- Historic monument rehabilitation program continuation

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

No significant variances for 2023.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

731 CEMETERY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
5500 CEMETERY OPERATIONS					
G-731-5500-1470 RENTALS AND LEASES - BURIALS	(457,488)	(380,000)	(250,389)	(380,000)	(320,000)
G-731-5500-1820 CONTRIBUTION FROM RESERVE FUND	(30,997)	(31,410)	0	(10,000)	(10,000)
G-731-5500-1830 CONTRIBUTION FROM TRUST FUNDS	0	(65,000)	0	(75,000)	(75,000)
G-731-5500-2100 F.T. SALARIES & WAGES	357,963	269,900	322,296	393,800	402,210
G-731-5500-2110 P.T. SALARIES & WAGES	27,168	33,950	13,092	34,620	35,280
G-731-5500-2500 F.T. BENEFITS	107,199	80,620	102,872	120,080	122,280
G-731-5500-2510 P.T. BENEFITS	2,469	3,130	1,220	3,250	6,600
G-731-5500-2700 OTHER PAYROLL EXPENSES	0	0	20	0	0
G-731-5500-3010 CLOTHING	1,425	2,000	666	2,000	2,000
G-731-5500-3030 HEAT	2,536	3,800	1,686	3,800	3,800
G-731-5500-3040 HYDRO	4,519	7,000	3,206	7,000	7,000
G-731-5500-3045 WATER / SEWAGE	6,963	8,000	2,941	6,000	7,000
G-731-5500-3050 MATERIALS	39,878	30,000	40,653	30,000	35,000
G-731-5500-3070 OFFICE SUPPLIES AND PAPER	585	500	378	600	600
G-731-5500-3090 PHOTOCOPIER EXPENSE	918	1,000	1,222	1,620	1,450
G-731-5500-3100 POSTAGE	345	300	217	300	300
G-731-5500-3140 REPAIRS, MAINTENANCE BLDG & EQUIP	10,470	6,000	16,623	8,000	10,000
G-731-5500-3180 VEHICLE -FUEL	20,931	30,000	27,606	30,000	30,000
G-731-5500-3190 VEHICLE REPAIRS & MAINTENANCE	1,030	16,000	2,664	10,000	10,000
G-731-5500-4036 CONFERENCES EXPENSES	152	0	0	0	0
G-731-5500-4050 CONTRACTORS	10,532	10,000	3,320	12,000	12,000
G-731-5500-4095 MAINTENANCE CONTRACTS	0	0	14,758	0	0
G-731-5500-4107 BUIDLING MAINTENANCE	163	0	0	0	0
G-731-5500-4120 TELEPHONE - CELL PHONES	620	600	600	600	0
G-731-5500-5030 INTEREST ON LTD	2,612	3,540	1,382	3,520	1,200
G-731-5500-5035 PRINCIPAL ON LTD	28,385	27,870	21,555	27,990	29,400
G-731-5500-5062 PROPERTY TAXES	0	0	0	0	5,450

	2021	2021	2022	2022	2023
731 CEMETERY	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-731-5500-7810 TRANSFER TO RESERVES	64,000	64,000	0	0	0
G-731-5500-7820 TRANSFER TO RESERVE FUNDS	120,000	120,000	230,000	230,000	125,000
G-731-5500-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	600
Total 5500 CEMETERY OPERATIONS	322,378	241,800	558,588	460,180	442,170
Total 731 CEMETERY	322,378	241,800	558,588	460,180	442,170



2023 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G750 Transit
	G751 Parallel Transit

Department/Division Overview:

Conventional Transit provides transit services on seven routes Monday to Friday not including 3 school specials that run at am/pm peak times. Transit offers an on-demand service on Saturdays and Sundays with no fixed routes.

Full-time Staff – 16
Part-time Staff – 13 (3 positions remain vacant)

Parallel Transit provides door to door transit services on short term and long-term basis to Stratford residents who are unable to utilize the regular transit system due to mobility limitations.

Full-time Staff – 3
Part-time Staff – 5 (2 positions remain vacant)

Community Transit is a shared contracted service.

Key Activities Planned for 2023:

A continued increased utilization of Part-time staff and an ongoing specific recruitment strategy will attempt to maintain 100% service levels and also ensure a full complement of Staff. Recruiting of new Staff requiring specific skillset will be critical as many of the existing workforce have reached retirement status or have resigned. Capital expenditures (ICIP funded), based on government approvals, could include projects such as 2 new Hybrid diesel/electric Conventional buses, 14 new accessible bus stops and office/storage/facility upgrades. Will also continue to work with consultants on the Bus Electric Feasibility Study and those recommendations that will be brought before Council in mid-2023.

The replacement Mobility Bus that was approved for 2021 through an ICIP capital-funded project is expected to be delivered in early 2023. Although overtime is being maintained at an acceptable level, further monitoring and continued increased utilization of Part-time staff will keep this number at a historically low level. Will also continue to monitor the gradual return of ridership depending on future Covid outbreaks, cold and flu season. Presently, ridership continues to be at approximately 75% of pre-Pandemic levels.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation and private vehicle.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The most significant impact is the Covid-19 funding received in previous years. Even though the funding has not continued, the service level has been maintained and costs for cleaning have remained.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

As in 2022, there are continued deep cleaning costs (labour and supplies).

750 TRANSIT	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
3300 REGULAR TRANSIT OPERATING					
G-750-3300-1130 ONTARIO GRANTS	(442,344)	0	(414,175)	(574,175)	0
G-750-3300-1395 TRANSIT FARES	(117,509)	(108,000)	(124,102)	(105,000)	(110,000)
G-750-3300-1470 TRANSIT BUS PASSES	(307,562)	(520,000)	(403,095)	(520,000)	(510,000)
G-750-3300-1475 TRANSIT BUS TICKETS	(61,233)	(81,000)	(67,068)	(65,000)	(60,000)
G-750-3300-1610 SALES- ADVERTISING	(15,600)	(15,000)	(15,323)	(18,000)	(30,000)
G-750-3300-2100 F.T. SALARIES & WAGES	1,090,650	1,117,070	1,078,099	1,469,280	1,476,240
G-750-3300-2110 P.T. SALARIES & WAGES	436,288	516,510	438,978	656,070	637,000
G-750-3300-2500 F.T. BENEFITS	365,196	428,330	371,648	568,220	510,290
G-750-3300-2510 P.T. BENEFITS	79,306	119,720	43,686	62,530	123,660
G-750-3300-2700 OTHER PAYROLL EXPENSES	3,260	6,500	1,796	6,500	4,000
G-750-3300-3010 CLOTHING	9,930	12,500	12,255	12,500	12,500
G-750-3300-3020 GOODS PURCHASED FOR RESALE	7,866	20,000	16,161	20,000	30,000
G-750-3300-3030 HEAT	7,773	15,000	7,635	12,500	12,500
G-750-3300-3040 HYDRO	27,174	25,000	19,134	30,000	25,000
G-750-3300-3045 WATER/SEWAGE	4,759	8,000	3,046	7,500	7,000
G-750-3300-3050 MATERIALS	2,800	0	0	0	0
G-750-3300-3070 OFFICE SUPPLIES AND PAPER	1,593	2,000	1,814	2,200	2,500
G-750-3300-3090 PHOTOCOPIER EXPENSE	1,414	2,000	1,629	4,070	2,000
G-750-3300-3100 POSTAGE	112	150	29	150	125
G-750-3300-3110 PRINTING	416	5,000	1,053	5,000	5,000
G-750-3300-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	15,531	15,000	20,843	20,000	20,000
G-750-3300-3170 UNIFORMS	0	4,000	1,598	4,000	4,000
G-750-3300-4010 ADVERTISING	1,821	2,000	1,953	2,500	2,500
G-750-3300-4020 SERVICE CONTRACTS	13,181	15,000	22,603	16,750	20,000
G-750-3300-4036 CONFERENCES - EXPENSES	0	1,500	625	1,500	1,500
G-750-3300-4038 CONFERENCE - MILEAGE/TRAVEL	0	250	0	300	200
G-750-3300-4040 CONSULTANTS	0	0	35,735	150,000	0
G-750-3300-4060 COURIER/FREIGHT	615	2,500	130	2,500	2,500
G-750-3300-4095 ANNUAL SERVICE CONTRACTS	57,430	55,000	85,207	85,000	105,000
G-750-3300-4097 MEMBERSHIPS	5,129	5,000	4,503	5,500	6,000

	2021	2021	2022	2022	2023
750 TRANSIT	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-750-3300-4105 SNOW REMOVAL	57,712	75,000	72,972	100,000	105,000
G-750-3300-4107 BUIDLING MAINTENANCE	9,576	10,000	7,963	11,000	12,000
G-750-3300-4120 TELEPHONE - CELL PHONES	10,209	8,100	11,710	11,710	0
G-750-3300-4142 TRAINING - EXPENSES	380	1,000	0	1,000	0
G-750-3300-5010 BANK CHARGES AND COLLECTION FEES	0	0	15	0	0
G-750-3300-5030 INTEREST ON LTD	32,475	32,520	29,968	32,320	27,420
G-750-3300-5035 PRINCIPAL ON LTD	74,579	74,580	74,579	74,530	74,580
G-750-3300-5062 PROPERTY TAXES	0	0	0	0	38,130
G-750-3300-7900 INTERFUNCTIONAL TRANSFER	9,936	0	0	0	0
G-750-3300-7905 INTERFUNCTIONAL FLEET	0	0	0	0	149,000
G-750-3300-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	16,150
Total 3300 REGULAR TRANSIT OPERATING	1,382,863	1,855,230	1,343,604	2,092,955	2,721,795
Total 750 TRANSIT	1,382,863	1,855,230	1,343,604	2,092,955	2,721,795

	2021	2021	2022	2022	2023
751 PARALLEL TRANSIT	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3350 PARALLEL TRANSIT					
G-751-3350-1130 ONTARIO GRANTS	(50,000)	0	0	0	0
G-751-3350-1395 TRANSIT FARES	(25,585)	(36,500)	(35,826)	(38,500)	(40,000)
G-751-3350-2100 F.T. SALARIES & WAGES	241,424	157,450	207,032	247,460	258,200
G-751-3350-2110 P.T. SALARIES & WAGES	112,459	153,430	117,314	163,590	164,280
G-751-3350-2500 F.T. BENEFITS	80,659	53,730	68,457	87,030	85,710
G-751-3350-2510 P.T. BENEFITS	28,392	38,720	29,801	42,100	31,220
G-751-3350-2700 OTHER PAYROLL EXPENSES	116	1,500	214	1,500	1,000
G-751-3350-3010 CLOTHING	2,090	4,500	3,434	4,500	4,000
G-751-3350-3070 OFFICE SUPPLIES AND PAPER	1,167	1,400	330	1,500	1,500
G-751-3350-3100 POSTAGE	9	200	52	200	150
G-751-3350-3110 PRINTING	353	500	0	600	700
G-751-3350-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	2,165	2,000	921	2,500	3,000
G-751-3350-4010 ADVERTISING	432	1,000	640	1,000	1,000
G-751-3350-4036 CONFERENCES - EXPENSES	0	1,500	504	1,500	1,500
G-751-3350-4097 MEMBERSHIPS	1,335	1,600	981	1,600	1,750
G-751-3350-4120 TELEPHONE - CELL PHONES	300	300	300	300	0
G-751-3350-4150 TRAVEL-EXCL TRAINING & CONFERENCES	0	300	0	300	250
G-751-3350-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	720
Total 3350 PARALLEL TRANSIT	395,316	381,630	394,154	517,180	514,980
Total 751 PARALLEL TRANSIT	395,316	381,630	394,154	517,180	514,980

	2021	2021	2022	2022	2023
752 COMMUNITY TRANSPORTATION	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3310 COMMUNITY TRANSPORTATION					
G-752-3310-1130 ONTARIO GRANTS	(658,693)	(375,821)	(293,694)	(440,017)	(531,483)
G-752-3310-1395 FARE REVENUE	(26,706)	(10,000)	(45,656)	(18,500)	(60,000)
G-752-3310-1770 RECOVERABLES	0	(217,665)	(212,494)	(212,654)	(33,446)
G-752-3310-1810 CONTRIBUTION FROM RESERVES	0	0	(41,924)	0	(78,899)
G-752-3310-4010 ADVERTISING	9,407	37,650	20,375	40,000	30,000
G-752-3310-4020 SERVICE CONTRACT	632,821	659,405	531,398	699,000	720,000
G-752-3310-4090 LEGAL	1,247	15,264	0	20,000	10,000
G-752-3310-7810 TRANSFER TO RESERVES	41,924	0	0	0	0
Total 3310 COMMUNITY TRANSPORTATION	0	108,833	(41,995)	87,829	56,172
Total 752 COMMUNITY TRANSPORTATION	0	108,833	(41,995)	87,829	56,172



2023 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G211 Fire

Department/Division Overview:

The Stratford Fire Department is a full-time career department comprised of 52 staff providing 24/7 coverage for the community. The department provides general fire services for the community, fire prevention, public fire safety education, fire safety standards/enforcement, and fire inspections/investigations. Other key components of the department include Community Emergency Management Coordination and fire dispatching operations.

Key Activities Planned for 2023:

Maintain current service levels.

Implementation of a new Medical Tiered Response Agreement with Perth County, Perth County Paramedics, and the City of Stratford and Fire Department, to be brought before City Council.

Negotiations with the Stratford Professional Firefighters Association.

The completion and review of a Perth County-wide study on current Emergency Management plans and operation centres. This study could highlight opportunity for expanded capabilities in the future. Any recommendations for the City of Stratford will be reviewed and brought before City Council for future, 2024 and beyond, consideration.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Reduction in revenue of \$60k, due by to no longer providing fire dispatching services to 3rd parties.

The future of fire dispatching is currently under review. Any financial considerations will be for 2024 budget deliberations.

Full effect of changes to salary and benefits resulting from 2023 negotiations with The Stratford Professional Firefighters Association are unknown at this time.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

211 FIRE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
2100 FIRE PROTECTION ADMINISTRATION					
G-211-2100-1130 ONTARIO GRANTS	(12,300)	0	0	0	0
G-211-2100-1405 USER FEES	(149,011)	(167,670)	(58,466)	(65,000)	(5,000)
G-211-2100-1765 GAIN ON DISPOSAL OF ASSETS	0	0	(13,855)	0	0
G-211-2100-1810 CONTRIBUTION FROM RESERVES	(6,243)	0	0	0	0
G-211-2100-2100 F.T. SALARIES & WAGES	5,712,744	5,935,570	5,544,725	6,054,690	6,228,520
G-211-2100-2110 P.T. SALARIES & WAGES	0	0	35,450	0	0
G-211-2100-2500 F.T. BENEFITS	1,564,407	1,731,260	1,489,936	1,801,470	1,792,630
G-211-2100-2510 P.T. BENEFITS	0	0	3,373	0	0
G-211-2100-3011 PERSONAL PROTECTIVE EQUIPMENT	35,822	35,000	39,972	35,000	40,000
G-211-2100-3030 HEAT	5,793	7,500	3,731	6,500	6,500
G-211-2100-3040 HYDRO	10,557	14,000	8,544	12,000	12,000
G-211-2100-3045 WATER/SEWAGE	2,276	2,000	2,348	2,400	2,400
G-211-2100-3050 MATERIALS	7,132	5,000	10,987	5,000	5,000
G-211-2100-3052 MATERIALS -EMERGENCY MANAGEMENT	4,394	3,500	135	3,500	3,500
G-211-2100-3070 OFFICE SUPPLIES AND PAPER	1,543	3,000	1,916	3,000	1,000
G-211-2100-3090 PHOTOCOPIER EXPENSE	1,268	5,000	2,494	3,670	3,000
G-211-2100-3100 POSTAGE	245	500	120	500	500
G-211-2100-3110 PRINTING	0	1,000	0	1,000	1,000
G-211-2100-3120 MEETING COSTS	351	1,000	82	1,000	1,000
G-211-2100-3140 REPAIRS & MAINTENANCE BUILDING & EQUIP	27,980	9,000	24,946	9,000	9,000
G-211-2100-3170 UNIFORMS	19,483	20,000	23,516	20,000	20,000
G-211-2100-3180 VEHICLES- FUEL	20,748	25,000	30,134	30,000	30,000
G-211-2100-3190 VEHICLES - REPAIRS & MAINTENANCE	71,061	50,000	50,845	60,000	60,000
G-211-2100-4010 ADVERTISING	1,445	1,700	1,018	1,700	1,700
G-211-2100-4020 SERVICE CONTRACTS	26,422	25,200	31,674	32,050	41,070
G-211-2100-4036 CONFERENCES - EXPENSES	0	4,000	488	4,000	4,000
G-211-2100-4050 CONTRACTORS	12,850	15,000	11,708	19,200	15,000
G-211-2100-4097 MEMBERSHIPS	1,957	3,500	2,012	3,500	3,500
G-211-2100-4105 SNOW REMOVAL	16,774	8,000	12,199	8,000	8,000
G-211-2100-4110 TELEPHONE - BASIC	15,311	15,310	14,546	14,550	0
G-211-2100-4120 CELL PHONES	3,600	3,600	3,600	3,600	0
G-211-2100-4142 TRAINING - EXPENSES	15,357	10,000	6,201	10,000	10,000
G-211-2100-4155 FACILITY IMPROVEMENTS	865	2,000	1,090	2,000	2,000

	2021	2021	2022	2022	2023
211 FIRE	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-211-2100-4164 SPECIAL EVENTS	560	2,500	50	2,500	2,500
G-211-2100-5030 INTEREST on LTD	0	0	55,490	55,490	96,250
G-211-2100-5035 PRINCIPAL on LTD	0	0	74,571	74,564	35,240
G-211-2100-5065 PROVINCIAL PROGRAMS	18,940	5,000	2,453	5,000	5,000
G-211-2100-7820 TRANSFER TO RESERVE FUNDS	125,000	125,000	150,000	150,000	175,000
G-211-2100-7900 INTERFUNCTIONAL TRANSFERS	594	0	0	0	0
G-211-2100-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	18,150
G-211-2100-9010 OFFICE EQUIPMENT & FURNISHINGS	1,018	1,000	5,834	1,000	1,000
G-211-2100-9030 EQUIPMENT PURCHASES	0	10,000	12,498	10,000	10,000
G-211-2100-9040 TOOLS & SMALL EQUIPMENT	10,653	10,000	13,532	10,000	10,000
Total 2100 FIRE PROTECTION ADMINISTRATION	7,569,596	7,922,470	7,599,897	8,390,884	8,649,460
Total 211 FIRE	7,569,596	7,922,470	7,599,897	8,390,884	8,649,460



2023 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G512 Airport

Department/Division Overview:

The Stratford Municipal Airport is located within the Township of Perth east, just 6 kms north of the City, occupying 480 acres. There are 2 asphalt runways covering 23 acres. Airport operations are contracted out to Stratford Air Services Ltd.

Key Activities Planned for 2023:

Maintain current service levels.

Complete, receive, and review airport study from 3rd party consultant, as approved in 2022 budget.

2023 will see the replacement of underground fuel tanks at the airport as part of a larger project of the City replacing all of its underground fuel tanks, approved in 2022. Project being led and managed by IDS staff.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The increase in user fees, as recommended in the Service Delivery Review, has not had a negative impact on revenue. Therefore, we are predicting an increase of fuel sale numbers over last year based off a COVID-19 impact free air industry and a resulting decrease in levy contribution compared to prior year.

Some modest increases in operational costs coming from fuel purchases and utility costs. The Airport Study will be completed in the second quarter of 2023. Any recommendations from the study will be reviewed and brought before Council and may have a financial impact.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

Services are not impacted by Covid-19 from any temporary closure of the terminal.

	2021	2021	2022	2022	2023
512 STRATFORD MUNICIPAL AIRPORT	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3602 AIRPORT ADMINISTRATION					
G-512-3602-1405 USER FEES	(1,150)	(2,200)	(1,200)	(3,225)	(2,200)
G-512-3602-1450 RENT AND LEASE REVENUE	(12,262)	(12,000)	(12,262)	(12,000)	(12,000)
G-512-3602-1470 RENTALS and LEASES	(52,126)	(43,800)	(47,813)	(45,000)	(56,580)
G-512-3602-1610 SALES	(214,511)	(185,325)	(290,795)	(200,000)	(286,000)
G-512-3602-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(10,000)	(50,000)	(40,000)
G-512-3602-3020 GOODS PURCHASED FOR RESALE	179,196	143,650	215,724	155,142	213,700
G-512-3602-3030 HEAT	6,246	5,000	8,004	5,000	7,000
G-512-3602-3040 HYDRO	12,886	10,000	12,752	11,000	12,000
G-512-3602-3100 POSTAGE	79	100	41	100	100
G-512-3602-3140 REPAIRS & MAINTENANCE- BUILDINGS & EQUIP	3,435	17,000	1,302	8,000	8,000
G-512-3602-3180 VEHICLE - FUEL	2,151	2,000	2,433	2,000	3,000
G-512-3602-3190 VEHICLE - REPAIRS AND EXPENSES	1,036	2,200	0	1,500	1,500
G-512-3602-4010 ADVERTISING	0	500	0	500	500
G-512-3602-4020 SERVICE CONTRACTS	96,186	85,500	97,403	85,500	86,790
G-512-3602-4040 CONSULTANTS	0	5,000	0	45,000	40,000
G-512-3602-4050 CONTRACTORS	44,626	37,800	27,610	55,000	45,000
G-512-3602-4080 INSURANCE	5,724	4,900	4,293	5,300	5,500
G-512-3602-4092 PROPERTY TAXES	13,854	15,000	10,561	14,500	14,500
G-512-3602-4097 MEMBERSHIPS	1,267	1,700	1,388	1,700	1,700
G-512-3602-4105 SNOW REMOVAL	4,048	10,500	5,336	7,500	7,500
G-512-3602-4108 TREE TRIMMING	0	10,000	0	10,000	10,000
G-512-3602-4110 TELEPHONE - BASIC	1,136	1,800	1,017	1,500	1,500
G-512-3602-4125 INTERNET	655	725	671	725	730
G-512-3602-4155 FACILITY IMPROVEMENTS	0	5,000	0	5,000	5,000
G-512-3602-7820 TRANSFER TO RESERVE FUNDS	90,000	80,000	80,000	80,000	100,000
Total 3602 AIRPORT ADMINISTRATION	182,476	195,050	106,465	184,742	167,240
Total 512 STRATFORD MUNICIPAL AIRPORT	182,476	195,050	106,465	184,742	167,240



2023 OPERATING BUDGET – WORK PLAN

Department:	Human Resources
Budget Division:	G112 Human Resources

Department/Division Overview:

The Human Resources team serves as a strategic business partner that supports the Corporation, its leadership and staff to effectively deliver a wide range of public services in alignment with Council and Administrative strategic priorities. The department is committed to building internal capacity that promotes and enables a vibrant city, leading the way in community driven excellence. Continuous development and improvement of Human Resources policies, initiatives and practices focus on attracting and retaining talent that will be foundational to ensuring the Corporation can effectively provide services that support a sustainable, caring and diverse community with an exceptional quality of life.

The Human Resources Department is staffed by 4 FTE (Director, Manager of Health & Safety and 2 Human Resource Coordinators). Services provided include: Recruitment and Selection; Labour and Employee Relations; Compensation and Benefits; Return to Work and Disability Management; Employee Training and Development; Collective Bargaining; Occupational Health & Safety and Employee Wellness. Human Resources participates in as other related Corporate projects and initiatives as assigned.

Key Activities Planned for 2023:

- Continued development of talent management strategy aimed at engaging and retaining staff
- Collective Bargaining for four union contracts expiring December 31, 2022. Stratford Professional Fire Fighter Association (SPFFA), CUPE Local 197 (outside workers), CUPE Local 1385 (inside workers), Parallel Transit (IBEW).
- Review Human Resources Policies with the goal of updating them to ensure legislative compliance and the lens of Diversity, Equity and Inclusions. Identify key employment policies that address current procedures and practice but are not documented.
- Update our Workplace Harassment, Sexual Harassment and Discrimination Policy. We will be creating a new policy on Respect in the Workplace that addresses guidelines and expectations for both internal and external conduct.
- Bias-Free Hiring Training – Human Resources will be sourcing training for hiring staff to build their capacity with recruitment to develop a bias-free lens which will support a more equitable process. In turn this will draw more diversity to our workforce.
- We will be examining our current Employee Assistance Program to determine whether the provider satisfies our employee needs and review other new programs and offerings in the industry.

- Updating our new employee orientation process including new virtual training modules for Health and Safety (i.e. WHIMIS, Workplace Harassment).
- Propose the introduction and trial of Flexible Hybrid remote working arrangements program.
- Health & Safety will explore training for H & S Committee and Mangers on Workplace Inspection. This supports compliance responsibilities of these two groups and has not been done in a while and we have experience turnover of members on the committee and management team so training is necessary.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Retaining and fostering a highly skilled and engaged workforce is essential to all aspects of Council’s Strategic Priorities. Specifically, attracting and supporting a talent pool that is more diverse which will move beyond our current state as our community becomes more diverse. This requires Human Resources to ensure our policies, practices and programs are all current to successfully support this effort on behalf of the City. It also requires Human Resources to enhance the skills of our management and staff through training on Respect in the Workplace, Recruitment and Selection.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Human Resources has included additional funding in our legal budget to prepare for any costs that may arise during a year that encompasses collective bargaining with four labour groups.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department’s operations:

There are no anticipated priorities and services that would be impacted for the Human Resources Department in 2023.

	2021	2021	2022	2022	2023
112 HUMAN RESOURCES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
1210 ADMINISTRATION					
G-112-1210-1130 ONTARIO GRANTS	0	0	(33,069)	(33,072)	(25,000)
G-112-1210-1810 CONTRIBUTION FROM RESERVES	(27,984)	0	0	(17,808)	0
G-112-1210-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(17,808)	0	0
G-112-1210-2100 F.T. SALARIES & WAGES	229,770	383,550	225,086	419,180	423,190
G-112-1210-2110 P.T. WAGES	235,799	0	157,062	0	0
G-112-1210-2500 F.T. BENEFITS	94,669	122,610	95,325	130,860	134,820
G-112-1210-2510 P.T. BENEFITS	17,040	0	10,957	0	0
G-112-1210-3050 MATERIALS	0	0	15	0	0
G-112-1210-3070 OFFICE SUPPLIES AND PAPER	841	2,000	1,080	2,000	2,000
G-112-1210-3090 PHOTOCOPIER EXPENSE	1,166	3,000	1,835	2,300	2,300
G-112-1210-3100 POSTAGE	48	100	80	100	100
G-112-1210-3120 MEALS & MEETING COSTS	0	100	48	0	0
G-112-1210-3130 PUBLICATIONS & SUBSCRIPTIONS	0	250	0	250	0
G-112-1210-4010 ADVERTISING	2,135	6,000	2,554	6,000	4,000
G-112-1210-4035 CONFERENCES - ACCOMMODATIONS	0	2,300	0	2,300	2,300
G-112-1210-4036 CONFERENCES - EXPENSES	0	1,000	0	1,000	1,000
G-112-1210-4037 CONFERENCES - REGISTRATION	1,139	5,000	150	5,000	5,000
G-112-1210-4038 CONFERENCES - TRAVEL/MILEAGE	87	1,600	87	1,600	1,600
G-112-1210-4040 CONSULTANTS	27,984	0	0	0	0
G-112-1210-4090 LEGAL	3,848	0	0	0	0
G-112-1210-4095 MAINTENANCE CONTRACTS	0	0	50,875	50,880	0
G-112-1210-4097 MEMBERSHIPS	3,610	3,230	4,459	4,950	4,950
G-112-1210-4110 TELEPHONE - BASIC	1,183	1,200	1,124	1,120	0
G-112-1210-4120 TELEPHONE - CELL PHONES	4,620	4,200	4,800	4,800	0
G-112-1210-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	30,000
G-112-1210-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	3,520
G-112-1210-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,044	2,000	9,228	2,000	2,000
Total 1210 ADMINISTRATION	596,999	538,140	513,888	583,460	591,780

	2021	2021	2022	2022	2023
112 HUMAN RESOURCES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
1212 LABOUR RELATIONS					
G-112-1212-3070 OFFICE SUPPLIES AND PAPER	0	150	0	0	0
G-112-1212-3110 PRINTING	705	600	0	600	600
G-112-1212-3120 MEALS AND MEETING COSTS	118	2,000	117	2,000	2,000
G-112-1212-4040 CONSULTANTS	3,906	0	0	0	0
G-112-1212-4090 LEGAL	81,305	30,500	89,662	30,500	50,000
Total 1212 LABOUR RELATIONS	86,034	33,250	89,779	33,100	52,600
1214 TRAINING					
G-112-1214-4140 TRAINING REGISTRATION - CORPORATE	31,546	31,000	7,927	31,000	31,000
G-112-1214-4142 HEALTH & SAFETY EXPENSES	13,158	12,850	10,087	12,850	12,850
Total 1214 TRAINING	44,704	43,850	18,014	43,850	43,850
1216 BENEFIT ADMINISTRATION					
G-112-1216-4040 CONSULTANTS	18,899	31,300	16,205	31,300	31,000
Total 1216 BENEFIT ADMINISTRATION	18,899	31,300	16,205	31,300	31,000
Total 112 HUMAN RESOURCES	746,636	646,540	637,886	691,710	719,230



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G250 Building Inspection

Department/Division Overview:

The Division is responsible for the review and issuance of building permits, heritage alteration permits, sign permits, commenting on development applications (subdivision, condominium, site plan, official plan amendments, zone change, minor variance, and consents). This division also enforces all aspects of the Ontario Building Code Act.

This budget is significantly influenced by the amount of revenue received from permit and application fees. Building permit revenues are intended to cover 100% of the costs of administration of the Ontario Building Code.

Key Activities Planned for 2023:

- Implementation of Cloud permit software including public portal with online pay services and integration with Planning Division (expansion request);
- Recurring Building Inspector and By-law Officer training and certification;
- Provide training to our Industry partners on Code changes;
- Support ongoing corporate special projects, including rehabilitation and redevelopment of the Cooper building (e.g. Community Hub) if additional staffing is approved in Expansion requests;
- Support proposed Green Buildings Community Improvement Plan and Green Building Standards if additional staffing is approved in Expansion requests;
- A review and adjustment to building permit fees as required to offset building code administration costs; and
- Continued support for residents and local businesses in facilitating building processes.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

The Building Division reflects the strategic priorities by ensuring that our services are being provided in an accessible and supportive manner by utilizing innovative and proactive thought processes. The division also collaborates with the building and development community on a regular basis to determine the best ways to remain consistent, fair, and engaging, for the development and implementation of services that meet residents and business needs.

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Revenue in 2022 continues to show signs of improvement from previous year but with construction inflation at record levels, new applications have dropped throughout the summer of 2022. The number of applications for single and multi-family dwellings is increasing at the end of the third quarter and as more lands are becoming serviced the outlook for building and development in Stratford is positive.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

There are negligible impacts anticipated as permits may be processed digitally.

	2021	2021	2022	2022	2023
250 BUILDING PERMITS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
2400 BUILDING INSPECTION ADMIN					
G-250-2400-1325 LETTERS OF CONFORMITY FEES	(5,458)	(5,000)	(13,691)	(5,000)	(5,000)
G-250-2400-1440 BUILDING PERMITS	(1,018,725)	(650,000)	(581,026)	(700,000)	(660,000)
G-250-2400-1810 CONTRIBUTION FROM RESERVES	(5,074)	0	0	(72,960)	(119,568)
G-250-2400-2100 F.T. SALARIES & WAGES	385,822	833,320	381,487	420,280	443,490
G-250-2400-2110 P.T. SALARIES & WAGES	10,060	99,530	14,258	20,300	26,120
G-250-2400-2500 F.T. BENEFITS	108,834	245,230	110,107	126,160	130,880
G-250-2400-2510 P.T. BENEFITS	1,929	19,020	1,345	3,960	5,000
G-250-2400-3050 MATERIALS	7,205	6,200	2,452	6,300	6,300
G-250-2400-3090 PHOTOCOPIER EXPENSE	988	2,000	1,537	1,150	1,850
G-250-2400-3100 POSTAGE	1,768	1,500	731	1,500	1,800
G-250-2400-3180 VEHICLE - FUEL	1,237	1,800	1,315	0	0
G-250-2400-3190 VEHICLE REPAIR & EXPENSE	274	2,800	0	0	0
G-250-2400-4010 ADVERTISING	330	2,000	1,330	2,000	2,000
G-250-2400-4040 CONSULTANTS	73,414	75,000	4,325	15,000	20,000
G-250-2400-4050 CONTRACTORS - CLEAN UP	0	1,500	0	1,500	1,500
G-250-2400-4090 LEGAL	10,790	45,000	18,578	25,000	25,000
G-250-2400-4095 SUPPORT, MAINTENANCE CONTRACTS	15,213	15,000	370	20,000	0
G-250-2400-4097 MEMBERSHIPS	2,701	4,600	2,583	4,600	4,400
G-250-2400-4110 TELEPHONE	5,239	5,240	4,977	4,980	0
G-250-2400-4120 TELEPHONE - CELL PHONES	3,704	3,000	4,056	4,060	0
G-250-2400-4140 TRAINING - REGISTRATION	10,630	22,000	8,388	22,000	20,000
G-250-2400-5010 BANK CHARGES AND COLLECTION FEES	6,016	2,000	3,769	5,000	5,000
G-250-2400-7810 TRANSFER TO RESERVES	287,853	0	0	0	0
G-250-2400-7820 TRANSFER TO RESERVE FUNDS	0	0	0	0	10,200
G-250-2400-7900 INTERFUNCTIONAL TRANSFERS	95,250	95,250	0	94,170	0
G-250-2400-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	42,138
G-250-2400-7904 INTERFUNCTIONAL RENT	0	0	0	0	20,000

	2021	2021	2022	2022	2023
250 BUILDING PERMITS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-250-2400-7905 INTERFUNCTIONAL FLEET	0	0	0	0	3,200
G-250-2400-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	6,390
G-250-2400-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	9,300
Total 2400 BUILDING INSPECTION ADMIN	0	826,990	(33,109)	0	0
Total 250 BUILDING PERMITS	0	826,990	(33,109)	0	0



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G251 Development Services

Department/Division Overview:

The Planning Division is responsible for processing all development planning applications (subdivisions, condominiums, site plans, official plan amendments, zone changes, minor variances and consents), processing CIP applications, developing planning policy and reviewing various licensing permit applications. The planning division is also responsible for representing the City in matters arising from Ontario Land Tribunal (OLT) appeals.

This budget is significantly influenced by the amount of revenue received from application fees. As planning applications processed provide a benefit to users, fees have been determined under a user-pay principle, although fees do not cover 100% of Planning Act application costs.

Key Activities Planned for 2023:

- Implementation of Cloud Permit for planning applications (expansion request);
- Commencement of 5-year review of the Official Plan;
- Continuation of joint initiative with investStratford to establish an Attainable Housing Toolkit (Community Improvement Plan). InvestStratford was awarded \$80,000 through Provincial funding that has been allocated toward this project;
- Housekeeping amendments to Zoning By-law 10-2022;
- Support for Heritage Stratford and Accessibility Advisory Committee;
- Continued utilization of public engagement tools and platforms to facilitate public discussion on planning related matters;
- Support City special projects and programs related to land developing and housing; and
- Facilitating Green Buildings Community Improvement Plan and supporting the development of Green Building Standards.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Revenue for 2022 is slightly down from 2021 which is reflective of current market trends in development.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Throughout the pandemic, staff developed tools and mechanisms to ensure continuous provision of services.

	2021	2021	2022	2022	2023
251 DEVELOPMENT SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
8110 PLANNING AND ZONING					
G-251-8110-1325 ZONING INFORMATION REPORTS	(1,747)	(1,700)	(678)	(1,700)	(1,500)
G-251-8110-1375 SITE PLAN AGREEMENT REVENUE	(70,632)	(45,000)	(40,702)	(46,000)	(48,000)
G-251-8110-1405 SUBDIVISION/CONDO APPLICATION FEES	(43,587)	(20,000)	(23,411)	(20,000)	(20,000)
G-251-8110-1420 ZONING APPLICATION FEES	(55,732)	(21,000)	(24,550)	(24,000)	(30,000)
G-251-8110-1430 PART LOT CONTROL FEES	(3,459)	(750)	(6,480)	(1,640)	(2,000)
G-251-8110-1447 OFFICIAL PLAN AMENDMENTS	(16,155)	(1,500)	(5,590)	(2,000)	(2,000)
G-251-8110-1610 PUBLICATION SALES	0	(300)	0	(300)	(300)
G-251-8110-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(150,000)
G-251-8110-2100 F.T. SALARIES	135,635	0	182,550	235,610	244,070
G-251-8110-2110 P.T. SALARIES	44,209	0	12,756	0	0
G-251-8110-2500 F.T. BENEFITS	43,504	0	52,292	58,680	86,080
G-251-8110-2510 P.T. BENEFITS	5,230	0	1,361	6,440	0
G-251-8110-3050 MATERIALS	2,485	2,630	1,221	2,680	2,700
G-251-8110-3090 PHOTOCOPIER	732	920	325	770	400
G-251-8110-3100 POSTAGE	727	1,000	660	1,000	1,000
G-251-8110-4040 CONSULTANTS	27,196	10,000	20,175	12,000	166,000
G-251-8110-4060 COURIER/FREIGHT	15	50	15	50	50
G-251-8110-4090 LEGAL	232	0	0	0	0
G-251-8110-4097 MEMBERSHIPS	1,108	2,500	1,792	2,800	2,800
G-251-8110-4110 TELEPHONE	2,324	2,320	2,208	2,210	0
G-251-8110-4120 TELEPHONE - CELL PHONES	600	600	600	600	0
G-251-8110-4140 TRAINING	1,608	6,000	608	5,000	5,000
G-251-8110-5010 BANK CHARGES AND COLLECTION FEES	3,060	1,000	1,884	1,200	1,800
G-251-8110-5030 INTEREST ON LTD	37	105	1	75	0
G-251-8110-5035 PRINCIPAL ON LTD	1,671	1,600	283	1,620	0
G-251-8110-7810 TRANSFER TO RESERVE	10,000	10,000	25,000	25,000	40,000
G-251-8110-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	2,810
Total 8110 PLANNING AND ZONING	89,061	(51,525)	202,320	260,095	298,910

	2021	2021	2022	2022	2023
251 DEVELOPMENT SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
8116 COMMITTEE OF ADJUSTMENT					
G-251-8116-1405 APPLICATION FEES	(64,600)	(35,000)	(27,886)	(36,000)	(36,000)
G-251-8116-2100 F.T. SALARIES & WAGES	55,297	0	63,612	95,807	98,570
G-251-8116-2110 P.T. SALARIES	27,582	0	8,150	0	0
G-251-8116-2500 F.T. BENEFITS	20,865	0	19,291	23,590	29,470
G-251-8116-2510 P.T. BENEFITS	3,857	0	828	2,760	0
G-251-8116-3050 MATERIALS	329	2,400	0	2,400	2,400
G-251-8116-3090 PHOTOCOPIER	626	1,120	325	770	400
G-251-8116-3100 POSTAGE	1,448	1,000	1,067	1,000	1,100
Total 8116 COMMITTEE OF ADJUSTMENT	45,404	(30,480)	65,387	90,327	95,940
Total 251 DEVELOPMENT SERVICES	134,465	(82,005)	267,707	350,422	394,850



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G252 By-Law Enforcement

Department/Division Overview:

The Division is responsible for enforcing various City by-laws as well as issuing sign, driveway, and pool permits, in addition to maintaining Bed and Breakfast establishment by-law and the City's cross connection program.

This budget is significantly influenced by the amount of revenue received from permit and application fees. Permit and license revenues are intended to cover a portion of the costs but are not a cost recovery model.

Key Activities Planned for 2023:

- Implementation of Cloud permit software for by-law and licensing including public portal with online pay services (see expansion request);
- Ongoing By-law Officer training and certifications;
- Maintain online by-law complaint form, a mechanism that tracks and records complaints and follow up action;
- Continued support to the Social Services department in implementation of the Community Safety and Wellbeing Plan and their unsheltered response to the homelessness protocol;
- Provide training to the public on new short-term rental licencing by-law; and
- Support the ongoing enforcement of the newly approved STR and MAT by-laws

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

The By-law Division reflects the strategic priorities by ensuring that our services are being provided in a caring manner by utilizing innovative and proactive thought processes. The division also collaborates with the community on a regular basis to determine the best ways to remain fair and transparent as we hold the public's best interest at heart.

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Widening our Economic Opportunities

Strengthening Stratford’s economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Revenue in 2022 continues to show signs of improvement from the previous year even with no revenue being generated in 2022 for the licensing of Bed and Breakfast establishments. There were a lower-than-normal number of licensed Bed and Breakfast establishments in 2022 but with a new Short Term Rental and updated Bed and Breakfast by-law we do expect the number of licensed establishments to increase in 2023.

At the approved October 11, 2022, Council meeting, the recommendation that licensed establishments under the Accommodation Licensing By-law and Bed and Breakfast Establishment By-law, be exempted from paying licensing fees for the 2023 season was approved. This will result in no revenue in 2023, which is estimated to have a total of \$63,000 for Bed and Breakfasts, and upwards of \$90,000 for Short Term Rental accommodations. For 2023 the addition of an expansion request of a Deputy Chief Building Official would not be offset by revenue generated through the Accommodation and Bed and Breakfasts Bylaws, and would therefore be a direct impact to the tax levy for 2023.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

There are negligible impacts anticipated as permits and licenses can be processed digitally.

	2021	2021	2022	2022	2023
252 BY-LAW ENFORCEMENT	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
2406 BY-LAW ENFORCEMENT					
G-252-2406-1325 LETTERS OF CONFORMITY	(3,494)	(3,500)	(747)	(3,200)	(3,500)
G-252-2406-1405 SIGN & POOL PERMITS	(29,337)	(22,000)	(32,645)	(22,000)	(23,000)
G-252-2406-1440 TRADE LICENSES	(11,652)	(20,000)	(16,231)	(20,000)	(20,000)
G-252-2406-1445 BED & BREAKFAST LICENCES	(810)	(31,000)	(21,188)	(32,000)	0
G-252-2406-1770 RECOVERABLES	0	0	(15,278)	0	0
G-252-2406-1900 REVENUE TRANSFER FROM WATER	(53,110)	(53,110)	0	(60,000)	0
G-252-2406-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(60,000)
G-252-2406-2100 F.T. SALARIES	170,821	0	154,793	192,740	207,650
G-252-2406-2110 P.T. SALARIES	7,573	0	3,111	5,070	0
G-252-2406-2500 F.T. BENEFITS	50,286	0	47,376	57,850	61,220
G-252-2406-2510 P.T. BENEFITS	1,928	0	343	990	0
G-252-2406-3050 MATERIALS	3,500	4,500	1,008	4,500	4,500
G-252-2406-3090 PHOTOCOPIER	833	1,650	487	1,150	600
G-252-2406-3100 POSTAGE	1,422	1,500	827	1,500	1,500
G-252-2406-3180 VEHICLE - FUEL	1,535	0	1,894	0	0
G-252-2406-3190 VEHICLES - REPAIRS & EXPENSE	0	0	14	0	0
G-252-2406-4050 CONTRACTORS - CLEAN UP	4,748	5,500	19,272	5,200	5,500
G-252-2406-4097 MEMBERSHIPS	190	650	273	600	500
G-252-2406-4110 TELEPHONE - BASIC	1,166	1,170	1,108	1,110	0
G-252-2406-4120 TELEPHONE - CELL PHONES	1,200	1,200	1,200	1,200	0
G-252-2406-4140 TRAINING	2,024	4,000	17,896	4,000	4,000
G-252-2406-5010 BANK CHARGES AND COLLECTION FEES	2,949	0	1,884	2,500	2,500
G-252-2406-7820 TRANSFER TO RESERVE FUND	0	0	0	0	7,990
G-252-2406-7905 INTERFUNCTIONAL FLEET	0	0	0	0	3,200
G-252-2406-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	3,270
Total 2406 BY-LAW ENFORCEMENT	151,772	(109,440)	165,397	141,210	195,930
Total 252 BY-LAW ENFORCEMENT	151,772	(109,440)	165,397	141,210	195,930



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G310 Engineering

Department/Division Overview:

Engineering’s role is to directly plan and manage and/or provide support to all areas of responsibility of the Infrastructure and Development Services Department and other Departments in the City as required. This includes our municipal road, cycling and sidewalk network, traffic control systems, water supply and distribution system, sanitary collection and treatment system, storm collection and treatment system, environmental remediation, garbage collection and landfill, recyclables pickup, Snow and Ice and Site Alteration Bylaw, site plan and subdivision development approval, and general engineering support for planning activities.

Climate Action

The establishment of a Climate Action Division has only occurred recently and formalized with the new Climate Change Program Manager (CCPM) position. This position is supported directly by the Director of IDS. Budgetary considerations were included in the Engineering Division, which historically is the more administrative division of IDS. Truly, this division is one that supports all departments and divisions in the City. The CCPM will work with all City Staff, residents, Council and vested stakeholders, to develop and advance climate action initiatives.

Key Activities Planned for 2023:

- Further embrace utilization of the City’s Asset Management Plan and supporting software;
- Advance cost-effective technologies, such as sewer and watermain lining, that maximize our limited asset renewal funding to minimize the impact of our infrastructure deficit;
- Finalize Transportation Master Plan and Sanitary Master Plan, and generate actionable items and implemental programs recommended from these studies;
- Attain a consulting firm to conduct bi-annual inspections of the bridges;
- Continuing to develop mechanism and resources to implement traffic calming measures;
- Provide design and contract administration support to various departments;
- Support City special projects related to land development, and housing, including servicing the Cooper Site; and
- Establish City’s climate framework, Stratford focused actionable objectives, metrics for establishing program success, and engage the public and vested stakeholders.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle.

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

None anticipated.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Throughout the pandemic staff developed tools and mechanisms to maintain programs and services. Restrictions may limit in-person advocacy and engagement.

310 ENGINEERING	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
3000 ENGINEERING ADMIN					
G-310-3000-1360 SERVICE CHARGE REVENUE	(58,685)	(23,000)	(28,917)	(24,000)	0
G-310-3000-1365 APPLICATION REVIEW REVENUE	(5,344)	(6,000)	(61,758)	(6,000)	(50,000)
G-310-3000-1610 SALES	(2,805)	(100)	(2,365)	(200)	(2,000)
G-310-3000-1770 RECOVERABLES	(1,371)	(427,000)	0	(338,000)	(225,000)
G-310-3000-1810 CONTRIBUTION FROM RESERVES	(23,435)	0	0	0	(67,000)
G-310-3000-1900 INTERFUNCTIONAL TRANSFERS	(263,940)	(263,940)	0	0	0
G-310-3000-2100 F.T. SALARIES & WAGES	1,199,224	1,334,000	683,634	836,209	804,830
G-310-3000-2110 P.T. SALARIES & WAGES	40,776	89,030	60,003	34,330	32,650
G-310-3000-2500 F.T. BENEFITS	342,812	371,120	202,077	226,990	254,910
G-310-3000-2510 P.T. BENEFITS	3,829	7,490	5,750	2,950	5,870
G-310-3000-2700 OTHER PAYROLL EXPENSES	560	250	0	250	250
G-310-3000-3010 CLOTHING	2,134	2,000	2,031	2,060	2,200
G-310-3000-3050 MATERIALS	1,085	2,300	990	2,340	2,380
G-310-3000-3070 OFFICE SUPPLIES AND PAPER	3,219	3,000	2,984	3,000	3,200
G-310-3000-3090 PHOTOCOPIER EXPENSE	3,169	6,500	4,101	4,140	5,100
G-310-3000-3100 POSTAGE	146	250	208	260	270
G-310-3000-3110 PRINTING	133	350	0	360	360
G-310-3000-3120 MEALS & MEETING COSTS	120	400	62	410	410
G-310-3000-3130 PUBLICATIONS & SUBSCRIPTIONS	0	250	0	260	250
G-310-3000-4020 SERVICE CONTRACTS	2,721	28,000	0	0	12,000
G-310-3000-4040 CONSULTANTS	31,851	0	0	0	78,500
G-310-3000-4060 COURIER/FREIGHT	79	100	102	100	120
G-310-3000-4095 SUPPORT, MAINTENANCE CONTRACTS	0	46,000	0	0	0
G-310-3000-4097 MEMBERSHIPS	6,515	6,935	4,416	7,700	8,140
G-310-3000-4110 TELEPHONE - BASIC	10,968	10,970	10,420	10,420	0
G-310-3000-4120 TELEPHONE - CELL PHONES	8,280	8,280	9,000	9,000	0
G-310-3000-4142 TRAINING - EXPENSES	10,473	22,000	8,297	22,800	22,800
G-310-3000-4150 TRAVEL-EXCL TRAINING, CONFERENCES	522	500	919	600	620
G-310-3000-5040 RENTAL OF MACHINERY & EQUIPMENT	0	1,000	0	1,000	1,000
G-310-3000-7810 TRANSFER TO RESERVES	0	0	0	0	60,000

	2021	2021	2022	2022	2023
310 ENGINEERING	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-310-3000-7820 TRANSFER TO RESERVE FUNDS	1,100	1,100	1,200	1,200	48,800
G-310-3000-7900 INTERFUNCTIONAL TRANSFERS	8,900	6,400	0	0	0
G-310-3000-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	91,450
G-310-3000-7905 INTERFUNCTIONAL FLEET	0	0	0	0	12,000
G-310-3000-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	20,260
G-310-3000-9010 OFFICE EQUIPMENT AND FURNISHINGS	310	4,600	129	4,640	4,680
G-310-3000-9040 TOOLS & SMALL EQUIPMENT	1,337	1,000	123	1,020	1,040
Total 3000 ENGINEERING ADMIN	1,324,683	1,233,785	903,406	803,839	1,130,090
3010 SPECIAL PROJECTS - WIGHTMAN					
G-310-3010-1770 RECOVERABLES	(186,490)	0	(9,460)	0	0
G-310-3010-3050 MATERIALS	18	0	0	0	0
G-310-3010-9040 TOOLS AND SMALL EQUIPMENT	2,730	0	0	0	0
Total 3010 SPECIAL PROJECTS - WIGHTMAN	(183,742)	0	(9,460)	0	0
Total 310 ENGINEERING	1,140,941	1,233,785	893,946	803,839	1,130,090



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G315 Fleet

Department/Division Overview:

Fleet operations covers all fleet purchases and maintenance for various departments within the City. Fleet staff is based at the Public Works yard and Transit shop. There are three mechanics located at Public Works facility, two at Transit facility, as well as a Fleet Supervisor at Public Works. Funding for this budget is entirely through taxation. The division supports all operating divisions that have vehicles, so staff are working towards this division's costs being fully allocated amongst the divisions it supports. Currently, the allocations are only partial, for fuel, repairs and maintenance through interfunctional allocations.

Key Activities Planned for 2023:

- Full review of current City fleet to determine its utilization, how to most economically maintain and replace, consider how to make greener, and overall seek efficiencies;
- Initiate replacement program for 2023 to include Community Services as part of funding strategy; and
- In 2022 GPS tracking was added to Fleet as part of the Service Delivery Review, as data is collected its utilization will begin to be used for:
 - Reduce City's liability for claims against;
 - Promote safe and environmentally friendly driving;
 - Determine the utilization of fleet and if efficiencies or adjustments to services may be made.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Replacement parts have seen a major increase in cost, shipping, and wait times due to Covid factors. Gas and diesel prices have seen increases from 2021 of approximately 15% and 50% respectively.

IDS historically established Fleet Reserves to provide more stable annual funding of its fleet. As cost allocation becomes more fulsome to the other departments, the transfers to fleet reserves will be proportionally part of the respective budgets to better reflect the true costs of specific services. In effect, averaging spending over several years, allows for spikes that could occur in one budget season to be avoided. IDS Fleet is absorbing Community Services into its Fleet Reserve to reduce the years where spikes in spending may occur.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

Increased wait times for vehicle repairs is a possibility, which could have a negative result in our levels of service.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Fleet repairs may be prioritized on City's need to maintain core services.

One approach to reduce wait times is to contract out work to local mechanics, but this comes at an added and unbudgeted cost.

315 FLEET	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
3050 FLEET DIVISION ADMINISTRATION					
G-315-3050-1760 SALE OF EQUIPMENT	(1,409)	0	0	0	0
G-315-3050-1765 GAIN OF DISPOSAL OF ASSETS	(36,556)	(30,000)	(3,743)	(30,000)	(30,000)
G-315-3050-1770 RECOVERABLE	(3,805)	0	(17,511)	0	0
G-315-3050-1900 INTERFUNCTIONAL	(48,950)	(48,950)	0	(50,660)	0
G-315-3050-1905 INTERFUNCTIONAL FLEET	0	0	0	0	(771,250)
G-315-3050-2100 F.T. SALARIES	166,446	0	108,533	0	0
G-315-3050-2500 F.T. BENEFITS	47,202	0	32,742	0	0
G-315-3050-2700 OTHER PAYROLL EXPENSES	389	500	356	500	500
G-315-3050-3010 CLOTHING	9,171	7,800	605	7,900	7,900
G-315-3050-3011 PERSONAL PROTECTIVE EQUIPMENT	62	1,000	234	1,000	800
G-315-3050-3050 MATERIALS	23,698	4,500	7,868	4,000	4,500
G-315-3050-3090 PHOTOCOPIER EXPENSE	1,534	200	326	320	400
G-315-3050-3180 FUEL	484,942	579,360	642,380	580,100	920,000
G-315-3050-3190 VEHICLES - REPAIRS & EXPENSES	627,167	516,560	531,456	508,000	820,905
G-315-3050-4050 CONTRACTORS	1,429	20,000	1,376	20,000	14,000
G-315-3050-4060 COURIER/FREIGHT	35	0	0	0	0
G-315-3050-4095 MAINTENANCE CONTRACT - GPS	17,120	60,000	26,271	73,000	65,000
G-315-3050-4097 MEMBERSHIPS	187	350	545	350	500
G-315-3050-4110 TELEPHONE	1,166	1,170	1,108	1,110	0
G-315-3050-4142 TRAINING - EXPENSES	2,671	2,000	569	5,000	5,000
G-315-3050-7820 TRANSFER TO RESERVE FUND	36,310	36,310	30,000	30,000	0
G-315-3050-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	1,110
G-315-3050-9040 TOOLS AND SMALL EQUIPMENT	15,931	15,100	4,524	15,150	35,350
Total 3050 FLEET DIVISION ADMINISTRATION	1,344,740	1,165,900	1,367,639	1,165,770	1,074,715
3055 FLEET OPERATIONS					
G-315-3055-1770 RECOVERABLES	0	0	(99)	0	0
G-315-3055-2100 F.T. SALARIES & WAGES	385,490	570,970	197,988	322,070	304,380
G-315-3055-2110 P.T. SALARIES	0	22,870	1,140	0	25,140
G-315-3055-2500 F.T. BENEFITS	120,955	169,520	54,307	125,950	88,430
G-315-3055-2510 P.T. BENEFITS	(11,505)	2,180	0	0	4,790

	2021	2021	2022	2022	2023
315 FLEET	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-315-3055-3180 VEHICLE - FUEL	116,290	0	139,638	0	0
G-315-3055-3190 VEHICLE - REPAIRS & EXPENSES	58,484	0	55,581	0	0
G-315-3055-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	0	4,889	0	5,000
G-315-3055-9040 TOOLS & SMALL EQUIPMENT	0	0	30	1,000	0
Total 3055 FLEET OPERATIONS	669,714	765,540	453,474	449,020	427,740
Total 315 FLEET	2,014,454	1,931,440	1,821,113	1,614,790	1,502,455



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G320 Roads

Department/Division Overview:

The Roads operating budget covers staffing and materials required for functions relating to road repair and preventative maintenance work. Road staff is based at the Public Works yard at 303 King St. Also at this location is 2 Supervisors and 1 Manager of Public Works. Funding for this budget is entirely through tax base.

Municipalities are required to ensure that their roads are in a good state of repair. When vehicle incidents or damage occurs on City roads, often drivers or their insurers try to recover damages through litigation. This division uses advanced technologies, processes, programs, and equipment, to demonstrate reasonable preventative maintenance was applied to City roads, and in turn this provides a good defence against corresponding claims.

Historically the animal control contract for the City is managed through this budget, however, it is more administrative in nature as current services are largely provided by the Stratford Perth Humane Society. The SPHS sells pet licences, responds to injured or dead animals, and conducts enforcement of the Animal Control By-law.

Key Activities Planned for 2023:

- Continuing to perform repairs on all City streets. Continuing with hot asphalt overlay for poor conditioned roadways that are not forecast for reconstruction or resurfacing;
- Maintain current level of service regarding winter operations for all streets, sidewalks, and City owned properties;
- Continued promotion and utilization of the City’s online Report an Issue page, which tracks issues and generates work orders to address raised issues promptly (e.g. potholes); and
- Continued support to the Social Services department in implementation of the Community Safety and Wellbeing Plan and their unsheltered response to the homelessness protocol.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Mobility, Accessibility and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The largest variance in this budget is associated with the contributions to reserves (G-320-3125-7820) for the replacement of future fleet. This budget cycle a detailed analysis was conducted of all the City's fleet, allowing for a better identification that reserve contributions should be allocated. At the same time Fleet replacement costs have escalated and there are even further escalations associated with the City moving towards a greener fleet. The result for the Roads budget is an increase in reserve contributions for fleet replacement going from \$371,400 to \$535,000. There is also an increase of \$213,000 in 2023 budget for G-320-3125-7905, which is really just a reidentification of a line item that would have been covered under the Fleet budgeted in 2022.

Contributions to the Public Works reserve are under G-320-3100-7820. The Public Works reserves are what fund capital replacement of road related infrastructure. Staff aim to incrementally increase the contributions to reserves to help address the deficit gap in infrastructure renewal.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Potential shift changes at the department to ensure social distancing and safety is a priority could impact operations. If shift changes are needed our current compliment of day shift employees would decrease, ultimately reducing the levels of service throughout the day.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

There could be a reduction in Grass Cutting associated with aesthetics. Grass cutting to maintain sight lines at intersections would still be required.

Street Sweeping levels could be reduced. Reduction in this service could mean more maintenance for catch basin cleaning, increased risk of flooding due to clogged catch basins, and increased risk of litigation due to less safe roads from grit and debris.

320 ROADS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
3100 ROAD ADMINISTRATION					
G-320-3100-1770 RECOVERABLES	(20,853)	(1,000)	(353)	(22,000)	(1,000)
G-320-3100-2100 F.T. SALARIES & WAGES	506,943	0	474,860	192,730	234,490
G-320-3100-2110 P.T. SALARIES & WAGES	28,345	33,600	589	34,720	34,590
G-320-3100-2500 F.T. BENEFITS	139,935	0	129,801	56,930	68,430
G-320-3100-2510 P.T. BENEFITS	9,568	12,480	0	13,160	6,410
G-320-3100-2700 OTHER PAYROLL EXPENSES	1,258	0	1,692	0	0
G-320-3100-3010 CLOTHING	33,035	31,000	16,863	30,000	30,000
G-320-3100-3050 MATERIALS	22,591	22,000	13,920	22,200	22,500
G-320-3100-3070 OFFICE SUPPLIES AND PAPER	728	1,000	1,368	1,060	1,080
G-320-3100-3090 PHOTOCOPIER EXPENSE	1,523	2,000	1,806	2,370	2,250
G-320-3100-3100 POSTAGE	135	0	0	0	0
G-320-3100-3110 PRINTING	0	100	0	100	0
G-320-3100-3120 MEALS AND MEETING COSTS	610	300	263	300	300
G-320-3100-3140 REPAIRS & MAINTENANCE-BLDGS & EQUIP	749	0	432	0	500
G-320-3100-4020 SERVICE CONTRACTS	6,854	0	5,561	5,500	6,000
G-320-3100-4050 CONTRACTORS	0	0	1,679	0	0
G-320-3100-4097 MEMBERSHIPS	1,742	1,625	2,084	1,700	2,100
G-320-3100-4110 TELEPHONE - BASIC	2,324	2,320	2,208	2,210	0
G-320-3100-4120 TELEPHONE - CELL PHONES	5,040	5,040	5,040	5,040	0
G-320-3100-4142 TRAINING - EXPENSES	15,552	12,000	11,318	18,000	18,000
G-320-3100-5010 BANK CHARGES AND COLLECTION FEES	1,990	0	0	0	0
G-320-3100-5030 INTEREST ON LTD	33,864	47,776	19,003	47,975	13,010
G-320-3100-5035 PRINCIPAL ON LTD	503,708	491,167	260,537	493,915	241,250
G-320-3100-7820 TRANSFER TO RESERVE FUNDS	1,336,800	1,336,800	1,364,000	1,364,000	1,664,000
G-320-3100-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	7,850
G-320-3100-9010 OFFICE EQUIPMENT AND FURNISHINGS	921	2,000	91	2,000	2,000
G-320-3100-9040 TOOLS & SMALL EQUIPMENT	12,791	20,000	7,658	21,000	20,000
Total 3100 ROAD ADMIN	2,646,153	2,020,208	2,320,420	2,292,910	2,373,760

	2021	2021	2022	2022	2023
320 ROADS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3125 ROAD OPERATIONS					
G-320-3125-1405 USER FEES	0	(2,000)	0	0	0
G-320-3125-1770 RECOVERABLES	(21,390)	(43,000)	(7,675)	(43,000)	(40,000)
G-320-3125-1900 INTERFUNCTIONAL TRANSFERS	(597,090)	(597,090)	0	(57,260)	0
G-320-3125-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(50,000)
G-320-3125-2100 F.T. SALARIES & WAGES	467,919	1,951,175	421,669	993,160	983,350
G-320-3125-2500 F.T. BENEFITS	131,016	565,130	118,065	293,370	353,180
G-320-3125-3030 HEAT	13,219	12,300	10,221	12,600	12,800
G-320-3125-3040 HYDRO	22,888	21,000	17,402	21,400	21,400
G-320-3125-3045 WATER / SEWAGE	3,613	2,800	2,914	3,000	3,400
G-320-3125-3050 MATERIALS	52,052	97,800	46,027	102,000	103,000
G-320-3125-3140 REPAIRS & MAINTENANCE-BLDGS & EQUIP	18,758	20,000	8,015	22,400	22,400
G-320-3125-3180 VEHICLE - FUEL	(8,137)	0	0	0	0
G-320-3125-4020 SERVICE CONTRACTS	8,555	22,000	5,496	22,000	22,000
G-320-3125-4050 CONTRACTORS	8,850	25,000	55,820	85,000	64,000
G-320-3125-4060 COURIER/FREIGHT	0	100	0	100	0
G-320-3125-4095 MAINTENANCE CONTRACTS	548	0	529	0	1,000
G-320-3125-5040 RENTAL OF BLDG, MACHINERY & EQUIP	34	0	137	0	300
G-320-3125-7820 TRANSFER TO RESERVE FUNDS	364,100	364,100	371,400	371,400	535,000
G-320-3125-7905 INTERFUNCTIONAL FLEET	0	0	0	0	213,000
G-320-3125-9040 TOOLS & SMALL EQUIPMENT	127	0	0	0	0
Total 3125 ROAD OPERATIONS	465,062	2,439,315	1,050,020	1,826,170	2,244,830
3150 ROAD WINTER					
G-320-3150-1900 INTERFUNCTIONAL TRANSFERS	(71,000)	(71,000)	0	(73,300)	0
G-320-3150-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(70,000)
G-320-3150-2100 F.T. SALARIES & WAGES	258,287	0	226,283	316,000	291,400
G-320-3150-2500 F.T. BENEFITS	72,315	0	63,358	93,340	82,150
G-320-3150-3040 HYDRO	2,686	4,500	1,534	4,000	4,000
G-320-3150-3050 MATERIALS	202,987	275,000	233,865	275,000	285,000
G-320-3150-3140 REPAIRS & MAINTENANCE-BLDGS & EQUIP	3,120	2,000	0	3,000	2,000
G-320-3150-3180 VEHICLE - FUEL	(8,137)	0	0	0	0
G-320-3150-4010 ADVERTISING	135	100	408	100	200
G-320-3150-4020 SERVICE CONTRACTS	63,522	55,000	57,404	58,000	60,000

	2021	2021	2022	2022	2023
320 ROADS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-320-3150-4050 CONTRACTORS	89,656	200,000	49,007	200,000	200,000
G-320-3150-4095 MAINTENANCE CONTRACTS	0	5,000	0	3,000	0
G-320-3150-5040 RENTAL OF MACHINERY & EQUIPMENT	26,076	25,000	21,675	28,000	35,000
G-320-3150-9040 TOOLS & SMALL EQUIPMENT	0	0	631	0	0
Total 3150 ROAD WINTER	639,647	495,600	654,165	907,140	889,750
3175 RAILWAY CROSSINGS					
G-320-3175-2100 F.T. SALARIES & WAGES	0	0	520	1,760	1,800
G-320-3175-2500 F.T. BENEFITS	0	0	146	520	660
G-320-3175-4095 MAINTENANCE CONTRACTS	59,995	60,540	50,054	61,600	62,000
Total 3175 RAILWAY CROSSINGS	59,995	60,540	50,720	63,880	64,460
3176 TRAFFIC					
G-320-3176-1770 RECOVERABLES	(28,251)	0	(14,030)	0	0
G-320-3176-2100 SALARIES & WAGES	537	0	1,048	10,580	10,780
G-320-3176-2500 F.T. BENEFITS	150	0	293	3,120	3,950
G-320-3176-3050 MATERIALS	31,926	5,500	5,826	10,000	10,500
G-320-3176-4020 SERVICE CONTRACTS	48,627	35,000	35,463	50,000	66,550
G-320-3176-4050 CONTRACTORS	1,268	0	1,238	1,000	1,000
G-320-3176-4060 COURIER/FREIGHT	256	0	0	0	0
Total 3176 TRAFFIC	54,513	40,500	29,838	74,700	92,780
3177 TRAFFIC SIGNS					
G-320-3177-1770 RECOVERABLES	0	0	(536)	0	0
G-320-3177-2100 F.T. SALARIES & WAGES	44,104	0	27,071	10,580	10,780
G-320-3177-2500 F.T. BENEFITS	12,349	0	7,580	3,120	3,950
G-320-3177-3050 MATERIALS	16,893	2,500	3,738	9,200	9,300
G-320-3177-4050 CONTRACTORS	10,679	0	11,736	13,000	15,000
Total 3177 TRAFFIC SIGNS	84,025	2,500	49,589	35,900	39,030
3178 ROAD PAINTING					
G-320-3178-2100 F.T. SALARIES & WAGES	46,074	0	33,097	1,760	1,800
G-320-3178-2500 F.T. BENEFITS	12,901	0	9,267	520	660
G-320-3178-3050 MATERIALS	9,203	23,000	6,983	20,000	20,000
G-320-3178-4020 SERVICE CONTRACTS	59,260	0	0	0	0
G-320-3178-4050 CONTRACTORS	0	31,000	30,832	62,000	62,000
Total 3178 ROAD PAINTING	127,438	54,000	80,179	84,280	84,460

	2021	2021	2022	2022	2023
320 ROADS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
3500 STREET LIGHTS					
G-320-3500-1770 RECOVERABLES	(36,532)	(800)	(1,165)	(800)	(1,200)
G-320-3500-3040 HYDRO	282,594	237,660	194,925	242,000	258,000
G-320-3500-4020 SERVICE CONTRACTS	211,080	123,000	96,217	126,000	130,000
G-320-3500-7820 TRANSFER TO RESERVE FUNDS	110,000	110,000	110,000	110,000	110,000
Total 3500 STREET LIGHTS	567,142	469,860	399,977	477,200	496,800
3510 ANIMAL CONTROL					
G-320-3510-4020 SERVICE CONTRACTS	0	0	10,641	0	0
G-320-3510-4050 CONTRACTORS- ANIMAL CONTROL	124,949	125,800	106,415	126,400	157,080
Total 3510 ANIMAL CONTROL	124,949	125,800	117,056	126,400	157,080
Total 320 ROADS	4,768,924	5,708,323	4,751,964	5,888,580	6,442,950



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G330 Sanitary

Department/Division Overview:

The City wastewater collection system consists of 11 wastewater pumping stations, approximately 175 km of sanitary main and 2,100 maintenance holes. Staff proactively conduct maintenance to minimize sewer blockages and failure of sewer system. This division also responds to spills that may endanger the environment.

The Water Pollution Control Plant (WPCP) is operated by the Ontario Clean Water Agency (OCWA). As the designated operating authority of the WPCP, they are responsible for the safe, compliant, and efficient operation of the facility. As per the current services agreement with the City which is in effect until 2028, OCWA is responsible for operating the WPCP in accordance with all applicable ministry legislation and City policies.

Key Activities Planned for 2023:

- Further develop the new Sewer Acoustic Inspection Program, a program that aims to inspect 40,000 meters (25% of sewer system) acoustically, reduces staff time and resources required that would otherwise be facilitate through manual flushing;
- Key maintenance hole rehabilitation program;
- SCADA program development – Fibre network installation and Station SCADA connectivity;
- Pursue alternative Biogas options for the Water Pollution Control Plant (WPCP);
- Adopt new procedures and programs to adapt to newly implemented linear Environmental Compliance Approval requirements;
- Finetune emergency response to spills to mitigate potential environmental impacts;
- MECP Compliance Improvements – Record keeping; and
- Projected rate study revenue will be evaluated against actuals to confirm sufficient funds are being allocated to infrastructure replacement and renewal.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

The Wastewater Division continues to look at opportunities to optimize operations, reduce energy costs and enhance customer service. Gathering information leads to better decision making and more efficient use of resources. Improving flushing programs, automating our pumping stations and proactive investigations are key areas towards reducing inflow and infiltration challenges of residents, reducing energy costs, and protecting the environment

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Existing contributions (transfers) to reserves are being maintained, however, remain lower than what is recommended under the asset management plan. Staff will evaluate changing contributions to transfer to reserves as part of the 2024 budget deliberations. This may impact overall rates, that are currently in place from the most recent rate study.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

We will limit in-home work to essential only at times, if there is a provincial lockdown in effect.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

In-home visits would be reduced to essential only. This would represent a decrease in service.

	2021	2021	2022	2022	2023
330 SANITARY	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
4100 SANITARY ADMINISTRATION					
G-330-4100-1370 SEWAGE SURCHARGE REVENUE	(7,512,270)	(7,228,000)	(5,844,944)	(7,300,000)	(7,500,000)
G-330-4100-1770 RECOVERABLES	(883)	0	0	0	0
G-330-4100-1820 CONTRIBUTION FROM RESERVE FUND	0	0	0	(370,650)	0
G-330-4100-2100 F.T. SALARIES & WAGES	80,631	0	93,422	0	0
G-330-4100-2500 F.T. BENEFITS	22,577	0	26,158	0	0
G-330-4100-2700 OTHER PAYROLL EXPENSES	486	450	1,028	450	450
G-330-4100-3010 CLOTHING	3,253	2,400	2,326	2,450	2,450
G-330-4100-3050 MATERIALS	520	1,500	1,056	1,550	1,500
G-330-4100-4020 SERVICE CONTRACTS	7,626	4,900	2,957	5,050	5,150
G-330-4100-4050 CONTRACTORS	0	2,500	0	2,540	2,540
G-330-4100-4060 COURIER/FREIGHT	32	0	22	0	0
G-330-4100-4090 LEGAL	1,119	0	0	0	0
G-330-4100-4097 MEMBERSHIPS	0	700	175	700	300
G-330-4100-4142 TRAINING - EXPENSES	1,580	8,000	4,309	8,150	6,000
G-330-4100-5030 INTEREST ON LTD	585,325	590,770	633,829	881,835	674,444
G-330-4100-5035 PRINCIPAL ON LTD	2,097,684	2,152,999	2,279,732	2,695,135	2,162,686
G-330-4100-5062 PROPERTY TAXES	0	0	0	0	144,550
G-330-4100-7810 TRANSFER TO RESERVES	0	2,138,421	0	1,418,420	0
G-330-4100-7820 TRANSFER TO RESERVE FUNDS	3,066,961	0	1,418,420	0	1,879,393
G-330-4100-7900 INTERFUNCTIONAL TRANSFER	48,770	48,970	0	10,200	0
G-330-4100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	15,292
G-330-4100-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	63,830
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	181	4,000	0	4,100	4,000
Total 4100 SANITARY ADMINISTRATION	(1,596,408)	(2,272,390)	(1,381,510)	(2,640,070)	(2,537,415)
4125 SANITARY TREATMENT					
G-330-4125-1770 RECOVERABLES	(190,523)	(90,000)	(102,516)	(90,000)	(100,000)
G-330-4125-3040 HYDRO	136,040	440,000	218,084	440,000	350,000
G-330-4125-4020 SERVICE CONTRACTS	9,203	35,000	170	36,200	11,250
G-330-4125-4040 CONSULTANTS	0	25,000	0	25,300	20,000
G-330-4125-4050 CONTRACTORS - OCWA	1,002,075	1,018,060	952,936	1,027,000	1,071,000

	2021	2021	2022	2022	2023
330 SANITARY	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-330-4125-4090 LEGAL	0	5,000	0	5,000	5,000
Total 4125 SANITARY TREATMENT	956,795	1,433,060	1,068,674	1,443,500	1,357,250
4150 SANITARY COLLECTION					
G-330-4150-1770 RECOVERABLES	(33,739)	(10,000)	(21,921)	(12,000)	(5,000)
G-330-4150-2100 F.T. SALARIES & WAGES	242,838	332,240	415,248	593,810	668,160
G-330-4150-2110 P.T. SALARIES & WAGES	0	0	2,852	0	0
G-330-4150-2500 F.T. BENEFITS	67,994	84,850	120,437	161,470	187,060
G-330-4150-2510 P.T. BENEFITS	0	0	291	0	0
G-330-4150-3040 HYDRO	35,736	33,660	25,850	35,350	38,000
G-330-4150-3045 WATER / SEWAGE	511	410	366	450	575
G-330-4150-3050 MATERIALS	39,123	35,000	19,018	41,700	45,000
G-330-4150-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	50	7,500	3,291	7,650	7,500
G-330-4150-3180 VEHICLE - FUEL	491	18,000	0	18,360	0
G-330-4150-3190 VEHICLE - REPAIRS & EXPENSES	438	40,000	0	40,000	0
G-330-4150-4020 SERVICE CONTRACTS	61,989	29,450	18,910	34,890	34,950
G-330-4150-4040 CONSULTANTS	517	8,000	0	10,000	10,000
G-330-4150-4050 CONTRACTORS	43,177	80,000	12,342	81,160	86,000
G-330-4150-4060 COURIER/FREIGHT	0	100	1,919	100	100
G-330-4150-4120 TELEPHONE - CELL PHONES	2,396	2,220	2,484	2,480	2,500
G-330-4150-5040 RENTAL OF BLDG, MACHINERY & EQUIP	52	0	0	0	0
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	109,250	109,250	112,500	112,500	0
G-330-4150-7900 INTERFUNCTIONAL TRANSFERS	68,650	68,650	0	68,650	0
G-330-4150-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	70,000
G-330-4150-7905 INTERFUNCTIONAL FLEET	0	0	0	0	32,800
G-330-4150-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	2,520
G-330-4150-9040 TOOLS & SMALL EQUIPMENT	140	0	0	0	0
Total 4150 SANITARY COLLECTION	639,613	839,330	713,587	1,196,570	1,180,165
Total 330 SANITARY	0	0	400,751	0	0



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G340 Storm

Department/Division Overview:

The Storm budget covers staffing and materials required for all functions relating to storm water management, maintenance and repair work.

Storm staff is based at the Public Works yard at 303 King St. Also at this location is 2 Supervisors and 1 Manager of Public Works.

Funding for this budget is entirely through taxation.

Key Activities Planned for 2023:

- Maintaining all storm infrastructure within the City. Regular flushing activities, as well as a ditch cleaning program to better control our storm water collection systems;
- Continue to repair an aging storm infrastructure within the City;
- Continue to provide a full catch basin cleaning program, which includes inspection and deficiency list; and
- Develop programs, and procedures, to adopt the new ministry requirements for Linear Environmental Compliance Approvals (ECAs)
- Continuing to strive towards a more structured ditch cleaning/maintenance program. The project will be carried out by contractors, with support from City staff.
- Existing contribution to transfer to reserves are proposed to be maintained, however, remain lower than what is recommended under the asset management plan. Staff will evaluate changing contributions to transfer to reserves as part of the 2024 budget deliberations.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Developing our Resources

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

There is a proposed \$229,000 increase for contributions to the Storm reserve through G-340-4200-7820. The 2023 proposed reserve contributions is \$1,560,000. The intent is to have incremental increases until the Asset Management Plan target replacement value of \$2.1 million is achieved.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

Potential shift changes in the department to ensure social distancing and safety is a priority that could impact operations. If shift changes are needed our current complement of day shift employees would decrease, ultimately reducing the levels of service throughout the day.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Catch Basin cleaning – eliminating or reducing catch basin cleaning could negatively impact our storm water system. Cleaning the basins annually reduces the amount of debris and sediment entering our water ways. It also reduces the risk of flooding and foul odors.

Ditching – reducing ditching project in the City of Stratford could result in flooding for areas with open ditch and culvert systems that direct the water into the watershed.

Storm flushing – reducing storm system flushing could result in storm sewer back ups which could ultimately result in flooding. During heavy rain events, storm catch basins are filled with water, debris, and sediment. These materials can build up in the system which need to be flushed to ensure optimal efficiency of the system.

340 STORM	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
4200 STORM ADMINISTRATION					
G-340-4200-3040 HYDRO	2,388	3,000	1,605	2,000	2,200
G-340-4200-5030 INTEREST ON LTD	180,220	180,661	146,781	610,515	614,830
G-340-4200-5035 PRINCIPAL ON LTD	1,001,500	1,001,295	997,334	2,092,627	1,951,910
G-340-4200-7820 TRANSFER TO RESERVE FUND	1,331,000	1,331,000	1,331,000	1,331,000	1,560,000
G-340-4200-9040 SMALL TOOLS & EQUIPMENT	0	225	142	200	220
Total 4200 STORM ADMINISTRATION	2,515,108	2,516,181	2,476,862	4,036,342	4,129,160
4225 STORM TREATMENT					
G-340-4225-2100 F.T. SALARIES & WAGES	19,696	0	13,449	23,060	23,360
G-340-4225-2500 F.T. BENEFITS	5,515	0	3,766	6,810	8,570
G-340-4225-3050 MATERIALS	38,879	18,500	1,194	22,500	22,500
G-340-4225-4020 SERVICE CONTRACTS	39,633	2,500	41,060	40,000	50,000
G-340-4225-4050 CONTRACTORS	5,169	65,000	10,034	25,000	25,000
G-340-4225-5040 RENTAL OF MACHINERY & EQUIP	200	600	0	500	300
G-340-4225-9040 TOOLS & SMALL EQUIPMENT	11	0	0	200	0
Total 4225 STORM TREATMENT	109,103	86,600	69,503	118,070	129,730
4250 STORM COLLECTION					
G-340-4250-1130 ONTARIO GRANTS	(7,865)	(5,000)	(9,044)	(5,000)	(13,125)
G-340-4250-2100 F.T. SALARIES & WAGES	109,882	0	68,894	100,020	113,060
G-340-4250-2500 F.T. BENEFITS	31,767	0	20,636	29,550	27,620
G-340-4250-3050 MATERIALS	5,162	12,000	7,278	10,000	8,500
G-340-4250-4020 SERVICE CONTRACTS	28,080	15,000	6,031	15,000	16,000
G-340-4250-4040 CONSULTANTS	18,087	25,000	12,622	25,000	25,000
G-340-4250-4050 CONTRACTORS	49,045	80,000	31,416	87,500	87,500
G-340-4250-5040 RENTAL BLDG, MACHINERY & EQUIP	221	200	0	200	200
Total 4250 STORM COLLECTION	234,379	127,200	137,833	262,270	264,755
Total 340 STORM	2,858,590	2,729,981	2,684,198	4,416,682	4,523,645



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G350 Water

Department/Division Overview:

Water services are intended to be fully funded by consumers (fully user-pay) per provincial legislation. The City of Stratford’s water supply system consists of 11 production wells, 6 treated water entry points and 2 elevated towers. For all these assets, existing Supervisory and Data Acquisition (SCADA) historians (process databases) record data for regulatory purposes regarding operational parameters.

The City’s water distribution system consists of approximately 189 km of watermain, 1,850 valves and 950 hydrants. The Water Distribution Budget for material is based on an estimated 30 main breaks, 10 valve replacements, and hydrant maintenance annually. These numbers may vary from year to year.

Key Activities Planned for 2023:

- SCADA – Upgrading communication network to improve system security and efficiency;
- Ministry of Energy, Conservation and Parks (MECP) Compliance Improvements – Drinking Water Quality Management System (DWQMS) updates with new compliance software;
- Uni-Directional Flushing Program – Pilot completed in 2022. 2023 will be the first year of the new UDF program implementation;
- Smart Water Metering – Investigate system wide transition from traditional to “SMART” water meters;
- Lead Water Services – 5 -10 replacements per year;
- Valve Replacements – 5 replacements per year;
- Valve Maintenance – 50% per year valve turning;
- Community Awareness – Increased involvement in public events such as World Water Day and the Children’s Water Festival; and
- Projected rate study revenue will be evaluated against actuals to confirm sufficient funds are being allocated to infrastructure replacement and renewal.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. This will be incorporated with the further development of World Water Day and the Children’s Water Festival.

Developing our Resources

The Water Division continues to look at opportunities to conserve, optimize operations, reduce energy costs, and enhance customer service. Gathering information leads to better decision making and more efficient use of resources. Improving water maintenance programs is the first step towards reducing customer interruptions and continuing to provide safe, reliable, clean water.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

If we see COVID restrictions put back into effect, we would limit most home service to what is considered essential which would be a reduction of current service level. For example, the meter change-out program may be impacted similar to 2022 as we consider this non-essential work and have not been completing it during times of provincial lockdown.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Reduction of nonessential in home programs such as the meter replacement program.

	2021	2021	2022	2022	2023
350 WATER	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
4300 WATER ADMINISTRATION					
G-350-4300-1410 WATER REVENUE	(5,112,985)	(4,819,400)	(4,118,713)	(4,963,980)	(5,330,000)
G-350-4300-2100 F.T. SALARIES & WAGES	495,788	990,980	681,917	665,030	703,690
G-350-4300-2110 P.T. SALARIES & WAGES	0	0	2,852	0	0
G-350-4300-2500 F.T. BENEFITS	153,473	304,800	201,891	184,010	213,300
G-350-4300-2510 P.T. BENEFITS	0	0	291	0	0
G-350-4300-2700 OTHER PAYROLL EXPENSES	527	1,000	200	1,000	1,000
G-350-4300-3010 CLOTHING	8,026	7,150	7,116	7,500	7,750
G-350-4300-3050 MATERIALS	4,508	3,500	2,388	3,500	2,500
G-350-4300-3070 OFFICE SUPPLIES AND PAPER	999	800	526	800	800
G-350-4300-3090 PHOTOCOPIER EXPENSE	236	320	327	380	400
G-350-4300-3100 POSTAGE	124	500	359	450	450
G-350-4300-3110 PRINTING	0	500	0	350	350
G-350-4300-3120 MEALS & MEETING COSTS	415	300	294	300	450
G-350-4300-4010 ADVERTISING	0	150	0	150	750
G-350-4300-4020 SERVICE CONTRACTS	5,792	6,000	3,195	6,750	6,750
G-350-4300-4040 CONSULTANTS	4,401	5,000	4,811	5,000	5,000
G-350-4300-4050 CONTRACTORS	537,680	555,900	408,892	576,200	587,700
G-350-4300-4060 COURIER/FREIGHT	0	100	107	100	100
G-350-4300-4090 LEGAL	0	750	513	750	750
G-350-4300-4097 MEMBERSHIPS	7,155	4,150	3,817	5,480	6,475
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	404,946	404,946	417,954	417,945	431,530
G-350-4300-4110 TELEPHONE - BASIC	1,741	1,740	1,654	1,650	0
G-350-4300-4120 TELEPHONE - CELL PHONES	6,292	5,940	6,713	6,710	0
G-350-4300-4142 TRAINING - EXPENSES	33,695	36,000	18,285	36,000	36,000
G-350-4300-5030 INTEREST ON LTD	73	210	2	150	150
G-350-4300-5035 PRINCIPAL ON LTD	3,343	3,206	565	3,240	3,300
G-350-4300-5062 PROPERTY TAXES	0	0	0	0	66,560
G-350-4300-7820 TRANSFER TO RESERVE FUNDS	1,522,044	994,968	876,250	876,250	982,569
G-350-4300-7900 INTERFUNCTIONAL TRANSFERS	235,570	235,570	0	55,760	0
G-350-4300-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	45,876
G-350-4300-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	57,000
G-350-4300-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	36,450

	2021	2021	2022	2022	2023
350 WATER	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-350-4300-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	10,170
G-350-4300-9010 OFFICE EQUIPMENT AND FURNISHINGS	428	500	361	500	500
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	3,320	3,500	1,873	3,500	3,500
Total 4300 WATER ADMINISTRATION	(1,682,409)	(1,250,920)	(1,475,560)	(2,104,525)	(2,118,180)
4325 WATER SUPPLY					
G-350-4325-1405 USER FEES	(2,640)	(2,640)	(2,640)	(2,640)	0
G-350-4325-1770 RECOVERABLES	(5,049)	0	(2,000)	0	0
G-350-4325-2100 F.T. SALARIES & WAGES	166,086	0	142,646	165,480	176,230
G-350-4325-2110 P.T. SALARIES & WAGES	0	0	0	2,770	0
G-350-4325-2500 F.T. BENEFITS	46,504	0	39,941	51,920	49,050
G-350-4325-2510 P.T. BENEFITS	0	0	0	230	0
G-350-4325-3040 HYDRO	248,654	275,400	201,225	289,000	295,500
G-350-4325-3050 MATERIALS	161,373	122,400	134,743	150,000	157,600
G-350-4325-3120 MEALS & MEETING COSTS	207	250	0	250	300
G-350-4325-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	1,345	10,000	3,963	10,000	10,000
G-350-4325-3180 VEHICLE - FUEL	0	2,000	2,099	2,000	0
G-350-4325-4020 SERVICE CONTRACTS	133,418	220,420	77,805	194,800	197,800
G-350-4325-4040 CONSULTANTS	0	20,000	21,171	25,000	30,000
G-350-4325-4050 CONTRACTORS	19,534	21,000	13,917	21,800	23,000
G-350-4325-4060 COURIER/FREIGHT	111	200	122	200	200
G-350-4325-9010 OFFICE EQUIPMENT AND FURNISHINGS	234	0	0	0	0
Total 4325 WATER SUPPLY	769,777	669,030	632,992	910,810	939,680
4350 WATER DISTRIBUTION					
G-350-4350-1405 USER FEES	(2,356)	(2,350)	(200)	(2,350)	0
G-350-4350-1770 RECOVERABLES	(13,095)	(10,000)	(4,180)	(10,000)	(12,000)
G-350-4350-2100 F.T. SALARIES & WAGES	328,185	0	296,556	486,890	528,700
G-350-4350-2110 P.T. SALARIES & WAGES	0	9,360	0	8,300	11,360
G-350-4350-2500 F.T. BENEFITS	91,893	0	83,036	152,770	147,160
G-350-4350-2510 P.T. BENEFITS	0	780	0	700	2,050
G-350-4350-3040 HYDRO	6,506	6,830	4,343	7,170	7,530
G-350-4350-3050 MATERIALS	200,773	230,000	130,073	230,000	230,000
G-350-4350-3120 MEALS & MEETING COSTS	1,311	1,000	1,398	1,000	1,200
G-350-4350-3180 VEHICLE - FUEL	29,683	35,000	31,072	35,600	0
G-350-4350-3190 VEHICLE - REPAIRS & EXPENSES	34,382	30,000	38,783	30,600	0

	2021	2021	2022	2022	2023
350 WATER	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-350-4350-4020 SERVICE CONTRACTS	33,359	58,500	41,458	59,000	49,000
G-350-4350-4040 CONSUTANTS	21,493	5,000	4,854	5,000	20,000
G-350-4350-4050 CONTRACTORS	29,485	67,000	41,086	68,200	67,500
G-350-4350-4060 COURIER/FREIGHT	214	0	548	0	0
G-350-4350-5040 RENTAL BLDG MACHINERY & EQUIP	0	0	41	0	0
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	52,100	52,100	53,600	53,600	0
G-350-4350-7900 INTERFUNCTIONAL TRANSFER	98,670	98,670	0	60,000	0
G-350-4350-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	60,000
G-350-4350-7905 INTERFUNCTIONAL FLEET	0	0	0	0	66,000
G-350-4350-9040 TOOLS & SMALL EQUIPMENT	29	0	4,591	0	0
Total 4350 WATER DISTRIBUTION	912,632	581,890	727,059	1,186,480	1,178,500
Total 350 WATER	0	0	(115,509)	(7,235)	0



2023 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G360 Waste

Department/Division Overview:

The Waste budget covers staffing and materials required for functions relating to garbage collection, organics collection, recyclables collection and operation of the landfill. Waste staff is based at the landfill site 777 Romeo St., while the Waste Reduction Coordinator works from 303 King St. Approximately 80% of this budget is funded through bag tags, landfill tipping fees, recyclable material sales, and provincial funding.

Key Activities Planned for 2023:

- Purchase or lease lands adjacent to landfill to provide a buffer as requested from the Ministry of Environment to ensure development doesn't encroach any further;
- Continue to extend the City's organics program to the industrial, commercial, and institutional sector; and
- Prepare contacts for transition to producer responsibility residential recycling collection.
- As recommended in 2021 Waste Management Rate Study, reserves must now be built for the capital investment required to close the landfill site, in addition to addressing ongoing monitoring and maintenance well after its closure (estimated 50 years).

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Significant work has been completed at the Landfill site over the past two years. There have been major additions to the methane collection system, and the excavation of Cell 3B.

Revenues from recyclables has increased in recent years, resulting in a projected net reduced cost in processing of material. The estimated reduction in processing costs offset by sale of recyclable material is \$228,000. This can be seen in budgetary line G360-4475-4050.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Collections of recycling, organics and garbage remain an essential service, as does the operation of the City Landfill. COVID-19 could potentially impact our staffing levels at the Landfill site, as well as the staffing levels of our collection contractor.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

- Close Landfill site to the public (open for contractors only)
- At the Landfill site, close recycle depot and textile recycling
- Curbside collections only for residents

360 WASTE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
4400 WASTE ADMINISTRATION					
G-360-4400-1310 BAG TAG REVENUE	(1,104,385)	(783,400)	(1,009,907)	(900,000)	(1,100,000)
G-360-4400-1315 TIPPING FEE REVENUE	(1,559,942)	(1,848,750)	(1,495,398)	(1,700,000)	(1,830,000)
G-360-4400-2100 F.T. SALARIES & WAGES	116,875	0	148,375	202,870	243,820
G-360-4400-2110 P.T. SALARIES & WAGES	0	0	1,902	0	0
G-360-4400-2500 F.T. BENEFITS	33,684	0	36,350	59,680	64,850
G-360-4400-2510 P.T. BENEFITS	0	0	194	0	0
G-360-4400-3010 CLOTHING	444	400	0	400	400
G-360-4400-3050 MATERIALS	214	200	242	200	220
G-360-4400-3070 OFFICE SUPPLIES AND PAPER	13	40	131	40	50
G-360-4400-3110 PRINTING	0	55	580	50	100
G-360-4400-4060 COURIER/FREIGHT	0	50	0	50	50
G-360-4400-4097 MEMBERSHIPS	1,526	900	106	900	900
G-360-4400-4110 TELEPHONE - BASIC	1,166	1,170	1,108	1,110	0
G-360-4400-4142 TRAINING - EXPENSES	140	3,000	938	3,000	3,000
G-360-4400-5010 BANK CHARGES AND COLLECTION FEES	8,379	4,000	7,610	5,000	0
G-360-4400-5062 PROPERTY TAXES	0	0	0	0	123,330
G-360-4400-7810 CONTRIBUTION TO RESERVES	0	0	0	0	15,000
G-360-4400-7820 TRANSFER TO RESERVE FUNDS	494,660	494,660	598,400	598,400	655,000
G-360-4400-7900 INTERFUNCTIONAL TRANSFER	163,740	163,740	0	10,200	0
G-360-4400-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	11,469
G-360-4400-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	1,110
G-360-4400-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	300	0	200	200
G-360-4400-9040 TOOLS & SMALL EQUIPMENT	0	200	71	200	200
Total 4400 WASTE ADMINISTRATION	(1,843,486)	(1,963,435)	(1,709,298)	(1,717,700)	(1,810,301)
4425 WASTE DISPOSAL					
G-360-4425-1770 RECOVERABLES	0	0	(99)	0	0
G-360-4425-2100 F.T. SALARIES & WAGES	312,345	0	287,595	200,310	197,840
G-360-4425-2500 F.T. BENEFITS	87,456	0	80,260	59,170	66,060
G-360-4425-3010 CLOTHING	0	300	0	0	0
G-360-4425-3040 HYDRO	10,700	15,000	7,962	12,000	12,000

360 WASTE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-360-4425-3045 WATER / SEWAGE	389	330	342	330	400
G-360-4425-3047 SEWAGE- LEACHATE	180,440	180,440	0	184,000	187,600
G-360-4425-3050 MATERIALS	11,430	25,000	2,926	20,000	20,000
G-360-4425-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	2,070	5,500	883	6,000	5,000
G-360-4425-3180 VEHICLE - FUEL	63,368	75,000	80,138	62,000	0
G-360-4425-3190 VEHICLE - REPAIRS & EXPENSES	79,840	65,000	81,081	66,000	0
G-360-4425-4020 SERVICE CONTRACTS	39,700	35,000	13,625	38,000	38,500
G-360-4425-4040 CONSULTANTS	105,337	76,500	150,180	85,000	90,000
G-360-4425-4050 CONTRACTORS	1,001	92,500	46,124	90,000	90,000
G-360-4425-4060 COURIER/FREIGHT	0	25	0	0	0
G-360-4425-4095 MAINTENANCE CONTRACTS	133	0	107	0	0
G-360-4425-5040 RENTAL OF MACHINERY & EQUIP	1,032	10,000	356	0	1,000
G-360-4425-7820 TRANSFER TO RESERVE FUNDS	142,800	142,800	147,000	147,000	155,000
G-360-4425-7900 INTERFUNCTIONAL TRANSFER	387,350	387,350	0	0	0
G-360-4425-7905 INTERFUNTIONAL FLEET	0	0	0	0	122,000
G-360-4425-9040 TOOLS & SMALL EQUIPMENT	0	0	93	0	0
Total 4425 WASTE DISPOSAL	1,425,391	1,110,745	898,573	969,810	985,400
4450 WASTE COLLECTION					
G-360-4450-1610 SALES	(8,695)	(3,000)	(7,329)	(4,000)	(5,000)
G-360-4450-2100 F.T. SALARIES & WAGES	2,126	0	677	9,170	9,370
G-360-4450-2500 F.T. BENEFITS	595	0	190	2,710	3,010
G-360-4450-3050 MATERIALS	0	1,000	520	500	400
G-360-4450-4050 CONTRACTORS	335,609	331,500	273,693	338,130	356,000
G-360-4450-4060 COURIER/FREIGHT	0	50	0	50	0
Total 4450 WASTE COLLECTION	329,635	329,550	267,751	346,560	363,780
4475 WASTE RECYCLE					
G-360-4475-1130 ONTARIO GRANTS	(385,828)	(275,000)	(302,808)	(318,000)	(337,000)
G-360-4475-1610 SALES	(4,720)	(3,000)	(3,560)	(3,000)	(3,000)
G-360-4475-1770 RECOVERABLES	(100,481)	(35,000)	(46,529)	(36,000)	(50,000)
G-360-4475-2100 F.T. SALARIES & WAGES	13,689	0	13,898	9,170	9,370
G-360-4475-2500 F.T. BENEFITS	3,577	0	3,747	2,710	3,010
G-360-4475-3050 MATERIALS	63,240	35,000	6,794	35,000	45,000

	2021	2021	2022	2022	2023
360 WASTE	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-360-4475-3100 POSTAGE	3	25	0	25	0
G-360-4475-3140 REPAIRS,MAINTENANCE-BLDGS & EQUIP	0	0	127	0	0
G-360-4475-3190 VEHICLE - REPAIRS & EXPENSES	0	0	888	0	0
G-360-4475-4010 ADVERTISING	868	1,000	0	1,000	1,000
G-360-4475-4020 SERVICE CONTRACTS	261,572	15,000	188,945	185,000	225,000
G-360-4475-4050 CONTRACTORS	1,105,672	1,696,260	926,822	1,561,140	1,432,400
G-360-4475-4060 COURIER/FREIGHT	1,516	25	0	25	0
Total 4475 WASTE RECYCLE	959,108	1,434,310	788,324	1,437,070	1,325,780
Total 360 WASTE	870,648	911,170	245,350	1,035,740	864,659



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G610 Social Services Administration

Department/Division Overview:

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

In 2020 a new administrative division was created within Social Services to capture wages of the integrated staff as well as other expenditures, such as office supplies, which are shared between divisions. Quarterly centralized expenditures will be reallocated to the Housing, Homelessness Prevention, Ontario Works and Early Years and Child Care divisions via Interfunctional Transfers.

The integration of functions (i.e., intake, administrative, financial) and services within the department continues, resulting in efficiencies within the department.

Key Activities Planned for 2023:

The Social Services Administration priority for 2023 will be filling vacancies to bring staffing up to pre-covid levels and continue to support Service Manager key functions: streamline service provision, build client-centred systems, assure quality, and oversee accountability structures within the Social Services Department.

Participation in Ministry meetings, conferences and training opportunities will continue to increase as Covid restrictions wind down.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

This work plan encompasses the City of Stratford’s values of Integrity, Respect, Progress and Collaboration and closely aligns with Council’s Strategic Priority of:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

The integration of administrative functions continues to maximize the service delivery potential for administrative and financial functions within Social Services.

The Social Services Administration supports leadership's continued implementation of the Community Safety and Well-being Plan, in its third year of a four-year plan. There is support for the collaboration within other City departments, as well as partnering municipalities and community partners and stakeholders in the delivery of human services, including early learning and childcare, employment and income supports, housing and homelessness response and prevention programs.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

For 2023 the significant variances will result from expected inflationary increase to staff wages and the incremental difference in the Business Integration Manager position which replaced the Financial Officer position in 2022. There was an increase in interfunctional chargebacks relating to a change in process in the calculation of the charged back amounts. All increases to expenditures in 2023 will be offset by increased interfunctional revenues from the various divisions within the Social Services Department which is cost shared by upper tier governments and partnering municipalities.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

Social Services is deemed an essential service, so existing services within the Social Services Administration Division would not be reduced but possibly increased to support the department.

610 SOCIAL SERVICES ADMINISTRATION	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
6100 SOCIAL SERVICES ADMINISTRATION					
G-610-6100-1900 INTERFUNCTIONAL TRANSFER	(1,668,066)	(1,739,640)	(1,059,024)	(1,728,360)	0
G-610-6100-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	(1,996,440)
G-610-6100-2100 F.T. SALARIES & WAGES	600,116	637,890	526,921	646,380	691,940
G-610-6100-2500 F.T. BENEFITS	174,596	184,600	154,765	190,800	208,860
G-610-6100-2700 OTHER PAYROLL EXPENSES	239	100	130	100	100
G-610-6100-3070 OFFICE SUPPLIES & PAPER	11,488	20,000	7,813	15,000	11,500
G-610-6100-3090 PHOTOCOPIER EXPENSE	11,191	16,000	8,953	10,200	11,000
G-610-6100-3100 POSTAGE	27,372	30,000	23,379	30,000	30,000
G-610-6100-3110 PRINTING	2,495	500	1,491	500	500
G-610-6100-3120 MEETING COSTS	238	750	809	750	750
G-610-6100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	165	0	0
G-610-6100-4036 CONFERENCES - EXPENSES	450	3,500	1,051	3,500	3,500
G-610-6100-4097 MEMBERSHIPS	8,791	10,000	8,638	10,000	8,800
G-610-6100-4110 TELEPHONE - BASIC	23,846	23,850	22,654	22,650	0
G-610-6100-4120 TELEPHONE - CELL PHONES	1,800	1,800	1,800	1,800	0
G-610-6100-4142 TRAINING - EXPENSES	120	5,000	7,453	5,000	4,000
G-610-6100-4150 TRAVEL-EXCL TRAINING & CONFERENCES	0	1,000	439	1,000	1,250
G-610-6100-5045 RENT	0	384,000	0	384,000	0
G-610-6100-7820 TRANSFER TO RESERVE FUND	0	0	0	0	15,080
G-610-6100-7900 INTERFUNCTIONAL TRANSFER	805,109	410,650	381,750	413,680	0
G-610-6100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	181,500
G-610-6100-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	423,540
G-610-6100-7904 INTERFUNCTIONAL - RENT	0	0	0	0	384,000
G-610-6100-7905 INTERFUNCTIONAL FLEET	0	0	0	0	7,650
G-610-6100-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	24,450
G-610-6100-9010 OFFICE EQUIPMENT	215	10,000	14,438	10,000	5,000
Total 6100 SOCIAL SERVICES ADMINISTRATION	0	0	103,625	17,000	16,980
Total 610 SOCIAL SERVICES ADMINISTRATION	0	0	103,625	17,000	16,980



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G611 Ontario Works

Department/Division Overview:

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

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

Ontario Works is primarily an employment assistance and financial support program. However, the Ontario Works Division is also responsible for the delivery of other programs which include The Homemakers and Nurses Services, under the Ministry of Health, the Low-Income Energy Assistance Program on behalf of Festival Hydro and the Urgent Needs Program on behalf of the United Way Perth-Huon.

As of January 2018, one hundred percent (100%) of the funding for the social assistance payments made by the local Ontario Works Division to clients in receipt of Ontario Works is provided by the Ministry of Children, Community and Social Services (MCCSS). Program delivery funding (PDF) is provided by MCCSS in two separate envelopes:

- **50/50 PDF – 6111 Social Services Administration**
 - o This stream of funding supports Ontario Works intake, case management, eligibility review and enhanced verification. This funding also supports 50% of the administrative costs to manage the program, with the remainder being cost-shared by the municipalities.
- **100% PDF – 6191 Ontario Works Employment Support**
 - o This stream of funding is allocated to support the delivery of employment services by the Division and is not cost-shared by the municipalities.

As of April 1, 2023, the Ontario Works program is undergoing significant changes which will reduce the provision of funding by the Ministry, specifically as it relates to the 100% PDF listed above. Due to the implementation of the Employment Services Transformation (EST), the Ministry is reducing the Ontario Works 100% PDF for the City of Stratford by 47.74% as that

funding is transferred to the Ministry of Immigration, Labour, Training and Skills Development (MLITSD) to cover the delivery of integrated employment services for Ontario Works recipients. This funding will be provided to the Service System Manager (SSM) as they take over responsibility for the employment work that is presently done by Ontario Works. Stability supports and pre-employment work will still be completed by Ontario Works caseworkers meaning there will be no reduction in workload, but rather a shift in the approach and type of work being done. This reduction is pro-rated for 2023 due to the date of implementation, meaning there will be a further reduction in 2024 to achieve an overall reduction of 22% from the total PDF provided by MCCSS.

Along with the Ontario Works program, the Ontario Works Division operates and delivers the following programs:

- Homemakers and Nurses Services (80% provincial MOHLTC and 20% municipal funding),
- Emergency Energy (100% funding provided by Festival Hydro),
- Recreation Program (100% municipal),
- Urgent Needs Fund (100% funding provided by UWPH),
- Shelterlink Operating Grant (100% municipal),
- St Marys Adult Learning Program (100% municipal),
- Social Planning Council (100% municipal).

Key Activities Planned for 2023:

Implementation of Employment Services Transformation

As noted in the key activities detailed in 2022, the City of Stratford participated in the application to become the Service System Manager (SSM) for the Employment and Training Service System as a member of the four-county Consortium alongside the County of Bruce, County of Huron and Grey County. In April 2022 it was announced that the Consortium was successful in their bid and was named the SSM for the Stratford-Bruce Peninsula economic region. With the County of Bruce as the lead, the Consortium has begun the extensive work involved with transitioning the current model of employment services offered across the region into one integrated model. 2023 will continue to build upon the important work already done and will see the implementation and roll-out of the new Integrated Employment Services Delivery (IESD) model. As noted above, this led to a reduction in the 100% PDF portfolio received from MCCSS.

The Ontario Works Division will continue to work closely with the other Consortium members, our colleagues at MLITSD and MCCSS and our service delivery partners to ensure a smooth transition of employment services come April 1, 2023. This will require intensive planning, change management and continuous system level improvements. Due to our unique role as both the Ontario Works partner and the SSM, the Ontario Works Division will be undergoing a significant shift in services provided and service delivery methods as we transition to a greater focus on pre-employment activities and life stabilization. There will be no change to the level of services provided, but rather the nature of the work being done. Where presently an Ontario Works caseworker would be responsible for both the financial benefits and the employment plan for their caseload, they will now focus on the financial benefits and stability supports to ensure their caseload is employment ready. This will be the focus of the division for the 2023 year as we work to ensure staff are supported, have the proper tools available to them and that the new performance metrics put in place by our funder, MCCSS, are consistently met. As the SSM,

we will continue to monitor the effectiveness of the new system and implement changes to improve upon the employment services available to residents of our community.

Social Assistance Modernization

The Ministry of Children, Community and Social Services continues to move ahead with the modernization of Social Assistance programs across the province, including significant changes to the Ontario Works and Ontario Disability Support program over the coming years. We anticipate increased involvement in MCCSS initiatives that support the legislated co-design of the modernized program, as well as technological initiatives that continue to offer a broader range of services and supports for our clients. Currently, the Ontario Works Division is an active member of the Centralized Intake (CI) pilot program and has been active with Electronic Document Management (EDM) since November 2021. Further technological improvements such as electronic signatures and the implementation of the Common Assessment Tool and are slated for testing and roll-out in 2023.

The Ontario Works Division has seen caseload increases that brings the total caseload back to pre-pandemic numbers. As of June 2022, the caseload has currently experienced a year-over-year increase of 22.8%. MCCSS estimates that we will continue to see caseload increases into 2023, with the possibility of a further 11.5% increase through the first quarter of 2023, followed by another 7.5% increase through Q1 of 2024. We will continue to pivot our service delivery based on the caseload numbers though the level of service may be impacted if the caseload continues to rise. To ensure that a high level of service is always maintained, we need to prioritize client to caseworker ratio and ensure that the ratio falls within Ministry guidelines and recommended best practices. The Ontario Works provincial funding portfolio has been frozen since 2018, and with the reduction that has been put forth for 2023, we will continue to monitor and provide updates to Council to ensure both staff levels and service levels are maintained and adequate.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

This work plan puts both the identified values and strategic priorities of Council at its forefront – we prioritize partnerships with our community partners, our municipal partners and our colleagues at the Province of Ontario to ensure the system in our community is responsive and meets the needs of those who require our services. By working in partnership with our colleagues in the not-for-profit sector, the employment sector, the healthcare field and mental health and addictions, we continue to ensure that wrap-around supports are available that promote empowerment, success and client-centred programming.

We are focused on developing our human resources and widening economic opportunities across the community through our role as a member of the Consortium responsible for the delivery of employment services. As a member of the Service System Manager, we can ensure that the unique needs of residents within Stratford, St Marys and Perth County are heard, identified and responded to. We can ensure that the program is locally responsive, meets the needs of citizens within the community and bridges gaps between employers and job seekers. Furthermore, the Ontario Works division will continue to focus on widening economic opportunities by providing the highest level of service possible to ensure we move our clients toward self-sufficiency through stable housing and employment.

All the work that we do in the Social Services Department is done so with the City's values of Integrity, Respect, Caring, Progress and Collaboration at the forefront.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Wages: Increase of 5.89% – Increase to wages impacted by the transfer of staff paid through Employment Supports (6191) to the 6111 budget, as well as the reduction of one intake staff, the transfer of the Local Systems Support (LSS) into the 610 budget and the transfer of two outreach staff into the 612 budget. There is no increase to the number of FTE paid through this line.

Printing: Decrease of 50% - Less anticipated printing costs expected in 2023 due to staff stabilization.

Ontario Grants for Ontario Works client payments: Decrease of 7.1% - Based on current caseload trend and estimated social assistance payments in 2023

Ontario Grants for Employment Funding: Decrease of 47.74% - Due to the decrease in 100% Program Delivery Funding from the Province of Ontario because of Employment Services Transformation.

Bank Collection and Credit Card Charges: Increase of 30% - Estimate for 2023 based on 2022 actuals. Increased collection activity from existing and former clients who have been overpaid when in receipt of Social Assistance is expected using a collections agency.

Emergency Planning: Elimination of this budget line - Red Cross service contract no longer in place. At this time, it is anticipated that this will be a permanent removal of this budget line as these services are no longer being provided by the Red Cross.

Homemakers Program - Overall Decrease of 5.95% - Resulted as a correction of budget based on 2022 actuals. Lower availability of PSW's and presence of wait list in Homemakers program impacts the availability of services in the community.

Community Social Investment Fund and Relief Fund have been removed from the budget; relief fund has been transferred to the 612 budget.

Social Assistance Payments for Non-Provincially funded programs: Increase of 153% - This line is used for both the municipally funded recreation program and the United Way funded Urgent Needs program. The only municipal contribution is to the Recreation Program, which is expected to decrease by 0.37% in 2023. The Urgent Needs program is a flow-through whereby we receive grant revenue from the United Way Perth-Huron and issue the funding to clients in need.

Shelterlink Operating Grant: Increase of 99.22% - This is due to the consolidation of two separate payments to Shelterlink into one grant payment. Previously this payment was a \$25,000 payment made through this budget line as well as a \$25,000 operating payment made through 61HI – Social Assistance Payments. The consolidated payment covers an increased volume of services related to the provision of shelter services and trustee services for youth on OW.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

If yes, please describe the impacts:

- Further lockdowns or economic shutdowns can lead to an increase in clients requiring services, which in turn can have dramatic effects on the workload of staff across Social Services, including Ontario Works. As the primary income support program for the province, as well as provider of emergency financial assistance, the Ontario Works program will become more in need if federal programs are not reinstated to address the needs of the community.
- As a delivery agent of other financial assistance; including rental arrears, discretionary health-related benefits, emergency funds, urgent needs and emergency energy; the Ontario Works Division will see an increased impact on workload if these benefits are required at a higher rate due to the impact of COVID-19 on the local economy and workforce.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

None. The Ontario Works program acts as both an emergency financial assistance program and income support program that would be required if further waves of COVID-19 were experienced. These programs both directly impact the community safety and well-being of residents across Stratford, St Marys, and Perth County, and would be required to continue to operate with increased capacity should further impacts of COVID-19 be experienced.

611 ONTARIO WORKS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
6111 ONTARIO WORKS ADMINISTRATION					
G-611-6111-1130 ONTARIO GRANTS	(1,048,298)	(1,048,300)	(873,585)	(1,044,190)	(1,036,900)
G-611-6111-1210 OTHER MUNICIPALITIES - PERTH	(534,316)	(565,380)	(530,976)	(530,970)	(528,200)
G-611-6111-1220 OTHER MUNICIPALITIES - ST. MARYS	(84,637)	(89,560)	(83,952)	(83,950)	(83,990)
G-611-6111-1770 RECOVERABLES	(710)	0	0	0	0
G-611-6111-1810 CONTRIBUTION FROM RESERVES	(1,906)	0	0	0	0
G-611-6111-2100 F.T. SALARIES & WAGES	1,020,756	1,046,770	829,237	995,520	1,054,200
G-611-6111-2110 P.T. SALARIES & WAGES	45,129	0	40,997	0	0
G-611-6111-2500 F.T. BENEFITS	296,975	317,330	259,058	307,830	329,790
G-611-6111-2510 P.T. BENEFITS	6,973	0	3,904	0	0
G-611-6111-2700 OTHER PAYROLL EXPENSES	1,145	500	538	500	500
G-611-6111-3070 OFFICE SUPPLIES AND PAPER	2,789	5,000	3,650	5,000	5,000
G-611-6111-3080 MISCELLANEOUS	0	0	15	0	0
G-611-6111-3090 PHOTOCOPIER EXPENSE	3,285	0	3,808	0	3,500
G-611-6111-3100 POSTAGE	94	0	0	0	0
G-611-6111-3110 PRINTING	129	1,000	0	1,000	500
G-611-6111-3120 MEALS & MEETING COSTS	740	1,000	38	1,000	1,000
G-611-6111-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	446	0	0
G-611-6111-4010 ADVERTISING	0	300	336	300	300
G-611-6111-4030 SOCIAL SERVICES-AUDIT	0	2,000	0	2,000	2,000
G-611-6111-4036 CONFERENCES - EXPENSES	0	1,500	611	1,500	1,500
G-611-6111-4040 CONSULTANTS	0	30,000	3,801	25,000	25,000
G-611-6111-4060 COURIER/FREIGHT	9	200	5	200	100
G-611-6111-4090 LEGAL	0	1,000	0	1,000	1,000
G-611-6111-4097 MEMBERSHIPS	755	0	740	0	750
G-611-6111-4120 TELEPHONE - CELL PHONES	5,513	2,400	4,512	4,510	0
G-611-6111-4142 TRAINING - EXPENSES	3,272	7,500	867	7,500	7,500
G-611-6111-4150 TRAVEL-EXCL TRAINING & CONFERENCES	419	5,000	392	1,000	1,000
G-611-6111-5010 BANK CHARGES AND COLLECTION FEES	0	0	5,743	0	0
G-611-6111-6021 ONTARIO DENTAL ASSOCIATION	0	0	842	0	0
G-611-6111-7900 ADMINISTRATION CHARGE	713,795	739,300	450,085	734,510	0
G-611-6111-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	635,240
G-611-6111-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	4,920

611 ONTARIO WORKS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-611-6111-9010 OFFICE EQUIPMENT AND FURNISHINGS	527	0	697	0	0
Total 6111 ONTARIO WORKS ADMINISTRATION	432,438	457,560	121,809	429,260	424,710
6121 ONTARIO WORKS - BENEFITS					
G-611-6121-1130 ONTARIO GRANTS	(5,171,269)	(2,880,770)	(5,068,407)	(6,600,000)	(6,131,300)
G-611-6121-6020 SOCIAL ASSISTANCE PAYMENTS	5,171,269	2,880,770	5,068,407	6,600,000	6,131,300
Total 6121 ONTARIO WORKS - BENEFITS	0	0	0	0	0
6122 ONTARIO WORKS - PERTH					
G-611-6122-1130 ONTARIO GRANTS	0	(3,013,190)	0	0	0
G-611-6122-6020 SOCIAL ASSISTANCE PAYMENTS	0	3,013,190	0	0	0
Total 6122 ONTARIO WORKS - PERTH	0	0	0	0	0
6123 ONTARIO WORKS - ST MARYS					
G-611-6123-1130 ONTARIO GRANTS	0	(584,980)	0	0	0
G-611-6123-6020 SOCIAL ASSISTANCE PAYMENTS	0	584,980	0	0	0
Total 6123 ONTARIO WORKS - ST MARYS	0	0	0	0	0
6191 ONT WORKS EMPLOYMENT SUPPORT					
G-611-6191-1130 ONTARIO GRANTS	(551,200)	(551,200)	(459,335)	(551,200)	(288,070)
G-611-6191-2100 F.T. SALARIES & WAGES	208,383	207,210	223,747	211,360	0
G-611-6191-2500 F.T. BENEFITS	60,626	59,170	55,124	61,570	0
G-611-6191-4020 SERVICE CONTRACTS	275,165	279,820	136,558	273,270	281,570
G-611-6191-5010 BANK CHARGES AND COLLECTION FEES	6,385	5,000	0	5,000	6,500
G-611-6191-7900 INTERFUNCTIONAL TRANSFER	642	0	0	0	0
Total 6191 ONT WORKS EMPLOYMENT SUPPORT	1	0	(43,906)	0	0
61EE ENERGY EMERGENCY					
G-611-61EE-1130 ONTARIO GRANTS	0	0	0	(30,000)	0
G-611-61EE-1770 RECOVERABLES	(9,399)	0	(28,386)	0	(30,000)
G-611-61EE-6020 SOCIAL ASSISTANCE PAYMENTS	9,399	0	28,569	30,000	30,000
Total 61EE ENERGY EMERGENCY	0	0	183	0	0

611 ONTARIO WORKS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
61EP EMERGENCY PLANNING					
G-611-61EP-1210 OTHER MUNICIPALITIES - PERTH	0	(6,870)	(6,864)	(6,860)	0
G-611-61EP-1220 OTHER MUNICIPALITIES - ST. MARYS	0	(1,090)	(1,092)	(1,090)	0
G-611-61EP-6010 GRANTS TO CHARITIES	0	13,500	0	13,500	0
Total 61EP EMERGENCY PLANNING	0	5,540	(7,956)	5,550	0
61FB FUNERALS & BURIALS					
G-611-61FB-1210 OTHER MUNICIPALITIES - PERTH	(1,314)	(2,550)	(2,544)	(2,540)	(2,550)
G-611-61FB-1220 OTHER MUNICIPALITIES -ST. MARYS	(208)	(410)	(396)	(400)	(410)
G-611-61FB-1770 RECOVERABLES	(2,500)	0	(2,403)	0	0
G-611-61FB-6020 SOCIAL ASSISTANCE PAYMENTS	5,085	5,000	4,946	5,000	5,000
Total 61FB FUNERALS & BURIALS	1,063	2,040	(397)	2,060	2,040
61HM HOMEMAKERS AND NURSING					
G-611-61HM-1130 ONTARIO GRANTS	(31,721)	(36,000)	(15,664)	(36,000)	(33,940)
G-611-61HM-1210 OTHER MUNICIPALITIES - PERTH	(4,030)	(4,580)	(4,584)	(4,580)	(4,320)
G-611-61HM-1220 OTHER MUNICIPALITIES - ST. MARYS	(638)	(730)	(720)	(720)	(690)
G-611-61HM-6020 SOCIAL ASSISTANCE PAYMENTS	39,651	45,000	19,580	45,000	42,430
Total 61HM HOMEMAKERS AND NURSING	3,262	3,690	(1,388)	3,700	3,480
61NB COMMUNITY SOCIAL INVEST FUND					
G-611-61NB-1210 OTHER MUNICIPALITIES - PERTH	(9,148)	(65,310)	(35,604)	(35,600)	0
G-611-61NB-1220 OTHER MUNICIPALITIES - ST. MARYS	(1,449)	(10,350)	(5,628)	(5,630)	0
G-611-61NB-6020 SOCIAL ASSISTANCE PAYMENTS	18,000	128,500	0	70,000	0
Total 61NB COMMUNITY SOCIAL INVEST FUND	7,403	52,840	(41,232)	28,770	0
61RF RELIEF FUND					
G-611-61RF-1130 ONTARIO GRANTS	(1,919,601)	0	(450,940)	(309,920)	0
G-611-61RF-6020 SOCIAL ASSISTANCE PAYMENTS	1,858,317	0	485,153	309,920	0
G-611-61RF-7900 INTERFUNCTIONAL TRANSFER	61,284	0	0	0	0
Total 61RF RELIEF FUND	0	0	34,213	0	0
61RP RECREATION PROGRAMS					
G-611-61RP-1210 OTHER MUNICIPALITIES - PERTH	(12,175)	(33,040)	(33,048)	(33,050)	(33,110)
G-611-61RP-1220 OTHER MUNICIPALITIES - ST. MARYS	(1,928)	(5,240)	(5,232)	(5,230)	(5,270)

	2021	2021	2022	2022	2023
611 ONTARIO WORKS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-611-61RP-1770 RECOVERABLES	(149,741)	0	(79,747)	0	(100,000)
G-611-61RP-6020 SOCIAL ASSISTANCE PAYMENTS	173,698	65,000	116,679	65,000	165,000
Total 61RP RECREATION PROGRAMS	9,854	26,720	(1,348)	26,720	26,620
61SH SHELTERLINK OPERATING GRANT					
G-611-61SH-1210 OTHER MUNICIPALITIES - PERTH	(12,705)	(12,710)	(12,708)	(12,710)	(25,470)
G-611-61SH-1220 OTHER MUNICIPALITIES - ST. MARYS	(2,013)	(2,020)	(2,016)	(2,010)	(4,050)
G-611-61SH-6010 GRANTS TO CHARITIES	25,000	25,000	0	25,000	50,000
Total 61SH SHELTERLINK OPERATING GRANT	10,282	10,270	(14,724)	10,280	20,480
61SM ST MARYS ADULT LEARNING PROGRAM					
G-611-61SM-1210 OTHER MUNICIPALITIES - PERTH	(7,080)	(6,320)	(7,116)	(7,120)	(7,130)
G-611-61SM-1220 OTHER MUNICIPALITIES - ST. MARYS	(1,122)	(1,010)	(1,128)	(1,130)	(1,130)
G-611-61SM-6010 GRANTS TO CHARITIES	13,932	12,430	0	14,000	14,000
Total 61SM ST MARYS ADULT LEARNING PROGRAM	5,730	5,100	(8,244)	5,750	5,740
61SP SOCIAL PLANNING COUNCIL					
G-611-61SP-1210 OTHER MUNICIPALITIES - PERTH	(12,705)	(12,710)	(20,340)	(20,340)	(20,380)
G-611-61SP-1220 OTHER MUNICIPALITIES - ST. MARYS	(2,013)	(2,020)	(3,216)	(3,220)	(3,240)
G-611-61SP-6010 GRANTS TO CHARITIES	25,000	25,000	40,000	40,000	40,000
Total 61SP SOCIAL PLANNING COUNCIL	10,282	10,270	16,444	16,440	16,380
Total 611 ONTARIO WORKS	480,315	574,030	53,454	528,530	499,450



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G612 Homelessness and Housing Stability

Department/Division Overview:

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

In addition to the Consolidated Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

The 612 Division, Homelessness and Housing Stability, is a result of restructuring in response to the Provincial consolidation of multiple funding streams into the singular Homelessness Prevention Program (HPP). The HPP consolidated funding through Home For Good (HFG), the Community Homelessness Prevention Initiative (CHPI) and Strong Communities Rent Supplement Program (SCRSP) into a singular program with the aim of reducing administrative burdens, reporting requirements and allowing more flexibility for CMSM's to ensure the programs funded through HPP are locally responsive, adapted to the community needs and funding is not siloed to program-specific activities. This Division is also responsible for the administration of Social Services Relief Funds (SSRF) received from the Province of Ontario.

The Homelessness and Housing Stability Division operates several programs, including:

- Supported Housing of Perth Program (SHOPP),
- Strong Communities Rent Supplement Program,
- Connections Street Outreach, in partnership with Choices for Change,
- Social Services Outreach Worker (SSOW) program,
- Emergency shelter placements through local motels,
- Homelessness Prevention programs including rent bank, utility arrears and housing start-up costs,
- Housing stability services to residents of the Perth and Stratford Housing Corporation, and
- Intensive case management through the Intensive Community and Outreach Coordinator position.

Key Activities Planned for 2023:

Address increase to homelessness

As we are seeing across the county, there is a marked increase to homelessness in Stratford, the Town of St Marys and Perth County. As of July 2022, there are 151 individuals and families experiencing homelessness across the service manager area. The Division's primary activity over 2023 will be focusing on programs and services in the community that address this increase and begin to drive reductions in the number of individuals and families experiencing homelessness.

Marked improvements in housing stability in the Perth and Stratford Housing Corporation (PSHC)

The Social Services Department is committed to targeted programs with a focus on improving residents experiences, services offered and the overall housing stability of tenants residing in the PSHC. This will involve community agencies bringing services on-site while ensuring Homelessness and Housing Stability staff are available to support tenants facing barriers to housing stability.

Increased support for those sleeping rough

The Social Services Department continues to work closely with City partners and community partners to address the needs of the most vulnerable individuals across Stratford, St. Marys and Perth County. 2022 saw the formal implementation of the Coordinated Response for those Unsheltered (CRU) and work in 2023 will continue to build upon this by reviewing program outcomes, ensuring those sleeping rough are supported and moved toward housing as quickly as possible, while ensuring we balance and respect the community safety and well-being of all residents across the municipalities.

Implementation of Coordinated Access

The City of Stratford and United Way Perth Huron currently act as co-chairs of the Coordinated Access System Leadership Group (CASLG) which is a collaborative leadership group comprised of decision maker level representatives from a variety of agencies ranging across sectors including housing and homelessness, mental health and addictions, public health and healthcare and policing. In 2022, the group was able to identify community priorities, conduct a comprehensive service inventory and approve the Coordinated Access Process Guide. 2023 will be a time of implementation, whereby member agencies will work together to commit resources toward the Coordinated Access system to ensure that individuals experiencing homelessness are prioritized according to depth of need and the system is both responsive and consistent in the level of service being provided.

Implementation of HIFIS

In partnership with the City of Stratford IT department and Clerks office, the Homelessness Division will focus on building upon the great work done in 2022 moving forward with the implementation of HIFIS 4 both for City staff and in community providers who work within the Homelessness sector. The Homeless Individuals and Families Information System (HIFIS) is a federal database that is made available to Reaching Home communities across Canada. The City

of Stratford is the only non-designated Reaching Home community to receive approval to implement HIFIS 4. Currently, the implementation team is focused on ensuring privacy and security are maintained while building the database and applicable program guides. The Division plans to launch HIFIS both internally and externally in 2023 through a staggered implementation method.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

The Homelessness and Housing Stability Division is committed to strengthening community partnerships through the close working relationships that have been formed across the service manager area. As Coordinated Access is implemented, the partnership with community agencies will bring about a coordinated system that is all working together to end chronic homelessness in our community.

The Division is committed to optimizing both human resources and digital resources through the implementation of HIFIS 4 and continued development of training programs for the homeless and housing stability sector.

Through the Division's commitment to housing individuals and families experiencing homelessness, it allows for these individuals to move forward with their lives and re-enter the workforce when appropriate. This will allow for greater economic opportunities across the Service Manager area for all individuals and families who access the services offered.

All the work that we do in the Social Services Department is done so with the City's values of Integrity, Respect, Caring, Progress and Collaboration at the forefront.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The G612 budget a restructured reporting of programs previously presented within 611 – Ontario Works and 615 - Housing.

Homelessness Administration – No variances available due to consolidation of previous budgets. Office administration items listed in the 61HI budget have been re-allocated to the 61HA and 610 budgets, such as office supplies, legal costs, cell phones and mileage.

Ontario Grants: Increase of 11.72% - This is due to a funding increase to HPP provided by the Province of Ontario.

Salaries, Wages and Benefits: Decrease of 5.2% - This is due to the re-allocation of staff throughout the Social Services Department.

Rental Support Payments: Increase of 542.52% - This is due to the re-allocation of programming caused by the creation of HPP. This funding line represents the rent supplements paid through the Strong Communities Fund.

Housing Allowance Payments: Increase of 196.36% - This is due to the amalgamation of housing allowances and rent supplements paid through SHOPP, as well as the development of new housing allowances for Coordinated Access.

Service Contracts: Increase of 48.93% - This line amalgamates the contracts paid through SHOPP for both scattered and fixed site services as well as emergency shelter services provided by the Division.

Affordable Capital Projects: Decrease of 34.47% - Affordability payments made through SHOPP program to Listowel and St Marys fixed site landlords.

Social Assistance Payments: Decrease of 72.28% - This is a result of changes made to the HPP budget and reporting process. This line represents short-term assistance provided through the rent and utility bank. Previously, this line encompassed a wide variety of payments and services made through the CHPI program.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

- Increase requirement of isolation spaces due to the presence of COVID-19 in the community.
- Increased requirement for emergency shelter spaces, as seen in 2020 and 2021, due to a lack of informal housing options being available (such as couch surfing/staying with friends or family).
- Increased need for outreach presence in the community to support an increase in the number of individuals experiencing homelessness.
- Increased requirement for housing allowances to support individuals and families attempting to pay increasing rents due to the lack of available housing.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

None of the services provided by this Division can be reduced to mitigate impacts due to the essential nature of the services. As seen in 2020 and 2021, Homelessness and Housing Stability services were required at a higher rate and saw significant caseload increases due to a variety of pressures created by the pandemic, and pandemic response.

	2021	2021	2022	2022	2023
612 HOMELESSNESS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
61HA HOMELESSNESS ADMINISTRATION					
G-612-61HA-1130 ONTARIO GRANTS	0	0	0	0	(192,280)
G-612-61HA-1210 OTHER MUNICIPALITIES - PERTH	0	0	0	0	(106,310)
G-612-61HA-1220 OTHER MUNICIPALITIES - ST. MARYS	0	0	0	0	(16,900)
G-612-61HA-2100 F.T. SALARIES & WAGES	0	0	0	0	84,640
G-612-61HA-2500 F.T BENEFITS	0	0	0	0	26,370
G-612-61HA-2700 OTHER PAYROLL BENEFITS	0	0	0	0	1,750
G-612-61HA-3070 OFFICE SUPPLIES	0	0	0	0	3,500
G-612-61HA-4142 TRAINING EXPENSES	0	0	0	0	10,000
G-612-61HA-7902 INTERFUNCTIONAL - ADMIN	0	0	0	0	272,310
G-612-61HA-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	2,400
Total 61HA HOMELESSNESS ADMINISTRATION	0	0	0	0	85,480
61HI HOMELESSNESS INITIATIVES					
G-612-61HI-1130 ONTARIO GRANTS	(2,656,765)	(2,397,860)	(2,933,922)	(2,631,220)	(2,939,680)
G-612-61HI-1210 OTHER MUNICIPALITIES - PERTH	(51,808)	(55,810)	(56,220)	(56,220)	0
G-612-61HI-1220 OTHER MUNICIPALITIES - ST. MARYS	(8,207)	(8,840)	(8,892)	(8,890)	0
G-612-61HI-2100 F.T. SALARIES & WAGES	307,858	304,360	273,474	376,310	356,760
G-612-61HI-2110 P.T. SALARIES & WAGES	0	0	3,609	0	0
G-612-61HI-2500 F.T. BENEFITS	131,523	84,310	71,429	106,650	107,230
G-612-61HI-2510 P.T. BENEFITS	0	0	341	0	0
G-612-61HI-3070 OFFICE SUPPLIES AND PAPER	3,975	3,500	3,748	3,500	0
G-612-61HI-3085 RENTAL SUPPORT PAYMENTS	71,328	68,480	42,399	68,480	440,000
G-612-61HI-3086 HOUSING ALLOWANCE PAYMENTS	154,004	152,180	120,340	152,180	451,000
G-612-61HI-4020 SERVICE CONTRACTS	1,024,145	732,710	890,367	846,800	1,255,030
G-612-61HI-4090 LEGAL	0	3,000	293	3,000	0
G-612-61HI-4100 SERVICES	11,755	0	9,564	0	0
G-612-61HI-4120 TELEPHONE - CELL PHONES	2,400	2,400	2,400	2,400	0
G-612-61HI-4142 TRAINING - EXPENSES	22,585	20,000	26,151	20,000	0
G-612-61HI-4150 TRAVEL/MILEAGE	0	1,000	47	1,000	0

	2021	2021	2022	2022	2023
612 HOMELESSNESS	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-612-61HI-4174 AFFORDABLE CAPITAL PROJECTS	104,657	159,720	95,936	159,720	104,660
G-612-61HI-6020 SOCIAL ASSISTANCE PAYMENTS	791,034	784,630	984,637	811,630	225,000
G-612-61HI-7900 INTERFUNCTIONAL TRANSFER	133,445	191,370	116,493	190,110	0
Total 61HI HOMELESSNESS INITIATIVES	41,929	45,150	(357,806)	45,450	0
Total 612 HOMELESSNESS	41,929	45,150	(357,806)	45,450	85,480



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G613 Anne Hathaway Day Care

Department/Division Overview:

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

In addition to the Municipal Service Manager (CMSM) responsibilities, the Social Services Department is responsible to administer the Child Care program at the Anne Hathaway Daycare Centre for the City of Stratford.

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

Anne Hathaway Day Care is a licensed full day childcare that falls under the jurisdiction of The Ministry of Education under The Child Care and Early Years Act, 2014. The program is licensed by the Ministry of Education under their Child Care Quality Assurance and Early Learning Division.

Key Activities Planned for 2023:

In March 2022, Ontario signed an historic deal with the federal government that will lower licensed childcare fees to an average of \$10 a day by September 2025. The Canada-Wide Early Learning and Child Care (CWELCC) agreement will not only lower fees for parents it will also provide more accessible and high-quality childcare for Ontario families.

Anne Hathaway Day Care has opted into this program which will, as a first step, see an average of 25% reduction in parent fees retroactive to April 1, 2022, with a further fee reduction of 50% by January 2023.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

As part of the commitment to the Canada-Wide Early Learning and Child Care (CWELCC) agreement, Anne Hathaway Day Care will see significant decrease to Parent Revenue which will be recovered through CWELCC funding and increased operating revenue for 2023.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

It is not anticipated that services could be reduced.

	2021	2021	2022	2022	2023
613 ANNE HATHAWAY DAY CARE CENTRE	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
6300 DAY CARE ADMINISTRATION					
G-613-6300-1770 RECOVERABLES	(120,000)	(120,000)	0	(225,000)	(225,000)
G-613-6300-2100 F.T. SALARIES & WAGES	108,907	105,720	98,201	112,180	111,110
G-613-6300-2500 F.T. BENEFITS	31,685	36,030	33,755	38,990	39,740
G-613-6300-3070 OFFICE SUPPLIES AND PAPER	1,400	1,000	590	1,000	1,000
G-613-6300-3080 MISCELLANEOUS	0	0	13	0	0
G-613-6300-3090 PHOTOCOPIER EXPENSE	940	1,200	933	1,680	1,150
G-613-6300-3100 POSTAGE	0	50	0	50	50
G-613-6300-3110 PRINTING	0	100	0	100	100
G-613-6300-4010 ADVERTISING	267	1,000	223	1,000	500
G-613-6300-4097 MEMBERSHIPS	2,194	1,700	2,052	2,400	2,400
G-613-6300-4107 BUILDING MAINTENANCE	3,491	5,000	7,866	5,000	5,000
G-613-6300-4142 TRAINING - EXPENSES	745	1,500	390	1,600	1,500
G-613-6300-4150 TRAVEL-EXCL TRAINING & CONFERENCES	0	240	0	200	200
G-613-6300-5010 BANK CHARGES AND COLLECTION FEES	0	100	0	100	0
G-613-6300-7900 INTERFUNCTIONAL TRANSFERS	70,300	70,300	0	91,000	0
G-613-6300-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	94,000
Total 6300 DAY CARE ADMINISTRATION	99,929	103,940	144,023	30,300	31,750
6302 REGULAR DAY CARE PROGRAMS					
G-613-6302-1320 DAY CARE REVENUE	(72,833)	(563,390)	(39,374)	(563,390)	(273,270)
G-613-6302-1321 PARENT REVENUE	(563,252)	(466,470)	(628,956)	(466,470)	(273,270)
G-613-6302-1770 RECOVERABLES	(854,889)	(536,800)	0	(536,800)	(1,073,140)
G-613-6302-1810 CONTRIBUTION FROM RESERVES	(171)	0	0	0	0
G-613-6302-2100 F.T. SALARIES & WAGES	757,851	834,530	599,456	851,210	867,530
G-613-6302-2110 P.T. SALARIES & WAGES	244,671	236,700	328,511	241,470	254,620
G-613-6302-2500 F.T. BENEFITS	220,486	249,670	194,224	259,750	269,920
G-613-6302-2510 P.T. BENEFITS	37,802	38,490	42,652	40,060	57,270
G-613-6302-3050 MATERIALS	1,039	0	102	0	0
G-613-6302-3065 AHDC CRAFT SUPPLIES	2,157	2,000	1,576	2,000	2,000
G-613-6302-3066 TOYS	1,446	1,000	953	1,000	1,000

	2021	2021	2022	2022	2023
613 ANNE HATHAWAY DAY CARE CENTRE	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-613-6302-3067 AHDC SPECIAL EVENTS	432	600	25	600	600
G-613-6302-3080 MISCELLANEOUS	0	0	40	0	0
G-613-6302-4120 TELEPHONE - CELL PHONES	900	900	900	900	0
G-613-6302-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	960
Total 6302 REGULAR DAY CARE PROGRAMS	(224,361)	(202,770)	500,109	(169,670)	(165,780)
6304 REGULAR DAY CARE OCCUPANCY					
G-613-6304-3030 HEAT	3,367	4,700	2,463	3,500	3,500
G-613-6304-3040 HYDRO	6,116	5,500	4,646	6,000	6,200
G-613-6304-3045 WATER / SEWAGE	2,072	2,500	1,667	2,000	2,000
G-613-6304-3050 MATERIALS	0	7,000	107	0	0
G-613-6304-4100 SERVICES - OTHER	1,170	0	0	0	0
G-613-6304-4105 SNOW REMOVAL	12,096	7,000	8,906	7,100	10,000
Total 6304 REGULAR DAY CARE OCCUPANCY	24,821	26,700	17,789	18,600	21,700
6306 REGULAR DAY CARE DIETARY					
G-613-6306-2100 F.T. SALARIES & WAGES	0	55,930	0	57,040	0
G-613-6306-2110 P.T. SALARIES & WAGES	52,930	0	48,733	0	55,100
G-613-6306-2500 F.T. BENEFITS	0	18,550	1,049	19,300	0
G-613-6306-2510 P.T. BENEFITS	8,178	0	17,156	0	23,840
G-613-6306-3050 MATERIALS	124	1,000	31	100	100
G-613-6306-3070 OFFICE SUPPLIES AND PAPER	70	0	0	0	0
G-613-6306-3120 MEALS & MEETING COSTS	978	0	206	500	500
G-613-6306-3121 MEALS	42,639	45,000	40,624	45,000	45,000
Total 6306 REGULAR DAY CARE DIETARY	104,919	120,480	107,799	121,940	124,540
6308 PROGRAM ASSISTANTS					
G-613-6308-1770 RECOVERABLES	(56,156)	(58,930)	0	(60,220)	(55,380)
G-613-6308-2110 P.T. SALARIES & WAGES	48,641	53,750	(861)	54,830	50,320
G-613-6308-2510 P.T. BENEFITS	7,515	5,180	(72)	5,390	5,060
Total 6308 PROGRAM ASSISTANTS	0	0	(933)	0	0
Total 613 ANNE HATHAWAY DAY CARE CENTRE	5,308	48,350	768,787	1,170	12,210



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G614, G615 and G618 Housing Division

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes **Housing**, Ontario Works, and Children’s Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth.

In addition, the Social Services Department is responsible for operating and managing the Perth & Stratford Housing Corporation, the Britannia Street Affordable Housing building, and the Anne Hathaway Day Care Centre.

The programs and services of the **Housing Division** fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Housing Division also contains the Perth & Stratford Housing Corporation. Under the Social Housing Reform Act (2000) (later replaced by the Housing Services Act, 2011(the HSA)), the City of Stratford was designated as the local authority (service manager) responsible for the planning and delivery of housing and homelessness services for the geographic areas of the City of Stratford, Perth County and the Town of St. Marys. Pursuant to the HSA, the service manager shall apportion its housing costs among itself and the other municipal bodies in the service area (i.e., Perth and St. Marys). Housing services costs are shared between these jurisdictions pursuant to a Cost Apportionment Agreement dated September 25, 2017.

As part of the provincial transfer of housing, the City of Stratford formed the Perth & Stratford Housing Corporation (“PSHC”), the Local Housing Corporation (“LHC”) for the service manager district. As a housing provider regulated by the HSA, the PSHC is responsible for owning and operating affordable residential rental housing (community housing). The PSHC’s housing portfolio includes 663 rental units transferred from the province, which fall within designated housing projects under the HSA, in addition to rent supplements for housing units managed by private landlords. As with several other LHCs, governance and operations of PSHC are embedded within the service manager (being the City of Stratford). The City of Stratford is both the administrator of the PSHC housing stock, and the sole shareholder of the PSHC.

Key Activities Planned for 2023:

The Key Activities for the Housing Division in 2023 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** Building on the successful work of establishing a Coordinated Access System, the focus of activities in 2023 will be on working with local community partners to end homelessness.
2. **Creating Attainable Housing Options:** The key activities for 2023 will be on completing construction on Phase 2 of the Britannia Affordable Housing project, continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.
3. **Sustaining Community Housing:** Over the next few years, many community housing providers (private and municipal non-profits and cooperatives) are reaching the end of their original program obligations and/or mortgage. Legacy rent supplement agreements are also coming to an end. A major focus of the Housing Division in 2023 will be working with our partners to explore how these vital community assets can be protected and retained as subsidized housing options over the long-term.
4. **Addressing a Diversity of Needs:** The key activities for 2023 will be facilitating partnerships with local health and social service partners to advance opportunities to create permanent supportive housing units for vulnerable population groups.

With respect to the **Perth & Stratford Housing Corporation**, the focus will be on:

- Continuing to repair and revitalize the aging housing stock
- Developing an asset regeneration plan
- Updating the asbestos surveys, the building condition assessments of the portfolio and remediating health and safety concerns
- Continuing to review and update housing policies, procedures, and forms
- Upgrading security measures (video surveillance and electronic locking systems) throughout the portfolio, in accordance with the Connectivity Plan completed in 2020.

With respect to the Britannia Street Affordable Housing project, construction of the second phase of the Britannia Street Apartments, 200 Britannia St., will be completed in 2023. A major focus will be implementing an occupancy plan and ensuring that the units are optimized to meet community need. As 200 Britannia St. has a community room, the housing team will be collaborating with community partners to have programming occur in the building to engage and support residents.

Describe How This Work Plan Reflects Council's Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

The Housing Division strengthens partnerships through working collaboratively with community partners to serve our tenants and our community.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

The housing Division works to optimize physical assets, housing buildings and units, to best meet community needs and legislative requirements.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Operating Budget 614 – PSHC was previously combined with 615 – Housing and many variances are attributable to separating these budgets. Wages were also increased due to an additional Public Housing Review Officer position. Other Payroll expenses increased due to new clothing allowances. Transfer to reserves increased to support capital projects to ensure health and safety and reduce liability. The Social Housing Provider budget decreased due to end of operating agreements. There will be significant variances in the budget for Britannia St. Apartments as the number of apartments in the project will be increasing from 35 to 62 units.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

If yes, please describe the impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

In person meetings with tenants, in-unit maintenance repairs and unit inspections could be reduced or eliminated but this is not recommended and will result in a greater number of unsuccessful tenancies.

	2021	2021	2022	2022	2023
614 PERTH-STRATFORD HOUSING CORP/ LOCAL HOUSING CORP	ACTUALS	BUDGET	YTD Nov 15/22	BUDGET	DRAFT BUDGET
6600 PUBLIC HOUSING ADMINISTRATION					
G-614-6600-1210 OTHER MUNICIPALITIES - PERTH	0	0	0	0	(999,430)
G-614-6600-1220 OTHER MUNICIPALITIES - ST. MARYS	0	0	0	0	(158,920)
G-614-6600-2100 F.T. SALARIES & WAGES	0	0	0	0	786,580
G-614-6600-2500 F.T. BENEFITS	0	0	0	0	240,040
G-614-6600-2510 P.T. BENEFITS	0	0	2,584	0	30,000
G-614-6600-2700 OTHER PAYROLL EXPENSES	0	0	40	0	3,000
G-614-6600-3070 OFFICE SUPPLIES AND PAPER	0	0	119	0	500
G-614-6600-3120 MEALS & MEETING COSTS	0	0	1,228	0	0
G-614-6600-4030 AUDIT	0	0	0	0	6,500
G-614-6600-4080 INSURANCE	0	0	0	0	250,000
G-614-6600-4090 LEGAL	0	0	1,449	0	20,000
G-614-6600-4110 TELEPHONE - BASIC	0	0	4,231	0	30,000
G-614-6600-4142 TRAINING	0	0	0	0	5,000
G-614-6600-5010 BANK CHARGES AND COLLECTION FEES	0	0	4,233	0	6,000
G-614-6600-5040 COMPUTER LEASE & EQUIPMENT RENTAL	0	0	0	0	25,000
G-614-6600-5056 AMORTIZATION EXPENSE	0	0	0	0	410,920
G-614-6600-7820 TRANSFER TO RESERVE FUNDS	0	0	0	0	21,960
G-614-6600-7902 INTERFUNCTIONAL - ADMINISTRATION	0	0	0	0	517,280
G-614-6600-7905 INTERFUNCTIONAL - FLEET	0	0	0	0	11,480
G-614-6600-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	8,640
G-614-6600-PSAB ADJUSTMENT	0	0	0	0	(410,920)
Total 6600 PUBLIC HOUSING ADMINISTRATION	0	0	13,884	0	803,630
6602 PUBLIC HOUSING					
G-614-6602-1210 OTHER MUNICIPALITIES - PERTH	(2,461,073)	0	(2,915,184)	0	0
G-614-6602-1220 OTHER MUNICIPLAITIES - ST. MARYS	(389,839)	0	(460,944)	0	0
G-614-6602-6020 SOCIAL ASSISTANCE PAYMENTS	4,842,726	0	5,732,880	0	0
Total 6602 PUBLIC HOUSING	1,991,814	0	2,356,752	0	0

	2021	2021	2022	2022	2023
614 PERTH-STRATFORD HOUSING CORP/ LOCAL HOUSING CORP	ACTUALS	BUDGET	YTD Nov 15/22	BUDGET	DRAFT BUDGET
6612 PUBLIC HOUSING RENT SUPP					
G-614-6612-1130 ONTARIO GRANTS	(48,170)	(462,750)	(97,530)	(464,870)	0
G-614-6612-1150 RENTAL SUPPORT	(464,867)	(48,170)	(116,217)	(44,480)	(26,020)
G-614-6612-1210 CMSM PAYMENT - PERTH	(22,575)	(32,570)	(22,200)	(22,200)	(37,690)
G-614-6612-1220 CMSM PAYMENT - ST. MARYS	(3,576)	(5,160)	(3,516)	(3,510)	(5,990)
G-614-6612-1230 CMSM PAYMENT - STRATFORD	(18,270)	0	(17,940)	0	0
G-614-6612-3085 RENTAL SUPPORT PAYMENTS	557,458	575,000	357,922	553,000	100,000
Total 6612 PUBLIC HOUSING RENT SUPP	0	26,350	100,519	17,940	30,300
6614 PUBLIC HOUSING PROPERTIES					
G-614-6614-1130 ONTARIO GRANTS	(161,276)	(161,280)	0	(85,560)	(91,670)
G-614-6614-1210 CMSM PAYMENT - PERTH	(969,791)	(989,900)	(1,152,384)	(1,152,390)	(1,411,300)
G-614-6614-1220 CMSM PAYMENT - ST. MARYS	(153,617)	(156,810)	(182,208)	(182,210)	(224,410)
G-614-6614-1230 CMSM PAYMENT - STRATFORD	(784,878)	0	(931,644)	0	0
G-614-6614-1405 USER FEES	(2,445,648)	(2,469,000)	(1,783,408)	(2,487,000)	(2,524,600)
G-614-6614-1820 CONTRIBUTION FROM RESERVE FUND	(491,381)	0	0	0	0
G-614-6614-3030 HEAT	146,750	130,000	105,099	135,000	150,000
G-614-6614-3040 HYDRO	482,265	490,000	285,235	450,000	470,000
G-614-6614-3045 WATER/SEWER	249,229	245,000	129,591	240,000	250,000
G-614-6614-3050 MATERIALS	1,642,407	1,690,000	1,077,929	1,725,000	1,704,220
G-614-6614-4092 TAXES	1,031,053	1,057,500	698,082	1,080,000	1,084,000
G-614-6614-5040 RENTAL OF BLDG, MACHINERY & EQUIPMEN	290,505	292,630	162,721	210,300	64,060
G-614-6614-7820 TRANSFER TO RESERVE FUNDS	673,000	0	998,500	998,500	1,664,500
G-614-6614-9030 EQUIPMENT PURCHASES	491,381	673,000	130,158	0	0
Total 6614 PUBLIC HOUSING PROPERTIES	(1)	801,140	(462,329)	931,640	1,134,800
Total 614 PS HOUSING CORP / LHC	1,991,813	827,490	2,008,826	949,580	1,968,730

615 HOUSING - SERVICE MANAGER	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
6604 HOUSING PROVIDERS					
G-615-6604-1130 ONTARIO GRANTS	(478,326)	(478,330)	(358,745)	(478,330)	(400,600)
G-615-6604-1210 CMSM PAYMENT - PERTH	(629,158)	(608,610)	(627,120)	(627,120)	(570,220)
G-615-6604-1220 CMSM PAYMENT - ST. MARYS	(99,660)	(96,410)	(99,156)	(99,160)	(90,670)
G-615-6604-1230 CMSM PAYMENT - STRATFORD	(509,195)	0	(506,988)	0	0
G-615-6604-3120 MEETING COSTS	0	1,600	0	1,600	0
G-615-6604-4040 CONSULTANTS	0	10,000	23,914	10,000	10,000
G-615-6604-6020 SOCIAL ASSISTANCE PAYMENTS	1,656,100	1,664,300	1,107,530	1,700,000	1,510,000
G-615-6604-7900 ADMINISTRATION CHARGE	60,239	0	0	0	0
Total 6604 HOUSING PROVIDERS	0	492,550	(460,565)	506,990	458,510
6610 HOUSING ADMINISTRATION					
G-615-6610-1130 ONTARIO GRANTS	0	0	0	0	(25,500)
G-615-6610-1210 CMSM PAYMENT - PERTH	(831,127)	(1,000,020)	(1,112,364)	(1,112,360)	(338,860)
G-615-6610-1220 CMSM PAYMENT - ST. MARYS	(131,652)	(158,410)	(175,884)	(175,880)	(53,880)
G-615-6610-1230 CMSM PAYMENT - STRATFORD	(672,653)	0	(899,280)	0	0
G-615-6610-1770 RECOVERABLES	(762)	0	0	0	0
G-615-6610-1810 CONTRIBUTION FROM RESERVES	(10,207)	0	0	0	0
G-615-6610-2100 F.T. SALARIES & WAGES	796,747	939,880	807,956	964,540	358,960
G-615-6610-2110 P.T. SALARIES & WAGES	0	0	36,668	0	0
G-615-6610-2500 F.T. BENEFITS	231,803	277,730	232,718	290,720	106,900
G-615-6610-2510 P.T. BENEFITS	27,270	36,000	19,621	30,650	0
G-615-6610-2700 OTHER PAYROLL EXPENSES	1,616	1,100	1,787	1,100	100
G-615-6610-3050 MATERIALS	121	0	1,456	0	0
G-615-6610-3070 OFFICE SUPPLIES AND PAPER	2,879	1,000	3,761	1,000	500
G-615-6610-3080 MISCELLANEOUS	1,007	0	1,347	93,500	0
G-615-6610-3110 PRINTING	1,459	1,250	0	500	1,000
G-615-6610-3120 MEALS & MEETING COSTS	53	2,500	855	2,500	250
G-615-6610-3130 PUBLICATIONS & SUBSCRIPTIONS	293	0	0	0	0
G-615-6610-3180 VEHICLE - FUEL	10	0	0	0	0
G-615-6610-4010 ADVERTISING	0	500	336	500	0

615 HOUSING - SERVICE MANAGER	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-615-6610-4030 AUDIT	0	6,100	0	6,500	0
G-615-6610-4036 CONFERENCES - EXPENSES	654	2,500	611	2,500	2,500
G-615-6610-4040 CONSULTANTS	5,556	0	3,129	0	0
G-615-6610-4060 COURIER/FREIGHT	36	150	5	150	100
G-615-6610-4080 INSURANCE	175,777	170,000	0	245,000	0
G-615-6610-4090 LEGAL FEES	22,414	10,000	7,812	20,000	2,000
G-615-6610-4097 MEMBERSHIPS	157	630	127	500	150
G-615-6610-4110 TELEPHONE - BASIC	31,833	25,000	18,245	30,000	0
G-615-6610-4120 TELEPHONE - CELL PHONES	6,600	6,600	6,600	6,600	0
G-615-6610-4142 TRAINING - EXPENSES	11,601	14,500	9,497	10,000	5,000
G-615-6610-4150 TRAVEL-EXCL TRAINING & CONFERENCES	247	2,000	19	1,000	250
G-615-6610-5010 BANK CHARGES AND COLLECTION FEES	5,177	0	0	0	0
G-615-6610-5030 INTEREST ON LTD	201	580	6	410	0
G-615-6610-5035 PRINCIPAL ON LTD	9,192	8,820	1,554	8,900	0
G-615-6610-5040 RENTAL OF BLDG, MACHINERY & EQUIP	32,135	26,100	13,804	38,000	3,150
G-615-6610-7900 ADMINISTRATION CHARGE	281,116	434,810	248,871	432,950	0
G-615-6610-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	208,650
G-615-6610-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	1,200
G-615-6610-9010 OFFICE EQUIPMENT AND FURNISHINGS	447	0	234	0	0
Total 6610 HOUSING ADMINISTRATION	0	809,320	(770,509)	899,280	272,470
66AH AFFORDABLE HOUSING					
G-615-66AH-1130 ONTARIO GRANTS	(802,457)	(638,500)	(755,713)	(1,064,800)	(953,100)
G-615-66AH-1210 CMSM PAYMENT - PERTH	(8,423)	(870)	(1,116)	(1,120)	0
G-615-66AH-1220 CMSM PAYMENT - ST. MARYS	(1,334)	(140)	(180)	(180)	0
G-615-66AH-1230 CMSM PAYMENT - STRATFORD	(6,817)	0	(900)	0	0
G-615-66AH-1770 RECOVERABLES	(59,048)	0	(29,153)	0	0
G-615-66AH-3085 RENTAL SUPPORT PAYMENTS	47,786	189,870	34,793	104,500	200,700
G-615-66AH-3086 HOUSING ALLOWANCE PAYMENTS	135,173	79,190	79,820	64,200	27,900
G-615-66AH-4090 LEGAL	712	500	3,213	1,000	0
G-615-66AH-4100 SERVICES - OTHER	(102,300)	0	(24,600)	0	0
G-615-66AH-4120 TELEPHONE- CELL PHONES	1,200	1,200	1,200	1,200	0

	2021	2021	2022	2022	2023
615 HOUSING - SERVICE MANAGER	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-615-66AH-6020 SOCIAL ASSISTANCE PAYMENTS	573,920	369,440	218,788	896,100	724,500
G-615-66AH-7820 TRANSFER TO RESERVE FUNDS	161,348	0	53,753	0	0
G-615-66AH-7900 ADMINISTRATION CHARGE	60,240	0	0	0	0
Total 66AH AFFORDABLE HOUSING	0	690	(420,095)	900	0
Total 615 HOUSING - SERVICE MANAGER	0	1,302,560	(1,651,169)	1,407,170	730,980

618 BRITANNIA STREET APARTMENTS	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
6800 BRITANNIA ST APARTMENTS					
G-618-6800-1470 RENTAL REVENUE	(393,830)	(400,280)	(372,398)	(409,090)	(687,740)
G-618-6800-3030 HEAT	5,915	4,000	4,563	5,000	10,610
G-618-6800-3040 HYDRO	7,385	5,100	5,487	6,570	10,590
G-618-6800-3045 WATER/SEWER	11,914	8,500	5,975	9,000	8,310
G-618-6800-3070 OFFICE SUPPLIES AND PAPER	17	200	0	100	100
G-618-6800-3120 MEETING COSTS	0	100	101	100	100
G-618-6800-4010 ADVERTISING	694	0	0	100	100
G-618-6800-4060 COURIER/FREIGHT	5	0	0	0	0
G-618-6800-4080 INSURANCE	0	10,000	0	10,830	0
G-618-6800-4090 LEGAL	12,996	0	2,813	1,000	1,500
G-618-6800-4092 PROPERTY TAXES	107,059	42,140	25,953	56,000	117,000
G-618-6800-4105 SNOW REMOVAL	3,028	7,000	3,905	7,000	8,000
G-618-6800-4106 LAWN MAINTENANCE	2,861	2,500	2,326	3,000	3,000
G-618-6800-4107 BUILDING MAINTENANCE	76,729	50,000	69,183	75,000	80,000
G-618-6800-4110 TELEPHONE - BASIC	1,900	1,900	1,540	2,000	4,000
G-618-6800-5030 INTEREST ON LTD	46,849	46,910	43,232	43,230	129,510
G-618-6800-5035 PRINCIPAL ON LTD	107,589	107,590	107,589	107,590	197,540
G-618-6800-7820 TRANSFER TO RESERVE FUND	8,889	114,340	82,570	82,570	117,380
Total 6800 BRITANNIA ST APARTMENTS	0	0	(17,161)	0	0
Total 618 BRITANNIA ST APARTMENTS	0	0	(17,161)	0	0



2023 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G616 Children Services

Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for several provincial programs including licensed Child Care and EarlyON Family Centre services. Our service area covers the City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible to administer the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

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

Childcare and early years services play a key role in promoting healthy child development and helping children arrive at school ready to learn. They also provide essential support for many parents.

Key Activities Planned for 2023:

The Children’s Services Division is responsible for leading and managing the local childcare and early years system as well as providing financial support to both early years programs and families who qualify for financial assistance.

With the affects of the pandemic coming closer to an end, it will be necessary to closely monitor funding changes filtering down from the province, while adjusting accordingly to fully utilize funds and maintain mandated services. Childcare and early years programs will need continued support throughout 2023 in returning to their licensed capacity and get revenue generation back to pre pandemic levels, however an extreme shortage of qualified staff is hindering efforts to date.

The Canada Wide Early Learning and Child Care agreement (CWELCC) was signed between the Federal and Provincial Governments and provides funding and guidelines to achieve an average of \$12/day for day care spaces, pledging to offset revenue loss from base fee reductions and address ongoing inflationary concerns on an annual basis through 2026.

There was also a Workforce Funding allocation from the Federal Government to help support the recruitment and retention of qualified RECE’s to the field, however this was a one time

allocation covering 2022 through April of 2023, it is unclear whether this fund will be continued beyond that date.

Funding for EarlyON Child and Family Centres for 2023 has not been announced but is anticipated to continue at current levels.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

This work plan closely aligns with Council’s Strategic Priorities while encompassing the City of Stratford’s values of Integrity, Respect, Caring, Progress and Collaboration.

The division works in an integrated model with all children services providers in Perth County. The goal of the Children’s Services Division is making childcare and early years services work for children and their families in Huron-Perth. All programs, financial support and direct services are geared towards supporting families to meet their needs. Expanding our Resource Consulting scope to include more community support will help alleviate current some stresses on the existing system.

- Strengthening our Plans, Strategies and Partnerships

Explain Significant Variances (2023 proposed budget vs prior year actuals):

The amalgamation of 616 and 617 will account for several slight variances. The major implication is the addition of CWELCC funding to offset fee reductions in all licensed childcare operations. Likewise, the addition of Workforce Funding to support the recruitment and retention of RECE’s, however this is not confirmed beyond April 2023.

Will the Services Offered by this Department/Division continue to be impacted by

COVID-19? yes no

616 CHILDREN SERVICES	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
6194 O/W CHILD CARE - FORMAL					
G-616-6194-1130 ONTARIO GRANTS	(1,821)	(66,400)	(53,912)	(66,400)	(24,000)
G-616-6194-1210 OTHER MUNICIPALITIES - PERTH	(231)	(8,440)	(8,448)	(8,450)	(3,060)
G-616-6194-1220 OTHER MUNICIPALITIES - ST. MARYS	(37)	(1,340)	(1,344)	(1,340)	(490)
G-616-6194-6020 SOCIAL ASSISTANCE PAYMENTS	2,276	83,000	17,089	83,000	30,000
Total 6194 O/W CHILD CARE - FORMAL	187	6,820	(46,615)	6,810	2,450
6195 O/W CHILD CARE - INFORMAL					
G-616-6195-1130 ONTARIO GRANTS	(7,251)	(14,400)	(11,692)	(14,400)	(8,000)
G-616-6195-1210 OTHER MUNICIPALITIES - PERTH	(921)	(1,830)	(1,836)	(1,840)	(1,020)
G-616-6195-1220 OTHER MUNICIPALITIES - ST. MARYS	(146)	(290)	(288)	(290)	(160)
G-616-6195-6020 SOCIAL ASSISTANCE PAYMENTS	9,063	18,000	22,598	18,000	10,000
Total 6195 O/W CHILD CARE - INFORMAL	745	1,480	8,782	1,470	820
6321 FEE SUBSIDY ELCC PRE-SCHOOL					
G-616-6321-1130 ONTARIO GRANTS	(1,323,355)	(1,315,420)	(1,067,975)	(1,315,420)	(1,320,000)
G-616-6321-1210 OTHER MUNICIPALITIES - PERTH	(168,304)	(167,130)	(167,232)	(167,230)	(168,100)
G-616-6321-1220 OTHER MUNICIPALITIES - ST. MARYS	(26,660)	(26,480)	(26,448)	(26,450)	(26,730)
G-616-6321-1770 RECOVERABLE	(17,760)	0	(19,689)	0	0
G-616-6321-6020 SOCIAL ASSISTANCE PAYMENTS	830,344	853,450	21,097	853,450	800,000
G-616-6321-6025 WAGE SUBSIDY PAYMENTS	841,947	790,830	0	790,830	850,000
Total 6321 FEE SUBSIDY ELCC PRE-SCHOOL	136,212	135,250	(1,260,247)	135,180	135,170
6325 SPECIAL CHILDCARE					
G-616-6325-1130 ONTARIO GRANTS	(1,005,220)	0	(778,100)	0	(112,570)
G-616-6325-6020 SOCIAL ASSISTANCE PAYMENTS	878,966	0	0	0	112,570
G-616-6325-7900 ADMINISTRATION CHARGE	126,254	0	0	0	0
Total 6325 SPECIAL CHILDCARE	0	0	(778,100)	0	0
63CC CHILD CARE ADMINISTRATION					
G-616-63CC-1130 ONTARIO GRANTS	(106,037)	(195,900)	(202,923)	(249,940)	(438,170)
G-616-63CC-1210 OTHER MUNICIPALITIES - PERTH	(53,888)	(53,480)	(25,896)	(25,900)	(75,290)
G-616-63CC-1220 OTHER MUNICIPALITIES - ST. MARYS	(8,536)	(8,480)	(4,104)	(4,100)	(11,970)
G-616-63CC-2100 F.T. SALARIES & WAGES	142,987	160,520	137,618	159,910	158,110
G-616-63CC-2500 F.T. BENEFITS	41,600	52,920	49,142	53,770	56,200

616 CHILDREN SERVICES	2021	2021	2022	2022	2023
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-616-63CC-2700 OTHER PAYROLL EXPENSES	0	0	40	0	100
G-616-63CC-3050 MATERIALS	0	0	90	0	0
G-616-63CC-3070 OFFICE SUPPLIES AND PAPER	4,052	500	972	500	1,000
G-616-63CC-3080 MISCELLANEOUS	30	0	73	0	0
G-616-63CC-3110 PRINTING	0	100	0	100	0
G-616-63CC-3120 MEALS & MEETING COSTS	0	300	0	300	0
G-616-63CC-4036 CONFERENCES - EXPENSES	647	1,750	188	1,750	1,500
G-616-63CC-4060 COURIER/FREIGHT	0	0	5	0	0
G-616-63CC-4097 MEMBERSHIPS	640	2,000	480	2,000	1,000
G-616-63CC-4142 TRAINING - EXPENSES	3,009	4,000	3,974	4,000	4,000
G-616-63CC-4150 TRAVEL - EXCL TRAINING & CONFERENCE	675	750	68	750	500
G-616-63CC-7900 ADMINISTRATION CHARGE	18,434	78,290	47,656	77,790	0
G-616-63CC-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	0	0	362,960
G-616-63CC-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	600
Total 63CC CHILD CARE ADMINISTRATION	43,613	43,270	7,383	20,930	60,540
63RC RESOURCE CENTRE					
G-616-63RC-1210 OTHER MUNICIPALITIES - PERTH	0	(62,810)	(62,856)	(62,850)	0
G-616-63RC-1220 OTHER MUNICIPALITIES - ST. MARYS	0	(9,950)	(9,936)	(9,940)	0
G-616-63RC-6020 SOCIAL ASSISTANCE PAYMENTS	0	123,580	0	123,580	0
Total 63RC RESOURCE CENTRE	0	50,820	(72,792)	50,790	0
63SN SPECIAL NEEDS ADMINISTRATION					
G-616-63SN-1130 ONTARIO GRANTS	(172,315)	(233,940)	(189,934)	(233,940)	(398,010)
G-616-63SN-1210 OTHER MUNICIPALITIES - PERTH	(21,893)	(30,220)	(29,748)	(29,750)	(50,690)
G-616-63SN-1220 OTHER MUNICIPALITIES - ST. MARYS	(3,468)	(4,790)	(4,716)	(4,710)	(8,060)
G-616-63SN-2100 F.T. SALARIES & WAGES	143,830	142,760	71,679	145,600	297,020
G-616-63SN-2500 F.T. BENEFITS	41,845	40,340	20,971	41,960	88,090
G-616-63SN-3050 MATERIALS	0	0	0	0	15,000
G-616-63SN-6020 SOCIAL ASSISTANCE PAYMENTS	21,378	101,600	0	96,230	95,000
G-616-63SN-7900 INTERFUNCTIONAL TRANSFER	8,340	8,700	5,295	8,640	0
G-616-63SN-7907 INTERFUNCTIONAL - TELEPHONE	0	0	0	0	2,400
Total 63SN SPECIAL NEEDS ADMINISTRATION	17,717	24,450	(126,453)	24,030	40,750

	2021	2021	2022	2022	2023
616 CHILDREN SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
63WW CHILDCARE SMALL WATERWORKS					
G-616-63WW-1130 ONTARIO GRANTS	0	(2,670)	(2,169)	(2,670)	(2,260)
G-616-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	0	2,670	0	2,670	2,260
Total 63WW CHILDCARE SMALL WATERWORKS	0	0	(2,169)	0	0
6710 ADMINISTRATION/SPECIAL NEEDS					
G-616-6710-1130 ONTARIO GRANTS	(548,745)	(552,660)	(536,902)	(661,300)	0
G-616-6710-1210 OTHER MUNICIPALITIES- PERTH COUNTY	0	(20,430)	(14,328)	(14,330)	0
G-616-6710-1220 OTHER MUNICIPALITIES- ST MARYS	0	(3,240)	(2,268)	(2,270)	0
G-616-6710-2100 F.T. SALARIES & WAGES	143,830	142,760	145,532	145,600	0
G-616-6710-2500 F.T. BENEFITS	41,845	40,340	38,561	41,960	0
G-616-6710-2700 OTHER PAYROLL EXPENSES	962	50	121	50	0
G-616-6710-3050 MATERIALS	15,258	41,000	14,995	41,000	0
G-616-6710-4120 CELL PHONES	3,000	3,000	3,000	3,000	0
G-616-6710-4150 TRAVEL - EXCL TRAINING & CONFERENCE	1,090	2,000	261	2,000	0
G-616-6710-6020 SOCIAL ASSISTANCE PAYMENTS	135,323	81,000	437,699	175,000	0
G-616-6710-7900 INTERFUNCTIONAL TRANSFERS	207,436	282,710	172,091	280,880	0
Total 6710 ADMINISTRATION/SPECIAL NEEDS	(1)	16,530	258,762	11,590	0
6715 WAGE ENHANCEMENTS					
G-616-6715-1130 ONTARIO GRANTS	(509,410)	(606,860)	(479,468)	(590,560)	(590,560)
G-616-6715-6020 SOCIAL ASSISTANCE PAYMENTS	480,218	576,400	1,098,000	560,300	590,560
G-616-6715-7900 INTERFUNCTIONAL TRANSFER	29,191	30,460	18,533	30,260	0
Total 6715 WAGE ENHANCEMENTS	(1)	0	637,065	0	0
6720 FEE STABILIZATION SUPPORT					
G-616-6720-1130 ONTARIO GRANTS	0	0	(1,892,999)	0	(2,366,840)
G-616-6720-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	0	0	2,366,840
Total 6720 FEE STABILIZATION SUPPORT	0	0	(1,892,999)	0	0
6770 CHILD CARE PROGRAMS					
G-616-6770-1130 ONTARIO GRANTS	(1,669,917)	(1,311,650)	(1,064,912)	(1,311,650)	(2,050,000)
G-616-6770-6020 SOCIAL ASSISTANCE PAYMENTS	1,108,462	911,650	1,655,064	911,650	1,500,000
G-616-6770-6025 WAGE SUBSIDY PAYMENTS	561,455	400,000	0	400,000	550,000
Total 6770 CHILD CARE PROGRAMS	0	0	590,152	0	0

	2021	2021	2022	2022	2023
616 CHILDREN SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
6780 CAPACITY FUNDING					
G-616-6780-1130 ONTARIO GRANTS	(4,154)	(38,880)	(31,564)	(38,800)	(40,000)
G-616-6780-4020 SERVICE CONTRACTS	4,154	38,880	29,261	38,800	40,000
Total 6780 CAPACITY FUNDING	0	0	(2,303)	0	0
6790 REPAIRS AND MAINTENANCE					
G-616-6790-1130 ONTARIO GRANTS	0	(13,180)	(10,699)	(13,180)	(13,180)
G-616-6790-4020 SERVICE CONTRACTS	0	13,180	1,017	13,180	13,180
Total 6790 REPAIRS AND MAINTENANCE	0	0	(9,682)	0	0
6792 ELCC 0-6 AGREEMENT					
G-616-6792-1130 ONTARIO GRANTS	(24,219)	(403,390)	(417,327)	(403,390)	(457,230)
G-616-6792-4020 SERVICE CONTRACTS	0	322,370	60,316	322,370	457,230
G-616-6792-6020 SOCIAL ASSISTANCE PROGRAMS	24,219	81,020	0	81,020	0
Total 6792 ELCC 0-6 AGREEMENT	0	0	(357,011)	0	0
67HC HOME CHILD CARE					
G-616-67HC-1130 ONTARIO GRANTS	(50,552)	(55,200)	(44,812)	(55,200)	(49,680)
G-616-67HC-4020 SERVICE CONTRACTS	50,552	55,200	0	55,200	49,680
Total 67HC HOME CHILD CARE	0	0	(44,812)	0	0
67IF INDIGENOUS FUNDING					
G-616-67IF-1130 ONTARIO GRANTS	0	(27,110)	(22,011)	(27,110)	(27,110)
G-616-67IF-4020 SERVICE CONTRACTS	0	27,110	2,849	27,110	27,110
Total 67IF INDIGENOUS FUNDING	0	0	(19,162)	0	0
67TF OEYCFC PLANNING					
G-616-67TF-1130 ONTARIO GRANTS	(741,822)	(902,720)	(803,766)	(902,720)	(969,390)
G-616-67TF-2100 F.T. SALARIES & WAGES	134,081	149,370	123,575	152,350	155,390
G-616-67TF-2500 F.T. BENEFITS	39,009	41,610	36,224	43,290	45,410
G-616-67TF-3120 MEETING COSTS	0	2,000	0	2,000	0
G-616-67TF-4020 SERVICE CONTRACTS	25,502	63,090	25,214	63,090	26,000
G-616-67TF-4036 CONFERENCES - EXPENSES	0	2,000	0	2,000	0
G-616-67TF-4040 CONSULTANTS	14,195	10,000	0	10,000	14,200

	2021	2021	2022	2022	2023
616 CHILDREN SERVICES	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/22		BUDGET
G-616-67TF-4120 TELEPHONE - CELL PHONES	1,200	1,200	1,200	1,200	0
G-616-67TF-4150 TRAVEL - EXCL TRAINING & CONFERENCE	0	2,000	0	2,000	0
G-616-67TF-6020 SOCIAL ASSISTANCE PAYMENTS	527,835	631,450	610,000	626,790	728,390
Total 67TF OEYCFC PLANNING	0	0	(7,553)	0	0
67XP EXPANSION					
G-616-67XP-1130 ONTARIO GRANTS	(496,401)	(1,008,750)	(818,989)	(1,008,750)	(852,080)
G-616-67XP-1210 OTHER MUNICIPALITIES- PERTH COUNTY	(63,068)	(115,350)	(128,244)	(128,240)	(108,510)
G-616-67XP-1220 OTHER MUNICIPALITIES- ST MARYS	(9,990)	(18,270)	(20,280)	(20,280)	(17,250)
G-616-67XP-6020 SOCIAL ASSISTANCE PAYMENTS	620,502	1,235,720	272,443	1,260,940	1,065,100
Total 67XP EXPANSION	51,043	93,350	(695,070)	103,670	87,260
Total 616 CHILDREN SERVICES	249,515	371,970	(3,812,824)	354,470	326,990



2023 OPERATING BUDGET – WORK PLAN

Department:	Police
Budget Division:	G231 Stratford Police Service

Department/Division Overview:

The Stratford Police Service provides 24/7 police protection and service to both the visitors and citizens of Stratford, St. Marys and Perth South. The Service's governance body is the five-member Stratford Police Services Board which is comprised of two city councilors, two provincial appointees and a municipal citizen appointee. The Board passes the annual operating and capital budgets for the Police Service.

The Service has an authorized strength of 67 sworn members as well as 17 full-time and 6 part-time civilian members. It is administered by its Chief, a Deputy Chief and 2 Inspectors. The Service provides adequate and effective policing to the community by complying with the Police Services Act and its Regulations. The Stratford Police Service provides a number of services to the community including:

Sworn Officers

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

Civilian Support Staff

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

- Records Checks
- Administrative Support (payroll, grants, financial controller)

The major cost of operating the Police Service is tied to salaries and benefits. Only about 8% of the entire budget can be described as “discretionary spending” and even some of that portion is essentially fixed costs. Resultantly, close fiscal management and oversight is maintained in an effort to remain within the Service’s allotted budgets.

The service actively seeks out and applies for available grants. In 2023 the service anticipates receiving up to \$932,663 in approved grants.

Note that these grants do not fully align with the City’s budget year when compared to the provincial fiscal year.

Key Activities Planned for 2023:

The overall budget increase from 2022 to 2023 while taking into account an estimated 2.0% wage increase (subject to Collective Bargaining) and investments in technology is presented at approximately 4.3%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2023 within the limits of those accounts. The service will be undertaking the following key activities in 2023:

1. Subject to the finalization of funding, the service will deploy In-Car Video (ICV) and Automated License Plate Reader (ALPR) units to all frontline police cruisers
2. Continue to prepare for the Next Generation 911 (NG911 system)
3. To support NG911 the service will investigate an appropriate backup communication centre solution – leveraging our existing relationship with other PRIDE police service members
4. Conduct a feasibility study to assess the needs of the service and compare against the existing police service building
5. Purchase and deployment of 3 cruisers for Stratford, and 1 for St Marys

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

By exploring a shared backup communication solution with an existing Police Regional Information & Data Entry (PRIDE) partner, the service is dedicated to leveraging these longstanding relationships in an effort to reduce cost while meeting the requirements of the impending NG911 infrastructure.

The expansion of video recording technology from Body Worn Cameras to In-Car Video is intended to further improve public trust through demonstrating a commitment to transparency and accountability. Likewise, the improvements to capturing evidence of police incidents should translate to more effective police investigations. The solution we are exploring also incorporates Automated Licence Plate Reader (ALPR) technology which is an effective tool in improving road safety and in conducting crime enforcement operations.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

Grant revenue as follows:

- CSP – Mental Health Coordinator: \$130,510
- CCTV: \$200,00
- ICV/ALPR: \$169,570
- Court Security and Prisoner Transportation Grant: estimated at \$238,558
- RIDE: estimated at \$16,000
- CSP – Part Time Policing: \$170,696

Only 3 members are expected to receive sick payouts in 2023 which reduces the contributions from reserves.

Increase of additional 2 part-time Special Constables to support court security and perform redaction of digital evidence.

All part-time benefits have been increased to reflect Ontario Municipal Employees Retirement System (OMERS) being offered to all part-time members in 2023.

Increased radio system maintenance to cover costs attributed to the expansion of the Police Service radio system.

Increased maintenance contract costs to cover the following:

- O365 migration – annual operating costs
- BWC - annual operating costs
- Ransomware solution – annual operating costs
- Addition of video interview room solution
- Addition of Vx Rail server management solution
- Consultant fee for service policy review

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

231 STRATFORD POLICE SERVICE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
2200 POLICE ADMINISTRATION					
G-231-2200-1130 ONTARIO GRANTS	(459,711)	(423,870)	(573,970)	(423,870)	(932,663)
G-231-2200-1215 MUNICIPALITY - PERTH SOUTH	(567,338)	(564,638)	(612,211)	(667,866)	(642,867)
G-231-2200-1220 MUNICIPALITY - ST. MARYS	(1,052,740)	(1,088,282)	(1,086,544)	(1,188,221)	(1,294,072)
G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS	(1,062)	(5,000)	0	(13,000)	(15,000)
G-231-2200-1770 RECOVERABLES	0	0	0	(153,907)	(251,139)
G-231-2200-1810 CONTRIBUTION FROM RESERVES	(139,517)	(106,800)	(22,896)	(272,230)	(132,252)
G-231-2200-1820 CONTRIBUTION FROM RESERVE FUND	(12,313)	0	0	0	0
G-231-2200-2100 FULL TIME SALARIES & WAGES	8,620,551	8,869,367	7,713,047	9,544,329	9,584,963
G-231-2200-2105 PAYROLL PREMIUMS	345,302	478,039	273,775	350,034	511,185
G-231-2200-2110 PART TIME SALARIES & WAGES	306,312	257,660	314,810	280,658	357,363
G-231-2200-2500 FULL TIME BENEFITS	2,389,535	2,373,560	2,182,433	2,481,451	2,688,789
G-231-2200-2510 PART TIME BENEFITS	42,329	32,970	38,450	33,054	71,628
G-231-2200-2700 OTHER PAYROLL EXPENSES	19,883	13,500	54,767	45,178	45,178
G-231-2200-3010 CLOTHING	20,031	20,054	15,320	20,054	20,054
G-231-2200-3050 MATERIALS	822	500	27	500	500
G-231-2200-3070 OFFICE SUPPLIES AND PAPER	9,523	8,817	7,505	10,373	10,373
G-231-2200-3071 IDENTIFICATION SUPPLIES	17,605	4,898	6,176	4,898	6,915
G-231-2200-3090 PHOTOCOPIER EXPENSE	3,757	5,763	3,573	5,849	5,849
G-231-2200-3100 POSTAGE	2,423	922	3,437	951	1,729
G-231-2200-3110 PRINTING	1,733	2,500	1,564	2,500	2,500
G-231-2200-3120 MEETING COSTS	1,961	1,500	2,693	1,500	1,500
G-231-2200-3121 PRISONER MEALS	1,728	2,910	1,072	2,910	1,153
G-231-2200-3130 PUBLICATIONS & SUBSCRIPTIONS	708	1,500	779	1,000	750
G-231-2200-3140 RADIO SYSTEM MAINTENANCE	9,459	16,711	8,711	16,711	72,008
G-231-2200-3170 UNIFORMS	45,653	38,150	39,466	38,530	40,930
G-231-2200-3180 VEHICLE - FUEL	122,511	110,020	108,603	128,340	128,340
G-231-2200-3190 VEHICLE REPAIRS (LABOUR, PARTS, LICENCES)	82,174	60,506	54,074	60,506	69,150
G-231-2200-4010 ADVERTISING	1,138	500	2,148	750	1,000
G-231-2200-4035 CONFERENCES - ACCOMMODATIONS	1,962	3,000	3,214	3,000	4,500
G-231-2200-4036 CONFERENCE EXPENSES	0	2,000	770	2,000	1,500
G-231-2200-4037 CONFERENCES - REGISTRATION	4,425	2,000	2,704	2,000	4,000
G-231-2200-4038 CONFERENCES - TRAVEL/MILEAGE	0	500	916	500	1,000
G-231-2200-4040 CONSULTANTS	0	0	22,896	0	0
G-231-2200-4050 CONTRACTORS	127,884	145,200	142,686	149,007	152,822

231 STRATFORD POLICE SERVICE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-231-2200-4060 COURIER/FREIGHT	845	1,498	968	1,498	1,498
G-231-2200-4090 LEGAL	46,944	28,813	60,736	28,813	49,995
G-231-2200-4095 MAINTENANCE CONTRACTS	28,500	55,608	151,714	170,570	362,777
G-231-2200-4097 MEMBERSHIPS	1,145	2,500	4,922	2,500	5,000
G-231-2200-4110 TELEPHONE - BASIC	45,960	42,643	52,547	43,795	62,247
G-231-2200-4140 TRAINING - MEMBERSHIPS	0	200	0	200	0
G-231-2200-4141 TRAINING - MILEAGE	713	1,498	254	1,498	1,498
G-231-2200-4142 TRAINING - EXPENSES	80,509	44,495	62,887	44,495	44,495
G-231-2200-4143 TRAINING - SUPPLIES	19,802	23,040	6,865	48,520	48,520
G-231-2200-4160 SPECIAL PROJECTS	0	0	1,661	0	0
G-231-2200-5010 BANK CHARGES & COLLECTION FEES	533	0	471	0	0
G-231-2200-5030 INTEREST ON LTD	2,425	6,220	314	4,560	220
G-231-2200-5035 PRINCIPAL ON LTD	93,845	90,130	18,970	90,920	5,450
G-231-2200-5040 LEASED OFFICE EQUIPMENT	11,531	13,700	9,793	14,000	14,000
G-231-2200-9030 EQUIPMENT PURCHASES	5,156	0	0	0	0
Total 2200 POLICE ADMINISTRATION	10,284,636	10,574,802	9,082,097	10,918,858	11,113,386
Total 2202 BICYCLE AUCTION SALE	0	5,000	1,480	5,000	5,000
Total 2204 TAXI LICENCING	(13,155)	(16,200)	(8,850)	(16,000)	(15,900)
Total 2206 LAW ENFORCEMENT EQUIPMENT	70,422	70,422	54,971	50,422	50,422
Total 2208 INVESTIGATIONS	21,488	41,202	(2,204)	41,202	41,202
Total 2209 CANINE UNIT	8,952	8,298	3,647	8,298	8,298
Total 2210 PRIDE OPERATING	281,893	259,221	231,044	275,938	291,452
Total 2212 POLICE RADIOS	5,072	22,063	8,278	22,063	22,063
Total 2214 COMMUNICATIONS CENTRE	301,676	326,413	63,201	88,863	118,413
Total 2216 COMMUNITY SERVICES & YOUTH PROGRAMS	4,538	5,763	5,324	5,763	5,763

231 STRATFORD POLICE SERVICE	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
Total 2218 POLICE SERVICES BOARD	62,097	40,633	32,432	40,633	40,633
Total 2240 IT EQUIPMENT	0	120,960	108,209	100,224	100,001
Total 2242 POLICE CAPITAL	147,687	130,640	470,748	494,690	764,733
Total 2250 PARKS PATROL	39,492	67,340	39,145	61,875	72,000
TOTAL 231 STRATFORD POLICE SERVICE	11,214,798	11,656,557	10,089,522	12,097,829	12,617,466



2023 OPERATING BUDGET – WORK PLAN

Department:	Library
Budget Division:	G411 Stratford Public Library

Department/Division Overview:

In 2022, with the majority of pandemic-related restrictions lifted, the Library was able to reconnect with many more people.

Key achievements YTD include:

- Checkouts of physical and digital materials have surpassed 2019 levels by 7.5%
- Attendance at programming for all ages has surpassed the previous record high set in 2019 by 125%. This includes the Summer Reading Club, in which 70% of the attendees had never participated before.
- Completion of an updated Space Needs Study for planning purposes.
- Completion of the Library’s front garden refresh, creating one group gathering space and two seating spaces for pairs or individuals
- Construction of accessible, gender-neutral washrooms on both floors
- Construction of ergonomic and accessible children’s floor service desk
- Replacement of Adult Floor carpet
- Anticipated completion of the Board’s Strategic Plan 2023-2026

Key Activities Planned for 2023:

In 2023, the Library will be working to enact the goals of the 2023-2026 Strategic Plan, which as of the time of this writing are not yet confirmed. However, one key priority in this plan will be the need to address the recommendations of the 2022 Space Needs Study. This study has identified that the Library has major space deficits that severely impede its ability to serve the current population, and will further reduce access to services as the City of Stratford grows.

As part of long-term planning, the City of Stratford’s 2022 Development Charges study has identified the collection of \$10 million for the construction of a new library in 2030 (p. 61).

Accordingly, the Library Board will need to conduct further work to determine the appropriate design, determine the feasibility of fundraising and/or grant funding for the remaining costs, and conducting any necessary environmental/site studies. The costs of these studies are included in the 10-Year Capital Forecast.

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

The Library’s work plan supports “Strengthening our Plans, Strategies, and Partnerships”, specifically, Community Well-being, through the following activities:

- Equity of access to culture, technology, and accurate information
- Cultural development and participation
- Providing educational support, from pre-literacy through post-secondary and independent study as an adult
- Civic engagement with important community issues and the democratic process
- Generating social connections, increasing community cohesion and reducing isolation

Developing our Resources

SPL also supports “Widening Economic Opportunities” by supporting labour force evolution. Access to high-quality technological resources (computers, Wi-Fi, MakerSpace), educational platforms (Lynda.com, Gale Courses), and reference librarians (with Masters Degrees in Information Literacy) are critical to ensuring that people:

1. Can make the transition to, and successfully navigate, the information economy.
2. Who are economically disadvantaged can participate fully.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

- *Cost-of-Living-Adjustment* for staff set at 2.0%.
- *2% increase for collections*, based on market report from one of our primary vendors, the Library Services Centre.
- *Increases to Benefit Costs*. There will be significant increases to CPP in 2023, as well as expected increases to the extended health care benefits.
- *Adjusting operational lines* (hydro, insurance, etc.) to reflect actual spending patterns in 2020/2021. Revenues have been adjusted to reflect changes to the Perth County Information Network budget and other contracts such as the contract with Perth South.

Will the Services Offered by this Department/Division continue to be impacted by COVID-19? yes no

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department’s operations:

As this is a status quo budget and all of the Library’s operational budget is dedicated to providing public service to the community, the only services available to reduce are those related to staffing and open hours which would negatively impact the community’s ability to access services.

411 STRATFORD PUBLIC LIBRARY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
7400 LIBRARY ADMINISTRATION					
G-411-7400-1120 CANADA GRANTS	(8,074)	(2,900)	(6,146)	(2,900)	(6,620)
G-411-7400-1130 ONTARIO GRANTS	(57,275)	(57,000)	0	(57,200)	(57,270)
G-411-7400-1210 FEES AND CHARGES OTHER MUNICIPALITIES	(41,443)	(41,849)	(21,343)	(42,670)	(44,160)
G-411-7400-1405 USER FEES	(2,892)	(4,500)	(2,643)	(4,500)	(4,500)
G-411-7400-1480 OTHER FINES	(2,053)	(4,000)	(4,004)	(3,000)	(4,000)
G-411-7400-1570 DONATIONS	(5,560)	(5,000)	(3,739)	(5,000)	(5,000)
G-411-7400-1770 RECOVERABLE	(172,598)	(106,350)	(106,710)	(100,110)	(100,520)
G-411-7400-1810 CONTRIBUTION FROM RESERVES	(38,864)	0	0	0	0
G-411-7400-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(200)	(110,000)	0
G-411-7400-2100 F.T. SALARIES & WAGES	1,193,607	1,241,970	981,671	1,266,820	1,292,100
G-411-7400-2110 P.T. SALARIES & WAGES	669,451	564,030	593,857	585,602	601,950
G-411-7400-2500 F.T. BENEFITS	291,290	308,130	241,784	312,780	335,730
G-411-7400-2510 P.T. BENEFITS	102,172	107,537	89,793	118,470	124,540
G-411-7400-2700 OTHER PAYROLL EXPENSES	1,983	2,000	1,983	2,000	2,000
G-411-7400-3030 HEAT	8,318	8,000	5,434	8,500	8,500
G-411-7400-3040 HYDRO	25,737	26,000	22,198	26,000	26,000
G-411-7400-3045 WATER / SEWAGE	2,485	1,300	859	1,300	1,300
G-411-7400-3070 OFFICE SUPPLIES	13,606	15,000	11,033	15,000	15,000
G-411-7400-3090 PHOTOCOPIER EXPENSE	4,684	8,000	6,604	5,930	8,100
G-411-7400-3100 POSTAGE	2,140	4,000	1,458	2,500	2,500
G-411-7400-3110 PRINTING	1,944	1,000	3,539	1,000	2,000
G-411-7400-3180 VEHICLE- FUEL	0	750	289	750	750
G-411-7400-3190 VEHICLE - REPAIRS & EXPENSES	309	2,000	0	2,000	2,000
G-411-7400-4010 ADVERTISING	15,704	13,000	11,166	13,000	13,000
G-411-7400-4040 CONSULTANTS	0	0	107,528	110,000	0
G-411-7400-4050 CONTRACTOR	13,378	15,500	26,033	15,500	15,500
G-411-7400-4060 COURIER/FREIGHT	1,959	1,800	2,736	1,800	2,500
G-411-7400-4080 INSURANCE	8,000	8,000	0	8,000	8,000
G-411-7400-4090 LEGAL	4,454	1,500	46,875	4,000	5,000
G-411-7400-4095 MAINTENANCE CONTRACTS	74,795	74,574	74,009	74,390	70,490
G-411-7400-4097 MEMBERSHIPS	2,321	2,470	3,075	2,470	2,970
G-411-7400-4110 TELEPHONE - BASIC	2,772	3,000	2,659	3,000	3,000
G-411-7400-4120 TELEPHONE - CELL PHONES	300	300	300	300	0
G-411-7400-4125 INTERNET	15,081	14,000	12,357	17,000	17,000
G-411-7400-4142 TRAINING EXPENSES	14,845	22,000	2,310	22,000	22,000

411 STRATFORD PUBLIC LIBRARY	2021 ACTUALS	2021 BUDGET	2022 YTD Nov 15/22	2022 BUDGET	2023 DRAFT BUDGET
G-411-7400-4150 MILEAGE	315	4,000	993	3,000	3,000
G-411-7400-5010 BANK CHARGES & COLLECTION FEES	930	1,000	870	1,000	1,000
G-411-7400-7820 TRANSFER TO RESERVE FUND	266,808	266,608	271,940	271,940	273,220
G-411-7400-7907 INTERFUNCTIONAL TELEPHONE	0	0	0	0	300
G-411-7400-9030 EQUIPMENT PURCHASES	53,960	18,000	17,501	18,000	18,000
Total 7400 LIBRARY ADMINISTRATION	2,464,589	2,513,870	2,396,069	2,588,672	2,655,380
Total 7402 PUBLIC SERVICES	12	0	0	0	0
Total 7404 LIBRARY BOARD EXPENSES	2,418	6,000	2,586	6,000	6,000
Total 7406 LIBRARY OPERATIONS	4,747	4,747	4,750	4,750	4,750
Total 7408 LIBRARY - ADULT PROGRAM	28,510	4,000	6,567	5,000	5,000
Total 7410 LIBRARY - YOUNG ADULT PROGRAM	2,822	4,000	1,899	4,000	4,000
Total 7412 LIBRARY - CHILDREN PROGRAM	4,267	4,000	2,987	4,000	4,000
Total 7422 PUBLIC LIBRARY ON WHEELS	5,000	5,000	5,000	5,000	5,000
Total 7430 LIBRARY BUILDING & PROP SERV	24,869	23,500	18,548	23,500	24,500
Total 7450 PERTH COUNTY INFORMATION NETWORK	0	0	(22,675)	0	0
Total 411 STRATFORD PUBLIC LIBRARY	2,537,234	2,565,117	2,415,731	2,640,922	2,708,630