



# Draft 2024 Budget

Finance and Labour Relations Committee



<b>2024 DRAFT BUDGET SUMMARY as at November 15, 2023</b>	<b>2022 ACTUALS</b>	<b>2022 BUDGET</b>	<b>2023 YTD</b>	<b>2023 BUDGET</b>	<b>2024 BUDGET DRAFT</b>
<b>Mayor and Council Services</b>					
101 MAYOR AND COUNCIL SERVICES	473,198	473,570	454,513	693,700	716,724
102 COMMITTEES OF COUNCIL	108,362	103,945	23,444	94,945	94,945
<b>Chief Administrative Officer</b>					
111 CAO'S OFFICE	855,772	875,047	824,061	1,148,500	952,071
112 HUMAN RESOURCES	739,221	691,710	590,581	719,230	1,131,301
<b>Corporate Services</b>					
100 TAXATION AND GENERAL REVENUES	(70,108,785)	(70,179,491)	(74,297,262)	(74,854,232)	(82,566,512)
139 GENERAL GOVERNMENT	3,746,078	3,695,646	3,210,761	2,725,601	1,000,767
513 INDUSTRIAL LAND SERVICING	0	0	415,620	0	0
810 REQUISITIONS FROM OTHERS (see note 1)	23,680,466	23,550,244	21,472,551	25,006,138	27,091,491
872 COMMUNITY SUPPORTS & GRANTS	777,600	769,050	607,460	670,870	1,197,368
121 CITY CLERK	429,039	508,770	493,113	707,665	876,443
134 INFORMATION TECHNOLOGY	1,648,634	1,705,196	1,277,464	1,551,955	0
135 PARKING	(461,052)	(464,230)	(471,060)	(249,968)	(587,334)
136 CROSSING GUARDS	204,297	242,910	148,922	261,369	257,950
<b>Community Services</b>					
711 PARKS	2,288,991	2,563,180	1,954,824	2,438,300	2,804,472
715 FACILITIES	2,060	0	999,603	1,632,805	2,215,245
141 CITY BUILDINGS	695,128	862,318	800,193	1,481,628	2,279,387
721 RECREATION	4,593,307	5,320,967	3,336,787	4,684,399	6,645,030
731 CEMETERY	559,161	460,180	392,927	464,170	578,508
750 TRANSIT	2,126,340	2,092,955	1,710,883	2,804,924	3,706,795
751 PARALLEL TRANSIT	460,794	517,180	472,358	532,494	646,955
752 COMMUNITY TRANSPORTATION	106,247	87,829	(74,234)	56,172	0

<b>2024 DRAFT BUDGET SUMMARY as at November 15, 2023</b>	<b>2022 ACTUALS</b>	<b>2022 BUDGET</b>	<b>2023 YTD</b>	<b>2023 BUDGET</b>	<b>2024 BUDGET DRAFT</b>
<b>Fire/Airport</b>					
211 FIRE	8,574,422	8,390,884	7,694,904	8,649,460	9,942,547
512 STRATFORD MUNICIPAL AIRPORT	138,676	184,742	109,459	167,240	163,049
<b>Building and Planning Services</b>					
250 BUILDING PERMITS	0	0	48,404	0	0
251 DEVELOPMENT SERVICES	294,920	350,422	489,168	420,957	665,617
252 BY-LAW ENFORCEMENT	231,637	267,610	253,078	353,010	373,632
<b>Infrastructure Services</b>					
310 ENGINEERING	963,560	803,839	1,182,490	1,130,090	1,157,212
315 FLEET	2,163,890	1,614,790	1,391,180	1,502,455	1,079,512
320 ROADS	5,224,423	5,762,180	4,712,573	6,267,912	7,311,046
330 SANITARY	0	0	(1,539,388)	0	0
340 STORM	4,270,619	4,416,682	1,966,614	4,523,645	4,929,662
350 WATER	(7,237)	(7,235)	(656,886)	0	0
360 WASTE	660,461	1,035,740	365,141	773,746	1,032,311
<b>Social Services</b>					
610 SOCIAL SERVICES ADMINISTRATION	0	17,000	7,371	16,980	21,115
611 ONTARIO WORKS	488,679	528,530	833,704	499,450	624,920
612 HOMELESSNESS	105,860	45,450	798,832	85,480	239,010
613 ANNE HATHAWAY DAY CARE CENTRE	29	1,170	1,085,046	12,210	47,290
614 PS HOUSING CORP / LHC	1,601,173	949,580	1,564,822	1,968,730	2,131,545
615 HOUSING - SERVICE MANAGER	670,232	1,407,170	(83,412)	730,980	791,270
618 AFFORDABLE HOUSING BUILDINGS	18	0	(57,716)	0	124,596
616 CHILDREN SERVICES	364,487	354,470	1,978,717	326,990	324,060
<b>Note 1 - 810 includes Stratford Police Service and Stratford Public Library</b>					



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>CAO's Office</b>
<b>Budget Division:</b>	<b>G101 Mayor and Council Services</b>

### **Department/Division Overview:**

The elected Mayor and Councillors are statutory positions under the Municipal Act, 2001.

As Head of Council, the Mayor provides leadership to City Council in carrying out their responsibilities for governing and setting strategic goals and objectives, The Mayor is the spokesperson for Council on all matters and advocates with government ministers at the provincial and federal levels.

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.

Councillors represent the constituents of Stratford and consider the well-being and interests of the municipality. Councillors serve on Committees and Sub-committees of Council to initially consider reports on matters requiring decisions of Council. Councillors are also appointed to City advisory committees with citizen appointees to provide advice to Council. Councillors are also appointed to certain outside City boards and committees.

Collectively, the Mayor and Councillors determine what services the municipality will provide and the level of service.

### **Key Activities Planned for 2024:**

Mayor's Office:

The Mayor's Office portion of the Mayor and Council budget consists of salaries/benefits; conference expenses such as (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM)); 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.

Council Services:

The Council Services portion of the budget consists of salaries/benefits; promotional materials for silent auctions and gifts; conferences such as (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Ontario Small Urban Municipalities (OSUM)); meals and meeting costs for sub-committee, 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 as set out in Police A.1.9 Donations policy; special events that include those held throughout the year organized by the Mayor's Office such as Awards Night, Holiday events and events held within the community.

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

### **New Initiatives Planned for 2024:**

Strategic Priorities Implementation and Consulting fees have been included in the 2024 budget. Once the Strategic Priorities Project work is completed, Council may subsequently decide that certain strategic priority implementations require additional resources. These funds for 2024, if approved in the Budget, would allow this work to begin in 2024.

### **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.

- Support for the Mayor and Councillors in responding to constituent matters and their statutory obligations as elected members of Council.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

Mayor's Office:

- \$2,000 increase in Conferences, as conferences have returned to in-person and costs to attend in-person have increased.
- \$5,000 returned to Special Projects. This is the account for the Mayor's Office that can be used for various items not included in other accounts.
- \$35,000 added for strategic priority initiatives

Council Services:

- \$3,000 added to Meeting Expenses as meetings returned to in person again and meals provided.
- \$8,000 added to Conferences for Councillors to attend.
- \$2,500 added to Memberships reflect increase in membership fees for FCM and AMO.
- \$7,000 added to Public Receptions/Special Events to include Diversity, Equity and Inclusion events that represent social or cultural observances (National Truth and Reconciliation Day, Pride Month, Heritage Month and others, as the City continues to build relations with Indigenous Peoples.

- \$11,000 is included for the Ad- Hoc Committee to support the work of the Grand Trunk Renewal. This amount is recommended to be taken from the Grand Trunk Reserve and would not have an impact on the taxy levy in 2024.
- Overall reduction due to strategic priorities that were partially completed in 2023, and partially carried into 2024 for completion.
- Interfunctional IT costs have been added to reflect the costs of IT relating to Council devices and support

	2022	2022	2023	2023	2024
<b>101 MAYOR AND COUNCIL SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>1011 MAYOR'S OFFICE</b>					
G-101-1011-2100 F.T. SALARIES & WAGES	81,051	81,000	71,363	82,620	84,110
G-101-1011-2500 F.T. BENEFITS	9,714	8,520	6,008	11,410	11,780
G-101-1011-3070 OFFICE SUPPLIES AND PAPER	41	100	290	100	100
G-101-1011-3100 POSTAGE	94	150	124	150	150
G-101-1011-4010 ADVERTISING	1,517	2,000	570	2,000	2,000
G-101-1011-4036 CONFERENCE EXPENSES	2,348	3,000	4,208	5,000	6,500
G-101-1011-4060 COURIER/FREIGHT	127	50	9	50	50
G-101-1011-4120 TELEPHONE - CELL PHONES	2,351	2,320	0	0	0
G-101-1011-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	832	2,000	1,316	2,000	3,000
G-101-1011-4160 SPECIAL PROJECTS	3,285	0	4,135	5,000	41,000
G-101-1011-4164 SPECIAL EVENTS	0	0	0	0	3,000
G-101-1011-7907 INTERFUNCTIONAL TELEPHONE	100	0	540	720	720
G-101-1011-9010 OFFICE EQUIPMENT AND FURNISHINGS	361	500	1,337	500	500
<b>Total 1011 MAYOR'S OFFICE</b>	<b>101,821</b>	<b>99,640</b>	<b>89,900</b>	<b>109,550</b>	<b>152,910</b>
<b>1021 COUNCIL ADMINISTRATION</b>					
G-101-1021-1770 RECOVERABLES	840	0	(2,200)	0	0
G-101-1021-1810 CONTRIBUTION FROM RESERVES	(30,000)	(30,000)	0	(30,000)	(75,000)
G-101-1021-2100 F.T. SALARIES & WAGES	226,886	236,230	193,703	239,980	244,280
G-101-1021-2500 F.T. BENEFITS	54,865	58,000	46,631	64,670	62,760
G-101-1021-3050 MATERIALS	778	1,500	1,046	1,500	1,500
G-101-1021-3070 OFFICE SUPPLIES AND PAPER	92	200	0	100	500
G-101-1021-3080 MISC EXPENSE - PROMOTIONAL MATERIAL	693	5,000	659	5,000	5,000
G-101-1021-3120 MEELS & MEETING COSTS	716	2,000	3,375	5,000	5,000
G-101-1021-4036 CONFERENCES	8,456	8,000	12,804	16,000	18,000
G-101-1021-4040 CONSULTANTS	42,358	30,000	49,557	175,000	125,000
G-101-1021-4097 MEMBERSHIPS	17,848	17,500	18,877	20,000	22,000
G-101-1021-4120 TELEPHONE- CELL PHONES	0	1,000	0	0	0
G-101-1021-4142 TRAINING	0	0	0	12,000	12,000
G-101-1021-4150 TRAVEL/MILEAGE	0	200	587	200	800

	2022	2022	2023	2023	2024
<b>101 MAYOR AND COUNCIL SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-101-1021-7810 TRANSFER TO RESERVE	10,000	10,000	15,000	20,000	20,000
G-101-1021-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	63,274
G-101-1021-7907 INTERFUNCTIONAL TELEPHONE	1,000	0	4,950	6,600	6,600
<b>Total 1021 COUNCIL ADMINISTRATION</b>	<b>334,532</b>	<b>339,630</b>	<b>344,989</b>	<b>536,050</b>	<b>511,714</b>
<b>1031 PUBLIC RECEPTIONS</b>					
G-101-1031-3050 MATERIALS - LONG SERVICE AWARDS	80	800	2,400	1,600	1,600
G-101-1031-3081 BLUE JAYS DAY	0	1,000	0	0	0
G-101-1031-4001 MEMORIAL DONATIONS	400	500	639	500	500
G-101-1031-4164 SPECIAL EVENTS	36,365	32,000	16,585	46,000	50,000
<b>Total 1031 PUBLIC RECEPTIONS</b>	<b>36,845</b>	<b>34,300</b>	<b>19,624</b>	<b>48,100</b>	<b>52,100</b>
<b>1055 SPECIAL EVENTS</b>					
G-101-1055-1820 CONTRIBUTION FROM RESERVE FUND	(6,785)	(20,000)	0	0	(11,000)
G-101-1055-4160 SPECIAL PROJECTS - COVID-19	6,785	20,000	0	0	11,000
<b>Total 1055 SPECIAL EVENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total 101 MAYOR AND COUNCIL SERVICES</b>	<b>473,198</b>	<b>473,570</b>	<b>454,513</b>	<b>693,700</b>	<b>716,724</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>CAO Office</b>
<b>Budget Division:</b>	<b>G102 Committees of Council</b>

### Department/Division Overview:

This budget reflects the expenses of Council’s Advisory Committees, including hours for a Clerk’s Office staff member who functions as Recording Secretary for these committees, advertising and office supplies.

Collectively, the Committees of Council represent almost \$95,000 in net costs to the budget. Previous year surpluses have been allocated to a reserve and for the past two years have been used to stabilize the minor fluctuations relating to staff wages. Currently there are more available reserves that have resulted from previous activities that could be used to reduce the impact of these committees to the tax levy for the whole amount.

This budget has not been presented this way, as some committees are operating with the expectation that unspent funds in one year may be available to them for future year projects. One example of this is the Stratfords of The World Committee who has requested that surpluses from the 2023 event be held for 12 years until the next event for use at that time. The reserve was not intended to be tracking each separate committee, nor was the intent that surpluses ‘belong’ to the committees; however, staff note the origin of the funds in reserve in the table below.

It is noted that surpluses are anticipated for most committees in 2023, which would further increase these balances.

	Balance
	as at Dec 31, 2022
G-102-7260 Active Transp	\$ (45,530.14)
G-102-7502 Heritage	\$ (12,559.05)
G-102-7508 Shared Serv	\$ (19.90)
G-102-7514 Accessibility	\$ (7,631.71)
G-102-7516 E & E	\$ (20,284.96)
G-102-7521 Town & Gown	\$ (9,593.60)
G-102-7536 SOTW	\$ (20,835.65)
G-102-8252 Communities	\$ (9,826.20)
Lakeside Active Adults	\$ (243.67)
Election Audit Committee	
	\$ (126,524.88)

The Election Audit Committee did not use the 2023 allocation, so is considered a 2023 surplus and can offset the budgeted line item in 2024.

The result is that the 2024 budget presentation reflects minor adjustments to keep the costs at the \$95,000 levy impact level but Council should be aware that these prior year surpluses could be redirected to reduce the effect in 2024 on a one-time basis.

**Key Activities Planned for 2024:**

A brief summary is outlined in the table below as provided from each committee. Annual Reports for 2023 activities for each Advisory Committee will be presented to the Finance and Labour Relations Sub-committee in early 2024.

Operationally, the intent of the committees is to advise Council. However, some committees plan activities (with and without consulting with staff), and request funding for items that are outside the scope of advisory functions. These include items like entering into projects that require grant applications or hiring consultants outside of the Corporate procurement process administered by staff. Perhaps with a fulsome review of the committee structure and terms of reference, these variances would be resolved.

**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. Available reserves that have arisen from prior year surpluses have been included as partial revenue to maintain the same tax levy amount as in 2022 and 2023. However, as noted above, Council could choose to utilize the reserves more.

The following is a summary of Advisory Committee 2024 budget requests, excluding the costs for wages, advertising and office supplies and excluding mitigating transfers from available reserves, all of which are reflected in the total financial budgets.

<b>Committee</b>	<b>2023 Request</b>	<b>2024 Request</b>	<b>Key Activities</b>
Active Transportation (ATAC)	\$9,000	\$10,000	Refresh of T.J. Dolan entrance sign, bike racks, Conference attendance for members, school travel planning, report card, bike month.
Accessibility (AAC)	\$2,850	\$3,320	Materials, Meeting Costs, Community improvements (benches or seating areas in identified locations), educational campaigns, National Accessibility Week event.

<b>Committee</b>	<b>2023 Request</b>	<b>2024 Request</b>	<b>Key Activities</b>
Communities in Bloom (CIB)	\$15,000	\$15,000	Registrations, Judging, Student Youth Engagement, Ted Blowes Memorial Garden/Pollinator Pathway Project/CIB Garden – Maintenance/Improvement, Market Day, Pumpkin Parade, CIB 30 <sup>th</sup> Anniversary.
Energy and Environment (E&E)	\$17,500	\$17,500	Native Grass Plantings, Community Projects (TJ Dolan Boardwalks), Shoreline & Naturalization Projects (plantings, invasive species removal, consultant, maintenance).
Heritage Stratford (HS)	\$7,725	\$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)	\$0	\$0	Committee has been inactive.
Stratfords of the World (SOTW)	\$42,500	\$800	Materials
Election Audit Compliance	\$2,000	\$2,000	Estimated honorarium for members
<b>Total Requested</b>	\$96,575		Excludes transfers from reserves
<b>Net Levy Impact</b>	\$94,945		Includes transfers from reserves

<b>102 COMMITTEES OF COUNCIL</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>7260 ACTIVE TRANSPORTATION</b>					
G-102-7260-2100 F.T. SALARIES & WAGES	(95)	0	0	0	0
G-102-7260-2110 P.T. SALARIES & WAGES	0	5,000	0	3,060	3,120
G-102-7260-2500 F.T. BENEFITS	(9)	0	0	0	0
G-102-7260-2510 P.T. BENEFITS	0	1,590	0	960	1,090
G-102-7260-3050 MATERIALS	0	5,000	0	5,000	0
G-102-7260-3070 OFFICE SUPPLIES AND PAPER	300	300	0	300	300
G-102-7260-4036 CONFERENCES - Expenses	0	1,500	0	1,500	1,500
G-102-7260-4050 CONTRACTORS	0	0	735	0	0
G-102-7260-4130 TOWN CRIER	300	300	0	300	300
G-102-7260-4160 SPECIAL PROJECTS	0	2,500	367	4,000	8,500
G-102-7260-7810 TRANSFER TO RESERVES	16,294	0	0	0	0
<b>Total 7260 ACTIVE TRANSPORTATION</b>	<b>16,790</b>	<b>16,190</b>	<b>1,102</b>	<b>15,120</b>	<b>14,810</b>
<b>7502 HERITAGE STRATFORD</b>					
G-102-7502-1810 CONTRIBUTION FROM RESERVES	0	0	0	(320)	(140)
G-102-7502-2110 P.T. SALARIES & WAGES	6,182	6,160	0	6,410	6,230
G-102-7502-2510 P.T. BENEFITS	1,910	1,920	0	1,990	1,990
G-102-7502-3050 MATERIALS	3,950	7,500	158	7,500	0
G-102-7502-3070 OFFICE SUPPLIES AND PAPER	300	300	0	300	300
G-102-7502-4020 SERVICE CONTRACTS	0	0	0	0	5,000
G-102-7502-4036 CONFERENCES - Expenses	0	0	0	0	2,500
G-102-7502-4097 MEMBERSHIPS	225	225	75	225	225
G-102-7502-4130 TOWN CRIER	300	300	0	300	300
G-102-7502-7810 TRANSFER TO RESERVES	4,138	0	0	0	0
<b>Total 7502 HERITAGE STRATFORD</b>	<b>17,005</b>	<b>16,405</b>	<b>233</b>	<b>16,405</b>	<b>16,405</b>
<b>7508 SHARED SERVICES COMMITTEE</b>					
G-102-7508-1810 CONTRIBUTION FROM RESERVES	(3)	0	0	(20)	0
G-102-7508-2110 P.T. SALARIES & WAGES	300	300	0	310	1,560
G-102-7508-2510 P.T. BENEFITS	93	90	0	100	500
<b>Total 7508 SHARED SERVICES COMMITTEE</b>	<b>390</b>	<b>390</b>	<b>0</b>	<b>390</b>	<b>2,060</b>

	2022	2022	2023	2023	2024
<b>102 COMMITTEES OF COUNCIL</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>7513 ELECTION AUDIT COMPLIANCE COMM</b>					
G-102-7513-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(2,000)
G-102-7513-2550 HONORARIUM	0	0	0	2,000	2,000
<b>Total 7513 ELECTION AUDIT COMPLIANCE COMM</b>	0	0	0	2,000	0
<b>7514 ACCESSIBILITY ADVISORY COMMITT</b>					
G-102-7514-1810 CONTRIBUTION FROM RESERVES	0	0	0	(340)	(500)
G-102-7514-2110 P.T. SALARIES & WAGES	6,062	6,040	0	6,280	6,230
G-102-7514-2510 P.T. BENEFITS	1,873	1,880	0	1,950	1,990
G-102-7514-3050 MATERIALS	0	420	116	450	920
G-102-7514-3070 OFFICE SUPPLIES AND PAPER	450	450	0	450	300
G-102-7514-3120 MEETING COSTS	0	900	0	900	400
G-102-7514-4130 TOWN CRIER	450	450	0	450	300
G-102-7514-4160 SPECIAL PROJECTS	0	1,500	35	1,500	2,000
G-102-7514-7810 TRANSFER TO RESERVES	3,705	0	0	0	0
<b>Total 7514 ACCESSIBILITY ADVISORY COMM</b>	12,540	11,640	151	11,640	11,640
<b>7516 ENERGY &amp; ENVIRONMENT COMMITTEE</b>					
G-102-7516-1130 ONTARIO GRANTS	(5,000)	0	0	0	0
G-102-7516-1810 CONTRIBUTION FROM RESERVES	0	0	0	(290)	0
G-102-7516-2110 P.T. SALARIES & WAGES	5,792	5,780	0	6,000	6,230
G-102-7516-2510 P.T. BENEFITS	1,789	1,800	0	1,870	1,990
G-102-7516-3050 MATERIALS	4,712	17,500	4,558	17,500	17,500
G-102-7516-3070 OFFICE SUPPLIES AND PAPER	300	300	0	300	300
G-102-7516-4130 TOWN CRIER	300	300	0	300	300
G-102-7516-7810 TRANSFER TO RESERVES	18,387	0	0	0	0
<b>Total 7516 ENERGY &amp; ENVIRONMENT COMM</b>	26,280	25,680	4,558	25,680	26,320
<b>7521 STFD TOWN &amp; GOWN COMMITTEE</b>					
G-102-7521-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(4,100)
G-102-7521-2110 P.T. SALARIES & WAGES	4,172	4,160	0	0	3,110
G-102-7521-2510 P.T. BENEFITS	1,289	1,300	0	0	990
G-102-7521-3050 MATERIALS	0	200	0	0	0
G-102-7521-3070 OFFICE SUPPLIES AND PAPER	300	300	0	0	0
G-102-7521-3120 MEETING COSTS	0	100	0	0	0

	2022	2022	2023	2023	2024
<b>102 COMMITTEES OF COUNCIL</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-102-7521-4097 MEMBERSHIPS	0	300	0	0	0
G-102-7521-4130 TOWN CRIER	300	300	0	0	0
G-102-7521-4160 SPECIAL PROJECTS	0	3,270	0	0	0
G-102-7521-7810 TRANSFER TO RESERVES	4,470	0	0	0	0
<b>Total 7521 STFD TOWN &amp; GOWN COMMITTEE</b>	<b>10,531</b>	<b>9,930</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7536 STRATFORDS OF THE WORLD</b>					
G-102-7536-1405 REGISTRATION REVENUE	0	0	(18,375)	(22,500)	0
G-102-7536-1810 CONTRIBUTION FROM RESERVES	(6,127)	0	0	(20,130)	(970)
G-102-7536-2110 P.T. SALARIES & WAGES	2,551	2,540	0	2,640	3,110
G-102-7536-2510 P.T. BENEFITS	788	790	0	820	990
G-102-7536-3070 OFFICE SUPPLIES AND PAPER	300	300	0	300	0
G-102-7536-3080 MISCELLANEOUS	9,145	0	0	0	800
G-102-7536-4130 TOWN CRIER	300	300	0	300	0
G-102-7536-4167 HOSTED CONFERENCES	(2,512)	0	25,058	42,500	0
G-102-7536-5010 BANK,COLLECTION,CREDIT CARD CHGS	0	0	100	0	0
<b>Total 7536 STRATFORDS OF THE WORLD</b>	<b>4,445</b>	<b>3,930</b>	<b>6,783</b>	<b>3,930</b>	<b>3,930</b>
<b>8252 COMMUNITIES IN BLOOM</b>					
G-102-8252-1570 DONATION REVENUE	(651)	0	0	0	0
G-102-8252-1810 CONTRIBUTION FROM RESERVES	(549)	0	0	(3,250)	(1,980)
G-102-8252-2110 P.T. SALARIES & WAGES	4,952	4,940	0	5,130	4,670
G-102-8252-2510 P.T. BENEFITS	1,530	1,540	0	1,600	1,490
G-102-8252-3050 MATERIALS	7,175	7,000	4,113	10,000	0
G-102-8252-3070 OFFICE SUPPLIES AND PAPER	300	300	0	300	300
G-102-8252-4020 SERVICE CONTRACTS	0	700	0	700	0
G-102-8252-4036 CONFERENCES-EXPENSES	1,013	0	1,563	0	6,000
G-102-8252-4130 TOWN CRIER	300	300	0	300	300
G-102-8252-4160 SPECIAL PROJECTS	6,311	5,000	4,941	5,000	9,000
<b>Total 8252 COMMUNITIES IN BLOOM</b>	<b>20,381</b>	<b>19,780</b>	<b>10,617</b>	<b>19,780</b>	<b>19,780</b>
<b>Total 102 COMMITTEES OF COUNCIL</b>	<b>108,362</b>	<b>103,945</b>	<b>23,444</b>	<b>94,945</b>	<b>94,945</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>CAO's Office</b>
<b>Budget Division:</b>	<b>G111 CAO's Office</b>

### **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, and Research and Policy initiatives.

### **Key Activities Planned for 2024:**

- Go Transit Service Expansion Exploration
- Strategic Priorities for Council
- Community Hub Fundraising Campaign – Phase II and III
- Advancement of the Grand Trunk Master Plan
- Work of the Ad-Hoc Grand Trunk Renewal Committee
- Enhance Leadership Learning and Development opportunities
- Shared Services Agreement Review
- Facilities Review

### **New Initiatives Planned for 2024:**

- Ad-Hoc Grand Trunk Renewal Committee
- Implement recommendations from Council’s Strategic Priorities as approved by Council
- Identify and advocate for issues important to Stratford, improving inter-government relations and liaising and working with public sector partners and municipal associations.
- Advance next phase of Grand Trunk Block redevelopment, as approved by Council
- Identify corporate wide facilities needs

### **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.

- Includes resources to continue to pursue expanding intermunicipal transportation options in light of the 2023 announcement related to GO Train service.

### **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.

- Includes funds, subject to Council approval, to advance the work of the Ad-Hoc Grand Trunk Renewal Committee as set out in their Terms of Reference

### **Widening our Economic Opportunities**

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

- Includes funds to pursue business development opportunities.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

Included in the 2024 Budget are projects for which there are no revenue, off-setting grant or reserve funding that can be applied. For example, Go Transit expansion.

The DEI Division has been transitioned from the CAO's Office to the Human Resources Department of the City. This results in a reduction in the CAO's Office Budget of the operating expenses for DEI and an increase to the Human Resources Department Budget.

Interfunctional IT costs have been added to reflect the costs of IT relating to Council devices and support

<b>111 CAO'S OFFICE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1111 ADMINISTRATION</b>					
G-111-1111-1810 CONTRIBUTION FROM RESERVES	(57,291)	(295,000)	0	(30,000)	(30,000)
G-111-1111-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(16,587)	0	0
G-111-1111-2100 F.T. SALARIES & WAGES	602,474	596,997	586,769	721,370	551,570
G-111-1111-2110 P.T. SALARIES & WAGES	8,205	0	5,236	0	0
G-111-1111-2500 F.T. BENEFITS	154,076	156,490	161,810	221,760	194,920
G-111-1111-2510 P.T. BENEFITS	748	0	485	0	0
G-111-1111-3050 MATERIALS	45	300	674	300	300
G-111-1111-3070 OFFICE SUPPLIES AND PAPER	714	1,800	1,383	1,800	1,800
G-111-1111-3080 MISCELLANEOUS	115	250	15	250	250
G-111-1111-3090 PHOTOCOPIER EXPENSE	2,346	2,300	2,246	2,200	3,050
G-111-1111-3100 POSTAGE	31	100	0	100	100
G-111-1111-3120 MEALS & MEETING COSTS	2,244	1,400	437	1,400	1,400
G-111-1111-3130 PUBLICATIONS & SUBSCRIPTIONS	286	290	286	600	600
G-111-1111-4020 SERVICE CONTRACTS	393	1,800	138	1,800	1,800
G-111-1111-4035 CONFERENCES- ACCOMMODATIONS	1,210	2,000	1,810	2,000	4,000
G-111-1111-4036 CONFERENCES - EXPENSES	103	400	10	600	600
G-111-1111-4037 CONFERENCES - REGISTRATION	2,673	3,700	3,007	6,300	7,000
G-111-1111-4038 CONFERENCES - TRAVEL/MILEAGE	787	2,000	252	2,000	2,000
G-111-1111-4040 CONSULTANTS	49,676	175,000	21,546	96,000	96,000
G-111-1111-4060 COURIER/FREIGHT	0	70	5	70	70
G-111-1111-4090 LEGAL	19,390	5,000	153	5,000	5,000
G-111-1111-4097 MEMBERSHIPS	1,440	2,500	12,575	5,500	5,500
G-111-1111-4110 TELEPHONE - BASIC	294	1,400	0	0	0
G-111-1111-4120 TELEPHONE - CELL PHONES	3,000	3,000	0	0	0
G-111-1111-4142 TRAINING - EXPENSES	2,020	4,200	17,224	38,100	5,000
G-111-1111-4150 TRAVEL/MILEAGE EXCL TRAINING & CONF	0	750	0	750	750
G-111-1111-4160 SPECIAL PROJECTS	52,534	205,000	10,227	55,000	55,000
G-111-1111-4164 SPECIAL EVENTS	5,077	1,800	6,681	6,000	7,000

	2022	2022	2023	2023	2024
<b>111 CAO'S OFFICE</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-111-1111-7810 TRANSFER TO RESERVES	0	0	2,500	0	0
G-111-1111-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	28,761
G-111-1111-7907 INTERFUNCTIONAL TELEPHONE	0	0	4,200	5,600	5,600
G-111-1111-9010 OFFICE EQUIPMENT AND FURNISHINGS	3,182	1,500	979	4,000	4,000
<b>Total 111 CAO'S OFFICE</b>	<b>855,772</b>	<b>875,047</b>	<b>824,061</b>	<b>1,148,500</b>	<b>952,071</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Human Resources</b>
<b>Budget Division:</b>	<b>G112 Human Resources</b>

### **Department/Division Overview:**

The Human Resources and Diversity Equity and Inclusion (DEI) team serve as strategic business partners that support 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 and DEI policies, initiatives and practices focus on attracting and retaining talent and fostering a work culture 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 and DEI Department is staffed by 6 FTE (Director, Manager of Health & Safety, Manager of Inclusion, Diversity and Indigenous Initiatives and 2 Human Resource Coordinators and Accessibility, Diversity and Inclusion Coordinator). Services provided include: DEI, 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. The Department participates in other related corporate projects and initiatives as assigned.

### **Key Activities Planned for 2024:**

- Explore, select, and implement a learning platform that can be used to launch virtual training for new employee orientation, Health and Safety, management and employee development, legislative compliance training. Human Resources will create virtual training modules for Health and Safety (WHIMIS, Workplace Harassment). Once established the learning platform can be used by other departments to launch work specific training.
- Updating our Attendance Management and Workplace Accommodation Program, Forms and Policies. Provide training on inclusive workplace accommodation practices for management staff and union executives.
- Continue to be updating all outstanding HR policies that have not been amended in 2023. The HR department has identified some new policies that are missing for employees that are foundational including Human Rights Accommodation, Discipline Policy, and Employee Leave of Absence.
- Conduct a market comparison survey on wage for positions in Administration.
- Digitize all remaining paper employee files to integrate them into our electronic employee file folder.

- Advancement of diversity, equity, inclusiveness, indigenous initiatives and consultations, accessibility awareness and training for the City of Stratford
- Community Engagement that incorporates DEI initiatives
- Continue to deliver DEI training to Council and Staff
- Implement the multi-year Accessibility Plan.

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

#### **Widening our Economic Opportunities**

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. Retention of staff in 2022 and 2023 has been a challenge for the City based on a volatile labour market.

#### **Developing our Resources**

Human Resources began digitizing paper processes back in 2021. This initiative has had a significant impact on the departments ability to access vital employee information more efficiently and has significantly reduced the use of paper products, office supplies and archive storage. The department continues to maintain this goal until all paper files are digitized.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

There is a budget increase of \$35,000 under the benefit administration consultants to support the cost of hiring our compensation consultant to conduct a market job comparison survey for the positions listed on the Administration staff Wage Grid. The consultant will also examine the wage grid to ensure pay equity compliance.

<b>112 HUMAN RESOURCES</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1210 ADMINISTRATION</b>					
G-112-1210-1130 ONTARIO GRANTS	(33,069)	(33,072)	0	(25,000)	0
G-112-1210-1810 CONTRIBUTION FROM RESERVES	0	(17,808)	0	0	0
G-112-1210-1820 CONTRIBUTION FROM RESERVE FUND	(17,808)	0	0	0	0
G-112-1210-2100 F.T. SALARIES & WAGES	281,575	419,180	368,242	423,190	626,450
G-112-1210-2110 P.T. WAGES	157,062	0	0	0	0
G-112-1210-2500 F.T. BENEFITS	113,456	130,860	128,506	134,820	212,578
G-112-1210-2510 P.T. BENEFITS	10,957	0	0	0	0
G-112-1210-3050 MATERIALS	15	0	0	0	5,000
G-112-1210-3070 OFFICE SUPPLIES AND PAPER	1,404	2,000	565	2,000	1,230
G-112-1210-3090 PHOTOCOPIER EXPENSE	2,056	2,300	1,370	2,300	1,900
G-112-1210-3100 POSTAGE	84	100	9	100	100
G-112-1210-3120 MEALS & MEETING COSTS	105	0	0	0	0
G-112-1210-3130 PUBLICATIONS & SUBSCRIPTIONS	0	250	0	0	0
G-112-1210-4010 ADVERTISING	2,554	6,000	0	4,000	1,000
G-112-1210-4035 CONFERENCES - ACCOMMODATIONS	0	2,300	668	2,300	2,360
G-112-1210-4036 CONFERENCES - EXPENSES	0	1,000	239	1,000	1,030
G-112-1210-4037 CONFERENCES - REGISTRATION	318	5,000	559	5,000	5,130
G-112-1210-4038 CONFERENCES - TRAVEL/MILEAGE	269	1,600	837	1,600	1,640
G-112-1210-4095 MAINTENANCE CONTRACTS	50,875	50,880	0	0	0
G-112-1210-4097 MEMBERSHIPS	4,459	4,950	4,299	4,950	5,370
G-112-1210-4110 TELEPHONE - BASIC	237	1,120	0	0	0
G-112-1210-4120 TELEPHONE - CELL PHONES	4,800	4,800	0	0	0
G-112-1210-7901 INTERFUNCTIONAL IT SUPPORT	0	0	22,500	30,000	64,513
G-112-1210-7907 INTERFUNCTIONAL TELEPHONE	0	0	2,640	3,520	3,500
G-112-1210-9010 OFFICE EQUIPMENT AND FURNISHINGS	9,884	2,000	0	2,000	2,000
<b>Total 1210 ADMINISTRATION</b>	<b>589,233</b>	<b>583,460</b>	<b>530,434</b>	<b>591,780</b>	<b>933,801</b>

<b>112 HUMAN RESOURCES</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1212 LABOUR RELATIONS</b>					
G-112-1212-3110 PRINTING	0	600	0	600	620
G-112-1212-3120 MEALS AND MEETING COSTS	169	2,000	772	2,000	2,050
G-112-1212-4090 LEGAL	101,110	30,500	24,659	50,000	50,000
<b>Total 1212 LABOUR RELATIONS</b>	101,279	33,100	25,431	52,600	52,670
<b>1214 TRAINING</b>					
G-112-1214-4140 TRAINING REGISTRATION-CORPORATE	15,401	31,000	13,529	31,000	31,780
G-112-1214-4142 HEALTH & SAFETY EXPENSES	14,714	12,850	5,771	12,850	46,270
<b>Total 1214 TRAINING</b>	30,115	43,850	19,300	43,850	78,050
<b>1216 BENEFIT ADMINISTRATION</b>					
G-112-1216-4040 CONSULTANTS	18,594	31,300	12,536	31,000	66,780
G-112-1216-4100 SERVICES - OTHER	0	0	2,880	0	0
<b>Total 1216 BENEFIT ADMINISTRATION</b>	18,594	31,300	15,416	31,000	66,780
<b>Total 112 HUMAN RESOURCES</b>	<b>739,221</b>	<b>691,710</b>	<b>590,581</b>	<b>719,230</b>	<b>1,131,301</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G100 General Revenues</b>

### **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 the dividends receivable from Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) are recorded 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 2024:**

There are no planned activities for this division.

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

N/A

### **Explain Significant Variances (2024 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 relatively accurate. The 2024 draft budget results in an additional \$7.6 million in property taxes required.

<b>100 TAXATION AND GENERAL REVENUES</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1010 TAXATION, GENERAL GRANTS, FEST</b>					
G-100-1010-1010 REG RESIDENTIAL & FARM	(50,167,935)	(49,996,646)	(53,427,939)	(53,223,514)	(59,802,473)
G-100-1010-1020 REG COMMERCIAL & INDUSTRIAL	(18,096,173)	(18,267,480)	(19,596,565)	(19,729,257)	(20,916,962)
G-100-1010-1042 TAXATION - AREA OPENINGS	0	(19,500)	0	0	0
G-100-1010-1050 TAXATION - STRATFORD GENERAL HOSPITAL	(22,200)	(22,200)	0	(22,201)	(22,200)
G-100-1010-1055 TAXATION- UNIVERSITY OF WATERLOO	(36,000)	(36,075)	(34,575)	(36,000)	(34,575)
G-100-1010-1060 TAXATION - PERTH COUNTY JAIL	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
G-100-1010-1070 TAXATION - RAILWAYS	(5,910)	(5,910)	(5,910)	(6,130)	(5,910)
G-100-1010-1080 EDUCATION PORTION PIL	(175,233)	(169,780)	(185,858)	(175,230)	(179,058)
G-100-1010-1710 FESTIVAL HYDRO DIVIDENDS/INTEREST	(1,602,334)	(1,658,900)	(1,043,415)	(1,658,900)	(1,602,334)
<b>Total 100 TAXATION AND GENERAL REVENUES</b>	<b>(70,108,785)</b>	<b>(70,179,491)</b>	<b>(74,297,262)</b>	<b>(74,854,232)</b>	<b>(82,566,512)</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G139 General Government</b>

### **Department/Division Overview:**

This cost centre within Corporate Services captures general corporate revenue and expenditures as well as activities formerly separated as the Finance division. Significant items include supplemental taxes and write-offs, debt repayments not included in specific departmental allocations, interest income, and municipal insurance not allocated to divisions. Core functions in the finance area include: Finance (Accounting), Taxation, Purchasing, Payroll, and consists substantially of staffing costs. 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 2024:**

Key activities include continued emphasis on ensuring that financial data and annual audited financial statements become timelier. This, along with other financial reporting is critical to ensure eligibility for grants, loan financing and to meet the City's asset management commitments.

Ongoing policy development for general revenue and billing and collection and payables and payment policies is also planned. Process reviews are being undertaken in payroll, and other financial processing areas. Ongoing staff training as newer staff get familiar with the City continues.

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 property value appeals.

In 2022 the creation of an asset management coordinator was the first step in moving the City towards meeting legislative requirements around asset management tracking, reporting, financial planning and data management. The City continues to work with the third party consultant and is looking to expand the division through the addition of a manager of asset management.

### **New Initiatives Planned for 2024:**

Activities in 2024 relate to initiatives that are underway and outlined above.

### **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.

## **Explain Significant Variances (2024 proposed budget vs prior year budget):**

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 was an administrative change for a couple of areas that have traditionally been reported in this division. First, insurance premiums have typically been fully costed in this division. However, it is becoming apparent that allocating costs to various divisions better reflects the costs of specific service provision. This results in a shift between this division and the divisions that provide services. Claims against the City, settlements or other administrative costs continue to be captured in this division.

Another area that shows a variance due to 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 and ensure that cost recoveries (or the degree to which this is considered) are analyzed fulsomely.

Some of the shifts into user pay divisions, like water and wastewater, result in a decreased reliance on the tax levy, and a shift to relying on the user fees. This is a nuance, perhaps, given that taxpayers and water/wastewater users are the same residents, but the shift is based on the legislative requirement for these divisions to be fully user-pay. The change results in a more appropriate allocation, consistent with the intent of the legislation.

Insurance premiums continue to increase in 2024, with an estimated 10%, reflecting overall claims history and still volatile market conditions. It is the intent to issue a Request for Proposals in 2024 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 along with higher interest rates 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 2023, there was a planned transfer of \$1,500,000 but it is appearing this may not be required due to ongoing 'savings' created by staffing vacancy gaps. The 2024 draft budget proposes using \$2,750,000. It should be noted that ongoing dependence on this reserve for operating cost increases that are permanent in nature is not recommended.

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 since 2016, the number of write-offs is expected to be comparable to 2023. 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 previously included in this division have been moved to the 'Requisitions from Others, Div 810 to more appropriately be grouped with the other shared services. Estimates for revenues and expenses appear to vary widely from actual activity and staff will be seeking a better understanding how these estimates are arrived at.

Transfer to the reserve fund for the self-funded sick time is has a proposed increase of \$50,000 to reflect average activity of increasing costs of self-funding short-term absences and payouts of accumulated sick banks.

Overall, the 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 interfunctional allocations to other divisions of insurance and administrative costs, and partly to the use of the tax stabilization reserve.

<b>139 GENERAL GOVERNMENT</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1132 TREASURY ADMINISTRATION</b>					
G-139-1132-1360 INTEREST ON A/R ACCOUNTS	(8,964)	(4,300)	(7,028)	(5,500)	(5,500)
G-139-1132-1380 TAX CERTIFICATES	(32,200)	(24,000)	(31,515)	(27,600)	(27,600)
G-139-1132-1405 USER FEES	0	0	(7,365)	0	(6,000)
G-139-1132-1770 RECOVERABLES	(15,477)	(15,200)	(1)	0	0
G-139-1132-1810 CONTRIBUTION FROM RESERVES	(49,228)	0	0	0	0
G-139-1132-1900 INTERFUNCTIONAL TRANSFERS	(320,550)	(320,550)	0	0	0
G-139-1132-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	(317,655)	(423,540)	(423,540)
G-139-1132-2100 F.T. SALARIES & WAGES	1,038,337	1,037,700	883,755	1,103,740	1,086,450
G-139-1132-2110 P.T. SALARIES & WAGES	30,109	0	0	0	0
G-139-1132-2500 F.T. BENEFITS	295,095	460,160	283,320	358,780	395,020
G-139-1132-2510 P.T. BENEFITS	2,573	0	0	0	0
G-139-1132-3050 MATERIALS	1,287	2,500	0	1,000	1,000
G-139-1132-3070 OFFICE SUPPLIES AND PAPER	10,435	14,900	9,385	14,900	12,000
G-139-1132-3090 PHOTOCOPIER EXPENSE	4,430	5,450	2,469	5,450	3,390
G-139-1132-3100 POSTAGE	27,999	24,000	37,419	22,000	27,500
G-139-1132-3120 MEETING COSTS	1,021	1,000	279	1,000	1,000
G-139-1132-3130 PUBLICATIONS & SUBSCRIPTIONS	2,323	1,400	254	1,500	1,500
G-139-1132-4010 ADVERTISING	0	250	0	250	250
G-139-1132-4020 SERVICE CONTRACTS	0	550	0	550	0
G-139-1132-4030 AUDIT	0	52,500	10,176	55,000	60,000
G-139-1132-4040 CONSULTANTS	16,689	110,000	33,021	50,000	45,000
G-139-1132-4060 COURIER/FREIGHT	245	0	493	0	500
G-139-1132-4095 MAINTENANCE CONTRACTS	3,228	19,500	3,434	0	6,500
G-139-1132-4097 MEMBERSHIPS	5,869	9,250	7,181	13,000	14,000
G-139-1132-4100 SERVICES - OTHER	33,685	0	0	0	0
G-139-1132-4110 TELEPHONE - BASIC	902	3,920	0	0	0
G-139-1132-4120 TELEPHONE - CELL PHONES	1,200	1,200	0	0	0
G-139-1132-4140 TRAINING	9,726	16,000	6,546	18,000	20,000
G-139-1132-4150 TRAVEL/MILEAGE	0	500	0	500	0

	2022	2022	2023	2023	2024
<b>139 GENERAL GOVERNMENT</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-139-1132-5010 BANK,COLLECTION,CREDIT CARD CHGS	45	0	45	0	0
G-139-1132-7901 INTERFUNCTIONAL IT SUPPORT	0	0	51,488	68,650	292,984
G-139-1132-7907 INTERFUNCTIONAL TELEPHONE	0	0	4,290	5,720	5,120
G-139-1132-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,268	7,500	602	7,500	12,000
<b>Total 1132 TREASURY ADMINISTRATION</b>	1,060,047	1,404,230	970,593	1,270,900	1,521,574
<b>1240 TAXES - INTEREST, SUPPS, ADJUST</b>					
G-139-1240-1045 SUPPLEMENTARIES	(1,369,873)	(500,000)	(903,257)	(600,000)	(650,000)
G-139-1240-1510 PENALTIES AND INTEREST ON TAXES	(401,689)	(420,000)	(395,429)	(400,000)	(400,000)
G-139-1240-5050 PROPERTY TAX ADJUSTMENTS	1,114,120	500,000	498,846	550,000	475,000
G-139-1240-5062 PROPERTY TAXES	0	0	50,650	49,230	52,169
<b>Total 1240 TAXES - INTEREST, SUPPS, ADJUST</b>	(657,442)	(420,000)	(749,190)	(400,770)	(522,831)
<b>1241 DEBT SERVICING</b>					
G-139-1241-1570 DONATIONS	(240)	0	(20)	0	0
G-139-1241-5010 BANK,COLLECTION,CREDIT CARD CHGS	(30)	0	39	0	0
G-139-1241-5030 INTEREST ON LONG-TERM DEBT	419,509	492,055	431,623	385,850	379,369
G-139-1241-5035 PRINCIPAL ON LONG-TERM DEBT	1,257,603	1,573,150	1,309,022	1,232,270	1,256,843
<b>Total 1241 DEBT SERVICING</b>	1,676,842	2,065,205	1,740,664	1,618,120	1,636,212
<b>1242 CASH MANAGEMENT</b>					
G-139-1242-1560 INVESTMENT AND INTEREST INCOME	(411,600)	(253,770)	(699,146)	(380,000)	(575,000)
<b>Total 1242 CASH MANAGEMENT</b>	(411,600)	(253,770)	(699,146)	(380,000)	(575,000)
<b>1243 MUNICIPAL ACCOMMODATION TAX</b>					
G-139-1243-1260 MAT REVENUE	0	0	(184,920)	0	0
G-139-1243-4020 SERVICE CONTRACTS	0	0	3,669	0	0
G-139-1243-7820 TRANSFER TO RESERVE FUNDS	0	0	184,917	0	0
<b>Total 1243 MUNICIPAL ACCOMMODATION TAX</b>	0	0	3,666	0	0
<b>1247 EMERGENCY EVENTS</b>					
G-139-1247-1770 RECOVERABLES	0	0	(77,691)	0	0
G-139-1247-2110 P.T. WAGES	3,261	0	0	0	0

	2022	2022	2023	2023	2024
<b>139 GENERAL GOVERNMENT</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-139-1247-2500 F.T. BENEFITS	32	0	0	0	0
G-139-1247-2510 P.T. BENEFITS	265	0	0	0	0
G-139-1247-3050 MATERIALS	47,382	0	0	0	0
<b>Total 1247 EMERGENCY EVENTS</b>	50,940	0	(77,691)	0	0
<b>1248 OTHER FINANCIAL SERVICES</b>					
G-139-1248-1470 RENT AND LEASE REVENUE	(4,231)	0	(1)	0	0
G-139-1248-1750 SALES OF LAND	(39,499)	0	0	0	0
G-139-1248-1770 RECOVERABLES	(79,225)	(14,200)	(17,857)	(16,780)	(17,080)
G-139-1248-1810 CONTRIBUTION FROM RESERVES	(243,621)	(1,000,000)	0	(1,569,783)	(2,750,000)
G-139-1248-1900 INTERFUNCTIONAL TRANSFERS	(114,210)	(114,210)	0	0	0
G-139-1248-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	(95,250)	(127,000)	(127,000)
G-139-1248-1906 INTERFUNCTIONAL INSURANCE	(8,000)	0	(86,003)	(114,670)	(624,830)
G-139-1248-2100 F.T. SALARIES & WAGES	0	0	109,812	0	0
G-139-1248-2500 F.T. BENEFITS	0	0	26,132	142,719	0
G-139-1248-2700 WSIB EXPENSE	243,621	0	0	0	0
G-139-1248-4080 INSURANCE PREMIUMS	994,682	998,387	1,150,127	1,144,081	1,270,938
G-139-1248-4081 INSURANCE CLAIMS - ADJUSTER FEES	22,230	15,000	9,439	20,000	20,000
G-139-1248-4085 INSURANCE CLAIMS	256,631	175,000	51,583	150,000	125,000
G-139-1248-4090 LEGAL	154,159	75,000	63,775	80,000	80,000
G-139-1248-4097 MEMBERSHIPS	894	0	0	0	0
G-139-1248-4164 SPECIAL EVENTS/PROJECTS	1,689	0	0	0	0
G-139-1248-5010 BANK,COLLECTION,CREDIT CARD CHGS	56,984	0	58,824	45,000	50,000
G-139-1248-6030 MPAC	415,003	415,004	413,784	413,784	413,784
G-139-1248-7810 TRANSFER TO RESERVES	370,184	350,000	337,500	450,000	500,000
<b>Total 1248 OTHER FINANCIAL SERVICES</b>	2,027,291	899,981	2,021,865	617,351	(1,059,188)
<b>Total 139 GENERAL GOVERNMENT</b>	<b>3,746,078</b>	<b>3,695,646</b>	<b>3,210,761</b>	<b>2,725,601</b>	<b>1,000,767</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G513 Industrial Land Servicing</b>

### **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 maturity in 2026.

### **Key Activities Planned for 2024:**

There are 2 remaining lots in the Crane West Business Park with pending sale revenues and 1 remaining parcel in the Wright Business Park under an Option Agreement with pending sale revenues at the time of preparing this document.

Subject to the resolution of street access challenges, the moving of topsoil on one parcel in the Wright Business Park will be at the City’s cost as a requirement of a future sale agreement 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). This was included in the 2023 planned expenditures and transfers from reserves but not completed, so represents a carried over activity.

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 2024 for the design and servicing of City-owned lands for a new business park.

### **New Initiatives Planned for 2024:**

As noted above.

**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.

**Widening our Economic Opportunities**

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

**Explain Significant Variances (2024 proposed budget vs prior year budget):**

No variances other than minor to declining debt-repayment amounts.

<b>513 INDUSTRIAL LAND SERVICING</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>5130 ADMINISTRATION</b>					
G-513-5130-1750 LAND SALES	(1,642,125)	0	0	0	0
G-513-5130-1820 CONTRIBUTION FROM RESERVE FUND	0	(900,550)	0	(770,960)	(761,382)
G-513-5130-4040 CONSULTANTS	8,772	0	207,378	0	0
G-513-5130-4050 CONTRACTORS	860	500,000	0	400,000	400,000
G-513-5130-4090 LEGAL	21,011	0	12,381	0	0
G-513-5130-5030 INTEREST ON LONG-TERM DEBT	47,593	68,800	20,217	37,330	27,051
G-513-5130-5035 PRINCIPAL ON LONG-TERM DEBT	332,920	331,750	175,644	333,630	334,331
G-513-5130-7820 TRANSFER TO RESERVE FUND	1,230,969	0	0	0	0
<b>Total 513 INDUSTRIAL LAND SERVICING</b>	<b>0</b>	<b>0</b>	<b>415,620</b>	<b>0</b>	<b>0</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G810 Requisitions from Others</b>

### **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.

### **Key Activities Planned for 2024:**

#### 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 40.69% for 2024.

#### Paramedic Services, Spruce Lodge, Stratford-Perth Archives:

- Cost shared between the City, County and St. Marys and based on weighted assessment of 40.69% for 2024.

#### 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 \$618,800 which is an increase of 4% over 2023 budget.
- The remaining amount in this budget of \$53,100 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 \$722,142 which is an increase of 5.15% over 2023 budget
- This represents core funding for the delivery of the City's economic development service and Stratford-Perth Centre for Business operations. This budget includes the

reimbursement of annual operating fees back to the City of Stratford for finance, payroll and insurance services and rent & CAM in accordance with the purchase of service agreement between the City and SEEDCo.

- Not included is the expansion initiative for the housing concierge reflected in the draft budget documents.

**\*NEW Stratford Police Service Board**

- The external boards' operating budgets have been added to this section as they represent a financial contribution for the Board by Council, without direct oversight, similar to the other entities in this section
- Supporting detail is provided in the Supporting Documents section of the budget package
- The Police Board budget represents a 9.5% increase over previous year, due largely to staffing costs and contributions to capital reserves to ensure sufficient resources are available for the 10-year forecast

**\*NEW Stratford Public Library Board**

- The external boards' operating budgets have been added to this section as they represent a financial contribution for the Board by Council, without direct oversight, similar to the other entities in this section
- Supporting detail is provided in the Supporting Documents section of the budget package
- The Library Board budget represents a 7.57% increase over previous year, due largely to contributions to capital reserves to ensure sufficient resources are available for the 10-year forecast

**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 (2024 proposed budget vs prior year actuals):**

- Huron Perth Public Health (HPPH) – proposed increase of 1%
- Paramedic Services - proposed increase of 6.98%
- Spruce Lodge - proposed increase of 14.14%
- Stratford Perth Archives - proposed increase of 8%
- Stratford Perth Museum - proposed increase of 2%
- Destination Stratford - proposed increase of 4%
- Annexation Agreement – estimated increase of 4.37%
- County Roads Agreement – estimated increase of 8%
- Stratford Economic Enterprise Development Corporation (SEEDCo) - proposed increase of 5.15%

Overall increase in this division is 7% or \$680,223.

	2022	2022	2023	2023	2024
<b>810 REQUISITIONS FROM OTHERS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
231- STRATFORD POLICE SERVICE	12,097,831	12,097,829	10,225,732	12,621,026	13,821,228
411- STRATFORD PUBLIC LIBRARY	2,640,920	2,640,922	2,219,298	2,708,630	2,913,558
810-5100 HURON PERTH PUBLIC HEALTH	694,053	703,970	648,726	708,013	715,095
810-5300 PERTH PARAMEDIC SERVICES	2,987,210	2,987,206	2,997,885	3,278,470	3,507,435
810-5305 PROVINCIAL OFFENCES ACT	(105,946)	(57,935)	9,446	(39,136)	(10,078)
810-6200 SPRUCE LODGE	577,574	577,580	607,454	731,752	835,186
810-7500 STRATFORD PERTH ARCHIVES	319,774	319,770	311,574	340,626	367,876
810-7504 STRATFORD PERTH MUSEUM	156,680	156,680	159,812	159,800	163,000
810-8217 DESTINATION STRATFORD	630,510	630,510	645,555	646,520	671,900
810-8219 ANNEXATION AGREEMENT	871,170	869,100	851,200	898,600	937,900
810-8221 COUNTY ROADS AGREEMENT	2,153,488	1,967,410	2,142,827	2,265,045	2,446,249
810-8222 STRATFORD ECONOMIC ENTERPRISE CORPORATION (SEEDCo)	657,202	657,202	653,042	686,792	722,142
<b>Total 810 REQUISITIONS FROM OTHERS</b>	<b>23,680,466</b>	<b>23,550,244</b>	<b>21,472,551</b>	<b>25,006,138</b>	<b>27,091,491</b>

Note 1 - see Supporting Documents for further detail on these budgets



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G872 Community Support &amp; Grants</b>

### **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 division reflects those costs, as well as 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 2024:**

Closing date for accepting 2024 grant applications was October 16, 2023. The Community Grants Evaluation Team will be reviewing all applications received, and then making its recommendations to Council once the 2024 budget has final approval. The number of grants awarded and their amounts will be based on this final G872 budget.

Funding for one-time annual grants, multi-year grants and the contingency available for after-budget requests has been decreased based on applications received. Included in the one-time annual grant budget is \$20,000 for potential grant applications under the City's Brownfields Community Improvement Plan Program.

The budget for the purposes of providing other community supports, such as waiving fees, has been reduced from \$245,000 to \$138,000 based on historical and projected activity. This budget represents various community supports provided by City Departments.

Included in the multi-year grants is the allocation of \$162,500 previously provided to the Rotary Hospice Stratford Perth. This has been increased in 2024 by \$277,000 based on Council direction in 2021, to support a \$5 million dollar pledge over 10 years from the Stratford Hospital Foundation. Additional information from the hospital is included in Supporting Documents.

Newly added in 2024 to this section is the 2023 impact on Development Charges of \$350,000.

The Committee will be reviewing and updating the policy in 2024.

**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 (2024 proposed budget vs prior year actuals):**

The largest variance in this division relates to the downloaded effects of Development Charges due to Bill 23 and the hospital pledge increase, with a partial offset due to reductions in fee waivers expected.

<b>872 COMMUNITY SUPPORTS AND GRANTS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>7522 CONTINGENCY</b>					
G-872-7522-6010 GRANTS TO CHARITIES & OTHER ORG	0	40,000	0	40,000	40,000
G-872-7522-7810 TRANSFER TO RESERVE	40,000	0	0	0	0
<b>Total 7522 CONTINGENCY</b>	40,000	40,000	0	40,000	40,000
<b>7643 MULTI YEAR GRANTS</b>					
G-872-7643-6010 MULTI YEAR GRANTS	245,747	252,800	163,500	252,800	530,300
<b>Total 7643 MULTI YEAR GRANTS</b>	245,747	252,800	163,500	252,800	530,300
<b>7644 ANNUAL GRANTS</b>					
G-872-7644-1810 CONTRIBUTION FROM RESERVE	(1,000)	0	0	0	0
G-872-7644-6010 ANNUAL GRANTS	138,270	133,070	251,541	133,070	119,070
G-872-7644-7810 TRANSFER TO RESERVE	2,853	0	0	0	0
<b>Total 7644 ANNUAL GRANTS</b>	140,123	133,070	251,541	133,070	119,070
<b>7645 COMMUNITY SUPPORTS</b>					
G-872-7645-1570 DONATIONS	0	0	(50)	0	0
G-872-7645-1810 CONTRIBUTION FROM RESERVE	(40,000)	(39,600)	0	0	0
G-872-7645-6010 FEE WAIVERS	377,965	382,780	0	0	0
G-872-7645-7908 INTERFUNCTIONAL FEE WAIVERS	0	0	71,275	245,000	137,998
<b>Total 7645 COMMUNITY SUPPORTS</b>	337,965	343,180	71,225	245,000	137,998
<b>7647 CIP - BROWNFIELD INCENTIVES</b>					
G-872-7647-6010 GRANTS TO CHARITIES AND OTHER ORG	0	0	0	0	20,000
<b>Total 7647 CIP - BROWNFIELD INCENTIVES</b>	0	0	0	0	20,000
<b>7650 CITY PORTION OF DCs BILL 23</b>					
G-872-7650-7820 TRANSFER TO RESERVE FUND	13,765	0	121,194	0	350,000
<b>Total 7650 CITY PORTION OF DCs BILL 23</b>	13,765	0	121,194	0	350,000
<b>Total 872 COMMUNITY SUPPORTS &amp; GRANTS</b>	<b>777,600</b>	<b>769,050</b>	<b>607,460</b>	<b>670,870</b>	<b>1,197,368</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G121 City Clerk</b>

### **Department/Division Overview:**

The Clerk’s Office is a division of the Corporate Services Department. Staff are proud to provide corporate, customer, and statutory services to Council, internal departments, advisory committees, local boards, the public, and to external agencies. The Clerk’s Office provides legislative support to Council and Committees and is responsible for preparing agendas, minutes, by-laws, and agreements. Provincially delegated services are provided to the public through this office such as vital statistics, licensing, civil ceremonies, and commissioning of documents.

The Clerk’s Office is also responsible for programs and services such as providing corporate document records management services, processing requests made under the Municipal Freedom of Information and Protection of Privacy Act, administering municipal and school board elections every four years, and managing sale and disposition of municipally-owned, non-industrial land.

In addition, the Clerk’s Office is responsible for parking enforcement and crossing guard contracted services.

### **Key Activities Planned for 2024:**

The Clerk’s Office will be continuing work on the following initiatives in 2024:

- continued implementation of an electronic documents records management system and review of the City’s records management program;
- continuation of the governance review commenced in 2023;
- provision of programs and services currently provided by the Clerk’s Office; and
- supporting the implementation of Council’s strategic priorities and other initiatives identified by Council.

### **New Initiatives Planned for 2024:**

A new initiative for the Clerk’s Office will be the implementation of a new Council Procedural By-law, including the provision of training to members of Council and advisory committees.

**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 (2024 proposed budget vs prior year budget):**

Additional wages and benefits are due to the addition of two new positions approved in 2023 and collective bargaining outcomes.

Additional revenues have also been included for services such as issuance of marriage licenses and officiating civil ceremonies as it is anticipated the additional staff will allow the division to perform more of these services. Additional expenses have also been planned relating to maintenance of the patio boardwalks.

<b>121 CITY CLERK</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1126 CITY CLERK'S ADMINISTRATION</b>					
G-121-1126-1405 USER FEES- RENTALS/FOI/COMMISSIONING	(20,391)	(17,000)	(6,193)	(17,000)	(17,000)
G-121-1126-1434 ADMIN FEE	(688)	(500)	(773)	(1,000)	(1,000)
G-121-1126-1435 COMMISSIONING	(575)	(3,900)	(1,375)	(3,500)	(1,500)
G-121-1126-1437 FREEDOM OF INFORMATION	(2,645)	(1,000)	(1,218)	(1,000)	(1,000)
G-121-1126-1438 CIVIL CEREMONY	(13,473)	(14,000)	(11,777)	(14,000)	(20,000)
G-121-1126-1439 ENCROACHMENT FEE	(27,124)	(16,500)	(33,863)	(22,000)	(35,000)
G-121-1126-1441 MARRIAGE LICENCE	(19,025)	(30,000)	(19,750)	(30,000)	(3,500)
G-121-1126-1442 LOTTERY LICENCE	(44,389)	(54,000)	(39,169)	(34,000)	(34,000)
G-121-1126-1443 PET LICENCING	(1,305)	(2,000)	(1,495)	(2,000)	(1,550)
G-121-1126-1444 BUSINESS LICENCES	(38,350)	(30,000)	(41,839)	(35,000)	(42,000)
G-121-1126-1770 RECOVERABLES	(279)	0	0	0	0
G-121-1126-2100 F.T. SALARIES & WAGES	386,588	417,970	312,652	496,616	543,520
G-121-1126-2110 P.T. SALARIES & WAGES	0	0	22,288	0	0
G-121-1126-2500 F.T. BENEFITS	106,152	133,020	94,649	138,460	188,260
G-121-1126-2510 P.T. BENEFITS	0	0	6,524	0	0
G-121-1126-3050 MATERIALS	2,356	13,600	11,918	12,000	12,000
G-121-1126-3070 OFFICE SUPPLIES AND PAPER	1,174	3,000	2,902	3,000	3,000
G-121-1126-3090 PHOTOCOPIER EXPENSE	5,366	4,030	3,129	5,000	5,400
G-121-1126-3100 POSTAGE	655	2,000	636	1,500	1,000
G-121-1126-3110 PRINTING	0	1,000	0	1,000	0
G-121-1126-3130 PUBLICATIONS & SUBSCRIPTIONS	919	1,500	1,040	500	500
G-121-1126-4035 CONFERENCES- ACCOMMODATIONS	0	1,500	113	1,500	1,500
G-121-1126-4036 CONFERENCES - EXPENSES	0	300	0	300	300
G-121-1126-4037 CONFERENCES - REGISTRATION	292	1,500	886	1,500	1,500
G-121-1126-4038 CONFERENCES- TRAVEL/MILEAGE	0	600	0	600	600
G-121-1126-4050 CONTRACTORS	18,001	22,500	28,863	22,500	30,000
G-121-1126-4060 COURIER/FREIGHT	2,294	3,200	1,868	3,000	2,500
G-121-1126-4090 LEGAL	24,427	30,000	36,751	30,000	35,000
G-121-1126-4097 MEMBERSHIPS	957	1,500	1,011	1,500	1,500

	2022	2022	2023	2023	2024
<b>121 CITY CLERK</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-121-1126-4110 TELEPHONE	294	1,400	0	0	0
G-121-1126-4130 TOWN CRIER	27,682	30,000	22,451	30,000	30,000
G-121-1126-4140 TRAINING - REGISTRATION	16,634	6,000	14,571	20,000	20,000
G-121-1126-4141 TRAINING - MILEAGE	0	500	197	500	500
G-121-1126-4142 TRAINING - EXPENSES	60	500	351	500	500
G-121-1126-4150 TRAVEL/MILEAGE - EXCL TRAINING,CONF	0	500	0	500	500
G-121-1126-5010 BANK,COLLECTION,CREDIT CARD CHGS	43	50	6	74	0
G-121-1126-7901 INTERFUNCTIONAL IT SUPPORT	0	0	28,661	38,215	89,013
G-121-1126-7907 INTERFUNCTIONAL TELEPHONE	0	0	1,050	1,400	1,400
G-121-1126-9010 OFFICE EQUIPMENT AND FURNISHINGS	3,389	1,500	13,669	2,000	4,500
<b>Total 1126 CITY CLERK'S ADMINISTRATION</b>	<b>429,039</b>	<b>508,770</b>	<b>448,734</b>	<b>652,665</b>	<b>816,443</b>
<b>1128 ELECTION SERVICES</b>					
G-121-1128-1770 RECOVERABLES	(5,211)	0	0	0	0
G-121-1128-1810 CONTRIBUTION FROM RESERVES	(179,015)	(279,000)	0	0	0
G-121-1128-3050 MATERIALS	67,612	189,000	2,824	0	0
G-121-1128-4040 CONSULTANTS	61,614	35,000	305	0	0
G-121-1128-7810 TRANSFER TO RESERVES	55,000	55,000	41,250	55,000	60,000
<b>Total 1128 ELECTION SERVICES</b>	<b>0</b>	<b>0</b>	<b>44,379</b>	<b>55,000</b>	<b>60,000</b>
<b>Total 121 CITY CLERK</b>	<b>429,039</b>	<b>508,770</b>	<b>493,113</b>	<b>707,665</b>	<b>876,443</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G134 Information Technology</b>

### **Department/Division Overview:**

The Information Technology Services (ITS) division, a part of the Corporate Services Department, offers vital technology support across the entire City organization for internal users, as well as external facing sites.

The division is dedicated to delivering solutions that empower both residents and various City departments. Day-to-day responsibilities encompass managing a variety of technology projects and maintaining the constant availability and effective operation of enterprise systems, applications, networks, end user devices, and communications systems, all instrumental in supporting the city's operations. Current service delivery encompasses approximately 15 locations and supports 364 employees.

### **Key Activities Planned for 2024:**

For 2024, the Information Technology Services division has a busy workplan largely due to supply chain issues from the previous year resulting in project backlogs that are expected to resolve in 2024. A substantial part of the year will be dedicated to catching up on these pending projects. Priorities include the enhancement and upgrade of network and service capacities and advancing storage and communication technologies.

Additionally, the division is involved in the deployment and refinement of numerous corporate systems spanning all departments, aiming to bolster service delivery and enhance departmental capabilities.

### **New Initiatives Planned for 2024:**

For 2024, a critical initiative is to revamp the server room and Disaster Recovery (DR) facilities. These initiatives aim to fortify essential IT infrastructure, ensuring optimal performance, higher resilience, and enhanced security. The redevelopment of the server room will incorporate advanced technologies and protocols to facilitate efficient server management, heightened data protection, and streamlined operations.

Concurrently, the enhancements to the DR facility will focus on fortifying disaster recovery capabilities, ensuring rapid and reliable data retrieval and system restoration in the event of unforeseen disruptions or calamities. This strategic initiative will significantly augment operational robustness and equip the city with a fortified line of defense against potential IT vulnerabilities.

## **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 (2024 proposed budget vs prior year budget):**

Overall, the divisional costs have increased approximately \$265,000, partially due to the asset management coordinator no longer funded from grants. The remainder of the increases in the division relate to overall wage and benefit increases, and general cost increases to telephone and software licensing.

A significant presentation change in 2024 is an accounting approach to effectively allocate all costs of providing IT solutions across the various operating divisions. The result is that the 'net levy impact' of the division is zero, and the departments that deliver the various programs and services are allocated these costs via 'interfunctional transfers'.

The reason this approach has been taken for this division, as well as for the fleet division, is to more accurately reflect the operating divisions' costs to provide their services. This approach is appropriate in particular for those services where costs are recoverable from third parties, or from alternative revenue sources, such as user fees.

<b>134 INFORMATION TECHNOLOGY</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>1230 IT ADMINISTRATION</b>					
G-134-1230-1130 ONTARIO GRANTS	0	0	0	(98,983)	0
G-134-1230-1770 RECOVERABLES	(8,400)	(8,400)	(8,400)	(8,400)	(9,720)
G-134-1230-1820 CONTRIBUTION FROM RESERVE FUND	(88,953)	(92,300)	0	0	0
G-134-1230-1901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	(2,364,537)
G-134-1230-2100 F.T. SALARIES & WAGES	600,521	627,626	563,753	661,680	698,480
G-134-1230-2110 P.T. SALARIES AND WAGES	38,992	38,800	31,789	41,510	40,700
G-134-1230-2500 F.T. BENEFITS	174,546	179,263	170,051	198,970	230,070
G-134-1230-2510 P.T. BENEFITS	5,923	10,280	5,242	8,050	4,660
G-134-1230-3050 MATERIALS	630	0	37	0	0
G-134-1230-3070 OFFICE SUPPLIES AND PAPER	1,282	1,000	471	1,000	1,000
G-134-1230-4020 SERVICE CONTRACTS	27,831	0	0	0	0
G-134-1230-4035 CONFERENCES - ACCOMMODATIONS	0	6,000	2,089	6,600	7,000
G-134-1230-4037 CONFERENCES - REGISTRATION	547	5,900	763	6,700	7,000
G-134-1230-4038 CONFERENCES - TRAVEL/MILEAGE	0	2,300	841	3,500	3,500
G-134-1230-4097 MEMBERSHIPS	454	4,000	1,013	4,000	4,000
G-134-1230-4140 TRAINING - REGISTRATION	5,103	6,000	0	13,200	13,200
<b>Total 1230 IT ADMINISTRATION</b>	<b>758,476</b>	<b>780,469</b>	<b>767,649</b>	<b>837,827</b>	<b>(1,364,647)</b>
<b>1234 IT MAINTENANCE &amp; SUPPORT</b>					
G-134-1234-1130 ONTARIO GRANTS	(43,615)	0	0	0	0
G-134-1234-1760 SALE OF EQUIPMENT	0	0	(4,032)	0	0
G-134-1234-1770 RECOVERABLES	(6,819)	0	(5,006)	(1,320)	0
G-134-1234-1820 CONTRIBUTION FROM RESERVE FUND	(26,000)	0	0	0	0
G-134-1234-1900 INTERFUNCTIONAL TRANSFER	(189,720)	(189,720)	0	0	0
G-134-1234-1901 INTERFUNCTIONAL IT SUPPORT	0	0	(406,387)	(540,959)	0
G-134-1234-1907 INTERFUNCTIONAL TELEPHONE	(1,100)	0	(159,503)	(212,670)	(215,230)
G-134-1234-3090 PHOTOCOPIES	1,289	1,280	1,456	1,280	1,280
G-134-1234-4040 CONSULTANTS	0	0	506	60,000	50,000
G-134-1234-4095 SUPPORT & MAINTENANCE CONTRACTS	895,485	872,807	687,715	906,457	1,023,547
G-134-1234-4110 TELEPHONE - BASIC	235	1,120	53,879	96,360	96,360

	2022	2022	2023	2023	2024
<b>134 INFORMATION TECHNOLOGY</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-134-1234-4120 TELEPHONE - CELL PHONES	10,695	2,000	49,226	121,950	123,930
G-134-1234-4122 DATA TELECOMMUNICATIONS	75,473	67,870	62,767	69,230	70,960
G-134-1234-4125 INTERNET	12,211	13,800	10,176	13,800	13,800
G-134-1234-7820 TRANSFER TO RESERVE FUNDS	155,570	155,570	150,000	200,000	200,000
G-134-1234-9030 EQUIPMENT PURCHASES FOR OTHER DE	6,454	0	69,018	0	0
<b>Total 1234 IT MAINTENANCE &amp; SUPPORT</b>	890,158	924,727	509,815	714,128	1,364,647
<b>Total 134 INFORMATION TECHNOLOGY</b>	<b>1,648,634</b>	<b>1,705,196</b>	<b>1,277,464</b>	<b>1,551,955</b>	



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G135 Parking</b>

### **Department/Division Overview:**

The Parking Division 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 2024:**

- Continue review for improvements to Erie Lot
- Continue implementation of Smart Parking Project (2021-2025)
- Complete EV Charging Expansion Project
- Implement a comprehensive parking management system
- Review and remove any outdated signage in downtown core

### **New Initiatives Planned for 2024:**

- Review and assess parking fees under Fees and Charges By-law
- Assess options for the provision of parking enforcement services
- Addition of Queen Street Parking Lot into enforcement portfolio
- Assess future of the Cobourg Lot lease

### **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 (2024 proposed budget vs prior year budget):**

There will be a slight annual increase in the rate from the City's contractor providing parking enforcement officers.

Any new initiatives which result in added capital expenses or increased variance related to ongoing initiatives will be funded through the parking reserve and would not impact the tax levy.

Proposed increases to fines is expected to result in a divisional surplus, which assists with mitigating overall tax levy impacts in the year.

<b>135 PARKING</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3411 PARKING CONTROL ADMINISTRATION</b>					
G-135-3411-1335 PARKING REVENUE - PERMITS	(919,281)	(1,000,000)	(968,633)	(1,000,000)	(1,000,000)
G-135-3411-1480 PARKING TICKET/FINES/HOOD RENTAL	(98,768)	(132,000)	(133,936)	(100,000)	(325,000)
G-135-3411-2100 F.T. SALARIES & WAGES	83,832	82,540	75,354	87,890	90,250
G-135-3411-2500 F.T. BENEFITS	36,363	26,270	32,090	33,030	37,460
G-135-3411-3040 HYDRO	661	1,750	395	1,350	1,650
G-135-3411-3050 MATERIALS	2,187	6,200	1,526	6,150	6,150
G-135-3411-3070 OFFICE SUPPLIES AND PAPER	6,300	9,500	8,119	9,000	9,500
G-135-3411-3090 PHOTOCOPIER EXPENSE	0	1,000	0	0	0
G-135-3411-3100 POSTAGE	2,637	3,000	2,854	2,500	3,000
G-135-3411-3180 VEHICLE - FUEL	1,557	1,500	1,226	1,560	2,000
G-135-3411-4010 ADVERTISING	476	750	0	750	750
G-135-3411-4020 SERVICE CONTRACTS	10,179	0	14,617	0	0
G-135-3411-4040 CONSULTANTS	0	10,000	0	0	0
G-135-3411-4050 CONTRACTORS	119,396	217,000	113,956	222,700	260,000
G-135-3411-4090 LEGAL	0	3,000	0	3,000	3,000
G-135-3411-4095 MAINTENANCE CONTRACTS	65,921	83,090	70,020	69,663	123,229
G-135-3411-4110 TELEPHONE	118	560	0	0	0
G-135-3411-4120 TELEPHONE - CELL PHONE	3,850	3,850	0	0	0
G-135-3411-5010 BANK,COLLECTION,CREDIT CARD CHGS	15,110	11,000	20,435	11,000	20,000
G-135-3411-5062 PROPERTY TAXES	0	0	4,448	4,390	4,581
G-135-3411-7820 TRANSFER TO RESERVE FUNDS	0	0	153,600	204,800	0
G-135-3411-7900 INTERFUNCTIONAL TRANSFER	178,137	146,260	0	0	0
G-135-3411-7901 INTERFUNCTIONAL IT SUPPORT	0	0	8,602	11,469	17,256
G-135-3411-7903 INTERFUNCTIONAL MAINTENANCE	0	0	90,000	120,000	98,000
G-135-3411-7905 INTERFUNCTIONAL FLEET	0	0	1,440	1,920	1,980
G-135-3411-7907 INTERFUNCTIONAL TELEPHONE	0	0	4,020	5,360	5,360
<b>Total 3411 PARKING CONTROL ADMINISTRATION</b>	<b>(491,325)</b>	<b>(524,730)</b>	<b>(499,867)</b>	<b>(303,468)</b>	<b>(640,834)</b>

	2022	2022	2023	2023	2024
<b>135 PARKING</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3450 PARKING LOT FACILITIES</b>					
G-135-3450-3050 MATERIALS	273	10,000	0	2,500	2,500
G-135-3450-4050 CONTRACTORS	0	15,000	1,307	15,000	15,000
G-135-3450-5040 RENTAL OF BLDG, MACHINERY & EQUIPM	30,000	35,500	27,500	36,000	36,000
<b>Total 3450 PARKING LOT FACILITIES</b>	30,273	60,500	28,807	53,500	53,500
<b>Total 135 PARKING</b>	<b>(461,052)</b>	<b>(464,230)</b>	<b>(471,060)</b>	<b>(249,968)</b>	<b>(587,334)</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G136 Crossing Guards</b>

### **Department/Division Overview:**

The Crossing Guards cost centre is managed by the Clerk’s Office and provides safe crossing for students, from Junior Kindergarten to Grade 6, who walk to and from school.

### **Key Activities Planned for 2024:**

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

### **New Initiatives Planned for 2024:**

Following consultation with Stratford Police Services, the Clerk’s Office will be continuing to pilot new pylons to assess the impact on traffic behaviour with the end goal of improving safety at crossings.

A Request for Proposals for Crossing Guard Services is planned as the current agreement with Commissionaires does not provide for further extension beyond the 2023-2024 school year.

### **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 (2024 proposed budget vs prior year budget):**

A minor increase in hourly rates for crossing guard services from the current contractor will be in effect for the 2023-2024 school year. For the beginning of the 2024-2025 school year, cost for services will be dependent on the outcome of the RFP to be issued.

	2022	2022	2023	2023	2024
<b>136 CROSSING GUARDS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3192 CROSSING GUARD PROTECTION</b>					
G-136-3192-3050 MATERIALS	530	1,600	512	1,600	1,500
G-136-3192-4050 CONTRACTORS	202,549	236,610	147,932	254,069	250,000
G-136-3192-9030 EQUIPMENT PURCHASES	1,218	4,700	478	5,700	6,450
<b>Total 136 CROSSING GUARDS</b>	<b>204,297</b>	<b>242,910</b>	<b>148,922</b>	<b>261,369</b>	<b>257,950</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G711 Parks</b>

### **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 2024:**

Replace aging Play structure at Milton St. Park and include an accessible entrance path. This is part of our yearly program where one playground is chosen to be replaced, based on condition, given a life span of approximately 15 years.

Refurbish entrance gates at Upper Queens Park. These gates are original to the park area and in need of repair.

Implementation of an Invasive Plant Species Management Plan will be developed.

### **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 (2024 proposed budget vs prior year budget):**

Materials costs estimates increased from \$100,000 to \$120,000 based on inflation rates and 2023 experiences.

<b>711 PARKS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>7100 PARKS OPERATIONS</b>					
G-711-7100-1120 CANADA GRANTS	(25,000)	0	0	0	0
G-711-7100-1470 RENTALS AND LEASES	(131,945)	(140,000)	(116,441)	(120,000)	(78,100)
G-711-7100-1570 DONATIONS	(63,600)	(8,000)	(20,850)	(20,000)	(20,000)
G-711-7100-1770 RECOVERABLES	(4,751)	(5,300)	0	0	0
G-711-7100-1810 CONTRIBUTION FROM RESERVES	(3,227)	0	0	0	0
G-711-7100-1908 INTERFUNCTIONAL FEE WAIVERS	0	0	(7,424)	(5,300)	(9,140)
G-711-7100-2100 F.T. SALARIES & WAGES	534,455	560,310	432,732	514,720	525,920
G-711-7100-2110 P.T. SALARIES & WAGES	279,372	358,280	301,903	353,370	366,540
G-711-7100-2500 F.T. BENEFITS	158,672	171,230	142,112	173,770	205,790
G-711-7100-2510 P.T. BENEFITS	30,080	60,550	31,801	68,980	46,890
G-711-7100-2700 OTHER PAYROLL EXPENSES	65	0	122	0	0
G-711-7100-3010 CLOTHING	4,106	2,000	1,849	2,500	2,500
G-711-7100-3030 HEAT	5,096	6,000	3,682	9,000	8,000
G-711-7100-3040 HYDRO	23,356	25,000	17,100	26,000	24,000
G-711-7100-3045 WATER / SEWAGE	16,363	12,000	5,047	16,000	16,000
G-711-7100-3050 MATERIALS	86,974	100,000	78,912	100,000	100,000
G-711-7100-3053 PLANT MATERIALS	89,071	100,000	96,459	100,000	110,000
G-711-7100-3090 PHOTOCOPIER EXPENSE	339	470	294	350	390
G-711-7100-3100 POSTAGE	421	500	357	500	500
G-711-7100-3140 REPAIRS & MAINT-BLDGS & EQUIP	13,023	10,000	6,650	10,000	10,000
G-711-7100-3180 VEHICLE - FUEL	1,090	0	0	1,000	0
G-711-7100-3190 VEHICLE-REPAIRS AND MAINT	3,974	10,000	599	10,000	5,000
G-711-7100-4035 CONFERENCE - ACCOMODATIONS	664	0	0	0	0
G-711-7100-4036 CONFERENCES- EXPENSES	2,169	2,500	3,341	2,500	3,500
G-711-7100-4040 CONSULTANTS	4,477	4,500	0	0	0
G-711-7100-4045 PARKS- SWAN CARE	3,678	6,000	1,167	6,000	6,000
G-711-7100-4050 CONTRACTORS-GOOSE MANAGEMENT	30,826	50,000	49,177	50,000	50,000
G-711-7100-4095 MAINTENANCE CONTRACTS	59,019	80,000	32,404	80,000	92,000
G-711-7100-4097 MEMBERSHIPS	4,217	1,900	3,881	1,900	3,000
G-711-7100-4106 LAWN MAINTENANCE	323,311	320,000	323,393	320,000	365,000

<b>711 PARKS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-711-7100-4107 BUILDING MAINTENANCE	7,324	3,000	837	4,500	3,500
G-711-7100-4108 TREE TRIMMING & REMOVAL	92	0	0	0	0
G-711-7100-4110 TELEPHONE - BASIC	0	0	265	0	0
G-711-7100-4120 TELEPHONE - CELL PHONES	1,800	1,800	0	0	0
G-711-7100-4140 TRAINING/SAFETY	3,239	5,000	5,438	5,000	5,500
G-711-7100-4155 FACILITY IMPROVEMENTS	79,860	50,000	13,133	30,000	30,000
G-711-7100-5062 PROPERTY TAXES	0	0	8,704	8,560	8,965
G-711-7100-7820 TRANSFER TO RESERVE FUNDS	324,390	317,000	150,000	200,000	300,000
G-711-7100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	3,675	4,900	50,917
G-711-7100-7905 INTERFUNCTIONAL FLEET	0	0	0	0	18,020
G-711-7100-7907 INTERFUNCTIONAL TELEPHONE	0	0	2,250	3,000	3,000
<b>Total 7100 PARKS OPERATIONS</b>	<b>1,863,000</b>	<b>2,104,740</b>	<b>1,572,569</b>	<b>1,957,250</b>	<b>2,253,692</b>
<b>8400 FORESTRY</b>					
G-711-8400-1405 USER FEES INCLUDING TREE PLANTING	(20,000)	(25,000)	(22,800)	(20,000)	(20,000)
G-711-8400-1570 DONATIONS	(9,750)	(8,000)	0	(8,000)	(8,000)
G-711-8400-1770 RECOVERABLES	(111,792)	(75,000)	(91,052)	(75,000)	(75,000)
G-711-8400-2100 F.T. SALARIES & WAGES	138,671	148,190	104,128	150,460	150,620
G-711-8400-2110 P.T. SALARIES & WAGES	0	11,540	0	11,760	12,000
G-711-8400-2500 F.T. BENEFITS	43,097	44,760	34,020	44,700	49,930
G-711-8400-2510 P.T. BENEFITS	0	1,950	0	2,130	1,230
G-711-8400-3050 MATERIALS	75,472	75,000	50,343	75,000	75,000
G-711-8400-4095 MAINTENANCE CONTRACTS	310,293	285,000	307,616	300,000	365,000
<b>Total 8400 FORESTRY</b>	<b>425,991</b>	<b>458,440</b>	<b>382,255</b>	<b>481,050</b>	<b>550,780</b>
<b>Total 711 PARKS</b>	<b>2,288,991</b>	<b>2,563,180</b>	<b>1,954,824</b>	<b>2,438,300</b>	<b>2,804,472</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G715 Facilities-Recreation</b>

### **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 Memorial 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 and Basketball Courts. A variety of seasonal facilities include the Boathouse, North Shore washroom, National Stadium, and the Upper Queens Park pavilion and public washrooms.

Divisional operational staffing includes employees in the positions of Facility Maintenance (1), Recreation Facility Operator (11), Full-Time Custodian (6), Part-Time Custodian (5), Call-In Recreation Facility Operator (12), as well as seasonal employees.

Utilize 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. These processes 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 budget.

### **Key Activities Planned for 2024:**

Completion of a minor renovation at the Agriplex. This project will entail proper office space for staff and enhance customer service, as well as provide additional meeting space.

Building maintenance projects at the William Allman Memorial Arena and Dufferin Lions Arena including emergency and exterior lighting upgrades, replacements of powered door operators, replacement of barrier-free ramp, and cabinetry and counter millwork replacements.

The replacement of the digital sign at the entrance of the parking lot at the Rotary Complex. The existing sign is due for replacement as required parts for repairs are no longer available. New signage will permit advertising for events and create potential additional advertising and sponsorship revenue.

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

## **New Initiatives Planned for 2024:**

Investigate funding and program opportunities to perform major capital upgrades to facility infrastructure. Upgrades will reduce Greenhouse Gas Emissions, minimize carbon taxes, lower utility costs, and improve energy efficiency. Some construction costs have the potential to be offset through annual energy and operational savings.

Review and analyze the annual expenses for labour for electrical and plumbing trades at all facilities. Create a business case for expansion requests for internal electrician and plumber employees that would result in contractor cost savings and increase maintenance service delivery for facilities.

## **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 (2024 proposed budget vs prior year budget):**

The building condition assessments that were completed in 2020 identified significant building deficiencies including fire detection devices and fire alarm system upgrades, the replacement of interior and exterior lighting, HVAC system upgrades, and roofing repairs for the Boathouse, Lions Pool, William Allman Memorial Arena, Municipal Golf Course Clubhouse, and the Rotary Complex. 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 Consultants expense is included to complete building condition assessments and accessibility audits for the City facilities. It is recommended that building condition assessments are completed every 3 to 5 years. Building condition assessments were last completed in 2020. Due to inflation following the COVID 19 Pandemic, the cost forecasting in the current building condition assessments is understated. This has the potential to result in insufficient budgeting for capital projects and create risk for not having appropriate approved capital funding to complete all forecasted projects.

Ice rental utilization and revenue is expected to increase with the implementation of the Last Minute Ice program. This program will permit available ice time to be rented online outside of facility business hours.

	2022	2022	2023	2023	2024
<b>715 FACILITIES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>7320 AGRIPLEX</b>					
G-715-7320-1350 REVENUE - RECREATION PROGRAMS	0	0	(37,342)	(42,400)	(75,000)
G-715-7320-1460 RECREATION FACILITIES RENTALS	0	0	(102,611)	(135,830)	(129,000)
G-715-7320-2100 F.T. SALARIES & WAGES	0	0	100,112	174,960	192,500
G-715-7320-2110 P.T. SALARIES & WAGES	0	0	57,894	63,860	40,130
G-715-7320-2500 F.T. BENEFITS	0	0	34,125	55,090	67,340
G-715-7320-2510 P.T. BENEFITS	0	0	11,945	19,270	9,760
G-715-7320-3030 HEAT	0	0	21,231	26,300	37,000
G-715-7320-3040 HYDRO	0	0	38,174	92,320	82,000
G-715-7320-3045 WATER / SEWAGE	0	0	1,755	5,700	5,000
G-715-7320-3050 MATERIALS	49	0	7,138	5,050	5,200
G-715-7320-4050 CONTRACTORS	107	0	20,356	24,600	25,325
G-715-7320-4095 MAINTENANCE CONTRACTS	305	0	11,846	33,165	34,040
G-715-7320-4107 BUILDING MAINTENANCE	0	0	22,966	51,275	72,800
<b>Total 7320 AGRIPLEX</b>	<b>461</b>	<b>0</b>	<b>187,589</b>	<b>373,360</b>	<b>367,095</b>
<b>7321 DUFFERIN ARENA</b>					
G-715-7321-1460 RECREATION FACILITIES RENTALS	0	0	(12,529)	(7,370)	(7,370)
G-715-7321-1461 RECREATION ICE RENTALS	0	0	3,942	(169,835)	(200,000)
G-715-7321-1770 RECOVERABLES	0	0	0	(35,392)	0
G-715-7321-1908 INTERFUNCTIONAL FEE WAIVERS	0	0	(13,381)	0	(28,000)
G-715-7321-2100 F.T. SALARIES & WAGES	0	0	64,691	138,640	143,980
G-715-7321-2110 P.T. SALARIES & WAGES	0	0	26,785	28,700	10,310
G-715-7321-2500 F.T. BENEFITS	0	0	20,820	41,720	47,790
G-715-7321-2510 P.T. BENEFITS	0	0	2,659	1,910	1,090
G-715-7321-3030 HEAT	0	0	14,323	17,850	25,000
G-715-7321-3040 HYDRO	0	0	24,326	82,200	72,000
G-715-7321-3045 WATER / SEWAGE	0	0	2,789	5,000	5,000
G-715-7321-3050 MATERIALS	0	0	6,839	9,025	9,250
G-715-7321-4050 CONTRACTORS	0	0	8,816	18,500	19,025
G-715-7321-4095 MAINTENANCE CONTRACTS	0	0	36,977	45,675	47,025
G-715-7321-4107 BUILDING MAINTENANCE CONTRACTS	0	0	20,809	26,065	48,150
<b>Total 7321 DUFFERIN ARENA</b>	<b>0</b>	<b>0</b>	<b>207,866</b>	<b>202,688</b>	<b>193,250</b>

	2022	2022	2023	2023	2024
<b>715 FACILITIES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>7322 WILLIAM ALLMAN ARENA</b>					
G-715-7322-1460 RECREATION FACILITIES RENTALS	0	0	(15,697)	(28,370)	(28,370)
G-715-7322-1461 RECREATION ICE RENTALS	0	0	(28,772)	(231,173)	(234,000)
G-715-7322-1770 RECOVERABLES	0	0	0	(35,392)	0
G-715-7322-1908 INTERFUNCTIONAL FEE WAIVERS	0	0	(7,726)	0	(18,500)
G-715-7322-2100 F.T. SALARIES & WAGES	0	0	120,647	159,920	166,090
G-715-7322-2110 P.T. SALARIES & WAGES	0	0	33,247	28,700	10,310
G-715-7322-2500 F.T. BENEFITS	0	0	38,154	48,130	55,140
G-715-7322-2510 P.T. BENEFITS	0	0	6,209	1,910	1,090
G-715-7322-3030 HEAT	0	0	28,602	32,000	42,000
G-715-7322-3040 HYDRO	0	0	59,082	128,400	118,000
G-715-7322-3045 WATER / SEWAGE	0	0	5,359	11,000	11,000
G-715-7322-3050 MATERIALS	0	0	16,617	12,025	12,355
G-715-7322-4050 CONTRACTORS	0	0	12,071	18,500	19,025
G-715-7322-4095 MAINTENANCE CONTRACTS	712	0	48,540	55,575	57,210
G-715-7322-4107 BUILDING MAINTENANCE	0	0	30,055	33,565	118,500
<b>Total 7322 WILLIAM ALLMAN ARENA</b>	712	0	346,388	234,790	329,850
<b>7323 ROTARY COMPLEX</b>					
G-715-7323-1460 RECREATION FACILITIES RENTALS	0	0	(140,823)	(174,600)	(174,600)
G-715-7323-1461 RECREATION ICE RENTALS	0	0	(751,475)	(676,052)	(725,000)
G-715-7323-1770 RECOVERABLES	0	0	0	(106,176)	0
G-715-7323-1820 CONTRIBUTION FROM RESERVE FUND	0	0	0	0	(50,000)
G-715-7323-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(5,500)
G-715-7323-1908 INTERFUNCTIONAL FEE WAIVERS	0	0	(33,126)	0	(80,000)
G-715-7323-2100 F.T. SALARIES & WAGES	0	0	249,946	479,010	500,910
G-715-7323-2110 P.T. SALARIES & WAGES	0	0	98,898	115,250	47,220
G-715-7323-2500 F.T. BENEFITS	0	0	83,822	145,010	170,340
G-715-7323-2510 P.T. BENEFITS	0	0	11,941	22,290	9,570
G-715-7323-3030 HEAT	0	0	104,889	83,100	125,000
G-715-7323-3040 HYDRO	0	0	156,855	308,240	268,000
G-715-7323-3045 WATER / SEWAGE	0	0	29,300	42,200	50,000
G-715-7323-3050 MATERIALS	175	0	37,899	22,275	38,305
G-715-7323-4050 CONTRACTORS	0	0	24,700	30,900	31,900

	2022	2022	2023	2023	2024
<b>715 FACILITIES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-715-7323-4095 MAINTENANCE CONTRACTS	712	0	73,085	83,665	86,185
G-715-7323-4107 BUILDING MAINTENANCE	0	0	112,519	104,220	192,960
G-715-7323-4155 FACILITY IMPROVEMENTS	0	0	14,116	62,360	60,000
G-715-7323-7820 TRANSFER TO RESERVE FUND	0	0	50,000	0	0
<b>Total 7323 ROTARY COMPLEX</b>	<b>887</b>	<b>0</b>	<b>122,546</b>	<b>541,692</b>	<b>545,290</b>
<b>7324 LIONS POOL</b>					
G-715-7324-1460 RECREATION FACILITIES RENTALS	0	0	(148,500)	(115,000)	(145,000)
G-715-7324-2100 F.T. SALARIES & WAGES	0	0	10,556	10,940	11,310
G-715-7324-2110 P.T. SALARIES & WAGES	0	0	177,931	251,970	302,850
G-715-7324-2500 F.T. BENEFITS	0	0	4,980	3,260	3,730
G-715-7324-2510 P.T. BENEFITS	0	0	11,580	24,390	28,280
G-715-7324-2700 PAYROLL - EAP, WSIB	0	0	465	0	500
G-715-7324-3030 HEAT	0	0	1,920	7,100	7,300
G-715-7324-3040 HYDRO	0	0	4,050	7,250	7,000
G-715-7324-3045 WATER / SEWAGE	0	0	0	6,000	6,000
G-715-7324-3050 MATERIALS	0	0	19,276	28,725	29,625
G-715-7324-4050 CONTRACTORS	0	0	14,488	7,600	14,725
G-715-7324-4095 MAINTENANCE CONTRACTS	0	0	1,033	5,050	5,175
G-715-7324-4107 BUILDING MAINTENANCE	0	0	33,145	22,850	110,050
<b>Total 7324 LIONS POOL</b>	<b>0</b>	<b>0</b>	<b>130,924</b>	<b>260,135</b>	<b>381,545</b>
<b>7325 NATIONAL STADIUM</b>					
G-715-7325-2100 F.T. SALARIES & WAGES	0	0	988	1,460	1,510
G-715-7325-2500 F.T. BENEFITS	0	0	192	440	500
G-715-7325-3030 HEAT	0	0	294	465	450
G-715-7325-3040 HYDRO	0	0	1,062	6,050	4,000
G-715-7325-3045 WATER / SEWAGE	0	0	0	800	800
G-715-7325-3050 MATERIALS	0	0	784	700	825
G-715-7325-4050 CONTRACTORS	0	0	0	1,950	2,025
G-715-7325-4095 MAINTENANCE CONTRACTS	0	0	0	1,350	1,400
G-715-7325-4107 BUILDING MAINTENANCE	0	0	970	6,925	16,550
<b>Total 7325 NATIONAL STADIUM</b>	<b>0</b>	<b>0</b>	<b>4,290</b>	<b>20,140</b>	<b>28,060</b>

	2022	2022	2023	2023	2024
<b>715 FACILITIES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>7326 PACKHAM ROAD COMPLEX</b>					
G-715-7326-1460 RECREATION FACILITIES RENTALS	0	0	0	0	(48,000)
G-715-7326-2100 F.T. SALARIES & WAGES	0	0	0	0	125,380
G-715-7326-2110 P.T. SALARIES & WAGES	0	0	0	0	11,120
G-715-7326-2500 F.T. BENEFITS	0	0	0	0	31,590
G-715-7326-2510 P.T. BENEFITS	0	0	0	0	1,210
G-715-7326-3040 HYDRO	0	0	0	0	22,000
G-715-7326-3045 WATER / SEWAGE	0	0	0	0	14,000
G-715-7326-3050 MATERIALS	0	0	0	0	11,500
G-715-7326-4050 CONTRACTORS	0	0	0	0	5,000
G-715-7326-4095 MAINTENANCE CONTRACTS	0	0	0	0	16,300
G-715-7326-4107 BUILDING MAINTENANCE	0	0	0	0	40,000
<b>Total 7326 PACKHAM ROAD COMPLEX</b>	0	0	0	0	230,100
<b>7327 BOATHOUSE</b>					
G-715-7327-1450 RENT AND LEASE REVENUE	0	0	0	0	(9,000)
G-715-7327-2100 F.T. SALARIES & WAGES	0	0	0	0	39,470
G-715-7327-2110 P.T. SALARIES & WAGES	0	0	0	0	23,130
G-715-7327-2500 F.T. BENEFITS	0	0	0	0	11,420
G-715-7327-2510 P.T. BENEFITS	0	0	0	0	3,510
G-715-7327-3030 HEAT	0	0	0	0	8,000
G-715-7327-3040 HYDRO	0	0	0	0	8,250
G-715-7327-3045 WATER / SEWAGE	0	0	0	0	4,275
G-715-7327-3050 MATERIALS	0	0	0	0	3,500
G-715-7327-4050 CONTRACTORS	0	0	0	0	6,000
G-715-7327-4095 MAINTENANCE CONTRACTS	0	0	0	0	6,500
G-715-7327-4107 BUILDING MAINTENANCE	0	0	0	0	35,000
<b>Total 7327 BOATHOUSE</b>	0	0	0	0	140,055
<b>Total 715 FACILITIES</b>	<b>2,060</b>	<b>0</b>	<b>999,603</b>	<b>1,632,805</b>	<b>2,215,245</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G141 Facilities - City Buildings</b>

### **Department/Division Overview:**

The Facilities Division oversees the operations and maintenance of the City Buildings that 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, Boathouse Washrooms, Anne Hathaway Daycare, and the Public Library.

Staffing costs include one Building Maintenance Custodian, eight full-time custodian employees, and five 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 2024:**

Completion of repairs and replacement work at the Administration of Justice Building. This work will include new flooring and replacement counter millwork in the washrooms, and the replacement of the variable volume and temperature fans, and thermostat controllers throughout the building.

Building maintenance at the Anne Hathaway Daycare including painting of the walls and ceilings, and the replacement of the heat and smoke detectors.

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

Provide exemplary cleaning protocols via custodial staff.

### **New Initiatives Planned for 2024:**

Review and analyze the annual expenses for labour for electrical and plumbing trades at all facilities. Create a business case for expansion requests for internal electrician and plumber employees that would result in contractor cost savings and increase maintenance service delivery for facilities.

Providing custodial services to additional City department facilities outside of Community Services. These custodial services will provide enhanced cleaning in the staff areas and boost staff morale.

**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 (2024 proposed budget vs prior year budget):**

Consulting cost increase to complete building condition assessments and accessibility audits for the City facilities. It is recommended that building condition assessments are completed every 3 to 5 years. Building condition assessments were last completed in 2020. Due to inflation following the COVID 19 Pandemic, cost forecasting in the current building condition assessments is low. This has the potential to result in insufficient budgeting for capital projects and create risk for not having appropriate approved capital funding to complete all forecasted projects. Completion of accessibility audits will outline the necessary renovations and upgrades required to ensure that facilities are compliant with the Accessibility for Ontarians with Disabilities Act.

Increase to the Building Maintenance expenses for City Hall, City Hall Annex, 47 Downie Street, and the Administration of Justice Building is required to complete exterior maintenance including concrete and masonry repairs, and door repairs.

	2022	2022	2023	2023	2024
<b>141 CITY BUILDINGS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>1250 ADMINISTRATION-CITY BUILDINGS</b>					
G-141-1250-2110 P.T. SALARIES	0	104,660	0	0	0
G-141-1250-2500 F.T. BENEFITS	0	0	40	0	0
G-141-1250-2510 P.T. BENEFITS	0	9,360	0	0	0
G-141-1250-3170 UNIFORMS	2,178	3,000	3,632	3,100	4,500
G-141-1250-4040 CONSULTANTS	0	0	0	0	50,000
G-141-1250-4142 TRAINING EXPENSES	1,454	2,990	899	2,990	4,000
G-141-1250-7820 TRANSFER TO RESERVE FUNDS	356,400	356,400	506,250	675,000	1,500,000
<b>Total 1250 ADMINISTRATION-CITY BUILDINGS</b>	<b>360,032</b>	<b>476,410</b>	<b>510,821</b>	<b>681,090</b>	<b>1,558,500</b>
<b>1255 CITY HALL</b>					
G-141-1255-1470 RENTALS AND LEASES	0	(7,000)	(692)	(7,000)	(5,000)
G-141-1255-1570 DONATIONS	(3,000)	0	0	0	0
G-141-1255-1810 CONTRIBUTION FROM RESERVES	(725)	0	0	0	0
G-141-1255-2100 F.T. SALARIES & WAGES	123,476	136,210	124,276	133,530	140,250
G-141-1255-2110 P.T. SALARIES & WAGES	66,990	0	51,279	41,900	34,390
G-141-1255-2500 F.T. BENEFITS	34,330	41,160	33,037	41,520	42,920
G-141-1255-2510 P.T. BENEFITS	11,660	0	11,631	13,080	4,790
G-141-1255-3030 HEAT	11,899	14,000	19,521	14,420	18,000
G-141-1255-3040 HYDRO	61,812	73,000	34,469	73,000	65,000
G-141-1255-3045 WATER / SEWAGE	2,990	5,500	1,430	5,600	3,800
G-141-1255-3050 MATERIALS	12,600	15,000	14,996	15,450	16,000
G-141-1255-4050 CONTRACTORS	7,611	12,000	4,987	12,350	15,550
G-141-1255-4095 MAINTENANCE CONTRACTS	0	0	0	0	24,500
G-141-1255-4105 SNOW REMOVAL	12,776	18,000	8,380	18,550	17,000
G-141-1255-4107 BUILDING MAINTENANCE	54,378	53,000	56,101	186,050	99,175
G-141-1255-4120 TELEPHONE - CELL PHONES	2,700	2,700	0	0	0
G-141-1255-4124 CABLE/SATELLITE	599	2,000	1,452	2,100	2,000
G-141-1255-7907 INTERFUNCTIONAL TELEPHONE	0	0	3,375	4,500	0
G-141-1255-9030 EQUIPMENT PURCHASES	409	1,500	46	1,550	2,000
<b>Total 1255 CITY HALL</b>	<b>400,505</b>	<b>367,070</b>	<b>364,288</b>	<b>556,600</b>	<b>480,375</b>

	2022	2022	2023	2023	2024
<b>141 CITY BUILDINGS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>1256 270 WATER ST- DISCOVERY CENTRE</b>					
G-141-1256-1470 RENTALS & LEASES	(115,000)	(105,000)	(93,750)	(115,000)	(115,000)
G-141-1256-4100 CITY BLDG/PRO	1,309	0	0	0	0
G-141-1256-4107 BUILDING MAINTENANCE	1,526	35,000	1,603	15,900	16,375
G-141-1256-5062 PROPERTY TAXES	0	0	9,841	9,690	10,136
G-141-1256-7820 TRANSFER TO RESERVE FUNDS	112,164	70,000	67,059	89,410	0
<b>Total 1256 270 WATER ST- DISCOVERY CENTRE</b>	(1)	0	(15,247)	0	(88,489)
<b>1257 MARKET SQUARE</b>					
G-141-1257-3050 MATERIALS	0	1,000	0	1,000	1,000
G-141-1257-4105 MARKET SQUARE- SNOW REMOVAL	1,068	2,000	0	2,000	2,000
G-141-1257-4107 BUILDING MAINT/CUSTODIAL	0	2,400	0	2,400	2,500
G-141-1257-9010 MARKET SQUARE-FURNISHINGS	78	1,000	0	1,000	1,000
<b>Total 1257 MARKET SQUARE</b>	1,146	6,400	0	6,400	6,500
<b>1266 82 ERIE ST</b>					
G-141-1266-1470 RENTALS AND LEASES REVENUE	(18,792)	(402,000)	(15,795)	0	0
G-141-1266-1900 INTERFUNCTIONAL TRANSFERS	(495,000)	(111,000)	0	0	0
G-141-1266-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(70,500)	(94,000)	(29,080)
G-141-1266-1904 INTERFUNCTIONAL RENT	0	0	(303,000)	(404,000)	(404,000)
G-141-1266-2100 F.T. SALARIES & WAGES	106,059	116,600	98,604	114,730	81,600
G-141-1266-2110 P.T. SALARIES & WAGES	5,101	0	3,186	33,750	18,970
G-141-1266-2500 F.T. BENEFITS	33,397	35,240	30,172	35,870	26,100
G-141-1266-2510 P.T. BENEFITS	559	0	641	10,530	3,030
G-141-1266-3030 HEAT	8,384	8,100	7,616	8,300	9,500
G-141-1266-3040 HYDRO	46,101	60,000	26,326	60,000	55,000
G-141-1266-3045 WATER / SEWAGE	1,996	2,200	1,193	2,300	2,100
G-141-1266-3050 MATERIALS	10,622	7,000	9,119	7,200	10,000
G-141-1266-4050 CONTRACTORS	0	0	0	0	16,500
G-141-1266-4095 MAINTENANCE CONTRACTS	0	0	0	0	23,700
G-141-1266-4105 SNOW REMOVAL	6,753	6,000	3,901	6,200	7,000
G-141-1266-4107 BUILDING MAINTENANCE	46,074	31,000	12,789	21,550	13,000
G-141-1266-9030 EQUIPMENT PURCHASES	1,873	1,500	223	1,550	2,000
<b>Total 1266 82 ERIE ST</b>	(246,873)	(245,360)	(195,525)	(196,020)	(164,580)

	2022	2022	2023	2023	2024
<b>141 CITY BUILDINGS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>2230 ADMIN OF JUSTICE BLDG</b>					
G-141-2230-1470 RENTALS AND LEASES	(245,340)	(245,342)	(227,553)	(245,342)	(245,342)
G-141-2230-1770 RECOVERABLES	(96,000)	(36,000)	(54,080)	(36,000)	0
G-141-2230-1903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	(10,905)
G-141-2230-2100 F.T. SALARIES & WAGES	145,191	154,490	125,264	152,390	155,700
G-141-2230-2110 P.T. SALARIES & WAGES	45,151	0	8,610	32,300	28,760
G-141-2230-2500 F.T. BENEFITS	43,779	46,700	37,923	47,720	51,060
G-141-2230-2510 P.T. BENEFITS	7,713	0	1,192	10,080	4,150
G-141-2230-3030 HEAT	7,006	10,500	6,238	10,800	10,000
G-141-2230-3040 HYDRO	59,819	70,000	33,568	70,000	65,000
G-141-2230-3045 WATER / SEWAGE	2,700	2,880	2,342	3,000	3,000
G-141-2230-3050 MATERIALS	10,935	11,000	9,535	11,300	11,650
G-141-2230-4050 CONTRACTORS	0	0	0	0	20,000
G-141-2230-4095 MAINTENANCE CONTRACTS	0	0	0	0	5,775
G-141-2230-4105 SNOW REMOVAL	9,384	10,000	5,016	10,300	11,000
G-141-2230-4107 BUILDING MAINTENANCE	56,755	50,000	38,733	81,700	137,500
G-141-2230-5062 PROPERTY TAXES	0	0	30,396	29,540	31,308
G-141-2230-9030 EQUIPMENT PURCHASES	1,509	2,000	0	2,000	2,000
<b>Total 2230 ADMIN OF JUSTICE BLDG</b>	<b>48,602</b>	<b>76,228</b>	<b>17,184</b>	<b>179,788</b>	<b>280,656</b>
<b>2252 154 DOWNIE ST</b>					
G-141-2252-3050 MATERIALS	0	1,000	0	1,000	0
<b>Total 2252 154 DOWNIE ST</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>0</b>
<b>6390 ANNE HATHAWAY BLDG</b>					
G-141-6390-2100 F.T. SALARIES & WAGES	61,808	60,690	52,207	65,370	0
G-141-6390-2110 P.T. SALARIES & WAGES	5,057	0	445	5,700	0
G-141-6390-2500 F.T. BENEFITS	15,013	18,350	13,466	20,380	0
G-141-6390-2510 P.T. BENEFITS	991	0	111	1,780	0
G-141-6390-3050 MATERIALS	7,741	4,000	5,372	6,000	6,200
G-141-6390-4050 CONTRACTORS	0	0	0	0	5,000
G-141-6390-4095 MAINTENANCE CONTRACTS	0	0	0	0	1,525
G-141-6390-4107 BUILDING MAINTENANCE	3,701	5,000	4,540	5,100	38,000
<b>Total 6390 ANNE HATHAWAY BLDG</b>	<b>94,311</b>	<b>88,040</b>	<b>76,141</b>	<b>104,330</b>	<b>50,725</b>

	2022	2022	2023	2023	2024
<b>141 CITY BUILDINGS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>8216 47 DOWNIE STREET</b>					
G-141-8216-1900 INTERFUNCTIONAL	(50,510)	(50,510)	0	0	0
G-141-8216-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(38,640)	(51,520)	(53,100)
G-141-8216-2100 F.T. SALARIES & WAGES	18,058	32,190	18,002	7,480	30,580
G-141-8216-2110 P.T. SALARIES & WAGES	2,463	0	173	19,610	15,830
G-141-8216-2500 F.T. BENEFITS	7,755	9,730	7,132	10,290	8,780
G-141-8216-2510 P.T. BENEFITS	325	0	7	6,120	2,330
G-141-8216-3030 HEAT	3,101	3,500	2,926	3,600	4,000
G-141-8216-3040 HYDRO	3,247	5,000	2,110	5,000	4,500
G-141-8216-3045 WATER / SEWAGE	714	650	511	1,000	750
G-141-8216-3050 MATERIALS	821	1,500	1,537	1,550	1,600
G-141-8216-4050 CONTRACTORS	0	0	0	0	7,700
G-141-8216-4095 MAINTENANCE CONTRACTS	0	0	0	0	2,300
G-141-8216-4105 SNOW REMOVAL	4,232	4,000	2,255	4,150	4,800
G-141-8216-4107 BUILDING MAINTENANCE	4,848	17,000	15,773	12,350	5,000
G-141-8216-9030 EQUIPMENT PURCHASES	0	1,000	0	1,000	2,000
<b>Total 8216 47 DOWNIE STREET</b>	<b>(4,946)</b>	<b>24,060</b>	<b>11,786</b>	<b>20,630</b>	<b>37,070</b>
<b>8290 246 RAILWAY AVE</b>					
G-141-8290-3040 HYDRO	370	360	201	370	400
G-141-8290-4107 BUILDING MAINTENANCE	0	1,000	0	1,000	1,000
<b>Total 8290 246 RAILWAY AVE</b>	<b>370</b>	<b>1,360</b>	<b>201</b>	<b>1,370</b>	<b>1,400</b>
<b>8292 LIBRARY</b>					
G-141-8292-2100 F.T. SALARIES & WAGES	6,549	7,380	5,235	7,480	3,890
G-141-8292-2500 F.T. BENEFITS	2,129	2,230	2,011	2,210	840
G-141-8292-3050 MATERIALS	835	0	641	0	1,500
G-141-8292-4050 CONTRACTORS	0	0	0	0	10,000
G-141-8292-4095 MAINTENANCE CONTRACTS	0	0	0	0	5,000
G-141-8292-4105 SNOW REMOVAL	15,511	9,500	8,290	13,000	16,500
G-141-8292-4107 BUILDING MAINTENANCE	16,958	48,000	14,367	103,750	79,500
<b>Total 8292 LIBRARY</b>	<b>41,982</b>	<b>67,110</b>	<b>30,544</b>	<b>126,440</b>	<b>117,230</b>
<b>Total 141 CITY BUILDINGS</b>	<b>695,128</b>	<b>862,318</b>	<b>800,193</b>	<b>1,481,628</b>	<b>2,279,387</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G721 Programs - Recreation</b>

### **Department/Division Overview:**

The Recreation Division is comprised of five full time staff, and approximately 60 casual summer staff. It is responsible for the coordination and oversight of the development, operation, and evaluation of recreation programs and events, through direct offerings, facilitation, and in collaboration with community groups. These programs and events offer a variety of opportunities for children and youth through to senior aged community members and visitors.

Five key program areas are:

- 1) Camps – approximately 800 campers
- 2) Pool Programs – 1, 100 participants in swim lessons
- 3) Senior Lakeside Active Adults Association – approximately 575 members
- 4) Direct Events – Canada Day Parade and Santa’s Parade of Lights
- 5) Community indoor and outdoor events – support initiatives on municipal owned and operated spaces.

The Division manages the recreation webpage, promotion and advertising, and the registration software for all service areas within the Community Services Department. It manages rental agreements, develops contracts, site plans, long-term user agreements, and performs some financial processes.

The 11 units within the Public Access Defibrillation are also managed by the division.

### **Key Activities Planned for 2024:**

- Cultural Plan – start the review and implementation of first year priorities as recommended by the Plan.
- Implement the Municipal Partnership Program as a source of revenue generation through researching and developing best practices and creating a policy and inventory of current assets within our facilities.
- Sport Tourism Implementation – continue consultation with the Sport Tourism Advisory Committee to offset tourism in the shoulder season.
- Review Camp policies and procedures and explore how Social Services could enhance programming.

**New Initiatives Planned for 2024:**

Creation of allocation policy for facility usage at Agriplex Fieldhouse.

**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 (2024 proposed budget vs prior year budget):**

Increase to part time wages due to changes to minimum wage and the casual wage grid structure. Increased staffing levels are required to meet the growth of camp capacities and to support individuals who need additional supports/accommodations supported, in part, by Social Services Ministry funding for the Integration Leaders.

Increase to wages to capture the gapping effect of the Recreation Supervisor position approved in 2023.

True cost of City subsidization of Canada Day Parade and Santa’s Parade of Lights.

<b>721 RECREATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>7200 RECREATION PROGRAMS</b>					
G-721-7200-1120 CANADA GRANTS	(10,000)	0	(8,000)	0	(12,185)
G-721-7200-1130 ONTARIO GRANTS	(92,700)	(47,700)	(95,696)	(47,700)	(47,700)
G-721-7200-1330 ADVERTISING REVENUE	(17,990)	(18,000)	(3,988)	(15,000)	(20,000)
G-721-7200-1350 REVENUE - RECREATION PROGRAMS	(221,304)	(111,000)	(139,928)	(160,500)	(212,525)
G-721-7200-1570 DONATIONS	(500)	0	(23,000)	(2,500)	0
G-721-7200-1770 RECOVERABLES	(6,145)	0	1,304	0	0
G-721-7200-1810 CONTRIBUTION FROM RESERVES	(17,092)	0	0	(117,150)	0
G-721-7200-2100 F.T. SALARIES & WAGES	344,691	327,490	316,766	406,277	455,880
G-721-7200-2110 P.T. SALARIES & WAGES	71,032	135,560	118,672	178,640	261,240
G-721-7200-2500 F.T. BENEFITS	99,919	102,410	99,695	100,920	149,740
G-721-7200-2510 P.T. BENEFITS	4,406	11,310	7,064	19,720	25,600
G-721-7200-3010 CLOTHING	2,929	5,550	7,773	6,550	3,050
G-721-7200-3050 MATERIALS	23,231	16,500	23,991	26,500	30,000
G-721-7200-3070 OFFICE SUPPLIES & PAPER	343	2,500	1,220	2,500	1,750
G-721-7200-3090 PHOTOCOPIER EXPENSE	2,003	1,560	1,976	1,950	2,400
G-721-7200-3120 MEAL & MEETING COSTS	1,214	1,500	1,180	1,500	1,500
G-721-7200-4010 ADVERTISING	22,974	45,000	23,073	42,500	42,500
G-721-7200-4020 SERVICE CONTRACTS	5,208	50,000	0	50,000	72,550
G-721-7200-4035 CONFERENCES - ACCOMMODATIONS	0	3,000	0	4,500	4,500
G-721-7200-4036 CONFERENCES - EXPENSES	0	1,500	489	1,500	1,500
G-721-7200-4037 CONFERENCES - REGISTRATION	1,933	2,000	0	3,500	3,500
G-721-7200-4038 CONFERENCES - TRAVEL/MILEAGE	0	1,000	0	1,750	1,750
G-721-7200-4040 CONSULTANTS	33,689	16,000	17,769	16,500	0
G-721-7200-4050 CONTRACTORS	107,604	5,000	4,832	0	0
G-721-7200-4095 MAINTENANCE CONTRACTS	18,616	25,000	23,788	27,000	27,000
G-721-7200-4097 MEMBERSHIPS	1,637	2,700	2,614	3,100	3,100
G-721-7200-4120 TELEPHONE - CELL PHONES	3,000	3,000	0	0	0
G-721-7200-4140 TRAINING-M REGISTRATION	0	0	259	0	0
G-721-7200-4142 TRAINING - EXPENSES	875	1,000	0	1,000	1,000

<b>721 RECREATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-721-7200-4150 MILEAGE	961	2,000	726	2,000	2,000
G-721-7200-4160 SPECIAL PROJECTS	15,321	115,000	80,622	115,000	122,185
G-721-7200-4164 SPECIAL EVENTS	40,042	40,000	42,694	56,000	82,275
G-721-7200-7810 TRANSFER TO RESERVES	110,000	0	0	0	0
G-721-7200-7907 INTERFUNCTIONAL TELEPHONE	0	0	2,250	3,000	3,000
<b>Total 7200 RECREATION PROGRAMS</b>	<b>545,897</b>	<b>739,880</b>	<b>508,145</b>	<b>729,057</b>	<b>1,005,610</b>
<b>7300 RECREATION FACILITIES</b>					
G-721-7300-1130 ONTARIO GRANTS	(43,497)	0	0	0	0
G-721-7300-1350 RECREATION PROGRAM REVENUE	(67,259)	(42,440)	(4,560)	0	0
G-721-7300-1460 RECREATIONAL FACILITY RENTALS	(294,714)	(245,870)	(36,325)	(6,000)	(4,000)
G-721-7300-1461 REVENUE- ICE RENTALS	(1,057,829)	(927,060)	(1,307)	0	0
G-721-7300-1462 REVENUE- HALL RENTALS	(62,736)	(118,000)	0	0	0
G-721-7300-1463 REVENUE - LIONS POOL	(131,148)	(129,000)	0	0	0
G-721-7300-1760 SALE OF EQUIPMENT	0	0	(591)	0	0
G-721-7300-1765 PROCEEDS - ASSET DISPOSALS	(2,148)	0	(69,853)	0	0
G-721-7300-1770 RECOVERABLES	(186,241)	(337,960)	(15,311)	0	0
G-721-7300-1810 CONTRIBUTION FROM RESERVES	(11,218)	(271,000)	0	0	0
G-721-7300-1820 CONTRIBUTION FROM RESERVE FUND	(271,000)	0	0	0	0
G-721-7300-1908 INTERFUNCTIONAL FEE WAIVERS	0	0	(8,633)	(120,000)	0
G-721-7300-2100 F.T. SALARIES & WAGES	1,385,673	1,388,747	699,637	570,557	496,590
G-721-7300-2110 P.T. SALARIES & WAGES	528,559	626,835	74,906	93,340	117,580
G-721-7300-2500 F.T. BENEFITS	416,807	414,220	217,277	194,250	218,260
G-721-7300-2510 P.T. BENEFITS	51,539	81,610	14,047	16,840	12,280
G-721-7300-2700 OTHER PAYROLL EXPENSES	241	0	214	0	250
G-721-7300-3010 CLOTHING	21,484	25,000	26,345	25,000	26,000
G-721-7300-3030 HEAT	146,391	162,825	1,007	1,200	1,500
G-721-7300-3040 HYDRO	553,752	747,000	16,387	45,650	20,000
G-721-7300-3045 WATER/SEWAGE	81,655	133,970	241	71,125	57,025
G-721-7300-3050 MATERIALS	118,924	100,940	34,307	26,400	16,650
G-721-7300-3070 OFFICE SUPPLIES AND PAPER	2,622	3,500	3,947	3,625	3,725

<b>721 RECREATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-721-7300-3090 PHOTOCOPIER EXPENSE	1,770	2,400	1,753	1,850	2,300
G-721-7300-3100 POSTAGE	318	50	234	300	300
G-721-7300-3180 VEHICLE - FUEL	6,744	8,000	5,348	8,000	8,000
G-721-7300-3190 VEHICLE - REPAIRS AND MAINT	3,588	6,250	5,034	6,250	6,400
G-721-7300-4010 ADVERTISING	0	0	0	8,500	10,000
G-721-7300-4036 CONFERENCES - Expenses	0	0	0	0	500
G-721-7300-4037 CONFERENCES - Registration	0	0	0	0	2,000
G-721-7300-4038 CONFERENCES - Travel/Mileage	0	0	0	0	300
G-721-7300-4040 CONSULTANTS	30,793	50,000	3,803	50,000	50,000
G-721-7300-4050 CONTRACTORS	126,396	120,000	35,998	21,550	20,000
G-721-7300-4095 MAINTENANCE CONTRACTS	235,156	248,000	32,045	46,040	31,590
G-721-7300-4097 MEMBERSHIPS	1,500	6,000	1,673	4,000	4,000
G-721-7300-4107 BUILDING MAINTENANCE	319,205	313,800	46,483	126,375	128,500
G-721-7300-4110 TELEPHONE - BASIC	8,046	24,840	1,768	0	0
G-721-7300-4120 TELEPHONE- CELLULAR/AIRCARDS	4,920	4,860	0	0	0
G-721-7300-4124 CABLE/SATELLITE	3,621	3,300	2,815	3,300	3,300
G-721-7300-4140 TRAINING- REGISTRATION	9,030	6,000	7,602	9,500	11,500
G-721-7300-4142 TRAINING - EXPENSES	0	2,000	2,565	2,000	2,500
G-721-7300-4155 FACILITY IMPROVEMENTS	67,475	70,000	96	0	0
G-721-7300-5030 INTEREST ON LONG-TERM DEBT	470,533	561,130	216,759	424,990	382,369
G-721-7300-5035 PRINCIPAL ON LONG-TERM DEBT	1,017,780	1,017,140	516,161	1,018,340	1,018,896
G-721-7300-7820 TRANSFER TO RESERVE FUNDS	546,148	524,000	860,000	1,120,000	2,500,000
G-721-7300-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	385,395
G-721-7300-7905 INTERFUNCTIONAL FLEET	0	0	111,750	149,000	67,250
G-721-7300-7907 INTERFUNCTIONAL TELEPHONE	0	0	25,020	33,360	38,460
G-721-7300-9050 LEASEHOLD IMPROVEMENTS	14,530	0	0	0	0
<b>Total 7300 RECREATION FACILITIES</b>	<b>4,047,410</b>	<b>4,581,087</b>	<b>2,828,642</b>	<b>3,955,342</b>	<b>5,639,420</b>
<b>Total 721 RECREATION</b>	<b>4,593,307</b>	<b>5,320,967</b>	<b>3,336,787</b>	<b>4,684,399</b>	<b>6,645,030</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G731 Cemetery</b>

### **Department/Division Overview:**

Avondale Cemetery provides the community with various cemetery services. Staff are dedicated to helping families and individuals understand and make decisions regarding cemetery services and products.

Avondale Cemetery is 105 acres; 65 are active acres and 40 are yet to be developed. 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 2024:**

- Continue yearly historic monument rehabilitation program. This is an important program where monuments that are considered unsafe (due to cracks or leaning) are repaired.
- Continue yearly cemetery road work in various locations. For the safety of visitors to Avondale Cemetery, sections of roads within the cemetery are repaired each year.
- Drainage work in various sections as there are areas in the cemetery where water sits. Each year we choose a section and update the drainage in that area.

### **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 (2024 proposed budget vs prior year budget):**

- Increase in Cemetery Materials from \$35,000 to \$45,000 based rising costs observed in 2023
- The historic monument rehabilitation program and Cemetery road work has shifted to the operating budget from capital, as this is an ongoing maintenance program, not a capital program

	2022	2022	2023	2023	2024
<b>731 CEMETERY</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>5500 CEMETERY OPERATIONS</b>					
G-731-5500-1470 RENTALS AND LEASES - BURIALS	(333,444)	(380,000)	(298,997)	(320,000)	(320,000)
G-731-5500-1820 CONTRIBUTION FROM RESERVE FUND	0	(10,000)	0	(10,000)	(10,000)
G-731-5500-1830 CONTRIBUTION FROM TRUST FUNDS	0	(75,000)	0	(75,000)	(75,000)
G-731-5500-2100 F.T. SALARIES & WAGES	383,003	393,800	314,260	402,210	408,500
G-731-5500-2110 P.T. SALARIES & WAGES	13,092	34,620	23,899	35,280	34,620
G-731-5500-2500 F.T. BENEFITS	119,312	120,080	104,969	122,280	138,100
G-731-5500-2510 P.T. BENEFITS	1,220	3,250	3,092	6,600	5,280
G-731-5500-2700 OTHER PAYROLL EXPENSES	20	0	40	0	0
G-731-5500-3010 CLOTHING	829	2,000	934	2,000	2,000
G-731-5500-3030 HEAT	2,459	3,800	3,466	3,800	3,800
G-731-5500-3040 HYDRO	4,484	7,000	2,721	7,000	6,000
G-731-5500-3045 WATER / SEWAGE	3,406	6,000	534	7,000	4,800
G-731-5500-3050 MATERIALS	42,291	30,000	58,286	35,000	50,000
G-731-5500-3070 OFFICE SUPPLIES AND PAPER	378	600	169	600	500
G-731-5500-3090 PHOTOCOPIER EXPENSE	1,476	1,620	1,241	1,450	1,670
G-731-5500-3100 POSTAGE	268	300	310	300	500
G-731-5500-3140 REPAIRS & MAINT - BLDG & EQUIP	17,193	8,000	4,114	10,000	10,000
G-731-5500-3180 VEHICLE - FUEL	32,897	30,000	25,455	30,000	30,000
G-731-5500-3190 VEHICLE REPAIRS & MAINTENANCE	2,704	10,000	5,337	10,000	7,000
G-731-5500-4050 CONTRACTORS	6,390	12,000	3,462	12,000	12,000
G-731-5500-4120 TELEPHONE - CELL PHONES	600	600	424	0	0
G-731-5500-4155 FACILITY IMPROVEMENTS	0	0	0	0	50,000
G-731-5500-5030 INTEREST ON LONG-TERM DEBT	1,776	3,520	936	1,200	609
G-731-5500-5035 PRINCIPAL ON LONG-TERM DEBT	28,807	27,990	22,002	29,400	29,974
G-731-5500-5062 PROPERTY TAXES	0	0	5,573	5,450	5,741
G-731-5500-7820 TRANSFER TO RESERVE FUNDS	230,000	230,000	110,250	147,000	147,000

	2022	2022	2023	2023	2024
<b>731 CEMETERY</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-731-5500-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	11,504
G-731-5500-7905 INTERFUNCTIONAL FLEET	0	0	0	0	23,310
G-731-5500-7907 INTERFUNCTIONAL TELEPHONE	0	0	450	600	600
<b>Total 5500 CEMETERY OPERATIONS</b>	559,161	460,180	392,927	464,170	578,508
<b>Total 731 CEMETERY</b>	<b>559,161</b>	<b>460,180</b>	<b>392,927</b>	<b>464,170</b>	<b>578,508</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G750 Transit</b>

### **Department/Division Overview:**

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

### **Key Activities Planned for 2024:**

Overtime/Labour costs will continue to be monitored in 2024. A continued increased utilization of part-time staff and an ongoing specific recruitment strategy will attempt to maintain 100% service levels and ensure a full complement of staff. Recruiting of new staff requiring specific skillset remains critical as many of the existing workforce will reach retirement status in 2024 and onwards.

### **New Initiatives Planned for 2024:**

New capital expenditures (with ICIP approved funding) includes projects such as procuring two new hybrid diesel conventional buses - the start of transitioning from fossil fuel buses to cleaner battery technology to meet 2030 and 2050 GHG goals. Replacing and adding new accessible bus stops/shelters is a continuing effort to be accessibly compliant and creating barrier free options with solar lighted spaces and a larger shelter to better serve Customers that require a mobility device. Upgrading the storage shed facility is also included in the capital plan. Major roof repairs, concrete floor and exhaust systems are planned for 2024 to make the transit space a more usable space in the future. Implementation of the Magnus Card program, a mobile tool to assist those individuals with autism or who are neurodiverse to gain the confidence and independence in taking the City's transit services.

### **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 (2024 proposed budget vs prior year budget):**

Significant budget variances for 2024 include an expected reduction in revenue due to ridership. The local school Boards have informed staff that subsidized monthly student passes will no longer be offered to the grades 7 & 8's at Stratford Intermediate School. Local School Boards will be providing School transportation through the local Consortium (Yellow School Buses). Typically, the Board would purchase approximately 200 Student bus passes monthly (approximately \$120,000 annually) and approximately 75,000 fewer ridership.

<b>750 TRANSIT</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3300 REGULAR TRANSIT OPERATING</b>					
G-750-3300-1120 CANADA GRANTS	(20,399)	0	(13,364)	0	0
G-750-3300-1130 ONTARIO GRANTS	(185,161)	(574,175)	0	0	0
G-750-3300-1395 TRANSIT FARES	(146,216)	(105,000)	(195,479)	(110,000)	(125,000)
G-750-3300-1470 TRANSIT BUS PASSES	(480,111)	(520,000)	(401,820)	(510,000)	(400,000)
G-750-3300-1475 TRANSIT BUS TICKETS	(74,423)	(65,000)	(80,179)	(60,000)	(70,000)
G-750-3300-1610 SALES- ADVERTISING	(17,190)	(18,000)	(20,353)	(30,000)	(30,000)
G-750-3300-1765 PROCEEDS - ASSET DISPOSALS	0	0	(4,000)	0	0
G-750-3300-1770 RECOVERABLES	(4,311)	0	0	0	0
G-750-3300-1820 CONTRIBUTION FROM RESERVE FUND	0	0	(109,118)	(593,399)	0
G-750-3300-2100 F.T. SALARIES & WAGES	1,356,956	1,469,280	1,123,643	1,532,326	1,745,400
G-750-3300-2110 P.T. SALARIES & WAGES	554,275	656,070	397,287	608,778	500,270
G-750-3300-2500 F.T. BENEFITS	455,523	568,220	388,433	502,177	618,530
G-750-3300-2510 P.T. BENEFITS	56,373	62,530	52,434	115,193	68,360
G-750-3300-2700 OTHER PAYROLL EXPENSES	2,353	6,500	1,760	4,000	3,000
G-750-3300-3010 CLOTHING	12,355	12,500	10,269	12,500	12,000
G-750-3300-3020 GOODS PURCHASED FOR RESALE	16,161	20,000	19,809	30,000	20,000
G-750-3300-3030 HEAT	10,845	12,500	7,836	0	0
G-750-3300-3040 HYDRO	28,141	30,000	18,072	0	0
G-750-3300-3045 WATER/SEWAGE	4,615	7,500	2,651	0	0
G-750-3300-3050 MATERIALS	2,922	0	0	0	0
G-750-3300-3070 OFFICE SUPPLIES AND PAPER	2,158	2,200	2,480	2,500	2,500
G-750-3300-3090 PHOTOCOPIER EXPENSE	1,943	4,070	1,393	2,000	1,860
G-750-3300-3100 POSTAGE	42	150	148	125	150
G-750-3300-3110 PRINTING	1,053	5,000	0	5,000	2,500
G-750-3300-3140 REPAIRS & MAINT-BLDGS & EQUIP	22,863	20,000	10,874	0	5,000
G-750-3300-3170 UNIFORMS	3,472	4,000	7,315	4,000	5,500
G-750-3300-4010 ADVERTISING	2,359	2,500	1,357	2,500	2,000

<b>750 TRANSIT</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-750-3300-4020 SERVICE CONTRACTS	25,233	16,750	14,164	20,000	20,000
G-750-3300-4036 CONFERENCES - EXPENSES	625	1,500	1,330	1,500	1,500
G-750-3300-4038 CONFERENCE - MILEAGE/TRAVEL	400	300	0	200	200
G-750-3300-4040 CONSULTANTS	40,882	150,000	64,468	109,118	0
G-750-3300-4060 COURIER/FREIGHT	152	2,500	117	2,500	1,000
G-750-3300-4095 ANNUAL SERVICE CONTRACTS	85,299	85,000	67,654	105,000	115,000
G-750-3300-4097 MEMBERSHIPS	4,503	5,500	5,727	6,000	7,000
G-750-3300-4105 SNOW REMOVAL	120,525	100,000	65,350	105,000	125,000
G-750-3300-4107 BUIDLING MAINTENANCE	16,733	11,000	6,058	0	0
G-750-3300-4120 TELEPHONE - CELL PHONES	11,710	11,710	0	0	0
G-750-3300-4142 TRAINING - EXPENSES	0	1,000	0	0	0
G-750-3300-5010 BANK,COLLECTION,CREDIT CARD CHGS	15	0	0	0	0
G-750-3300-5030 INTEREST ON LONG-TERM DEBT	29,968	32,320	0	0	0
G-750-3300-5035 PRINCIPAL ON LONG-TERM DEBT	74,579	74,530	0	0	0
G-750-3300-5062 PROPERTY TAXES	0	0	38,560	0	0
G-750-3300-7820 TRANSFER TO RESERVE FUND	109,118	0	0	484,281	0
G-750-3300-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	74,778
G-750-3300-7905 INTERFUNCTIONAL FLEET	0	0	111,750	149,000	702,200
G-750-3300-7907 INTERFUNCTIONAL TELEPHONE	0	0	12,113	16,150	16,150
<b>Total 3300 REGULAR TRANSIT OPERATING</b>	<b>2,126,340</b>	<b>2,092,955</b>	<b>1,608,739</b>	<b>2,516,449</b>	<b>3,424,898</b>
<b>3320 TERMINAL BLDG (DOWNIE)</b>					
G-750-3320-2100 F.T. SALARIES & WAGES	0	0	23,198	27,043	39,470
G-750-3320-2110 P.T. SALARIES & WAGES	0	0	0	28,222	23,130
G-750-3320-2500 F.T. BENEFITS	0	0	7,965	8,113	11,420
G-750-3320-2510 P.T. BENEFITS	0	0	0	8,467	2,670
G-750-3320-3040 HYDRO	0	0	0	11,000	11,500
G-750-3320-3045 WATER/SEWAGE	0	0	0	1,000	1,000
G-750-3320-3140 REPAIRS & MAINT-BLDGS & EQUIP	0	0	5,886	8,000	8,250
G-750-3320-4107 BUILDING MAINTENANCE	0	0	663	7,500	7,725

<b>750 TRANSIT</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-750-3320-5030 INTEREST ON LONG-TERM DEBT	0	0	13,990	27,420	24,936
G-750-3320-5035 PRINCIPAL ON LONG-TERM DEBT	0	0	37,289	74,580	74,579
G-750-3320-5062 PROPERTY TAXES	0	0	0	38,130	39,717
<b>Total 3320 TERMINAL BLDG (DOWNIE)</b>	0	0	88,991	239,475	244,397
<b>3325 TRANSIT GARAGE (CORCORAN)</b>					
G-750-3325-3030 HEAT	0	0	0	12,500	12,500
G-750-3325-3040 HYDRO	0	0	0	14,000	14,000
G-750-3325-3045 WATER/SEWAGE	0	0	0	6,000	6,000
G-750-3325-3140 REPAIRS & MAINTENANCE - BUILDINGS	0	0	7,843	12,000	0
G-750-3325-4107 BUILDING MAINTENANCE	0	0	5,310	4,500	5,000
<b>Total 3325 TRANSIT GARAGE (CORCORAN)</b>	0	0	13,153	49,000	37,500
<b>Total 750 TRANSIT</b>	<b>2,126,340</b>	<b>2,092,955</b>	<b>1,710,883</b>	<b>2,804,924</b>	<b>3,706,795</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G751 Parallel Transit</b>

### **Department/Division Overview:**

This department 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.

### **Key Activities Planned for 2024:**

The project to replace a fossil fueled Mobility bus with a Hybrid Mobility bus will commence in 2024 that is approved for 2025 through an ICIP Capital funded project. Based on current build/supply chain concerns still present in the industry, it will take approximately 14-18 months in production for delivery of the unit. Presently, ridership has returned to full capacity to pre-pandemic numbers and rider applications continue to increase month over month which presents an potential “overcapacity” situation as Parallel Transit is the only specialized service within the City of Stratford that offers medical, social, retail/grocery trips, retirement community outings among other bookings.

### **New Initiatives Planned for 2024:**

Potential investigating if there is an affordable electronic dispatching software that can be incorporated into our system to remove the manual process we currently perform.

### **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 (2024 proposed budget vs prior year budget):**

There will be no significant budget changes from 2023.

	2022	2022	2023	2023	2024
<b>751 PARALLEL TRANSIT</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3350 PARALLEL TRANSIT</b>					
G-751-3350-1395 TRANSIT FARES	(53,436)	(38,500)	(48,719)	(40,000)	(45,000)
G-751-3350-1770 RECOVERABLES	(143)	0	0	0	0
G-751-3350-2100 F.T. SALARIES & WAGES	245,230	247,460	259,921	275,714	351,210
G-751-3350-2110 P.T. SALARIES & WAGES	142,269	163,590	145,953	164,280	176,850
G-751-3350-2500 F.T. BENEFITS	80,333	87,030	90,530	85,710	128,530
G-751-3350-2510 P.T. BENEFITS	36,091	42,100	16,491	31,220	22,270
G-751-3350-2700 OTHER PAYROLL EXPENSES	849	1,500	393	1,000	1,000
G-751-3350-3010 CLOTHING	3,756	4,500	3,173	4,000	3,800
G-751-3350-3070 OFFICE SUPPLIES AND PAPER	400	1,500	841	1,500	1,200
G-751-3350-3100 POSTAGE	53	200	18	150	125
G-751-3350-3110 PRINTING	0	600	396	700	500
G-751-3350-3140 REPAIRS & MAINT-BLDGS & EQUIP	2,627	2,500	2,393	3,000	3,000
G-751-3350-4010 ADVERTISING	845	1,000	428	1,000	1,000
G-751-3350-4036 CONFERENCES - EXPENSES	504	1,500	0	1,500	1,500
G-751-3350-4097 MEMBERSHIPS	1,116	1,600	0	1,750	0
G-751-3350-4120 TELEPHONE - CELL PHONES	300	300	0	0	0
G-751-3350-4150 TRAVEL/MILEAGE-excl. training,conferences	0	300	0	250	250
G-751-3350-7907 INTERFUNCTIONAL TELEPHONE	0	0	540	720	720
<b>Total 3350 PARALLEL TRANSIT</b>	<b>460,794</b>	<b>517,180</b>	<b>472,358</b>	<b>532,494</b>	<b>646,955</b>
<b>Total 751 PARALLEL TRANSIT</b>	<b>460,794</b>	<b>517,180</b>	<b>472,358</b>	<b>532,494</b>	<b>646,955</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Community Services</b>
<b>Budget Division:</b>	<b>G752 Community Transportation</b>

### **Department/Division Overview:**

This department, in partnership with the County of Perth, Town of St. Marys and County of North Perth, provides Community transit services on 4 routes Monday to Saturday and provides transportation services to London, Kitchener-Waterloo, St. Marys, Stratford, Listowel and several locations throughout the County. This pilot project is being funded through the Province (MTO) until March 2025.

### **Key Activities Planned for 2024:**

To continue to advocate additional funding through the province to financially sustain the service and to lessen any financial burdens to Stratford and our partners in 2024. Also, to continue to monitor monthly ridership as this continues to be a benchmark to measure the success of the service.

### **New Initiatives Planned for 2024:**

As in the past, aggressive marketing campaigns has been met with overwhelming success and well received. Platforms such as production videos, radio ads, local newspaper and media boards in the County have been very positive response. This will be maintained in order to continue to attract new Customers.

### **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.

#### **Widening our Economic Opportunities**

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

**Explain Significant Variances (2024 proposed budget vs prior year budget):**

The only significant variance regarding this project will be the willingness of the 3 partnered Councils to financial support the service as the Provincial funding with its 2 year extension was lower as in the first 5 years of the project. It is projected each of the 3 partners will need to contribute approximately \$160,000.00 in order to maintain the service in 2024.

	2022	2022	2023	2023	2024
<b>752 COMMUNITY TRANSPORTATION</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3310 COMMUNITY TRANSPORTATION</b>					
G-752-3310-1130 ONTARIO GRANTS	(347,386)	(440,017)	(299,133)	(531,483)	(229,476)
G-752-3310-1395 FARE REVENUE	(56,796)	(18,500)	(68,631)	(60,000)	(90,000)
G-752-3310-1770 RECOVERABLES	(212,494)	(212,654)	(34,000)	(33,446)	(480,000)
G-752-3310-1810 CONTRIBUTION FROM RESERVES	(41,924)	0	(204,391)	(78,899)	0
G-752-3310-4010 ADVERTISING	23,427	40,000	22,752	30,000	25,000
G-752-3310-4020 SERVICE CONTRACT	635,173	699,000	509,169	720,000	710,000
G-752-3310-4090 LEGAL	0	20,000	0	10,000	5,000
G-752-3310-7810 TRANSFER TO RESERVES	106,247	0	0	0	59,476
<b>Total 3310 COMMUNITY TRANSPORTATION</b>	106,247	87,829	(74,234)	56,172	0
<b>Total 752 COMMUNITY TRANSPORTATION</b>	<b>106,247</b>	<b>87,829</b>	<b>(74,234)</b>	<b>56,172</b>	<b>0</b>



# 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Fire</b>
<b>Budget Division:</b>	<b>G211 Fire</b>

**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 2024:**

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. The current agreement requires updating and this will create a mutual understanding of the medical responses of both organizations and collaboration at Emergency scenes.

Create a Scope of Work for a replacement Fire Engine. Since COVID, a backlog has been created for procurement of fire trucks, due to the continued demand for the materials, resulting in an average of two years from award to delivery. This will ensure we are ready to create an RFP for what we require, when permitted.

**Key Initiatives Planned for 2024:**

Full installation and activation of a new Dispatching organization, which will be a significant evolution with many changes to our current routines, emergency and non-emergency.

Redeploy dispatchers into newly created positions once the assigned Dispatching organization takes over, with the focus on Emergency Management and Fire Prevention and Education.

Implementation of the new Collective Agreement which, when ratified, will provide clarity and reduce ambiguity for both Management and the Association.

Hold a Community Open House to both show our appreciation for the citizens we serve as well as educate on some of our equipment and capabilities.

Station two removal of façade and repair or cover existing brick, if/where required.

Enter into agreement with local towing business for extended containment of Electric Vehicles (EV's) after serious accidents or fires.

Shift scheduling software. This software is an expansion to a current software platform we are already using for vehicle and equipment maintenance, etc., and will considerably reduce the time a Captain spends contacting Firefighters to fill shifts due to illness or prolonged medical conditions.

**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 (2024 proposed budget vs prior year actuals):**

Increase to salary costs to reflect revised expected overtime payouts resulting from increase in minimum staffing from 6 to 8 personnel per shift that were not previously captured. With each Platoon having 10 personnel, if 2 are on holiday, course or sick leave, then there is little opportunity to use Time Owing (Overtime earned), resulting in many cashing in their hours from their Time Owing bank.

Further increase in salary and benefits from 2023 negotiations with the Stratford Professional Firefighters Association per the arbitrated decision.

Also per Arbitrated decision, dispatchers will transition to administrative roles, requiring computer hardware, as well as typical office furniture (desks, chairs, phones, etc.), resulting in proposed increase of \$5K.

Personal Protective Equipment supply chain costs have increased by \$10k. A set of Firefighter turn-out gear has increased by \$1,000 since two years ago, and a minimum of 10 sets per year are acquired, not including potential new hires.

Both fire halls have increases for maintenance and repairs by \$5K for items such as sink replacements, new flooring, etc.

<b>211 FIRE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>2100 FIRE PROTECTION ADMINISTRATION</b>					
G-211-2100-1405 USER FEES	(59,573)	(65,000)	(10,245)	(5,000)	(7,500)
G-211-2100-1765 PROCEEDS - ASSET DISPOSALS	(13,855)	0	0	0	0
G-211-2100-1810 CONTRIBUTION FROM RESERVES	(225,970)	0	0	0	0
G-211-2100-2100 F.T. SALARIES & WAGES	6,443,080	6,054,690	5,596,291	6,228,520	6,579,430
G-211-2100-2110 P.T. SALARIES & WAGES	57,841	0	89,358	0	0
G-211-2100-2500 F.T. BENEFITS	1,691,373	1,801,470	1,519,468	1,792,630	2,036,130
G-211-2100-2510 P.T. BENEFITS	5,543	0	7,645	0	0
G-211-2100-3011 PERSONAL PROTECTIVE EQUIPMENT	47,495	35,000	46,970	40,000	53,700
G-211-2100-3030 HEAT	5,989	6,500	5,292	6,500	6,000
G-211-2100-3040 HYDRO	11,507	12,000	6,895	12,000	11,750
G-211-2100-3045 WATER/SEWAGE	3,128	2,400	1,479	2,400	2,400
G-211-2100-3050 MATERIALS	12,875	5,000	5,909	5,000	6,000
G-211-2100-3052 MATERIALS -EMERGENCY MANAGEMEN	135	3,500	291	3,500	2,500
G-211-2100-3070 OFFICE SUPPLIES AND PAPER	2,627	3,000	2,591	1,000	1,150
G-211-2100-3090 PHOTOCOPIER EXPENSE	3,009	3,670	2,169	3,000	2,910
G-211-2100-3100 POSTAGE	166	500	56	500	250
G-211-2100-3110 PRINTING	0	1,000	0	1,000	750
G-211-2100-3120 MEETING COSTS	286	1,000	669	1,000	800
G-211-2100-3140 REPAIRS & MAINT - BLDG & EQUIP	32,675	9,000	14,951	9,000	14,000
G-211-2100-3170 UNIFORMS	25,000	20,000	24,565	20,000	21,500
G-211-2100-3180 VEHICLES- FUEL	36,441	30,000	25,770	30,000	32,000
G-211-2100-3190 VEHICLES - REPAIRS & MAINT	61,113	60,000	45,139	60,000	62,000
G-211-2100-4010 ADVERTISING	1,343	1,700	1,374	1,700	1,500
G-211-2100-4020 SERVICE CONTRACTS	32,848	32,050	13,609	41,070	40,490
G-211-2100-4036 CONFERENCES - EXPENSES	488	4,000	0	4,000	4,000
G-211-2100-4050 CONTRACTORS	12,151	19,200	6,356	15,000	413,800
G-211-2100-4097 MEMBERSHIPS	2,021	3,500	2,277	3,500	2,500
G-211-2100-4105 SNOW REMOVAL	17,670	8,000	13,286	8,000	10,000
G-211-2100-4110 TELEPHONE - BASIC	3,061	14,550	0	0	0

<b>211 FIRE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-211-2100-4120 CELL PHONES	3,600	3,600	0	0	0
G-211-2100-4142 TRAINING - EXPENSES	7,336	10,000	3,944	10,000	10,000
G-211-2100-4155 FACILITY IMPROVEMENTS	1,090	2,000	779	2,000	2,500
G-211-2100-4164 SPECIAL EVENTS	50	2,500	27	2,500	2,000
G-211-2100-5030 INTEREST ON LONG-TERM DEBT	70,438	55,490	72,447	96,250	94,737
G-211-2100-5035 PRINCIPAL ON LONG-TERM DEBT	81,537	74,564	26,166	35,240	36,748
G-211-2100-5056 AMORTIZATION EXPENSE	0	0	1,554	0	0
G-211-2100-5065 PROVINCIAL PROGRAMS	2,453	5,000	2,320	5,000	4,000
G-211-2100-7820 TRANSFER TO RESERVE FUNDS	163,855	150,000	131,250	175,000	180,000
G-211-2100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	270,352
G-211-2100-7907 INTERFUNCTIONAL TELEPHONE	0	0	13,613	18,150	18,150
G-211-2100-9010 OFFICE EQUIPMENT & FURNISHINGS	7,047	1,000	6,939	1,000	6,000
G-211-2100-9030 EQUIPMENT PURCHASES	12,498	10,000	1,330	10,000	10,000
G-211-2100-9040 TOOLS & SMALL EQUIPMENT	14,051	10,000	12,370	10,000	10,000
<b>Total 211 FIRE</b>	<b>8,574,422</b>	<b>8,390,884</b>	<b>7,694,904</b>	<b>8,649,460</b>	<b>9,942,547</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Fire</b>
<b>Budget Division:</b>	<b>G512 Airport</b>

### **Department/Division Overview:**

The Stratford Municipal Airport, owned by the City of Stratford, 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 2024:**

Increase in user fees for fuel charges and other user fees to work towards an improved cost recovery model. Land leases also to be reviewed and brought in line with comparators, which will align with the recommendations of the Airport Study. This review will also look at an increase in the main terminal lease with current contracted service provider.

### **New Initiatives Planned for 2024:**

Research potential for organizing and teaching of Drone Piloting course. The intent would be to attract more visitors from the public to the Airport, besides those flying planes, and bring some additional income and more awareness to the airport.

Public Flying Benefit Day Event – Working with Alliance North, an organization that works to bring entities together to promote general aviation in communities, will explore holding an event to bring attention to the Stratford Airport, including fly-ins from other airports and organizations resulting in fuel sales and possible new airport users.

### **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 (2024 proposed budget vs prior year budget):**

Despite lower fuel sales revenue in 2023 (due to a weather-related drop in demand for the first three months), 2024 revenues are expected higher due to pricing changes.

The 2024 budget shows a decrease to consulting costs due to completion of the Airport Study.

Advertising increases for items such as billboards and Promotional events to bring awareness of the airport and increase fuel sales.

R & M increase by \$1K for project to replace some windows.

	2022	2022	2023	2023	2024
<b>512 STRATFORD MUNICIPAL AIRPORT</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3602 AIRPORT ADMINISTRATION</b>					
G-512-3602-1405 USER FEES	(1,274)	(3,225)	(10,442)	(2,200)	(3,500)
G-512-3602-1450 RENT AND LEASE REVENUE	(12,262)	(12,000)	(19,119)	(12,000)	(25,000)
G-512-3602-1470 RENTALS AND LEASES	(52,580)	(45,000)	(49,243)	(56,580)	(60,000)
G-512-3602-1610 SALES	(309,272)	(200,000)	(228,134)	(286,000)	(290,000)
G-512-3602-1820 CONTRIBUTION FROM RESERVE FUND	(28,548)	(50,000)	(20,419)	(40,000)	0
G-512-3602-3020 GOODS PURCHASED FOR RESALE	234,246	155,142	178,112	213,700	215,000
G-512-3602-3030 HEAT	9,468	5,000	3,307	7,000	7,100
G-512-3602-3040 HYDRO	15,168	11,000	12,340	12,000	13,000
G-512-3602-3100 POSTAGE	45	100	46	100	80
G-512-3602-3140 REPAIRS & MAINT- BLDGS & EQUIP	1,521	8,000	5,580	8,000	9,000
G-512-3602-3180 VEHICLE - FUEL	3,279	2,000	2,411	3,000	2,800
G-512-3602-3190 VEHICLE - REPAIRS & EXPENSES	1,580	1,500	0	1,500	1,500
G-512-3602-4010 ADVERTISING	0	500	0	500	5,000
G-512-3602-4020 SERVICE CONTRACTS	96,464	85,500	87,349	86,790	86,790
G-512-3602-4040 CONSULTANTS	18,548	45,000	20,419	40,000	5,000
G-512-3602-4050 CONTRACTORS	32,587	55,000	24,139	45,000	45,000
G-512-3602-4080 INSURANCE	4,293	5,300	5,247	5,500	5,500
G-512-3602-4092 PROPERTY TAXES	14,194	14,500	10,966	14,500	14,500
G-512-3602-4097 MEMBERSHIPS	1,388	1,700	1,461	1,700	1,600
G-512-3602-4100 SERVICES - OTHER	0	0	55	0	0
G-512-3602-4105 SNOW REMOVAL	6,440	7,500	3,738	7,500	7,000
G-512-3602-4108 TREE TRIMMING	0	10,000	4,865	10,000	0
G-512-3602-4110 TELEPHONE - BASIC	1,178	1,500	879	1,500	1,500
G-512-3602-4125 INTERNET	761	725	902	730	750
G-512-3602-4155 FACILITY IMPROVEMENTS	0	5,000	0	5,000	4,000
G-512-3602-7810 TRANSFER TO RESERVE	0	0	0	0	10,000
G-512-3602-7820 TRANSFER TO RESERVE FUNDS	101,452	80,000	75,000	100,000	90,000
G-512-3602-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	11,504
G-512-3602-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	4,925
<b>Total 512 STRATFORD MUNICIPAL AIRPORT</b>	<b>138,676</b>	<b>184,742</b>	<b>109,459</b>	<b>167,240</b>	<b>163,049</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Building and Planning Services</b>
<b>Budget Division:</b>	<b>G250 Building Permits</b>

### **Department/Division Overview:**

The Building Division is currently comprised of the following staff positions: a Chief Building Official (“CBO”) who manages the Division, and oversees the positions of Deputy CBO (“DCBO”); three (3) Municipal Building Officials (“MBOs”); two (2) By-Law Enforcement Officers (“BLEOs”), and a Building Coordinator. This Division’s Budget also provides for a student.

The Building 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. Service provided by this Division is supplemented by an outside building code consultancy firm, assisting when there are staff vacancies, high permit volumes, and/or overly complex construction proposals, this all to ensure that the City maintains quality service while also complying with the province’s minimum review timeframes for permit applications.

This Division’s revenues come from permit and application fees. Building permit revenues are intended to cover 100% of the costs of administration of the Ontario Building Code as outlined in the Building Code Act.

2023 has witnessed significant transition in this Division with a transition in Chief Building Official. As of the date of writing this Work Plan document, the DCBO position remains vacant and the Building Coordinator position, established and approved by Council as part of the 2023 Budget process, has not yet been filled.

### **Key Activities Planned for 2024:**

Notwithstanding the transition that has occurred, the following are notable key activities:

- Recurring Building Inspector and By-law Officer training and certification;
- Providing training to our Industry partners on Code changes;
- Supporting ongoing corporate special projects, including rehabilitation and redevelopment of the Cooper building (e.g., Community Hub);
- Supporting proposed Green Buildings Community Improvement Plan and Green Building Standards;
- Reviewing and adjusting building permit fees as required to ensure cost recovery;
- Continued support for residents and local businesses in facilitating building processes.

### **New Initiatives Planned for 2024:**

It is expected that there will be an increase in building permit activity in 2024. Given the transition that has occurred within this Division, and the demand for more housing, focus will be limited to ensuring the permit process remains timely and efficient for our residents and business stakeholders.

### **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 (2024 proposed budget vs prior year budget):**

As noted earlier, review and adjustment to building permit fees will be necessary to offset building code administration costs. The timing to fill the vacant Deputy CBO position will also be considered carefully to ensure that the department remains full user-pay.

Due to new staff and transition within this Division, there is a \$5,000 increase in training, and a \$2,750 increase for the outside building code consultancy firm. The training Budget was not fully utilized in recent years; however, the pandemic is a large reason: some training opportunities/conferences were cancelled or adjusted.

	2022	2022	2023	2023	2024
<b>250 BUILDING PERMITS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>2400 BUILDING INSPECTION ADMIN</b>					
G-250-2400-1325 LETTERS OF CONFORMITY FEES	(9,945)	(5,000)	(2,506)	(5,000)	(6,000)
G-250-2400-1440 BUILDING PERMITS	(615,579)	(700,000)	(693,387)	(660,000)	(960,000)
G-250-2400-1810 CONTRIBUTION FROM RESERVES	0	(72,960)	0	(191,310)	(38,853)
G-250-2400-1820 CONTRIBUTION FROM RESERVE FUND	(90,038)	0	0	0	0
G-250-2400-2100 F.T. SALARIES & WAGES	423,142	420,280	440,459	515,232	583,750
G-250-2400-2110 P.T. SALARIES & WAGES	14,258	20,300	13,262	26,120	27,460
G-250-2400-2500 F.T. BENEFITS	122,807	126,160	124,622	130,880	188,050
G-250-2400-2510 P.T. BENEFITS	1,345	3,960	1,270	5,000	3,070
G-250-2400-3050 MATERIALS	4,550	6,300	3,070	6,300	6,300
G-250-2400-3090 PHOTOCOPIER EXPENSE	992	1,150	571	1,850	720
G-250-2400-3100 POSTAGE	764	1,500	345	1,800	1,800
G-250-2400-3180 VEHICLE - FUEL	1,540	0	1,012	0	0
G-250-2400-4010 ADVERTISING	1,330	2,000	2,069	2,000	2,500
G-250-2400-4040 CONSULTANTS	9,613	15,000	51,600	20,000	22,750
G-250-2400-4050 CONTRACTORS - CLEAN UP	0	1,500	0	1,500	1,500
G-250-2400-4090 LEGAL	18,578	25,000	18,543	25,000	20,000
G-250-2400-4095 SUPPORT & MAINTENANCE CONTRACTS	370	20,000	0	0	0
G-250-2400-4097 MEMBERSHIPS	3,079	4,600	3,881	4,400	4,400
G-250-2400-4110 TELEPHONE	1,047	4,980	0	0	0
G-250-2400-4120 TELEPHONE - CELL PHONES	4,056	4,060	0	0	0
G-250-2400-4140 TRAINING - Registration	9,817	22,000	10,620	20,000	25,000
G-250-2400-5010 BANK,COLLECTION,CREDIT CARD CHGS	4,104	5,000	4,551	5,000	4,000
G-250-2400-7820 TRANSFER TO RESERVE FUNDS	0	0	7,650	10,200	10,600

	2022	2022	2023	2023	2024
<b>250 BUILDING PERMITS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-250-2400-7900 INTERFUNCTIONAL TRANSFERS	94,170	94,170	0	0	0
G-250-2400-7901 INTERFUNCTIONAL IT SUPPORT	0	0	31,604	42,138	62,965
G-250-2400-7904 INTERFUNCTIONAL RENT	0	0	15,000	20,000	20,000
G-250-2400-7905 INTERFUNCTIONAL FLEET	0	0	2,400	3,200	3,330
G-250-2400-7906 INTERFUNCTIONAL INSURANCE	0	0	4,793	6,390	7,478
G-250-2400-7907 INTERFUNCTIONAL TELEPHONE	0	0	6,975	9,300	9,180
<b>Total 250 BUILDING PERMITS</b>	<b>0</b>	<b>0</b>	<b>48,404</b>	<b>0</b>	<b>0</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Building and Planning Services</b>
<b>Budget Division:</b>	<b>G251 Planning Services</b>

### **Department/Division Overview:**

The Planning Division is currently comprised of the following staff positions: a Manager of Planning who manages the Division and oversees three (3) Planners, and a Planning Coordinator. This Division’s Budget also provides for a Planning Student. Note: The Department’s Director is also a certified Planner.

This Division is responsible for processing all development planning applications (subdivisions, condominiums, site plans, official plan amendments, zone changes, minor variances and consents), processing Community Improvement Plan (“CIP”) applications, developing and recommending planning policy to Council and Committees, and reviewing various licensing permit applications. The Planning Division is also responsible for representing the City, when necessary, in matters arising from Ontario Land Tribunal (OLT) appeals.

Service provided by this Division is currently supplemented on a temporary basis by an outside planning consultancy firm, which since 2022 has been assisting the City due to staff transition to ensure planning applications and other proposals are appropriately processed and accompanied with sound planning advice to City Council and Committees. This outside firm is planned to continue into 2024 given ongoing staffing challenges, the demand for new housing, and ongoing multi-year development files, particularly plan of subdivisions, still in process.

This division receives revenue from application fees. Although planning applications processed by the City primarily provide a benefit to users (i.e., applicants), the planning review process also benefits the nearby and surrounding community. Accordingly, fees have been determined under a partial user-pay principle, noting that fees do not cover 100% of Planning Act application costs.

In early 2023, Council made the decision to re-establish a standalone “Building and Planning Services” Department. Prior to this decision, the services of Planning, Building, and By-law Enforcement had resided under the “Infrastructure and Development Services” Department. Following the re-establishment of this Department, a new Director was recruited and assumed the role of “Director of Building and Planning Services” in early July.

As of the date of writing this Work Plan document, the vacancy for the “Manager of Planning” has not yet been filled, however the position’s role and responsibilities are being performed on an interim contract basis by the City’s previous long-serving Planning Manager, who formally retired from the City in 2020 after nearly 8 years.

With regard to Planners, one (1) of the three (3) positions remains vacant. A shortage of planners is being experienced across the profession, and the impacts of this shortage are being felt in both the public and private planning sectors.

### **Key Activities Planned for 2024:**

Notwithstanding the transition that has occurred, the Division remains active with a number of projects. The following are notable key activities:

- Active recruitment and/or alternative arrangements to maintain service;
- Implementation of e-permitting module for planning applications (expansion initiative);
- Continuation of 5-year review of the City's Official Plan;
- Continuation of joint initiatives with InvestStratford to establish more housing opportunities;
- 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; and
- Support City special projects and programs related to land developing and housing.

### **New Initiatives Planned for 2024:**

Council authorized staff to submit an application for funding under the Canada Mortgage and Housing Corporation's ('CMHC') Housing Accelerator Fund ('HAF'), late summer, 2023.

The CMHC HAF program aims to increase the supply of housing through incentives and accelerated processes that accomplish the following:

- Complete communities that are walkable, consisting of appropriate residential density and a diverse mix of land uses, providing access to a wide variety of amenities and services through public and active transportation;
- Affordable, inclusive, equitable and diverse communities that encourage clear pathways to achieving greater socio-economic inclusion largely achieved through the equitable provision of housing across the entire housing spectrum; and,
- Low-carbon and climate-resilient communities.

If the City's HAF application is successful and grant funding is provided, there are a number of housing initiatives that will be primarily lead through the Planning Division. As of the date of writing this Work Plan document, it is not yet known whether the City will be successful.

Other than the HAF initiatives, no other new initiatives are planned. Given the transition that has occurred within this Division, and the demand for more housing, focus will be limited to ensuring the planning review process remains timely and efficient for all stakeholders, and working to draft and finalize the Official Plan Review so that the City is served with a comprehensive and effective policy document to lead and guide development.

## **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.

## **Explain Significant Variances (2024 proposed budget vs prior year budget):**

The addition of the Director of Planning and Building and the gapped effect of the 2023 addition of a Deputy CBO resulted in the a significant increase to the division's full time salaries and wages, and corresponding benefits. No new/additional staff is being proposed in the 2024 budget with the exception of a proposed position that was part of the CMHC HAF application for a position that could assist in expediting new housing approvals. Accordingly, such position is conditional on CMHC funding and is noted in the expansion requests as a 'housing concierge'.

The service contract for the Interim Manager of Planning ends in Q1 2024.

Due to new staff and transition within this Division, the Budget includes a \$5,000 increase in training, and a \$3,700 increase for professional memberships. The training budget was not fully utilized in recent years; however the pandemic is a large reason for this: some training opportunities/conferences were cancelled or adjusted.

It is noted in previous years' budgets that the Planning Division was to complete the following:

- a "Green Buildings Community Improvement Plan (CIP)", and the development of supporting Green Building standards and policies;
- reviewing/updating the City's urban design guidelines;
- an accessibility CIP and toolkit; and,
- an attainable housing CIP and toolkit.

The mentioned projects have been postponed in 2024 to prioritize the City's Official Plan Review (save and except the attainable housing CIP and toolkit: if the City is successful in it's CMHC HAF application, such development of the specific toolkit would move forward). This document, when finalized and approved by Council, plays a central role in establishing the framework for planning and development in the City. It guides the integration of aspects such as green buildings, urban design, accessibility, and affordable housing into the planning process. After the Official Plan is finalized, Council will gain a clearer understanding of the necessary supporting plans, guidelines, and toolkits required within our City.

Finally, it is important to mention that the reported 2023 revenues from specific planning applications (such as site plan and zone change applications) have considerably decreased compared to previous years. The primary reasons for this decline appear to be the general economic constraints and recent legislative modifications (e.g., Bill 23) to the planning structure that have affected demand. However, it is anticipated that these revenues will return in 2024 given the pressure for more housing.

	2022	2022	2023	2023	2024
<b>251 DEVELOPMENT SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>8110 PLANNING AND ZONING</b>					
G-251-8110-1325 ZONING INFORMATION REPORTS	(2,799)	(1,700)	(1,696)	(1,500)	(1,500)
G-251-8110-1375 SITE PLAN AGREEMENT REVENUE	(41,542)	(46,000)	(7,405)	(48,000)	(35,000)
G-251-8110-1405 SUBDIVISION/CONDO APPLIC. FEES	(24,061)	(20,000)	(6,535)	(20,000)	(20,000)
G-251-8110-1420 ZONING APPLICATION FEES	(27,780)	(24,000)	(17,445)	(30,000)	(25,000)
G-251-8110-1430 PART LOT CONTROL FEES	(6,480)	(1,640)	0	(2,000)	(4,000)
G-251-8110-1447 OFFICIAL PLAN AMENDMENTS	(5,590)	(2,000)	0	(2,000)	(6,000)
G-251-8110-1610 PUBLICATION SALES	0	(300)	(187)	(300)	(200)
G-251-8110-1810 CONTRIBUTION FROM RESERVES	(7,820)	0	0	(150,000)	(184,000)
G-251-8110-2100 F.T. SALARIES	200,547	235,610	212,654	244,070	340,780
G-251-8110-2110 P.T. SALARIES	12,756	0	42,900	26,107	13,730
G-251-8110-2500 F.T. BENEFITS	58,139	58,680	65,058	86,080	112,930
G-251-8110-2510 P.T. BENEFITS	1,361	6,440	973	0	1,540
G-251-8110-3050 MATERIALS	1,495	2,680	2,963	2,700	2,600
G-251-8110-3090 PHOTOCOPIER	604	770	380	400	480
G-251-8110-3100 POSTAGE	660	1,000	0	1,000	1,000
G-251-8110-4020 SERVICE CONTRACTS	0	0	0	0	28,440
G-251-8110-4040 CONSULTANTS	24,139	12,000	109,191	166,000	237,000
G-251-8110-4060 COURIER/FREIGHT	15	50	0	50	50
G-251-8110-4097 MEMBERSHIPS	4,169	2,800	383	2,800	6,500
G-251-8110-4110 TELEPHONE	465	2,210	0	0	0
G-251-8110-4120 TELEPHONE - CELL PHONES	600	600	0	0	0
G-251-8110-4140 TRAINING	3,171	5,000	4,425	5,000	10,000
G-251-8110-5010 BANK,COLLECTION,CREDIT CARD CHGS	2,046	1,200	2,276	1,800	2,000
G-251-8110-5030 INTEREST ON LONG-TERM DEBT	1	75	0	0	100
G-251-8110-5035 PRINCIPAL ON LONG-TERM DEBT	283	1,620	0	0	1,600
G-251-8110-7810 TRANSFER TO RESERVE	25,000	25,000	30,000	40,000	10,000
G-251-8110-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	46,017
G-251-8110-7907 INTERFUNCTIONAL TELEPHONE	0	0	2,108	2,810	2,810
<b>Total 8110 PLANNING AND ZONING</b>	<b>219,379</b>	<b>260,095</b>	<b>440,043</b>	<b>325,017</b>	<b>541,877</b>

	2022	2022	2023	2023	2024
<b>251 DEVELOPMENT SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>8116 COMMITTEE OF ADJUSTMENT</b>					
G-251-8116-1405 APPLICATION FEES	(27,886)	(36,000)	(52,125)	(36,000)	(70,000)
G-251-8116-2100 F.T. SALARIES & WAGES	71,214	95,807	71,339	98,570	135,920
G-251-8116-2110 P.T. SALARIES	8,150	0	8,198	0	13,730
G-251-8116-2500 F.T. BENEFITS	21,475	23,590	19,041	29,470	37,470
G-251-8116-2510 P.T. BENEFITS	828	2,760	0	0	1,540
G-251-8116-3050 MATERIALS	0	2,400	1,352	2,400	3,000
G-251-8116-3090 PHOTOCOPIER	604	770	380	400	480
G-251-8116-3100 POSTAGE	1,156	1,000	940	1,100	1,600
<b>Total 8116 COMMITTEE OF ADJUSTMENT</b>	<b>75,541</b>	<b>90,327</b>	<b>49,125</b>	<b>95,940</b>	<b>123,740</b>
<b>Total 251 DEVELOPMENT SERVICES</b>	<b>294,920</b>	<b>350,422</b>	<b>489,168</b>	<b>420,957</b>	<b>665,617</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Building and Planning Services</b>
<b>Budget Division:</b>	<b>G252 By-Law Enforcement</b>

### **Department/Division Overview:**

The By-law Enforcement Division is responsible for administering and enforcing various City by-laws as well as issuing sign, driveway, and pool permits. Notably, this Division maintains the City’s by-laws for Bed and Breakfast Establishments, Accommodation Licensing, and the Cross Connection program. The Division is formally overseen by the Chief Building Official (“CBO”) and is comprised of the following staff positions: two (2) By-law Enforcement Officers (“BLEOs”).

Late in 2022, Council approved modifications to the City’s Bed and Breakfast Establishments By-law and approved a new Accommodation Licensing By-law. As part of this, Council approved a referral to the 2023 Budget process for a new full time equivalent staff member to support the administration of the Accommodation Licensing By-law. Accordingly, the position of “Deputy Chief Building Official” (DCBO) was established to take a more active role in supporting the Division’s by-law enforcement responsibilities.

The Division has also been involved with assisting and supporting the Social Services Department in implementation of the Community Safety and Wellbeing Plan and their response to addressing unsheltered homelessness.

This division receives revenues received from various permits, licenses and application fees. Permit and license revenues are intended to cover a portion of the costs but it is not a cost recovery model.

As of the date of writing this Work Plan document, one (1) of the BLEO positions has been vacant since early August, and the DCBO position (which supports this Division) is also vacant.

This division will be taking on the responsibility for animal control, which was previously located in budget G320 Roads under Infrastructure Services. This budget is now located in the service contract line of G252 By-law Enforcement.

Building and Planning will facilitate the Animal Control By-Law update scheduled for 2024. The service contract with Stratford Perth Humane Society will expire at the end of 2024. The updated by-law will impact how and what services are provided by SPHS going forward into 2025 and beyond.

## **Key Activities Planned for 2024:**

- Implementation of e-permitting module for licensing (expansion initiative);
- Ongoing By-law Officer training and certifications;
- Maintain online by-law complaint form, a mechanism that tracks and records complaints and follow up action;
- Update the Animal Control By-Law;
- 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:**

### **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 By-law Enforcement Division ensures that services are being provided in a respectful manner by utilizing innovative and proactive processes.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

Due to new staff and transition within this Division, and the increasing need to remain current with changing enforcement methods, there is a \$2,000 increase for training.

The addition of the DCBO position in 2023, which provides support to this Division, resulted in an increase to full time salaries and wages, and corresponding benefits that were 'gapped' in 2023.

In 2023, short-term accommodation license fees were waived for accommodators and B&B operators to allow for transition and compliance by operators with newly adopted by-laws. Administration is still working to establish the new processes in this regard, and it is expected that an update report will come before Council for consideration in early 2024.

	2022	2022	2023	2023	2024
<b>252 BY-LAW ENFORCEMENT</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>2406 BY-LAW ENFORCEMENT</b>					
G-252-2406-1325 LETTERS OF CONFORMITY	(2,947)	(3,200)	(809)	(3,500)	(3,500)
G-252-2406-1405 SIGN & POOL PERMITS	(35,337)	(22,000)	(17,029)	(23,000)	(25,000)
G-252-2406-1440 TRADE LICENSES	(17,414)	(20,000)	(25,407)	(20,000)	(20,000)
G-252-2406-1445 ACCOMMODATION LICENSING	(21,298)	(32,000)	(4,561)	0	(40,000)
G-252-2406-1770 RECOVERABLES	(15,278)	0	(406)	0	0
G-252-2406-1900 REVENUE TRANSFER FROM WATER	(60,000)	(60,000)	0	0	0
G-252-2406-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(45,000)	(60,000)	(60,000)
G-252-2406-1908 INTERFUNCTIONAL FEE WAIVER	0	0	(984)	0	(1,918)
G-252-2406-2100 F.T. SALARIES	172,947	192,740	143,606	207,650	245,480
G-252-2406-2110 P.T. SALARIES	3,111	5,070	0	0	0
G-252-2406-2500 F.T. BENEFITS	51,843	57,850	44,381	61,220	79,210
G-252-2406-2510 P.T. BENEFITS	343	990	0	0	0
G-252-2406-3050 MATERIALS	1,904	4,500	944	4,500	0
G-252-2406-3090 PHOTOCOPIER	905	1,150	571	600	720
G-252-2406-3100 POSTAGE	963	1,500	1,277	1,500	1,250
G-252-2406-3180 VEHICLE - FUEL	2,167	0	1,295	0	0
G-252-2406-3190 VEHICLES - REPAIRS & EXPENSE	14	0	0	0	0
G-252-2406-4020 SERVICE CONTRACTS	127,698	126,400	141,333	157,080	163,300
G-252-2406-4040 CONSULTANTS	0	0	0	0	5,000
G-252-2406-4050 CONTRACTORS - CLEAN UP	27	5,200	169	5,500	5,500
G-252-2406-4097 MEMBERSHIPS	273	600	129	500	750
G-252-2406-4110 TELEPHONE - BASIC	233	1,110	0	0	0
G-252-2406-4120 TELEPHONE - CELL PHONES	1,200	1,200	0	0	0
G-252-2406-4140 TRAINING	18,232	4,000	446	4,000	6,000
G-252-2406-5010 BANK,COLLECTION,CREDIT CARD CHGS	2,051	2,500	2,276	2,500	2,300
G-252-2406-7820 TRANSFER TO RESERVE FUND	0	0	5,994	7,990	8,300
G-252-2406-7905 INTERFUNCTIONAL FLEET	0	0	2,400	3,200	3,330
G-252-2406-7907 INTERFUNCTIONAL TELEPHONE	0	0	2,453	3,270	2,910
<b>Total 252 BY-LAW ENFORCEMENT</b>	<b>231,637</b>	<b>267,610</b>	<b>253,078</b>	<b>353,010</b>	<b>373,632</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G310 Engineering</b>

### **Department/Division Overview:**

The Engineering Division’s primary function is to directly plan and manage all municipal infrastructure within the City’s rights-of-way, in addition providing support for all services provided by the Infrastructure Services Department and other Departments, as required. This includes municipal road, cycling and sidewalk network, bridges, traffic control systems, water supply and distribution system, sanitary collection and treatment system, storm collection and treatment system, environmental remediation, waste management and landfill, Snow and Ice and Site Alteration Bylaws, utility management, site plan and subdivision development approval, and general engineering support for planning activities. Engineering services is supported by the Director, a Manager of Engineering, a Project Engineer, a Project Manager, and 12 design, inspection and office support staff.

Since the majority of the Engineering Division’s task are to support specific City services, salaries are allocated to respective services receiving benefit. The breakdown is split between tax levy supported Engineering and Storm Services, and user rate supported Sanitary and Water Services.

### **Typical Funding Sources for Linear Infrastructure**

Public Works Reserve fund	Canada Community Building Fund
Water Reserve fund	Ontario Clean Infrastructure Fund
Sanitary Reserve fund	Storm Reserve fund

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service	Municipal Utility Consents
Coordination and Execution Capital Projects	Utility Locates
Site Survey	Accessibility Advisory Committee Support
CAD Drafting	Active Transportation Committee Support
Engineering Design	Asset Management
Construction Inspection	Development Review
Snow and Ice Bylaw Management	Site Alteration Bylaw Management

#### *Key Capital Renewal and Linear Projects*

Sidewalk Replacements	40km/hr Signage Installations
Accessibility Improvements	Absent Sidewalk Installations
Pedestrian Crossing Improvements	Asphalt Resurfacing

Oakdale Multi-Use Trail  
Downtown Intersection Improvements  
Bridge Improvements – Perth Line 36  
Signalized Intersection Updates  
Street Lighting Improvements  
Erie Street Road Widening  
Glendon/Neal Watermain Replacement  
SWM Facility Maintenance

Sewer Relining  
Watermain Relining  
Moderwell Street Reconstruction  
Albert Street Reconstruction 2024 – Phase 2  
2023 Carryover - Albert Street Reconstruction  
2023 Carryover - Resurfacing-Ontario/Erie  
Avondale Avenue – Road Reconstruction  
Roadhouse Municipal Drain Improvement

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

#### *Asset Management*

Continued adoption and implementation of Asset Management Plan.

#### *Bi-Annual Bridge Inspections*

Manage consultant services for legislated bi-annual structural review of all City and Parks bridges and large City culverts.

#### *Land Development Internal and External Committees*

Support development strategies led by InvestStratford. Investigate and conceptually design municipal and transportation servicing requirements required to evaluate development options.

#### *Linear Environmental Compliance Approval Adaptation*

Continued to review and adapt services based on legislated changes.

#### *Municipal Class Environmental Assessment*

Review and strategize provincial changes in Municipal Class Environmental Assessments.

#### *Upper Thames River Conservation Authority Service Review*

Consider impacts of Bill 23 on non mandated services provided by the UTRCA.

#### *Sanitary Master Plan*

Finalize plan utilizing real-time flow data collected in 2022 and 2023.

#### *Support Municipal Servicing Strategies for the Grand Trunk Community Hub*

Aid the design and strategy of municipal servicing.

#### *Transportation Master Plan*

Implement and operationalize recommendations outlined in 2023 update.

#### *2023 Carry Forward - Lorne and Downie Intersection Improvements*

Developing internal resources to support the internal design of intersection improvements, with support provided by external Consultants.

#### *2023 Carry Forward - Lake Victoria Outfall Replacements*

## **New Initiatives Planned for 2024:**

The following list includes programs that are proposed for 2024, and will be reported back to Council regarding progress. The list is in perceived order of priority and staff capacity to proceed.

### *O'Loane Trunk Sewer Extension*

Facilitate the hiring and management of an Engineering Consultant for the design of the first phase of the O'Loane Avenue Trunk Sewer extension to expedite residential growth in the Northwest end of Stratford.

### *Expansion Request – Servicing Vacant Land at 161 East Gore*

Phase 1 and 2 environmental assessment and site servicing designs and installation, to provide potentially developable land for considerations of affordable housing.

### *Storm Master Plan*

Commence Storm Master Plan update to accommodate climate change and incorporate green infrastructure standards and practices.

### *Municipal Parking Lots*

Assume responsibility for the capital renewal of municipal parking lots moving forward, including the potential project management of the resurfacing of the Erie Street parking lot.

### *Automated Speed Enforcement*

Continued monitoring the development of LAS led Automated Speed Enforcement initiative supported by the Association of Municipalities of Ontario and report to Council regarding potential development of respective pilot.

### *Red Light Camera Enforcement*

Report to Council on recommended approach for a pilot or installation of red light cameras for enforcement.

### *E-Scooter on City Streets Evaluation*

Upon confirmation of the Provincial government that the kick-style e-scooters legislation pilot will become formal legislation, bring a report to Council for consideration for the inclusion of such vehicles use on City Streets.

## **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.

Engineering will work towards refining the Asset Management Plan with updated infrastructure assessments. Transportation Master Plan policies and projects will be developed and be implemented as budget allows.

### **Developing our Resources**

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

Engineering continues to look for innovative methods to promote green development and infrastructure.

**Widening our Economic Opportunities**

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

Engineering continues to provide support to invest Stratford, and works with developers of all types to encourage and promote responsible projects and bring more residential and industrial development online.

**Explain Significant Variances (2024 proposed budget vs prior year budget):**

Proposed increases to are significantly to transfers to capital reserves to complete asphalt resurfacing, sidewalk replacements, active transportation / transportation master plan implementation.

The variance decrease in Salaries relates to the reallocation of staff time to the appropriate divisions (e.g. Water Division) where more staff time is allocated in 2024 based on historical trends.



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G310.1 Climate Change Initiatives</b>

### **Department/Division Overview:**

Climate change initiatives are managed within the Infrastructure Services Department. The goal is to lead the city’s corporate and community climate action initiatives, and to advance efforts towards greenhouse gas emission reduction targets. The manager is responsible for designing, executing, and auditing specific climate change initiatives, including but not limited to corporate energy and emissions reduction strategy, community-wide climate action planning, clean energy and sustainability programs, and stakeholder and public engagement.

Guided by City Council’s climate emergency declaration (2020) and subsequent establishment (2021) of associated carbon reduction targets (30% by 2030 and achieve net zero emissions by 2050), staff routinely collaborate with City departments to embed a strategic Climate Lens in all corporate decision-making processes, including procurement, projects, developing/updating plans and policies, and provides technical expertise, support, and guidance to implement priorities that ensure climate action outcomes and inter-departmental synergies are maximized.

In the community, staff conduct engagement activities for public feedback, data management and tracking, identifies key priorities and recommends short, medium and long-term actions and programs to target highest emissions impact.

### **Key Activities Planned for 2024:**

- Development of the Provincially Regulated (O. Reg. 25/23) Broader Public Sector: Energy Reporting and Conservation and Demand Management Plan 2024 – 2029.
- Implement Buildings Roadmap and Green Fleet Roadmap as outlined in the Corporate Energy and Emissions Plan (CEEP 2023) and provide support to Staff embed a Climate Lens in city-wide initiatives.
- Facilitate annual emissions reporting for the City and monitor progress through KPIs for key asset classes as outlined in CEEP 2023.
- Facilitate the development of the Community Climate Action Plan (CCAP) 2050 and create implementation strategies to target community-wide emissions reduction.
- Conduct ongoing cross-departmental collaboration and application of a Climate Lens in the City’s Procurement Policy, Official Plan update, Green Buildings Community Improvement Plan, Grand Trunk Renewal Project, and others as identified and directed.
- Continued support for Energy and Environment Advisory Committee and facilitate the second Annual Green Recognition Program.
- Continue to seek funding opportunities from senior levels of government and other organizations to support the implementation of actions recommended in the CCAP 2050

such as home retrofits and education and awareness programs, enhance corporate assets including but not limited to: comprehensive building energy audits and deep retrofits, transition to electric fleet etc.

### **New Initiatives Planned for 2024:**

The Climate Action role was established in 2022, with the addition of dedicated staff (Climate Change Programs Manager) to lead climate action initiatives for the City as well as identify community-wide opportunities to reduce GHG emissions and ensure carbon reduction objectives are met.

While some initiatives are carry-forward from previous years (e.g., O. Reg 507/18 regulatory requirements, building conditions assessments, ongoing fleet replacement), they will now be reviewed with a Climate Lens, with a strong focus on overall sustainability and mitigation strategies. Therefore, based on a stringent gap analysis of our current actions, with a focus on creating a pathway of achieving Council's Climate Emergency targets, many of the initiatives listed are new initiatives planned for 2024, and will support the City's advancement in the climate action space.

### **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 (2024 proposed budget vs prior year budget):**

Per Council's commitment and direction, the Climate Action staff recognize the urgency to deliver on city-wide climate action targets of reducing 30% GHG emissions by 2030, 60% by 2040 and strive to achieve net-zero GHG emissions by 2050, for both the corporation and the community. These ambitious targets may not be met in their entirety should only specific select initiatives for implementation be undertaken and others deferred, both internally and within the community. Increased staffing capacity is being recommended as an expansion initiative and a modest increase in operating funds is being sought to deliver the priorities and services as outlined in the 2024 draft budget.

A moderate increase is also proposed for consultants to perform the required climate studies to meet greenhouse gas reduction objectives. Specific studies include Phase 3 Community Plan, City Building Energy Audits, and Fleet Electrification Plan.

<b>310 ENGINEERING</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3000 ENGINEERING ADMIN</b>					
G-310-3000-1360 SERVICE CHARGE REVENUE	(38,409)	(24,000)	(118,397)	0	(40,000)
G-310-3000-1365 APPLICATION REVIEW REVENUE	(66,834)	(6,000)	(21,222)	(50,000)	(65,000)
G-310-3000-1610 SALES	(2,440)	(200)	(1,500)	(2,000)	(2,000)
G-310-3000-1770 RECOVERABLES	0	(338,000)	(260)	(225,000)	(525,000)
G-310-3000-1810 CONTRIBUTION FROM RESERVES	(37,511)	0	0	(67,000)	0
G-310-3000-2100 F.T. SALARIES & WAGES	768,983	836,209	798,544	804,830	644,945
G-310-3000-2110 P.T. SALARIES & WAGES	66,650	34,330	52,147	32,650	36,840
G-310-3000-2500 F.T. BENEFITS	226,666	226,990	246,219	254,910	246,720
G-310-3000-2510 P.T. BENEFITS	6,397	2,950	5,205	5,870	7,090
G-310-3000-2700 OTHER PAYROLL EXPENSES	0	250	0	250	250
G-310-3000-3010 CLOTHING	3,680	2,060	2,935	2,200	2,400
G-310-3000-3050 MATERIALS	1,158	2,340	2,616	2,380	2,450
G-310-3000-3070 OFFICE SUPPLIES AND PAPER	2,716	3,000	982	3,200	3,250
G-310-3000-3090 PHOTOCOPIER EXPENSE	4,818	4,140	2,886	5,100	3,100
G-310-3000-3100 POSTAGE	208	260	305	270	280
G-310-3000-3110 PRINTING	0	360	0	360	360
G-310-3000-3120 MEALS & MEETING COSTS	62	410	32	410	410
G-310-3000-3130 PUBLICATIONS & SUBSCRIPTIONS	418	260	0	250	250
G-310-3000-4020 SERVICE CONTRACTS	0	0	1,007	12,000	12,000
G-310-3000-4040 CONSULTANTS	0	0	7,714	78,500	108,000
G-310-3000-4050 CONTRACTORS	0	0	0	0	400,000
G-310-3000-4060 COURIER/FREIGHT	102	100	6	120	0
G-310-3000-4090 LEGAL	38	0	0	0	0
G-310-3000-4097 MEMBERSHIPS	7,819	7,700	10,494	8,140	11,120
G-310-3000-4110 TELEPHONE - BASIC	2,193	10,420	0	0	0
G-310-3000-4120 TELEPHONE - CELL PHONES	9,000	9,000	0	0	0
G-310-3000-4142 TRAINING - EXPENSES	14,412	22,800	10,492	22,800	22,000
G-310-3000-4150 TRAVEL/MILEAGE - EXCL TRAINING & C	983	600	1,121	620	920
G-310-3000-5040 RENTAL OF MACHINERY & EQUIP	0	1,000	0	1,000	800

	2022	2022	2023	2023	2024
<b>310 ENGINEERING</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-310-3000-7810 TRANSFER TO RESERVES	0	0	45,000	60,000	10,000
G-310-3000-7820 TRANSFER TO RESERVE FUNDS	1,200	1,200	36,600	48,800	50,500
G-310-3000-7901 INTERFUNCTIONAL IT SUPPORT	0	0	68,588	91,450	187,787
G-310-3000-7905 INTERFUNCTIONAL FLEET	0	0	9,000	12,000	12,480
G-310-3000-7907 INTERFUNCTIONAL TELEPHONE	0	0	15,195	20,260	20,260
G-310-3000-9010 OFFICE EQUIPMENT AND FURNISHINGS	402	4,640	3,784	4,680	4,000
G-310-3000-9040 TOOLS & SMALL EQUIPMENT	309	1,020	2,997	1,040	1,000
<b>Total 3000 ENGINEERING ADMIN</b>	<b>973,020</b>	<b>803,839</b>	<b>1,182,490</b>	<b>1,130,090</b>	<b>1,157,212</b>
<b>3010 SPECIAL PROJECTS - WIGHTMAN</b>					
G-310-3010-1770 RECOVERABLES	(9,460)	0	0	0	0
<b>Total 3010 SPECIAL PROJECTS - WIGHTMAN</b>	<b>(9,460)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total 310 ENGINEERING</b>	<b>963,560</b>	<b>803,839</b>	<b>1,182,490</b>	<b>1,130,090</b>	<b>1,157,212</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G315 Fleet</b>

### **Department/Division Overview:**

Fleet operations facilitates procurement and maintenance of fleet and large equipment for Infrastructure, Community, Social, Development, Fire, and Corporate Services Departments. The function of the Fleet Division is to ensure that Fleet assets are available to meet the City’s service delivery commitments. Fleet must be kept in good operating order to mitigate risks of failure which requires cost effective and efficient maintenance. Funding for this division is entirely through taxation as there are no external sources available to offset operational costs. In 2024 associated costs for operation, maintenance, and asset renewal, are partially reallocated to the respective department receiving service, some of which are supported from the tax base and others user pay systems.

Each department receiving benefit contributes proportionally to the Fleet Reserve. Year to year fleet replacement may vary significantly and maintaining the Fleet Reserve ensures consistent and stable annual funding. The fleet replacement program prioritizes the needs across all departments for new purchases of vehicles and larger equipment through a 20-year forecast. The 128 pieces of fleet are comprised of light duty vehicles, heavy equipment, tractors and mid-size equipment, for an estimated fleet replacement cost of \$19,600,000. Fleet Services does not plan for Transit fleet, as capital has historically been fully funded through government grants.

Fleet Services are based out of the King Street Public Works yard and Corcoran Street Transit Shop. Fleet Services is supported by a Supervisor of Fleet, 6 mechanics and 2 transit maintenance Staff.

### **Key Activities Planned for 2024:**

#### *Daily operations*

Schedule and Unscheduled Inspections	Procurement Fleet
Commercial Vehicle Registry Renewals	Procurement Parts and Stock
Mechanical Repairs	Fleet Logistics
Service Bay Maintenance and Upkeep	Fuel System Maintenance

#### *Key Annual Operational Deliverables*

98% Transit and fleet repairs completed in house  
 2 Median number days that a piece of fleet is in a state of repair.

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

### *Asset Renewal Tracking*

Staff plan to further review how fleet renewal is tracked internally, with the intent to streamline future budgeting and reporting.

### *Corporate Energy and Emissions Plan*

Fleet is recognized as one of the Corporations largest emitters of carbon. Preliminary internal roadmaps require further refinement and planning in order to develop a robust long term strategy to become electric and alternative fuel ready.

### *Fleet Utilization*

All fleet now has GPS tracking software that may be used to in analyzing and reporting operational trends. Staff will be working towards regular reporting to improve fleet utilization and support safe and fuel-efficient driver behaviour.

### *Fire Integration*

Continue the integration of Fire Services fleet maintenance, including but limited to licencing, insurance and procurement.

## **New Initiatives Planned for 2024:**

### *EV Charging Station Installation*

Public Works will be acquiring the City's first fully electric piece of fleet, which will require installation of the City's first EV Charging station to support corporate fleet and will be located at the PW facility.

### *Electric Vehicle Training*

Staff will begin researching what is required to operate and maintain electric vehicles.

### *M.V.I.S. Digital Update*

Staff is working with the Ministry of Transport to transform the Motor Vehicle Inspection Stations (MVIS) into digital inspections.

## **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 (2024 proposed budget vs prior year budget):**

Replacement costs have risen significantly, as have wait times and shipping for new vehicles. This has resulted in increased risks of failure for extending use beyond expected useful life and reliance on aging fleet. Another variance for the division is associated with inter-functional recovered amounts, associated with allocating the costs of fleet services back to the department receiving benefit.

<b>315 FLEET</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3050 FLEET DIVISION ADMINISTRATION</b>					
G-315-3050-1760 SALE OF EQUIPMENT	0	0	(2,000)	0	0
G-315-3050-1765 PROCEEDS - ASSET DISPOSALS	(17,321)	(30,000)	(16,349)	(30,000)	(20,000)
G-315-3050-1770 RECOVERABLE	(3,933)	0	(2,136)	0	0
G-315-3050-1900 INTERFUNCTIONAL	(50,660)	(50,660)	0	0	0
G-315-3050-1905 INTERFUNCTIONAL FLEET	0	0	(578,438)	(771,250)	(1,305,250)
G-315-3050-2100 F.T. SALARIES & WAGES	0	0	301,732	304,380	334,850
G-315-3050-2110 P.T. SALARIES & WAGES	0	0	0	25,140	0
G-315-3050-2500 F.T. BENEFITS	0	0	86,494	88,430	109,010
G-315-3050-2510 P.T. BENEFITS	0	0	0	4,790	0
G-315-3050-2700 OTHER PAYROLL EXPENSES	356	500	61	500	300
G-315-3050-3010 CLOTHING	1,137	7,900	1,152	7,900	7,400
G-315-3050-3011 PERSONAL PROTECTIVE EQUIPMENT	539	1,000	1,130	800	1,000
G-315-3050-3050 MATERIALS	7,938	4,000	252	4,500	4,300
G-315-3050-3090 PHOTOCOPIER EXPENSE	421	320	545	400	420
G-315-3050-3180 FUEL	771,283	580,100	589,110	920,000	900,000
G-315-3050-3190 VEHICLES - REPAIRS & EXPENSES	699,966	508,000	728,865	820,905	862,000
G-315-3050-4050 CONTRACTORS	2,629	20,000	674	14,000	10,000
G-315-3050-4060 COURIER/FREIGHT	0	0	2	0	0
G-315-3050-4095 MAINTENANCE CONTRACT - GPS	33,537	73,000	30,479	65,000	40,500
G-315-3050-4097 MEMBERSHIPS	1,772	350	361	500	500
G-315-3050-4110 TELEPHONE	233	1,110	0	0	0
G-315-3050-4142 TRAINING - EXPENSES	1,261	5,000	1,635	5,000	4,000
G-315-3050-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	0	0	5,000	0
G-315-3050-7820 TRANSFER TO RESERVE FUND	47,321	30,000	0	0	0
G-315-3050-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	57,522
G-315-3050-7907 INTERFUNCTIONAL TELEPHONE	0	0	833	1,110	1,110
G-315-3050-9040 TOOLS AND SMALL EQUIPMENT	10,006	15,150	36,034	35,350	71,850
<b>Total 3050 FLEET DIVISION ADMINISTRATION</b>	<b>1,506,485</b>	<b>1,165,770</b>	<b>1,180,436</b>	<b>1,502,455</b>	<b>1,079,512</b>

	2022	2022	2023	2023	2024
<b>315 FLEET</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3055 FLEET OPERATIONS</b>					
G-315-3055-1770 RECOVERABLES	(99)	0	0	0	0
G-315-3055-1810 CONTRIBUTION FROM RESERVES	(110)	0	0	0	0
G-315-3055-2100 F.T. SALARIES & WAGES	286,181	322,070	36,684	0	0
G-315-3055-2110 P.T. SALARIES & WAGES	11,164	0	0	0	0
G-315-3055-2500 F.T. BENEFITS	85,823	125,950	10,092	0	0
G-315-3055-3180 VEHICLE - FUEL	193,428	0	95,677	0	0
G-315-3055-3190 VEHICLE - REPAIRS & EXPENSES	76,099	0	68,240	0	0
G-315-3055-5040 RENTAL OF BLDG, MACHINERY & EQUIP	4,889	0	0	0	0
G-315-3055-9040 TOOLS & SMALL EQUIPMENT	30	1,000	51	0	0
<b>Total 3055 FLEET OPERATIONS</b>	657,405	449,020	210,744	0	0
<b>Total 315 FLEET</b>	<b>2,163,890</b>	<b>1,614,790</b>	<b>1,391,180</b>	<b>1,502,455</b>	<b>1,079,512</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G320 Roads</b>

### **Department/Division Overview:**

The Public Works Division function is to ensure safe and efficient transportation services by maintaining an estimated \$260,000,000 in assets - over 200 km of roads and sidewalks, and associated infrastructure. Roads division is based out of the Public Works Yard located at 303 King Street, and is supported by the Manager of Public Works, a Supervisor of Public Works, and an estimated 17 full-time staff.

The Roads operating budget covers staffing and materials required to maintain roads in a legislated and precedented required state of repair. In warmer months, this involves road repair and preventative maintenance work, while in winter months includes snow maintenance.

Operations and asset renewal is largely facilitated through the Public Works Reserve, which is tax levy funded.

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service  
 Winter Maintenance Street and Sidewalks  
 Winter Maintenance City Streets  
 Maintenance and Repair City Parking Lots  
 Facilitate Street Light Repairs  
 Downtown Core Garbage Cleanup  
 Street Signs Inspections and Maintenance  
 Street Cleaning  
 Public Works Facility Maintenance  
 Intersection CCTV Monitoring  
 Traffic Signal Maintenance  
 Speed Radar Signs Installations  
 Road Spill Response  
 External Departmental Operations Support

Capital Renewal  
 Maintain Salt Management Plan  
 Special Event Road Closures  
 Special Event Bin Maintenance  
 Grass Mowing  
 Road Crack Sealing  
 Shoulder Maintenance  
 Railroad Crossing Maintenance  
 Boulevard Grading  
 Stall Parking Painting  
 Pedestrian Crossover Maintenance  
 Pavement Marking Including Pride Crosswalk  
 Sharps Removal  
 Encampment Support

#### *Key Annual Operational Objectives*

100% Compliance with Minimum Maintenance Standards  
 1 Complete Pavement and Parking Markings  
 5 Complete City-Wide Circuit of Street Sweeping

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

*Fleet Utilization*

Focusing on environmentally friendly practices in the department. Reducing equipment idling time through our GPS data reporting tools. Investigate alternative options for small tools used in the department such as weed trimmers and saws to switch from gas to battery powered.

*Larger Street Surface Repairs*

Continuing to provide repairs on all City streets. Focusing on hot asphalt overlay for poor conditioned roadways that are not forecast for reconstruction or resurfacing.

*Public Works Facility Review*

Facilitate space review and options for optimization public works operations through facility improvements and expansions.

Responsibility for Animal Control service contract and by-law has been transferred to the Building and Planning Department under its G252 By-Law Enforcement budget. See 2024 workplan for G252 for details.

**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 (2024 proposed budget vs prior year budget):**

Material costs for winter operations and aggregate materials in summer months continue to increase. Fuel costs, as allocated from the fleet division have increased, and trucking prices continue to rise.

Increased contributions to reserve funds to approach sustainable asset renewal and increased support to the Transportation Master Plan also form a significant part of the annual increase in the division.

	2022	2022	2023	2023	2024
<b>320 ROADS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>3100 ROAD ADMIN</b>					
G-320-3100-1770 RECOVERABLES	(21,919)	(22,000)	0	(1,000)	0
G-320-3100-2100 F.T. SALARIES & WAGES	554,545	192,730	422,609	235,500	269,930
G-320-3100-2110 P.T. SALARIES & WAGES	589	34,720	0	45,622	9,840
G-320-3100-2500 F.T. BENEFITS	151,369	56,930	111,677	68,430	97,950
G-320-3100-2510 P.T. BENEFITS	0	13,160	0	6,410	1,850
G-320-3100-2700 OTHER PAYROLL EXPENSES	1,790	0	2,246	0	2,100
G-320-3100-3010 CLOTHING	27,638	30,000	17,610	30,000	30,000
G-320-3100-3050 MATERIALS	14,480	22,200	10,554	22,500	22,000
G-320-3100-3070 OFFICE SUPPLIES AND PAPER	1,396	1,060	21	1,080	1,000
G-320-3100-3090 PHOTOCOPIER EXPENSE	2,226	2,370	1,688	2,250	2,360
G-320-3100-3110 PRINTING	0	100	0	0	0
G-320-3100-3120 MEALS AND MEETING COSTS	263	300	501	300	350
G-320-3100-3140 R & M - BLD & EQUIP (EXCL VEHICLES)	432	0	5,633	500	1,500
G-320-3100-4020 SERVICE CONTRACTS	6,362	5,500	6,318	6,000	6,000
G-320-3100-4050 CONTRACTORS	1,679	0	3,209	0	2,500
G-320-3100-4097 MEMBERSHIPS	2,435	1,700	426	2,100	2,100
G-320-3100-4110 TELEPHONE - BASIC	465	2,210	0	0	0
G-320-3100-4120 TELEPHONE - CELL PHONES	5,040	5,040	0	0	0
G-320-3100-4142 TRAINING - EXPENSES	20,224	18,000	8,034	18,000	18,000
G-320-3100-5030 INTEREST ON LONG-TERM DEBT	20,291	47,975	9,650	13,010	5,906
G-320-3100-5035 PRINCIPAL ON LONG-TERM DEBT	284,262	493,915	178,029	241,250	243,160
G-320-3100-7820 TRANSFER TO RESERVE FUNDS	1,364,000	1,364,000	1,248,000	1,664,000	2,764,000
G-320-3100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	0	0	132,300
G-320-3100-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	2,750
G-320-3100-7907 INTERFUNCTIONAL TELEPHONE	0	0	5,888	7,850	7,850
G-320-3100-9010 OFFICE EQUIPMENT AND FURNISHINGS	91	2,000	753	2,000	2,000
G-320-3100-9040 TOOLS & SMALL EQUIPMENT	8,230	21,000	16,773	20,000	20,000
<b>Total 3100 ROAD ADMIN</b>	<b>2,445,888</b>	<b>2,292,910</b>	<b>2,049,619</b>	<b>2,385,802</b>	<b>3,645,446</b>

<b>320 ROADS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3125 ROAD OPERATIONS</b>					
G-320-3125-1770 RECOVERABLES	(7,675)	(43,000)	(15,364)	(40,000)	(20,000)
G-320-3125-1810 CONTRIBUTION FROM RESERVES	(2,046)	0	0	0	0
G-320-3125-1900 INTERFUNCTIONAL TRANSFERS	(62,271)	(57,260)	0	0	0
G-320-3125-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(37,500)	(50,000)	(18,000)
G-320-3125-2100 F.T. SALARIES & WAGES	547,151	993,160	711,952	983,350	611,830
G-320-3125-2500 F.T. BENEFITS	149,689	293,370	210,799	353,180	230,950
G-320-3125-3030 HEAT	13,853	12,600	12,809	12,800	13,300
G-320-3125-3040 HYDRO	22,424	21,400	17,105	21,400	22,200
G-320-3125-3045 WATER / SEWAGE	3,826	3,000	1,765	3,400	3,400
G-320-3125-3050 MATERIALS	56,624	102,000	60,217	73,000	70,000
G-320-3125-3140 REPAIRS & MAINT - BLDGS & EQUIP	20,457	22,400	17,678	22,400	22,500
G-320-3125-3180 VEHICLE - FUEL	(10,124)	0	0	0	0
G-320-3125-4020 SERVICE CONTRACTS	5,821	22,000	6,087	22,000	18,000
G-320-3125-4050 CONTRACTORS	59,724	85,000	5,488	64,000	82,000
G-320-3125-4060 COURIER/FREIGHT	0	100	0	0	0
G-320-3125-4095 MAINTENANCE CONTRACTS	529	0	0	1,000	600
G-320-3125-5040 RENTAL OF BLDG, MACHINERY & EQUIP	137	0	0	300	0
G-320-3125-7820 TRANSFER TO RESERVE FUNDS	371,400	371,400	401,250	535,000	588,500
G-320-3125-7905 INTERFUNCTIONAL FLEET	0	0	159,750	213,000	221,520
G-320-3125-9040 TOOLS & SMALL EQUIPMENT	54	0	1,229	0	1,000
<b>Total 3125 ROAD OPERATIONS</b>	<b>1,169,573</b>	<b>1,826,170</b>	<b>1,553,265</b>	<b>2,214,830</b>	<b>1,847,800</b>
<b>3150 ROAD WINTER</b>					
G-320-3150-1810 CONTRIBUTION FROM RESERVES	0	0	0	0	(150,000)
G-320-3150-1900 INTERFUNCTIONAL TRANSFERS	(99,989)	(73,300)	0	0	0
G-320-3150-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(52,500)	(70,000)	(80,000)
G-320-3150-2100 F.T. SALARIES & WAGES	320,506	316,000	225,238	291,400	505,610
G-320-3150-2500 F.T. BENEFITS	89,740	93,340	62,833	82,150	194,680
G-320-3150-3040 HYDRO	2,211	4,000	2,018	4,000	3,600
G-320-3150-3050 MATERIALS	322,221	275,000	136,175	285,000	290,000

	2022	2022	2023	2023	2024
<b>320 ROADS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-320-3150-3140 REPAIRS & MAINT-BLDGS & EQUIP	232	3,000	0	2,000	2,000
G-320-3150-3180 VEHICLE - FUEL	(10,124)	0	0	0	0
G-320-3150-3190 VEHICLE - REPAIRS & EXPENSES	0	0	542	0	0
G-320-3150-4010 ADVERTISING	408	100	121	200	200
G-320-3150-4020 SERVICE CONTRACTS	64,107	58,000	20,245	60,000	50,000
G-320-3150-4050 CONTRACTORS	96,393	200,000	89,890	200,000	165,000
G-320-3150-4095 MAINTENANCE CONTRACTS	0	3,000	0	0	0
G-320-3150-5040 RENTAL OF MACHINERY & EQUIPMENT	27,373	28,000	22,794	35,000	5,000
G-320-3150-9040 TOOLS & SMALL EQUIPMENT	631	0	0	0	300
<b>Total 3150 ROAD WINTER</b>	<b>813,709</b>	<b>907,140</b>	<b>507,356</b>	<b>889,750</b>	<b>986,390</b>
<b>3175 RAILWAY CROSSINGS</b>					
G-320-3175-2100 F.T. SALARIES & WAGES	707	1,760	3,724	1,800	1,920
G-320-3175-2500 F.T. BENEFITS	198	520	1,043	660	790
G-320-3175-3050 MATERIALS	0	0	714	0	200
G-320-3175-4095 MAINTENANCE CONTRACTS	61,456	61,600	50,990	62,000	62,500
<b>Total 3175 RAILWAY CROSSINGS</b>	<b>62,361</b>	<b>63,880</b>	<b>56,471</b>	<b>64,460</b>	<b>65,410</b>
<b>3176 TRAFFIC</b>					
G-320-3176-1770 RECOVERABLES	(14,030)	0	(16,023)	0	0
G-320-3176-2100 SALARIES & WAGES	1,048	10,580	0	10,780	5,690
G-320-3176-2500 F.T. BENEFITS	293	3,120	0	3,950	2,360
G-320-3176-3050 MATERIALS	5,826	10,000	3,984	10,500	10,000
G-320-3176-4020 SERVICE CONTRACTS	38,577	50,000	87,533	66,550	75,000
G-320-3176-4050 CONTRACTORS	5,214	1,000	715	1,000	1,000
<b>Total 3176 TRAFFIC</b>	<b>36,928</b>	<b>74,700</b>	<b>76,209</b>	<b>92,780</b>	<b>94,050</b>
<b>3177 TRAFFIC SIGNS</b>					
G-320-3177-1770 RECOVERABLES	(353)	0	0	0	0
G-320-3177-2100 F.T. SALARIES & WAGES	29,606	10,580	23,259	10,780	50,580
G-320-3177-2500 F.T. BENEFITS	8,290	3,120	6,513	3,950	21,060
G-320-3177-3050 MATERIALS	10,247	9,200	3,562	9,300	8,500
G-320-3177-4050 CONTRACTORS	11,736	13,000	14,491	15,000	17,000
<b>Total 3177 TRAFFIC SIGNS</b>	<b>59,526</b>	<b>35,900</b>	<b>47,825</b>	<b>39,030</b>	<b>97,140</b>

<b>320 ROADS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>3178 ROAD PAINTING</b>					
G-320-3178-1900 INTERFUNCTIONAL TRANSFERS	(177)	0	0	0	0
G-320-3178-2100 F.T. SALARIES & WAGES	33,279	1,760	42,526	1,800	65,290
G-320-3178-2500 F.T. BENEFITS	9,318	520	11,908	660	27,220
G-320-3178-3050 MATERIALS	6,983	20,000	11,206	20,000	20,000
G-320-3178-4050 CONTRACTORS	30,832	62,000	38,332	62,000	62,000
<b>Total 3178 ROAD PAINTING</b>	<b>80,235</b>	<b>84,280</b>	<b>103,972</b>	<b>84,460</b>	<b>174,510</b>
<b>3500 STREET LIGHTS</b>					
G-320-3500-1770 RECOVERABLES	(1,165)	(800)	(1,207)	(1,200)	(1,200)
G-320-3500-3040 HYDRO	262,538	242,000	134,756	258,000	268,000
G-320-3500-4020 SERVICE CONTRACTS	184,830	126,000	101,807	130,000	133,500
G-320-3500-7820 TRANSFER TO RESERVE FUNDS	110,000	110,000	82,500	110,000	0
<b>Total 3500 STREET LIGHTS</b>	<b>556,203</b>	<b>477,200</b>	<b>317,856</b>	<b>496,800</b>	<b>400,300</b>
<b>Total 320 ROADS</b>	<b>5,224,423</b>	<b>5,762,180</b>	<b>4,712,573</b>	<b>6,267,912</b>	<b>7,311,046</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G330 Sanitary</b>

### **Department/Division Overview:**

The primary function of the Sanitary division is to maintain wastewater collection and treatment systems. The Sanitary division is supported by a Manager of Environmental Services, a Supervisor of Environmental Services, and four wastewater operators, for the management of over \$175 million in assets. The City wastewater collection system consists of 11 wastewater pumping stations, approximately 175 km of sanitary main and 2,100 manholes. The water pollution control plant (WPCP) is owned and funded by the City of Stratford and operated on the City's behalf under contract by the Ontario Clean Water Agency (OCWA).

Operations and asset renewal is largely facilitated through user fees, which also support the Wastewater Reserve fund that then funds capital renewals and replacements. These numbers may vary from year to year and variances from budget are captured through the transfers to reserves to ensure the systems remain fully user-pay.

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service	Capital Renewal
Oversight OCWA Operations of WPCP	Pump Station Inspections
Sewer Flushing	Infrastructure Maintenance and Repairs
Video Inspection and Condition Assessment	
Acoustic Sewer System Inspection	

#### *Key Annual Operational Deliverables*

25% Sewer System Inspection Completed Annually

The following list includes ongoing operational programs that are anticipated to require significant time investment by staff, above daily operational activities.

#### *Ministry of Environment, Climate and Parks Compliance Improvements*

Enhance documentation and record controls to ensure ministry compliance maintained.

#### *SCADA program development*

Facilitate fibre network installation and Station SCADA (Supervisory Control and Data Acquisition) remote communications connectivity.

#### *Sanitary Master Plan*

The completion of the sanitary master plan is expected in 2024. Staff intend to prioritize initiatives to improve inflow and infiltration and performance improvement within the

wastewater collection network. This will include catchment specific flow monitoring programs and data collection.

*Key Capital Renewal Projects not including Linear Projects*

Taylor St. Pumping Station Permanent Generator Installation

WPCP Secondary Digester/Sludge Storage Cleanout

WPCP Surface Wash Pump Replacement

**New Initiatives Planned for 2024:**

The Environmental Services Department has explored possible biogas and co-generation options to optimizing the existing resources at the WPCP, but recommend such projects be referred to a future date for consideration.

**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 (2024 proposed budget vs prior year budget):**

None.

<b>330 SANITARY</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4100 SANITARY ADMINISTRATION</b>					
G-330-4100-1370 SEWAGE SURCHARGE REVENUE	(7,736,296)	(7,300,000)	(6,682,070)	(7,500,000)	(8,100,000)
G-330-4100-1820 CONTRIBUTION FROM RESERVE FUND	(370,650)	(370,650)	0	0	0
G-330-4100-1903 INTERFUNCTIONAL MAINTENANCE	0	0	(140,700)	(187,600)	(191,350)
G-330-4100-2100 F.T. SALARIES & WAGES	109,039	0	67,570	0	0
G-330-4100-2500 F.T. BENEFITS	30,531	0	18,919	0	0
G-330-4100-2700 OTHER PAYROLL EXPENSES	1,128	450	125	450	400
G-330-4100-3010 CLOTHING	3,088	2,450	3,020	2,450	3,500
G-330-4100-3050 MATERIALS	1,056	1,550	3,042	1,500	1,500
G-330-4100-4020 SERVICE CONTRACTS	3,585	5,050	1,597	5,150	5,300
G-330-4100-4050 CONTRACTORS	0	2,540	0	2,540	0
G-330-4100-4060 COURIER/FREIGHT	22	0	25	0	0
G-330-4100-4097 MEMBERSHIPS	175	700	430	300	500
G-330-4100-4142 TRAINING - EXPENSES	7,756	8,150	7,890	6,000	8,000
G-330-4100-5030 INTEREST ON LONG-TERM DEBT	665,187	881,835	393,929	674,444	612,304
G-330-4100-5035 PRINCIPAL ON LONG-TERM DEBT	2,310,939	2,695,135	1,124,287	2,162,686	2,173,317
G-330-4100-5062 PROPERTY TAXES	0	0	146,202	144,550	150,588
G-330-4100-7810 TRANSFER TO RESERVES	0	1,418,420	0	0	0
G-330-4100-7820 TRANSFER TO RESERVE FUNDS	3,006,075	0	1,550,244	2,066,993	2,446,347
G-330-4100-7900 INTERFUNCTIONAL TRANSFER	10,200	10,200	0	0	0
G-330-4100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	11,469	15,292	23,009
G-330-4100-7906 INTERFUNCTIONAL INSURANCE	0	0	47,873	63,830	68,045
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	2,040	4,100	3,719	4,000	4,000
<b>Total 4100 SANITARY ADMINISTRATION</b>	<b>(1,956,125)</b>	<b>(2,640,070)</b>	<b>(3,442,429)</b>	<b>(2,537,415)</b>	<b>(2,794,540)</b>
<b>4125 SANITARY TREATMENT</b>					
G-330-4125-1770 RECOVERABLES	(126,228)	(90,000)	(128,003)	(100,000)	(100,000)
G-330-4125-3040 HYDRO	144,675	440,000	270,453	350,000	370,000
G-330-4125-4020 SERVICE CONTRACTS	204	36,200	1,404	11,250	1,250
G-330-4125-4040 CONSULTANTS	0	25,300	0	20,000	20,000
G-330-4125-4050 CONTRACTORS - OCWA	1,039,567	1,027,000	1,028,708	1,071,000	1,102,000
G-330-4125-4090 LEGAL	0	5,000	0	5,000	5,000
<b>Total 4125 SANITARY TREATMENT</b>	<b>1,058,218</b>	<b>1,443,500</b>	<b>1,172,562</b>	<b>1,357,250</b>	<b>1,398,250</b>

<b>330 SANITARY</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4150 SANITARY COLLECTION</b>					
G-330-4150-1770 RECOVERABLES	(23,123)	(12,000)	(4,017)	(5,000)	(5,500)
G-330-4150-2100 F.T. SALARIES & WAGES	468,114	593,810	398,354	668,160	706,360
G-330-4150-2110 P.T. SALARIES & WAGES	4,514	0	7,789	0	0
G-330-4150-2500 F.T. BENEFITS	135,918	161,470	121,522	187,060	230,300
G-330-4150-2510 P.T. BENEFITS	453	0	942	0	0
G-330-4150-3040 HYDRO	34,089	35,350	24,498	38,000	38,000
G-330-4150-3045 WATER / SEWAGE	503	450	626	575	600
G-330-4150-3050 MATERIALS	26,957	41,700	36,550	45,000	40,000
G-330-4150-3140 REPAIRS & MAINT - BLDGS & EQUIP	3,291	7,650	743	7,500	7,500
G-330-4150-3180 VEHICLE - FUEL	0	18,360	4,259	0	0
G-330-4150-3190 VEHICLE - REPAIRS & EXPENSES	0	40,000	0	0	0
G-330-4150-4020 SERVICE CONTRACTS	30,182	34,890	26,487	34,950	42,500
G-330-4150-4040 CONSULTANTS	0	10,000	661	10,000	20,000
G-330-4150-4050 CONTRACTORS	30,976	81,160	30,953	86,000	86,000
G-330-4150-4060 COURIER/FREIGHT	1,919	100	183	100	100
G-330-4150-4100 SERVICES - OTHER	0	0	1,309	0	0
G-330-4150-4120 TELEPHONE - CELL PHONES	2,484	2,480	0	2,500	0
G-330-4150-5040 RENTAL OF BLDG, MACHINERY & EQUIP	256	0	353	0	0
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	112,500	112,500	0	0	123,800
G-330-4150-7900 INTERFUNCTIONAL TRANSFERS	68,651	68,650	0	0	0
G-330-4150-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	52,500	70,000	70,000
G-330-4150-7905 INTERFUNCTIONAL FLEET	0	0	24,600	32,800	34,110
G-330-4150-7907 INTERFUNCTIONAL TELEPHONE	0	0	1,890	2,520	2,520
G-330-4150-9040 TOOLS & SMALL EQUIPMENT	223	0	277	0	0
<b>Total 4150 SANITARY COLLECTION</b>	897,907	1,196,570	730,479	1,180,165	1,396,290
<b>Total 330 SANITARY</b>	<b>0</b>	<b>0</b>	<b>(1,539,388)</b>	<b>0</b>	<b>0</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G340 Storm</b>

### **Department/Division Overview:**

The primary function of the Storm division is to ensure that this critical infrastructure is in optimal operating capacity in the preparation of a major event. The Storm budget includes costs for staffing and materials required for all functions relating to storm maintenance and repair activities. Working primarily out of the Public Works yard at 303 King Street, the Storm division is supported by a Manager of Environmental Services, a Supervisor of Environmental Services, and approximately 2 Public Works Staff, for the maintenance of over a \$207 million in assets. The City's Storm network consists of approximately 170 km of storm sewer, plus catch basins, culverts, maintenance holes, municipal drains, pump stations and stormwater management ponds.

This proactive service is growing due to commitments made by Council when approving the position of an Environmental Services Supervisor. Operations and maintenance are funded from the tax levy and asset renewal is largely facilitated through the tax levy supported Storm Reserve fund.

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service  
 Sewer Flushing  
 Catch Basin Cleaning  
 Ditch Cleaning and Maintenance  
 Video Inspection and Condition Assessment

Capital Renewal  
 Infrastructure Maintenance and Repairs  
 Pump Station Inspections and Maintenance  
 Storm Pond Maintenance

#### *Key Annual Operational Objectives*

25% Storm Sewer System Cleaned Annually  
 25% Catch Basin System Cleaned Annually  
 100% Ditch Systems Maintained Once Annually

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

#### *Service Development and Operational Objectives*

Dedicated resources to the operation and maintenance activities associated with this service only came in place in 2023. This change in structure enables service delivery programs and mechanisms be reviewed and further enhanced.

*Implementation of Environmental Compliance Approvals (ECA)*

Implementing new Storm Environmental Compliance Approval (ECA) for all storm related work including storm retention ponds. This includes more stringent inspections, and reporting for all storm related activities.

**New Initiatives Planned for 2024:**

Services in 2024 will focus on enhancing and formalizing through standardized procedures of service delivery.

**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 (2024 proposed budget vs prior year budget):**

Continuing to strive towards a more structured ditch cleaning/maintenance program, sewer condition assessment, as well as storm pond maintenance is creating pressures on the storm operating budget. These projects will be carried out by contractors, with support from City staff.

There is a significant variance associated with the incremental increase in transfer to the capital reserve funds, to ensure sustainable infrastructure renewal.

<b>340 STORM</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4200 STORM ADMINISTRATION</b>					
G-340-4200-2100 F.T. SALARIES & WAGES	0	0	0	0	135,610
G-340-4200-2500 F.T. BENEFITS	0	0	0	0	43,880
G-340-4200-3040 HYDRO	2,133	2,000	2,253	2,200	2,300
G-340-4200-4060 COURIER/FREIGHT	0	0	25	0	0
G-340-4200-5030 INTEREST ON LONG-TERM DEBT	610,515	610,515	60,646	614,830	581,479
G-340-4200-5035 PRINCIPAL ON LONG-TERM DEBT	2,092,627	2,092,627	498,243	1,951,910	1,947,133
G-340-4200-7820 TRANSFER TO RESERVE FUND	1,331,000	1,331,000	1,170,000	1,560,000	1,800,000
G-340-4200-9040 SMALL TOOLS & EQUIPMENT	142	200	706	220	500
<b>Total 4200 STORM ADMINISTRATION</b>	<b>4,036,417</b>	<b>4,036,342</b>	<b>1,731,873</b>	<b>4,129,160</b>	<b>4,510,902</b>
<b>4225 STORM TREATMENT</b>					
G-340-4225-1770 RECOVERABLES	(10)	0	0	0	0
G-340-4225-2100 F.T. SALARIES & WAGES	13,792	23,060	15,505	23,360	29,730
G-340-4225-2500 F.T. BENEFITS	3,862	6,810	4,341	8,570	12,410
G-340-4225-3050 MATERIALS	1,194	22,500	10,002	22,500	22,500
G-340-4225-4020 SERVICE CONTRACTS	41,060	40,000	37,715	50,000	50,000
G-340-4225-4050 CONTRACTORS	11,378	25,000	5,748	25,000	25,000
G-340-4225-5040 RENTAL OF MACHINERY & EQUIP	0	500	154	300	2,000
G-340-4225-9040 TOOLS & SMALL EQUIPMENT	0	200	216	0	500
<b>Total 4225 STORM TREATMENT</b>	<b>71,276</b>	<b>118,070</b>	<b>73,681</b>	<b>129,730</b>	<b>142,140</b>
<b>4250 STORM COLLECTION</b>					
G-340-4250-1130 ONTARIO GRANTS	(12,859)	(5,000)	0	(13,125)	0
G-340-4250-1770 RECOVERABLES	0	0	(19,860)	0	0
G-340-4250-2100 F.T. SALARIES & WAGES	76,199	100,020	65,000	113,060	106,520
G-340-4250-2500 F.T. BENEFITS	22,599	29,550	20,206	27,620	31,100
G-340-4250-3050 MATERIALS	7,278	10,000	2,027	8,500	10,000
G-340-4250-4020 SERVICE CONTRACTS	6,031	15,000	1,699	16,000	16,000

	2022	2022	2023	2023	2024
<b>340 STORM</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-340-4250-4040 CONSULTANTS	14,568	25,000	22,092	25,000	25,000
G-340-4250-4050 CONTRACTORS	49,110	87,500	69,896	87,500	87,500
G-340-4250-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	200	0	200	500
<b>Total 4250 STORM COLLECTION</b>	162,926	262,270	161,060	264,755	276,620
<b>Total 340 STORM</b>	<b>4,270,619</b>	<b>4,416,682</b>	<b>1,966,614</b>	<b>4,523,645</b>	<b>4,929,662</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G350 Water</b>

### **Department/Division Overview:**

Through effective and efficient maintenance and operations of the municipal water treatment and distribution systems, the Water division’s primary function is to provide and sustain safe drinking water to residents, businesses and industry. The Water Division is supported by a Manager, a Supervisor, 2 compliance, and 8 field/technical staff, for the management of over a \$100,000,000 in assets. The City Water Distribution System consists of approximately 189 km of watermain, 1,850 valves and 950 hydrants.

For all these assets, existing Supervisory Control and Data Acquisition (SCADA) historians (process databases) record data for regulatory purposes regarding operational parameters. The Water Distribution budget for material and overtime expenses is estimated based on 30 mainbreaks, 10 valve replacements, and hydrant maintenance. These numbers may vary from year to year and variances from budget are captured through the transfers to reserves to ensure the systems remain fully user-pay.

Operations and asset renewal is largely facilitated through user fees, which also support the Water Reserve fund that then funds capital renewals and replacements.

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service	Capital Renewal
Drinking Water Quality Management System	Water Service Installations
Water Quality Annual Report	Small Watermain Repairs
Drinking Water Source Protection	Frozen Water Services Management
Education and Outreach	Water Service Shutoffs
Pump Station and Tower Inspections	Valve Maintenance and Replacement
After Hour Emergency Repairs	Hydrant Flushing

#### *Key Annual Operational Objectives*

98%	Drinking Water Quality Management System Evaluation Scoring
10	Lead Service Replacements
5	Valve Non-Linear Related Replacements (25 including linear replacements)
25%	System Valve Turning Maintenance
100%	System Hydrant Flushing

### *Key Capital Renewal*

Linear infrastructure replacements

Upgrades of the Romeo Control Centre chlorination system

Upgrade of the bulk water fill station at the Romeo Control Centre

SCADA – Upgrading communication network to fibre to improve system security and efficiency

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

### *Education and Outreach*

Increased involvement with public events to create more community awareness of the Environmental Services Department. This will entail more classroom presentations, open houses at water facilities and public notifications to water works happening around the City.

### *Geothermal Evaluation*

Continued investigation into the suitability of Geothermal infrastructure installations in Stratford and development standards and guidelines for consideration of use.

### *MECP Compliance Improvements*

The Ministry of Environment, Climate and Parks, has mandate Drinking Water Quality Management System DWQMS updates be facilitated through new compliance software. Staff will be required to learn the new software and applicable DWQMS updates.

### *Upper Thames River Conservation Authority (UTRCA) Services Review*

The provincial government under Bill 23 has required the UTRCA to form an agreement with the City for non-legislated services. Future agreements will be presented to Council for review.

## **New Initiatives Planned for 2024:**

### *Water and Wastewater Rate Study*

Every five years Water and Wastewater billing rates are determined through this legislated rate study. The outcome of this study will be the recommended water and wastewater rates for the next 5 years. Management will facilitate this study through an 3<sup>rd</sup> party consultant that specializes in these studies.

### *Smart Metering*

The Environmental Services Department plans to investigate replacing the existing water metering inventory with "SMART" water metering options.

## **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 (2024 proposed budget vs prior year budget):**

The Water Division has seen a significant increase in the material Chlorine gas used for treatment.

<b>350 WATER</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4300 WATER ADMINISTRATION</b>					
G-350-4300-1410 WATER REVENUE	(5,467,510)	(4,963,980)	(4,823,392)	(5,330,000)	(5,895,000)
G-350-4300-1810 CONTRIBUTION FROM RESERVES	(23,877)	0	0	0	0
G-350-4300-2100 F.T. SALARIES & WAGES	761,776	665,030	747,189	703,690	728,785
G-350-4300-2110 P.T. SALARIES & WAGES	4,514	0	18,468	0	0
G-350-4300-2500 F.T. BENEFITS	225,358	184,010	229,578	213,300	239,265
G-350-4300-2510 P.T. BENEFITS	453	0	1,958	0	0
G-350-4300-2700 OTHER PAYROLL EXPENSES	561	1,000	543	1,000	1,000
G-350-4300-3010 CLOTHING	7,116	7,500	11,204	7,750	8,200
G-350-4300-3050 MATERIALS	3,919	3,500	3,280	2,500	2,500
G-350-4300-3070 OFFICE SUPPLIES AND PAPER	526	800	91	800	800
G-350-4300-3090 PHOTOCOPIER EXPENSE	394	380	289	400	390
G-350-4300-3100 POSTAGE	359	450	40	450	450
G-350-4300-3110 PRINTING	0	350	20	350	350
G-350-4300-3120 MEALS & MEETING COSTS	294	300	391	450	500
G-350-4300-4010 ADVERTISING	0	150	7,924	750	1,000
G-350-4300-4020 SERVICE CONTRACTS	3,823	6,750	2,993	6,750	4,500
G-350-4300-4040 CONSULTANTS	4,811	5,000	0	5,000	5,000
G-350-4300-4050 CONTRACTORS	549,158	576,200	445,261	587,700	610,610
G-350-4300-4060 COURIER/FREIGHT	122	100	380	100	100
G-350-4300-4090 LEGAL	513	750	0	750	750
G-350-4300-4097 MEMBERSHIPS	4,592	5,480	2,639	6,475	5,300
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	417,954	417,945	441,747	441,747	455,000
G-350-4300-4110 TELEPHONE - BASIC	348	1,650	0	0	0
G-350-4300-4120 TELEPHONE - CELL PHONES	6,713	6,710	0	0	0
G-350-4300-4142 TRAINING - EXPENSES	21,908	36,000	14,406	36,000	36,500
G-350-4300-5030 INTEREST ON LONG-TERM DEBT	2	150	0	150	0
G-350-4300-5035 PRINCIPAL ON LONG-TERM DEBT	565	3,240	0	3,300	0
G-350-4300-5062 PROPERTY TAXES	0	0	67,334	66,560	69,354
G-350-4300-7820 TRANSFER TO RESERVE FUNDS	1,656,161	876,250	729,264	972,352	1,232,838

<b>350 WATER</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-350-4300-7900 INTERFUNCTIONAL TRANSFERS	55,760	55,760	0	0	0
G-350-4300-7901 INTERFUNCTIONAL IT SUPPORT	0	0	34,407	45,876	86,282
G-350-4300-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	42,750	57,000	57,000
G-350-4300-7903 INTERFUNCTIONAL MAINTENANCE	0	0	0	0	2,750
G-350-4300-7906 INTERFUNCTIONAL INSURANCE	0	0	27,338	36,450	46,646
G-350-4300-7907 INTERFUNCTIONAL TELEPHONE	0	0	7,628	10,170	12,150
G-350-4300-9010 OFFICE EQUIPMENT AND FURNISHINGS	361	500	96	500	500
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	4,836	3,500	7,585	3,500	7,500
<b>Total 4300 WATER ADMINISTRATION</b>	<b>(1,758,490)</b>	<b>(2,104,525)</b>	<b>(1,978,589)</b>	<b>(2,118,180)</b>	<b>(2,278,980)</b>
<b>4325 WATER SUPPLY</b>					
G-350-4325-1405 USER FEES	(2,640)	(2,640)	(2,640)	0	(2,640)
G-350-4325-1770 RECOVERABLES	(2,000)	0	0	0	0
G-350-4325-2100 F.T. SALARIES & WAGES	164,583	165,480	158,776	176,230	183,340
G-350-4325-2110 P.T. SALARIES & WAGES	0	2,770	0	0	0
G-350-4325-2500 F.T. BENEFITS	46,083	51,920	43,997	49,050	56,330
G-350-4325-2510 P.T. BENEFITS	0	230	0	0	0
G-350-4325-3040 HYDRO	256,025	289,000	148,175	295,500	285,000
G-350-4325-3050 MATERIALS	179,737	150,000	148,444	157,600	190,000
G-350-4325-3120 MEALS & MEETING COSTS	236	250	30	300	300
G-350-4325-3140 REPAIRS & MAINT - BLDGS & EQUIP	4,827	10,000	7,545	10,000	20,000
G-350-4325-3180 VEHICLE - FUEL	2,099	2,000	0	0	0
G-350-4325-3190 VEHICLE - REPAIRS & EXPENSES	0	0	4,622	0	0
G-350-4325-4020 SERVICE CONTRACTS	110,247	194,800	84,634	197,800	187,000
G-350-4325-4040 CONSULTANTS	21,171	25,000	3,374	30,000	30,000
G-350-4325-4050 CONTRACTORS	20,853	21,800	13,823	23,000	23,000
G-350-4325-4060 COURIER/FREIGHT	153	200	112	200	200
G-350-4325-9040 TOOLS & SMALL EQUIPMENT	0	0	73	0	0
<b>Total 4325 WATER SUPPLY</b>	<b>801,374</b>	<b>910,810</b>	<b>610,965</b>	<b>939,680</b>	<b>972,530</b>

<b>350 WATER</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4350 WATER DISTRIBUTION</b>					
G-350-4350-1405 USER FEES	(200)	(2,350)	(5,000)	0	0
G-350-4350-1770 RECOVERABLES	(20,578)	(10,000)	(23,423)	(12,000)	(10,000)
G-350-4350-2100 F.T. SALARIES & WAGES	347,599	486,890	314,183	528,700	550,010
G-350-4350-2110 P.T. SALARIES & WAGES	9,961	8,300	0	11,360	12,010
G-350-4350-2500 F.T. BENEFITS	97,328	152,770	87,971	147,160	168,980
G-350-4350-2510 P.T. BENEFITS	1,409	700	0	2,050	2,310
G-350-4350-3040 HYDRO	6,701	7,170	5,126	7,530	7,500
G-350-4350-3050 MATERIALS	185,822	230,000	111,573	230,000	220,000
G-350-4350-3120 MEALS & MEETING COSTS	1,524	1,000	1,285	1,200	1,500
G-350-4350-3180 VEHICLE - FUEL	39,840	35,600	21,241	0	0
G-350-4350-3190 VEHICLE - REPAIRS & EXPENSES	46,304	30,600	31,774	0	0
G-350-4350-4020 SERVICE CONTRACTS	56,573	59,000	29,195	49,000	49,000
G-350-4350-4040 CONSUTANTS	4,854	5,000	5,650	20,000	20,000
G-350-4350-4050 CONTRACTORS	52,305	68,200	34,421	67,500	67,500
G-350-4350-4060 COURIER/FREIGHT	590	0	288	0	0
G-350-4350-5040 RENTAL OF BLDG MACHINERY & EQUIP	41	0	0	0	0
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	53,600	53,600	0	0	84,000
G-350-4350-7900 INTERFUNCTIONAL TRANSFER	60,000	60,000	0	0	0
G-350-4350-7903 INTERFUNCTIONAL MAINTENANCE	0	0	45,000	60,000	60,000
G-350-4350-7905 INTERFUNCTIONAL FLEET	0	0	49,500	66,000	68,640
G-350-4350-9040 TOOLS & SMALL EQUIPMENT	6,206	0	1,954	0	5,000
<b>Total 4350 WATER DISTRIBUTION</b>	<b>949,879</b>	<b>1,186,480</b>	<b>710,738</b>	<b>1,178,500</b>	<b>1,306,450</b>
<b>Total 350 WATER</b>	<b>(7,237)</b>	<b>(7,235)</b>	<b>(656,886)</b>	<b>0</b>	<b>0</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure Services</b>
<b>Budget Division:</b>	<b>G360 Waste</b>

### **Department/Division Overview:**

Waste management services are provided to over 33,000 residents, businesses and industries. The Waste budget covers staffing and materials required to facilitate garbage, recycling, organics and household hazardous waste collection, as well as the operations of the landfill. The Waste Division is supported by the Manager of Public Works, Supervisor of Public Works, a Spotter, Scale House Attendant, Equipment Operator and 2 supporting field Staff. Operations are largely located out of the landfill site Located at 777 Romeo Street, with support from Staff located at the Public Works Yard at 303 King Street.

Bag Tags, Landfill Tipping Fees and Provincial operating funding currently covers a large portion of the costs associated with Waste Management services. Remaining revenue needs are supported through the tax levy.

### **Key Activities Planned for 2024:**

#### *Daily Operations*

Customer Service	Capital Renewal
Recycling Collection for Processing	Landfill Operations and Material Management
Garbage Pickup and Disposal	Landfill Composting Maintenance
Green Bin Pickup for Processing	Landfill Brush Management
Brush Pickup	Annual Waste Calendar
Downtown Core Pickup	Household Hazardous Waste Events
Recycling and Green Bin Sales	

#### *Key Annual Operational Objectives*

Bi-Weekly	Recycling Collection
Weekly	Garbage Pickup
Weekly	Green Bin Pickup
100%	Environmental Compliance Approval Adherence

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

#### *Blue Box Transition*

Provincial transition to extended producer responsibility for Blue Box residential services will commence May 2024. A significant amount of administration and public education is required to

facilitate smooth transition. Changes to costs and revenues are estimated as some details are still unknown.

#### *Landfill Buffer Lands*

Continue to investigate ownership of lands adjacent to the landfill to provide a buffer to mitigate leachate contamination. This buffer is a requirement of the Ministry of Environment.

#### **New Initiatives Planned for 2024:**

##### *Household Hazardous Waste Event Relocation*

Starting April of 2024, Household Hazardous Waste Events will be relocated back to the Landfill on a monthly schedule. This will increase the number of events currently held at 3, up to 7 events that can be facilitated through the landfill.

#### **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 (2024 proposed budget vs prior year budget):**

Several large budget projects have been completed at the landfill including the construction of Cell 3B which ensures adequate space for waste for the immediate future.

Changes to Bag Tag and Tipping Fees were outlined in the 2021 Waste Rate Study, which had the goal of establishing sustainable funding of operations and Capital Reserve funds, as well as ensuring the Landfill Closure Reserve funding is planned. Adequate funding in these reserve funds will ensure Landfill services can be maintained while in operation and after its anticipated closure in 2046. Contributions to these reserves are incrementally increased with the intent of approaching annual contribution rates identified in the Waste Rate Study.

	2022	2022	2023	2023	2024
<b>360 WASTE</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>4400 WASTE ADMINISTRATION</b>					
G-360-4400-1310 BAG TAG REVENUE	(1,158,932)	(900,000)	(978,471)	(1,100,000)	(1,110,000)
G-360-4400-1315 TIPPING FEE REVENUE	(1,683,705)	(1,700,000)	(1,520,725)	(1,830,000)	(1,800,000)
G-360-4400-1810 CONTRIBUTION FROM RESERVES	(23,160)	0	0	0	0
G-360-4400-2100 F.T. SALARIES & WAGES	155,725	202,870	73,112	252,907	206,230
G-360-4400-2110 P.T. SALARIES & WAGES	3,009	0	21,988	0	0
G-360-4400-2500 F.T. BENEFITS	38,352	59,680	26,748	64,850	58,010
G-360-4400-2510 P.T. BENEFITS	302	0	2,208	0	0
G-360-4400-3010 CLOTHING	0	400	0	400	200
G-360-4400-3050 MATERIALS	254	200	519	220	225
G-360-4400-3070 OFFICE SUPPLIES AND PAPER	131	40	0	50	50
G-360-4400-3110 PRINTING	580	50	0	100	50
G-360-4400-4020 SERVICE CONTRACTS	0	0	44,373	0	0
G-360-4400-4060 COURIER/FREIGHT	0	50	0	50	0
G-360-4400-4097 MEMBERSHIPS	504	900	458	900	900
G-360-4400-4110 TELEPHONE - BASIC	233	1,110	0	0	0
G-360-4400-4142 TRAINING - EXPENSES	2,061	3,000	1,721	3,000	3,000
G-360-4400-5010 BANK,COLLECTION,CREDIT CARD CHGS	8,243	5,000	9,705	0	0
G-360-4400-5062 PROPERTY TAXES	0	0	124,725	123,330	128,467
G-360-4400-7810 CONTRIBUTION TO RESERVES	0	0	11,250	15,000	30,000
G-360-4400-7820 TRANSFER TO RESERVE FUNDS	598,400	598,400	491,250	655,000	900,000
G-360-4400-7900 INTERFUNCTIONAL TRANSFER	10,200	10,200	0	0	0
G-360-4400-7901 INTERFUNCTIONAL IT SUPPORT	0	0	8,602	11,469	23,009
G-360-4400-7907 INTERFUNCTIONAL TELEPHONE	0	0	833	1,110	1,110
G-360-4400-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	200	0	200	200
G-360-4400-9040 TOOLS & SMALL EQUIPMENT	102	200	515	200	300
<b>Total 4400 WASTE ADMINISTRATION</b>	<b>(2,047,701)</b>	<b>(1,717,700)</b>	<b>(1,681,189)</b>	<b>(1,801,214)</b>	<b>(1,558,249)</b>

<b>360 WASTE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4425 WASTE DISPOSAL</b>					
G-360-4425-1770 RECOVERABLES	(99)	0	0	0	0
G-360-4425-1810 CONTRIBUTION FROM RESERVES	(11,149)	0	0	0	0
G-360-4425-2100 F.T. SALARIES & WAGES	332,226	200,310	261,725	197,840	268,100
G-360-4425-2500 F.T. BENEFITS	92,756	59,170	73,281	66,060	95,320
G-360-4425-3040 HYDRO	10,850	12,000	7,890	12,000	12,000
G-360-4425-3045 WATER / SEWAGE	456	330	280	400	500
G-360-4425-3047 SEWAGE- LEACHATE	184,000	184,000	0	0	0
G-360-4425-3050 MATERIALS	9,383	20,000	8,136	20,000	18,000
G-360-4425-3140 REPAIRS & MAINT - BLDGS & EQUIP	7,610	6,000	6,550	5,000	5,100
G-360-4425-3180 VEHICLE - FUEL	96,693	62,000	2,672	0	0
G-360-4425-3190 VEHICLE - REPAIRS & EXPENSES	95,817	66,000	995	0	0
G-360-4425-4020 SERVICE CONTRACTS	13,686	38,000	9,227	38,500	35,000
G-360-4425-4040 CONSULTANTS	165,707	85,000	50,013	90,000	95,000
G-360-4425-4050 CONTRACTORS	56,984	90,000	115,884	90,000	90,000
G-360-4425-4095 MAINTENANCE CONTRACTS	107	0	0	0	0
G-360-4425-5040 RENTAL OF MACHINERY & EQUIPMENT	811	0	0	1,000	1,000
G-360-4425-7820 TRANSFER TO RESERVE FUNDS	147,000	147,000	116,250	155,000	162,000
G-360-4425-7903 INTERFUNCTIONAL MAINTENANCE	0	0	140,700	187,600	191,350
G-360-4425-7905 INTERFUNCTIONAL FLEET	0	0	91,500	122,000	126,880
G-360-4425-9040 TOOLS & SMALL EQUIPMENT	93	0	0	0	0
<b>Total 4425 WASTE DISPOSAL</b>	<b>1,202,931</b>	<b>969,810</b>	<b>885,103</b>	<b>985,400</b>	<b>1,100,250</b>
<b>4450 WASTE COLLECTION</b>					
G-360-4450-1610 SALES	(8,268)	(4,000)	(7,631)	(5,000)	(7,000)
G-360-4450-2100 F.T. SALARIES & WAGES	1,004	9,170	2,330	9,370	8,900
G-360-4450-2500 F.T. BENEFITS	281	2,710	653	3,010	3,770
G-360-4450-3050 MATERIALS	3,272	500	8,495	400	5,000
G-360-4450-4020 SERVICE CONTRACTS	0	0	62	0	0
G-360-4450-4050 CONTRACTORS	328,541	338,130	247,388	356,000	363,120
G-360-4450-4060 COURIER/FREIGHT	0	50	0	0	0
<b>Total 4450 WASTE COLLECTION</b>	<b>324,830</b>	<b>346,560</b>	<b>251,297</b>	<b>363,780</b>	<b>373,790</b>

<b>360 WASTE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>4475 WASTE RECYCLE</b>					
G-360-4475-1130 ONTARIO GRANTS	(405,648)	(318,000)	(293,282)	(337,000)	(134,000)
G-360-4475-1610 SALES	(3,925)	(3,000)	(3,551)	(3,000)	(3,500)
G-360-4475-1770 RECOVERABLES	(403,949)	(36,000)	(231,353)	(50,000)	(120,000)
G-360-4475-2100 F.T. SALARIES & WAGES	14,866	9,170	26,773	9,370	49,960
G-360-4475-2500 F.T. BENEFITS	4,018	2,710	7,219	3,010	19,860
G-360-4475-3050 MATERIALS	21,698	35,000	31,207	45,000	45,000
G-360-4475-3100 POSTAGE	0	25	0	0	0
G-360-4475-3140 REPAIRS & MAINT - BLDGS & EQUIP	127	0	0	0	0
G-360-4475-3190 VEHICLE - REPAIRS & EXPENSES	888	0	0	0	0
G-360-4475-4010 ADVERTISING	0	1,000	513	1,000	1,000
G-360-4475-4020 SERVICE CONTRACTS	189,053	185,000	180,692	225,000	245,500
G-360-4475-4050 CONTRACTORS	1,763,273	1,561,140	1,191,389	1,332,400	1,012,500
G-360-4475-4060 COURIER/FREIGHT	0	25	0	0	0
G-360-4475-9040 TOOLS & SMALL EQUIPMENT	0	0	323	0	200
<b>Total 4475 WASTE RECYCLE</b>	<b>1,180,401</b>	<b>1,437,070</b>	<b>909,930</b>	<b>1,225,780</b>	<b>1,116,520</b>
<b>Total 360 WASTE</b>	<b>660,461</b>	<b>1,035,740</b>	<b>365,141</b>	<b>773,746</b>	<b>1,032,311</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G610 Social Services Administration</b>

### **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 (Div 615), Ontario Works, (Div 611) and Children’s Services, (Div 616). The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth.

The administrative division within the Social Services Department was created to capture wages of the integrated staff as well as other shared expenditures, such as office supplies. Quarterly, these centralized expenditures are reallocated interfunctionally to the Perth & Stratford Housing (Div. 614), Housing (Div. 615), Homelessness (Div. 612), Ontario Works (Div. 611) and Childrens Services (Div 616).

For the 2024 budget year this division includes programs administered through the Social Services Department not directly associated with a specific provincial program such as the Community Safety and Wellbeing and the Mobile Integrated Health Program Expansion.

### **Key Activities Planned for 2024:**

In January 2019, new requirements for Community Safety and Well-being (CSWB) planning came into force. The Police Services Act, 1990 (PSA) was amended, and municipalities across Ontario were given time to develop and adopt a plan. In response, the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and the Township of Perth South formed a partnership to create a joint CSWB plan. Continued implementation of events to promote and achieve the objectives set forth in the CSWB plan are planned for 2024. Funding for these activities is shared through the partnering municipalities.

In 2023 the City of Stratford was successful in receiving funding from Public Safety Canada, to be received over the next three years to enhance efforts in communities for preventing and reducing gun and gang violence. Using this funding, a core group of key players in the community will be responsible for:

- Developing an evaluation framework that includes sustainability planning.
- Conducting research into gun and gang themes to inform continuation or development of programming.
- Collaborating with community members to identify gaps, develop work plans, and offer reliable and regular programming to address a diversity of needs relating to youth in the community.

- Co-creating prevention activities on a continuum that recognizes the diverse needs within the service area focused on social determinants that are factors in contributing to crime.
- Utilizing the youth engaged in programs to evaluate what is missing and adjust programming offerings to become more accessible in line with diversity, equity, and inclusion principles.

The County of Perth, at their March 2, 2023, regular council meeting passed a motion to expand their Mobile Integrated Health Program through the Municipal Shared Services Partnership with Stratford Social Services. This motion resulted in provincial funding for a full-time Intensive Case Manager for a pilot period of up to 18 months from Mobile Integrated Health (MIH). This partnership is intended to bolster a collaborative relationship between the two partners by significantly increasing the overall capacity to support people within the community by providing wraparound supports to patients and clients.

**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 integration of administrative functions within Social Services maximizes the service delivery potential for administrative and financial functions.

The continued support of the Community Safety and Well-being Plan as well as activities planned for the Public Safety Canada funding and Mobile Integrated Health Program expansion provide collaboration within other City departments as well as partnering municipalities, community partners and stakeholders in the delivery of human services.

**Explain Significant Variances (2024 proposed budget vs prior year budget):**

Significant variances in 2024 include:

- Increase in wages and benefits is significantly a result of a realignment of 0.5 FTE from the housing division and the addition of 1.0 FTE for a temporary Intensive Case Manager through the Mobile Integrated Health Program. The balance of the increase is anticipatory inflationary increases to wages.
- Conference expense increase due to increased return to in-person conferences attended by the Director of Social Services.
- Transfers to reserve funds increased for future replacement of Fleet relating to two vehicles added to the Social Services fleet in 2023.
- Interfunctional Fleet charges increased for fuel and maintenance relating to vehicles used by the department.

The overall tax levy increase in the Social Services Administration division is \$4,135, which can be directly attributed to the Community Safety and Wellbeing program.

<b>610 SOCIAL SERVICES ADMINISTRATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>6100 SOCIAL SERVICES ADMINISTRATION</b>					
G-610-6100-1900 INTERFUNCTIONAL TRANSFER	(1,663,357)	(1,728,360)	0	0	(2,624,980)
G-610-6100-1902 INTERFUNCTIONAL ADMIN SERVICES	0	0	(1,377,269)	(1,996,440)	0
G-610-6100-2100 F.T. SALARIES & WAGES	581,745	646,380	474,836	691,940	721,770
G-610-6100-2110 P.T. SALARIES & WAGES	11,071	0	29,284	0	0
G-610-6100-2500 F.T. BENEFITS	163,021	190,800	154,484	208,860	239,920
G-610-6100-2510 P.T. BENEFITS	2,764	0	2,636	0	0
G-610-6100-2700 OTHER PAYROLL EXPENSES	130	100	364	100	150
G-610-6100-3070 OFFICE SUPPLIES & PAPER	11,127	15,000	10,106	11,500	11,500
G-610-6100-3090 PHOTOCOPIER EXPENSE	10,771	10,200	7,587	11,000	10,200
G-610-6100-3100 POSTAGE	27,998	30,000	26,597	30,000	30,000
G-610-6100-3110 PRINTING	1,491	500	0	500	2,250
G-610-6100-3120 MEETING COSTS	997	750	1,492	750	1,000
G-610-6100-3130 PUBLICATIONS & SUBSCRIPTIONS	204	0	325	0	330
G-610-6100-4036 CONFERENCES - EXPENSES	1,876	3,500	2,245	3,500	9,000
G-610-6100-4060 COURIER/FREIGHT	0	0	133	0	0
G-610-6100-4097 MEMBERSHIPS	8,638	10,000	9,268	8,800	8,800
G-610-6100-4110 TELEPHONE - BASIC	22,654	22,650	(17,886)	0	0
G-610-6100-4120 TELEPHONE - CELL PHONES	1,800	1,800	0	0	0
G-610-6100-4142 TRAINING - EXPENSES	4,129	5,000	4,925	4,000	4,000
G-610-6100-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	493	1,000	1,072	1,250	1,500
G-610-6100-5045 RENT	0	384,000	0	0	0
G-610-6100-7820 TRANSFER TO RESERVE FUND	0	0	11,310	15,080	30,800
G-610-6100-7900 INTERFUNCTIONAL TRANSFER	797,680	413,680	0	0	0
G-610-6100-7901 INTERFUNCTIONAL IT SUPPORT	0	0	136,573	181,500	379,643
G-610-6100-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	317,655	423,540	423,540
G-610-6100-7904 INTERFUNCTIONAL - RENT	0	0	288,000	384,000	384,000

<b>610 SOCIAL SERVICES ADMINISTRATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-610-6100-7905 INTERFUNCTIONAL FLEET	0	0	5,738	7,650	12,000
G-610-6100-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	325,142
G-610-6100-7907 INTERFUNCTIONAL TELEPHONE	0	0	18,338	24,450	24,450
G-610-6100-9010 OFFICE EQUIPMENT	14,769	10,000	6,711	5,000	5,000
<b>Total 6100 SOCIAL SERVICES ADMINISTRATION</b>	1	17,000	114,524	16,980	15
<b>6105 COMMUNITY SAFETY &amp; WELL-BEING</b>					
G-610-6105-1770 RECOVERABLES	(27,433)	0	0	0	(61,520)
G-610-6105-1810 CONTRIBUTION FROM RESERVES	(19,142)	0	0	0	(21,100)
G-610-6105-2100 F.T. SALARIES & WAGES	33,333	0	0	0	40,230
G-610-6105-2500 F.T. BENEFITS	9,341	0	0	0	12,950
G-610-6105-3070 OFFICE SUPPLIES & PAPER	381	0	28	0	540
G-610-6105-4142 TRAINING - EXPENSES	3,519	0	0	0	50,000
<b>Total 6105 COMMUNITY SAFETY &amp; WELL-BEING</b>	(1)	0	28	0	21,100
<b>6110 SOCIAL SERVICE PROGRAMS</b>					
G-610-6110-1120 CANADA GRANTS	0	0	0	0	(433,740)
G-610-6110-1770 RECOVERABLE	0	0	(187,500)	0	(100,980)
G-610-6110-2100 F.T. SALARIES & WAGES	0	0	0	0	75,750
G-610-6110-2500 F.T. BENEFITS	0	0	0	0	24,910
G-610-6110-3010 CLOTHING	0	0	0	0	320
G-610-6110-4020 SERVICE CONTRACTS	0	0	0	0	433,740
G-610-6110-4040 CONSULTANTS	0	0	80,319	0	0
<b>Total 6110 SOCIAL SERVICE PROGRAMS</b>	0	0	(107,181)	0	0
<b>Total 610 SOCIAL SERVICES ADMINISTRATION</b>	<b>0</b>	<b>17,000</b>	<b>7,371</b>	<b>16,980</b>	<b>21,115</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G611 Ontario Works</b>

### 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 (Div. 615), Ontario Works, (Div. 611) and Children’s Services, (Div. 616). The 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 for the administration of the child care program at the Anne Hathaway Day Care Centre (Div. 613) for the City of Stratford.

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, it 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-Huron.

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 – 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 – 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 underwent significant changes which reduced 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 reduced the 2023 Ontario Works 100% PDF for the City of Stratford by 47.74% as that funding

was 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 was provided to the Service System Manager (SSM) as they took over responsibility for the employment work that was previously done by Ontario Works. Stability supports and pre-employment work is still being completed by Ontario Works caseworkers meaning there was no reduction in workload, but rather a shift in the approach and type of work being done. This reduction was pro-rated for 2023 due to the date of implementation, meaning there is now a further reduction in 2024 to achieve an overall reduction of 22% from the total PDF provided by MCCSS. The total reduction from 2023 to 2024 of the 100% PDF is a further 30.81%.

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 2024:**

#### **Social Assistance Modernization**

The Ministry of Children, Community and Social Services (MCCSS) 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. Increased City involvement is expected 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 clients. Currently, the Ontario Works Division is an active member of the Centralized Intake (CI) program and has been active with Electronic Document Management (EDM) since November 2021. Further technological improvements such as electronic signatures, the implementation of the Common Assessment Tool and Action Plan and enhancements to MyBenefits were completed in 2023.

The City will continue to pivot 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, there is a 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, the Ontario Works division will continue to monitor and provide updates to Council to ensure both staffing and service levels are maintained and adequate.

#### **Reduction in Administrative Burden**

In conjunction with social assistance modernization, the local office plans to advance the Ministry's directive of reducing the administrative burden on caseworkers by modifying and creating local processes that advance the risk-based model currently being utilized by Ontario Works. Initiatives such as the contract renewal with Accerta, put forth to Council in 2023, allow the creation of more streamlined options for clients to access benefits available to them while

also reducing the time caseworkers and administrative staff spend on creating and producing letters, fielding calls or issuing benefits related to denture, dental and vision care claims. Furthermore, the local office plans to use local processes to advance the work being done by the province through the modernization of social assistance by creating more efficient processes that reduce the administrative time spent in the program and increases the time spent with clients, creating meaningful change in their lives.

### **New Initiatives Planned for 2024:**

#### **Paperless Initiative**

The City of Stratford looks to join the paperless-by-default initiative that is spearheaded by the Ministry of Children, Community and Social Services (MCCSS) in the first quarter of 2024. The initiative focuses on two primary aspects; one being the reduction in paper being used by the office and the second being improved client experience by being able to access their statement of benefits virtually, at any time.

Currently, the Ontario Works Division mails out monthly statements as well as letters and communications to clients throughout the month. Paperless-by-default will immediately reduce the number of mail-outs significantly, as over 35% of the caseload is currently enrolled in MyBenefits. These users will automatically be switched to paperless-by-default. Furthermore, the initiative allows for third-party vendors, specifically dental and vision care clinics, to access a real-time portal to determine eligibility for clients when they are attempting to access these benefits.

This improved service delivery model will reduce wait times, reduce the administrative burden on staff and improve both vendor and client experience.

### **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.

This work plan puts both the identified values and strategic priorities of Council at its forefront – the City prioritizes partnerships with community partners, municipal partners and colleagues at the Province of Ontario to ensure the system in the community is responsive and meets the needs of those who require services. By working in partnership with colleagues in the not-for-

profit sector, the employment sector, the healthcare field and mental health and addictions, the City can continue to ensure that wrap-around supports are available that promote empowerment, success and client-centred programming.

Developing human resources and widening economic opportunities across the community through the division's role as a member of the Consortium responsible for the delivery of employment services remain priorities. As a member of the Service System Manager, the City can ensure that the unique needs of residents within Stratford, St Marys and Perth County are heard, identified and responded to. The goal is to 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 clients move toward self-sufficiency through stable housing and employment.

All the work performed 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 (2024 proposed budget vs prior year budget):**

Anticipated wage increases offset by recoverables.

Increase in frequency of travel from Listowel to office by Listowel OW Caseworker.

Increases in Ontario Grants and Social Assistance Payments are due to anticipated caseload increase. 100% funded by MCCSS.

Reduced Employment Supports Ontario Grants due to decrease in 100% Provincially funded portfolio from MCCSS because of transition to EST.

Increase to Homemakers program costs due to increased funding from MOH at the City's request. This request was submitted to prevent waitlists for programs.

	2022	2022	2023	2023	2024
<b>611 ONTARIO WORKS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6111 ONTARIO WORKS ADMINISTRATION</b>					
G-611-6111-1130 ONTARIO GRANTS	(1,048,301)	(1,044,190)	(786,226)	(1,036,900)	(1,048,300)
G-611-6111-1210 OTHER MUNICIPALITIES - PERTH	(533,091)	(530,970)	(264,100)	(528,200)	(694,130)
G-611-6111-1220 OTHER MUNICIPALITIES - ST. MARYS	(84,288)	(83,950)	(41,995)	(83,990)	(109,790)
G-611-6111-1770 RECOVERABLES	0	0	0	0	(46,500)
G-611-6111-2100 F.T. SALARIES & WAGES	1,055,064	995,520	827,492	1,054,200	1,154,480
G-611-6111-2110 P.T. SALARIES & WAGES	37,855	0	29,521	0	0
G-611-6111-2500 F.T. BENEFITS	295,658	307,830	268,358	329,790	415,860
G-611-6111-2510 P.T. BENEFITS	9,452	0	1,561	0	0
G-611-6111-2700 OTHER PAYROLL EXPENSES	1,658	500	1,186	500	1,000
G-611-6111-3070 OFFICE SUPPLIES AND PAPER	5,688	5,000	3,425	5,000	5,000
G-611-6111-3080 MISCELLANEOUS	15	0	0	0	0
G-611-6111-3090 PHOTOCOPIER EXPENSE	4,364	0	2,743	3,500	4,390
G-611-6111-3100 POSTAGE	0	0	(2,353)	0	0
G-611-6111-3110 PRINTING	0	1,000	0	500	500
G-611-6111-3120 MEALS & MEETING COSTS	38	1,000	527	1,000	1,000
G-611-6111-3130 PUBLICATIONS & SUBSCRIPTIONS	446	0	0	0	0
G-611-6111-4010 ADVERTISING	504	300	151	300	300
G-611-6111-4030 SOCIAL SERVICES-AUDIT	0	2,000	0	2,000	2,000
G-611-6111-4036 CONFERENCES - EXPENSES	1,990	1,500	940	1,500	1,500
G-611-6111-4040 CONSULTANTS	10,496	25,000	8,146	25,000	25,000
G-611-6111-4060 COURIER/FREIGHT	47	200	47	100	100
G-611-6111-4090 LEGAL	0	1,000	25,000	1,000	1,000
G-611-6111-4097 MEMBERSHIPS	755	0	0	750	750
G-611-6111-4120 TELEPHONE - CELL PHONES	4,512	4,510	0	0	0
G-611-6111-4142 TRAINING - EXPENSES	1,888	7,500	13,579	7,500	7,500
G-611-6111-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	1,753	1,000	896	1,000	3,500
G-611-6111-5010 BANK,COLLECTION,CREDIT CARD CHGS	0	0	1,973	0	0
G-611-6111-6021 ONTARIO DENTAL ASSOCIATION	0	0	2,677	0	0
G-611-6111-7900 ADMINISTRATION CHARGE	662,922	734,510	0	0	820,270

	2022	2022	2023	2023	2024
<b>611 ONTARIO WORKS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-611-6111-7901 INTERFUNCTIONAL IT SUPPORT	0	0	220	0	0
G-611-6111-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	438,247	635,240	0
G-611-6111-7907 INTERFUNCTIONAL TELEPHONE	0	0	3,690	4,920	5,100
G-611-6111-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,557	0	192	0	1,000
<b>Total 6111 ONTARIO WORKS ADMINISTRATION</b>	430,982	429,260	535,897	424,710	551,530
<b>6121 ONTARIO WORKS - BENEFITS</b>					
G-611-6121-1130 ONTARIO GRANTS	(6,142,393)	(6,600,000)	(4,198,258)	(6,131,300)	(6,435,410)
G-611-6121-6020 SOCIAL ASSISTANCE PAYMENTS	6,142,393	6,600,000	4,238,456	6,131,300	6,435,410
<b>Total 6121 ONTARIO WORKS - BENEFITS</b>	0	0	40,198	0	0
<b>6191 ONT WORKS EMPLOYMENT SUPPORT</b>					
G-611-6191-1130 ONTARIO GRANTS	(551,201)	(551,200)	(216,076)	(288,070)	(199,310)
G-611-6191-2100 F.T. SALARIES & WAGES	170,782	211,360	179,967	0	0
G-611-6191-2500 F.T. BENEFITS	47,858	61,570	58,218	0	0
G-611-6191-4020 SERVICE CONTRACTS	273,612	273,270	216,059	281,570	195,310
G-611-6191-5010 BANK,COLLECTION,CREDIT CARD CHGS	8,315	5,000	0	6,500	4,000
G-611-6191-7900 INTERFUNCTIONAL TRANSFER	50,634	0	0	0	0
<b>Total 6191 ONT WORKS EMPLOYMENT SUPPORT</b>	0	0	238,168	0	0
<b>61EE ENERGY EMERGENCY</b>					
G-611-61EE-1130 ONTARIO GRANTS	0	(30,000)	0	0	0
G-611-61EE-1770 RECOVERABLES	(28,569)	0	(29,367)	(30,000)	(30,000)
G-611-61EE-6020 SOCIAL ASSISTANCE PAYMENTS	28,569	30,000	11,361	30,000	30,000
<b>Total 61EE ENERGY EMERGENCY</b>	0	0	(18,006)	0	0
<b>61EP EMERGENCY PLANNING</b>					
G-611-61EP-1210 OTHER MUNICIPALITIES - PERTH	0	(6,860)	0	0	0
G-611-61EP-1220 OTHER MUNICIPALITIES - ST. MARYS	0	(1,090)	0	0	0
G-611-61EP-6010 GRANTS TO CHARITIES	0	13,500	0	0	0
<b>Total 61EP EMERGENCY PLANNING</b>	0	5,550	0	0	0

	2022	2022	2023	2023	2024
<b>611 ONTARIO WORKS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>61FB FUNERALS &amp; BURIALS</b>					
G-611-61FB-1210 OTHER MUNICIPALITIES - PERTH	(1,789)	(2,540)	(1,275)	(2,550)	(2,560)
G-611-61FB-1220 OTHER MUNICIPALITIES - ST. MARYS	(283)	(400)	(205)	(410)	(410)
G-611-61FB-1770 RECOVERABLES	(3,969)	0	(976)	0	0
G-611-61FB-6020 SOCIAL ASSISTANCE PAYMENTS	7,488	5,000	10,170	5,000	5,000
<b>Total 61FB FUNERALS &amp; BURIALS</b>	<b>1,447</b>	<b>2,060</b>	<b>7,714</b>	<b>2,040</b>	<b>2,030</b>
<b>61HM HOMEMAKERS AND NURSING</b>					
G-611-61HM-1130 ONTARIO GRANTS	(40,618)	(36,000)	(24,463)	(33,940)	(44,000)
G-611-61HM-1210 OTHER MUNICIPALITIES - PERTH	(5,164)	(4,580)	(2,160)	(4,320)	(5,630)
G-611-61HM-1220 OTHER MUNICIPALITIES - ST. MARYS	(816)	(720)	(345)	(690)	(890)
G-611-61HM-6020 SOCIAL ASSISTANCE PAYMENTS	50,772	45,000	39,539	42,430	55,000
<b>Total 61HM HOMEMAKERS AND NURSING</b>	<b>4,174</b>	<b>3,700</b>	<b>12,571</b>	<b>3,480</b>	<b>4,480</b>
<b>61NB COMMUNITY SOCIAL INVEST FUND</b>					
G-611-61NB-1210 OTHER MUNICIPALITIES - PERTH	0	(35,600)	0	0	0
G-611-61NB-1220 OTHER MUNICIPALITIES - ST. MARYS	0	(5,630)	0	0	0
G-611-61NB-6020 SOCIAL ASSISTANCE PAYMENTS	0	70,000	0	0	0
<b>Total 61NB COMMUNITY SOCIAL INVEST FUND</b>	<b>0</b>	<b>28,770</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>61RF RELIEF FUND</b>					
G-611-61RF-1130 ONTARIO GRANTS	(786,900)	(309,920)	0	0	0
G-611-61RF-6020 SOCIAL ASSISTANCE PAYMENTS	741,795	309,920	0	0	0
G-611-61RF-7900 INTERFUNCTIONAL TRANSFER	45,105	0	0	0	0
<b>Total 61RF RELIEF FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>61RP RECREATION PROGRAMS</b>					
G-611-61RP-1210 OTHER MUNICIPALITIES - PERTH	(24,065)	(33,050)	(16,555)	(33,110)	(25,610)
G-611-61RP-1220 OTHER MUNICIPALITIES - ST. MARYS	(3,805)	(5,230)	(2,635)	(5,270)	(4,050)
G-611-61RP-1770 RECOVERABLES	(83,984)	0	(28,807)	(100,000)	(100,000)
G-611-61RP-6020 SOCIAL ASSISTANCE PAYMENTS	131,310	65,000	55,859	165,000	150,000
<b>Total 61RP RECREATION PROGRAMS</b>	<b>19,456</b>	<b>26,720</b>	<b>7,862</b>	<b>26,620</b>	<b>20,340</b>

	2022	2022	2023	2023	2024
<b>611 ONTARIO WORKS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>61SH SHELTERLINK OPERATING GRANT</b>					
G-611-61SH-1210 OTHER MUNICIPALITIES - PERTH	(12,713)	(12,710)	(12,735)	(25,470)	(25,610)
G-611-61SH-1220 OTHER MUNICIPALITIES - ST. MARYS	(2,010)	(2,010)	(2,025)	(4,050)	(4,050)
G-611-61SH-6010 GRANTS TO CHARITIES	25,000	25,000	0	50,000	50,000
<b>Total 61SH SHELTERLINK OPERATING GRANT</b>	10,277	10,280	(14,760)	20,480	20,340
<b>61SM ST MARY'S ADULT LEARNING PROG</b>					
G-611-61SM-1210 OTHER MUNICIPALITIES - PERTH	(7,297)	(7,120)	(3,565)	(7,130)	(7,370)
G-611-61SM-1220 OTHER MUNICIPALITIES - ST. MARYS	(1,154)	(1,130)	(565)	(1,130)	(1,170)
G-611-61SM-6010 GRANTS TO CHARITIES	0	14,000	0	14,000	14,400
G-611-61SM-6020 SOCIAL ASSISTANCE PAYMENTS	14,350	0	0	0	0
<b>Total 61SM ST MARY'S ADULT LEARNING PROG</b>	5,899	5,750	(4,130)	5,740	5,860
<b>61SP UNITED WAY PROGRAMS</b>					
G-611-61SP-1210 OTHER MUNICIPALITIES - PERTH	(20,340)	(20,340)	(10,190)	(20,380)	(25,610)
G-611-61SP-1220 OTHER MUNICIPALITIES - ST. MARYS	(3,216)	(3,220)	(1,620)	(3,240)	(4,050)
G-611-61SP-6010 GRANTS TO CHARITIES	40,000	40,000	40,000	40,000	50,000
<b>Total 61SP UNITED WAY PROGRAMS</b>	16,444	16,440	28,190	16,380	20,340
<b>Total 611 ONTARIO WORKS</b>	<b>488,679</b>	<b>528,530</b>	<b>833,704</b>	<b>499,450</b>	<b>624,920</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G612 Homelessness</b>

### 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 (Div. 615), Ontario Works, (Div. 611) and Children’s Services, (Div. 616). 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 (Div. 614), Affordable Housing Building(s), (Div. 618), and the Anne Hathaway Day Care Centre (Div. 613).

The 612 Cost Centre, Homelessness and Housing Stability, was separated in the financial reporting in 2023 in response to the Provincial consolidation of multiple funding streams into the singular Homelessness Prevention Program (HPP). Previous programs Home For Good (HFG), the Community Homelessness Prevention Initiative (CHPI) and Strong Communities Rent Supplement Program (SCRSP) were consolidated into a singular program with the aim of reducing administrative burdens, reporting requirements and allowing more flexibility for CMSM’s. The goal was to ensure the programs funded through HPP are locally responsive, adapted to the community needs and funding is not siloed to program-specific activities.

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 the Canadian Mental Health Association,
- 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 2024:**

### **Continued Implementation of Coordinated Access**

The City of Stratford and United Way Perth Huron currently function 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 2023, the Coordinated Access Leadership Group developed a system, in partnership with community partners, to commit resources to align available resources more closely in the community to support individuals identified as a priority through the By-Name List. All partner agencies have since committed to signing Memorandums of Understanding, outlining what resources they are committing to ensure individuals experiencing homelessness are prioritized according to depth of need. Since achieving Coordinated Access, partner agencies, in collaboration with the City of Stratford, have recognized that the group is able to expand its services beyond coordinated access.

While maintaining oversight and support of the Coordinated Access System, the group will be taking a more comprehensive approach and provide strategic direction towards ending homelessness in in Stratford, Perth County and St. Marys, and be recognized moving forward as the Ending Homelessness Leadership Group. This will involve continued and greater collaboration of City of Stratford staff and partner agencies in the community.

### **Continued Support for Persons 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) to attend reported encampments with support staff to ensure individuals and community members were safe and progressing toward permanent and stable housing.

With the expansion of Outreach Teams from partner organizations, there is a coordinated response available 7 days per week. When attending encampments, outreach staff are ensuring the safety of the individuals, providing referrals to community resources, on site support services, and reviewing temporary accommodation solutions to individuals while they work collaboratively to secure permanent stable housing.

As encampments become inactive, the City of Stratford works with internal and external staff to address community concerns such as garbage removal and site cleaning, as required.

### **Continued Support for Housing Stability within the PSHC**

The Homelessness and Housing Stability Division recognizes the current costs within the private housing market and works in close collaboration with other City departments, to ensure housing stability within the Perth & Stratford Housing Corporation (Div 614). Housing stability is an

important part of homelessness prevention and where necessary, the outreach team works to identify and address areas of concern before they lead to risk of eviction. Regularly, the Outreach Team and the City's Public Housing Review Officers meet to review tenant issues that need to be addressed to ensure a continued stable tenancy. By taking an initiative-taking approach, the department can support tenant needs through life skills education, offering of supplies, and referrals to community partners where appropriate. This has been and remains a cornerstone for the Homelessness and Housing Stability to provide support with housing stability within the Perth & Stratford Housing Corporation. This support is integral to tenants residing in the Perth & Stratford Housing Corporation. Through early intervention and a focus on eviction prevention, collaboration between the outreach and housing teams is anticipated to result in more positive tenant experiences and a greater number of successful tenancies, which in turn will reduce homelessness in the community.

### **Continue enhanced service delivery of SHOPP 2.0**

After five successful years with the Supportive Housing of Perth Program (SHOPP), the City of Stratford took this opportunity to review areas that could still be improved upon. With this, the decision was made to bring two of the five Intensive Case Manager positions in house, to allow for greater oversight and impact on day-to-day activities with participants in the program.

As this new approach is implemented, outcomes will continue to be monitored to allow for a comparison from the program's first 5 years. This will allow a continued build of the information in serving participants, as well as allow the partnerships with external agencies already associated with the program to continue to grow with a shared vision of supporting the populations most vulnerable individuals in successfully obtaining and maintaining permanent stable housing.

### **Develop and improve available housing allowances and rent supplements**

Following the COVID-19 pandemic, there were several different resources available to assist individuals with being able to afford rentals in an ever-growing housing market such as the Canada Ontario Housing Benefit (COHB). As a result of these successes, there will be a continued pursuit of housing allowance opportunities and rent supplement programs to complement what resources are already in place.

There is a recognition of the financial implications that fall on community members trying to find permanent housing within the private market, thus the department will continue to build relationships with property owners, community agencies, and advocate to the Provincial and Federal Government for the continued and ongoing support of these programs. The housing and homelessness teams continue to use available funding to develop flexibility within rent supplements and housing allowances. This provides the opportunity to find support options that can best address the needs of individuals and families.

The outcome of these programs is to maintain housing stability through the provision of funding support to address housing affordability.

## **New Initiatives Planned for 2024:**

**External Implementation of HIFIS:** In partnership with the IT and Clerks divisions (134 and 121), the Homelessness and Housing Stability Division officially implemented the HIFIS 4 product internally in April of 2023. After a successful internal launch, the focus will shift to expanding its use as a resource to community providers within the homelessness sector. This will be done through a staggered implementation method, starting with community partners working directly with the City resources, in efforts to continue with coordinating the response to assist individuals and families experiencing homelessness within our service area.

**Pursue funding opportunities and potential implementation of supportive housing (operations):** Like many other communities, the City recognizes a greater need of support is required to appropriately serve individuals within the community with different levels of needs. Staff will continue to pursue funding opportunities and grants available to build, implement and operate a supportive housing building to support the communities most vulnerable individuals. Currently, the service area does not have a full-time supportive housing option for individuals who are unable to live independently and until there are appropriate resources to serve this population, there will continue to be individuals experiencing homelessness within the community. In addition to continuing to seek funding through grant opportunities, a capital expansion initiative is included in the 2024 budget to address the needs of those most vulnerable in the community.

## **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.

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 the 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 done 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 (2024 proposed budget vs prior year budget):**

Reduction in Ontario Grants for Homelessness Administration of 21.31% due to the reduction of allowable administrative costs per Ministry of Municipal Affairs and Housing guidelines.

Increase in wages for Homelessness Administration of 100.98% resulting from the re-allocation of one staff position from programming to administration.

Increased telephone costs due to increase number of Outreach workers resulting in an increased number of cellular telephones being used.

Increased wages and benefits for Homelessness Initiatives due to bringing SHOPP in-house, leading to increase in Outreach Workers. This increase has been offset by the reallocation of one staff position to the administrative activity code.

Shift between Rental Support Payments and Housing Allowance Payments due to a re-alignment of expenses.

Social Assistance Payments – Increase because of anticipated increase to rent stability payments due to increased community need.

<b>612 HOMELESSNESS</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>61HA HOMELESSNESS ADMINISTRATION</b>					
G-612-61HA-1130 ONTARIO GRANTS	(219,044)	0	(129,572)	(192,280)	(151,300)
G-612-61HA-1210 OTHER MUNICIPALITIES - PERTH	0	0	(53,155)	(106,310)	(300,810)
G-612-61HA-1220 OTHER MUNICIPALITIES - ST. MARYS	0	0	(8,450)	(16,900)	(47,580)
G-612-61HA-2100 F.T. SALARIES & WAGES	34,570	0	0	84,640	170,110
G-612-61HA-2500 F.T. BENEFITS	9,688	0	0	26,370	56,470
G-612-61HA-2700 OTHER PAYROLL BENEFITS	234	0	1,369	1,750	0
G-612-61HA-3010 CLOTHINGS	0	0	831	0	2,130
G-612-61HA-3070 OFFICE SUPPLIES	4,170	0	368	3,500	500
G-612-61HA-3120 MEETING COSTS	150	0	141	0	300
G-612-61HA-4010 ADVERTISING	0	0	487	0	0
G-612-61HA-4036 CONFERENCES - EXPENSES	0	0	(1,950)	0	0
G-612-61HA-4090 LEGAL	293	0	0	0	0
G-612-61HA-4097 MEMBERSHIPS	15	0	0	0	0
G-612-61HA-4120 TELEPHONE - CELL PHONES	2,400	0	0	0	0
G-612-61HA-4142 TRAINING EXPENSES	26,735	0	4,924	10,000	10,000
G-612-61HA-4150 TRAVEL/MILEAGE	133	0	3,437	0	4,000
G-612-61HA-5045 RENT EXPENSE	10,519	0	0	0	0
G-612-61HA-7900 INTERFUNCTIONAL TRANSFERS	130,138	0	0	0	492,190
G-612-61HA-7902 INTERFUNCTIONAL - ADMIN	0	0	187,859	272,310	0
G-612-61HA-7907 INTERFUNCTIONAL TELEPHONE	0	0	1,800	2,400	3,000
<b>Total 61HA HOMELESSNESS ADMINISTRATION</b>	<b>1</b>	<b>0</b>	<b>8,089</b>	<b>85,480</b>	<b>239,010</b>
<b>61HI HOMELESSNESS INITIATIVES</b>					
G-612-61HI-1130 ONTARIO GRANTS	(2,930,660)	(2,631,220)	(1,659,185)	(2,939,680)	(2,980,660)
G-612-61HI-1210 OTHER MUNICIPALITIES - PERTH	(130,941)	(56,220)	0	0	0
G-612-61HI-1220 OTHER MUNICIPALITIES - ST. MARYS	(20,703)	(8,890)	0	0	0
G-612-61HI-1770 RECOVERABLES	0	0	(7,989)	0	0
G-612-61HI-2100 F.T. SALARIES & WAGES	334,344	376,310	321,727	356,760	419,270
G-612-61HI-2110 PART TIME SALARIES	0	0	14,530	0	0
G-612-61HI-2500 F.T. BENEFITS	93,692	106,650	94,654	107,230	141,920

<b>612 HOMELESSNESS</b>	2022	2022	2023	2023	2024
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-612-61HI-2510 P.T. BENEFITS	0	0	1,423	0	0
G-612-61HI-2700 OTHER PAYROLL EXPENSES	0	0	234	0	0
G-612-61HI-3040 HYDRO	2,471	0	186	0	2,500
G-612-61HI-3045 WATER/SEWER	553	0	160	0	550
G-612-61HI-3070 OFFICE SUPPLIES AND PAPER	0	3,500	1,583	0	0
G-612-61HI-3085 RENTAL SUPPORT PAYMENTS	391,711	68,480	269,298	440,000	604,000
G-612-61HI-3086 HOUSING ALLOWANCE PAYMENTS	174,402	152,180	83,338	451,000	175,000
G-612-61HI-3120 MEETING COSTS	0	0	222	0	0
G-612-61HI-4020 SERVICE CONTRACTS	953,819	846,800	605,040	1,255,030	1,232,760
G-612-61HI-4090 LEGAL	0	3,000	153	0	0
G-612-61HI-4100 SERVICES	0	0	10,518	0	0
G-612-61HI-4120 TELEPHONE - CELL PHONES	0	2,400	0	0	0
G-612-61HI-4142 TRAINING - EXPENSES	0	20,000	313	0	0
G-612-61HI-4150 TRAVEL/MILEAGE	0	1,000	374	0	0
G-612-61HI-4174 AFFORDABLE CAPITAL PROJECTS	104,657	159,720	95,936	104,660	104,660
G-612-61HI-6020 SOCIAL ASSISTANCE PAYMENTS	1,132,514	811,630	957,621	225,000	300,000
G-612-61HI-7900 INTERFUNCTIONAL TRANSFER	0	190,110	0	0	0
<b>Total 61HI HOMELESSNESS INITIATIVES</b>	<b>105,859</b>	<b>45,450</b>	<b>790,136</b>	<b>0</b>	<b>0</b>
<b>66HA</b>					
G-612-66HA-3120 MEALS & MEETING COSTS	0	0	41	0	0
G-612-66HA-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	0	566	0	0
<b>Total 66HA</b>	<b>0</b>	<b>0</b>	<b>607</b>	<b>0</b>	<b>0</b>
<b>Total 612 HOMELESSNESS</b>	<b>105,860</b>	<b>45,450</b>	<b>798,832</b>	<b>85,480</b>	<b>239,010</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G613 Anne Hathaway Day Care</b>

### **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 (Div. 615), Ontario Works, (Div. 611) and Children’s Services, (Div. 616). The 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 for the administration of the child care program at the Anne Hathaway Day Care Centre (Div. 613) 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 2024:**

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.

Further reductions to parent fees are expected in 2024. These reductions will continue to be offset by CWELCC Funding.

### **New Initiatives Planned for 2024:**

In 2024 Anne Hathaway Day care will endeavour to expand and improve on existing systems for online communication with families enrolled in the childcare centre.

Additionally, Anne Hathaway Day Care in collaboration with the Perth County Childcare Cook's Community of Practice will continue to work on strategies to find savings in food preparations and grocery budget.

**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 (2024 proposed budget vs prior year budget):**

For 2024 the significant variances are as follows:

- Increase in administration wages and benefits due to the realignment of staffing custodial costs to wages.
- Decrease to interfunctional maintenance costs due to the realignment of staffing custodial costs noted above. The remaining expense reflects only anticipated custodial supply costs, which have increased due to custodial supplies.
- Decrease to day care and parental revenue due to the continued reduction of fees charged to families as part of the CWELCC program. This decrease is offset by an increase to CWELCC funding received from the Social Services Childrens Services Division, mitigating the impact of the reduced fees.
- Increase in recoverables because of increased CWELCC funding and Operating Grants anticipated to be received from the Social Services Childrens Services Division.
- Increased costs of meals directly due to rising food costs.

<b>613 ANNE HATHAWAY DAY CARE CENTRE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>6300 DAY CARE ADMINISTRATION</b>					
G-613-6300-1770 RECOVERABLES	(225,000)	(225,000)	0	(225,000)	(225,000)
G-613-6300-2100 F.T. SALARIES & WAGES	113,450	112,180	98,205	111,110	179,780
G-613-6300-2110 P.T. SALARIES & WAGES	0	0	0	0	5,820
G-613-6300-2500 F.T. BENEFITS	31,792	38,990	34,509	39,740	67,680
G-613-6300-2510 P.T. BENEFITS	0	0	0	0	1,010
G-613-6300-3050 MATERIALS	91	0	0	0	0
G-613-6300-3070 OFFICE SUPPLIES AND PAPER	1,029	1,000	186	1,000	1,000
G-613-6300-3080 MISCELLANEOUS	13	0	73	0	0
G-613-6300-3090 PHOTOCOPIER EXPENSE	1,079	1,680	686	1,150	870
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	223	1,000	0	500	250
G-613-6300-4036 CONFERENCES - EXPENSES	253	0	0	0	0
G-613-6300-4097 MEMBERSHIPS	2,940	2,400	2,367	2,400	3,000
G-613-6300-4107 BUILDING MAINTENANCE	9,461	5,000	2,692	5,000	5,000
G-613-6300-4142 TRAINING - EXPENSES	931	1,600	670	1,500	1,500
G-613-6300-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	200	230	200	200
G-613-6300-5010 BANK,COLLECTION, CREDIT CARD CHGS	0	100	0	0	0
G-613-6300-7900 INTERFUNCTIONAL TRANSFERS	91,000	91,000	0	0	0
G-613-6300-7903 INTERFUNCTIONAL MAINTENANCE	0	0	70,500	94,000	29,080
G-613-6300-9060 FACILITY & BUILDING CAPITAL	0	0	4,396	0	0
<b>Total 6300 DAY CARE ADMINISTRATION</b>	<b>27,262</b>	<b>30,300</b>	<b>214,514</b>	<b>31,750</b>	<b>70,340</b>
<b>6302 REGULAR DAY CARE PROGRAMS</b>					
G-613-6302-1320 DAY CARE REVENUE	(60,831)	(563,390)	(96,675)	(273,270)	(259,510)
G-613-6302-1321 PARENT REVENUE	(636,540)	(466,470)	(375,437)	(273,270)	(259,510)
G-613-6302-1570 DONATIONS	0	0	(1,779)	0	0
G-613-6302-1770 RECOVERABLES	(806,800)	(536,800)	0	(1,073,140)	(1,165,660)
G-613-6302-1810 CONTRIBUTION FROM RESERVES	(36,910)	0	0	0	0
G-613-6302-2100 F.T. SALARIES & WAGES	829,826	851,210	579,084	867,530	884,630

<b>613 ANNE HATHAWAY DAY CARE CENTRE</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-613-6302-2110 P.T. SALARIES & WAGES	234,555	241,470	343,728	254,620	260,660
G-613-6302-2500 F.T. BENEFITS	232,540	259,750	206,242	269,920	307,890
G-613-6302-2510 P.T. BENEFITS	58,569	40,060	63,390	57,270	43,970
G-613-6302-3050 MATERIALS	430	0	1,035	0	0
G-613-6302-3065 AHDC CRAFT SUPPLIES	1,879	2,000	730	2,000	2,000
G-613-6302-3066 TOYS	2,362	1,000	760	1,000	1,500
G-613-6302-3067 AHDC SPECIAL EVENTS	125	600	0	600	600
G-613-6302-3080 MISCELLANEOUS	40	0	94	0	0
G-613-6302-4120 TELEPHONE - CELL PHONES	900	900	0	0	0
G-613-6302-7907 INTERFUNCTIONAL TELEPHONE	0	0	720	960	960
G-613-6302-9010 OFFICE EQUIPMENT AND FURNISHINGS	5,551	0	0	0	0
<b>Total 6302 REGULAR DAY CARE PROGRAMS</b>	<b>(174,304)</b>	<b>(169,670)</b>	<b>721,892</b>	<b>(165,780)</b>	<b>(182,470)</b>
<b>6304 REGULAR DAY CARE OCCUPANCY</b>					
G-613-6304-3030 HEAT	3,884	3,500	2,990	3,500	4,000
G-613-6304-3040 HYDRO	6,009	6,000	3,878	6,200	6,200
G-613-6304-3045 WATER / SEWAGE	2,188	2,000	1,524	2,000	2,200
G-613-6304-3050 MATERIALS	107	0	133	0	0
G-613-6304-4105 SNOW REMOVAL	13,077	7,100	9,481	10,000	14,000
<b>Total 6304 REGULAR DAY CARE OCCUPANCY</b>	<b>25,265</b>	<b>18,600</b>	<b>18,006</b>	<b>21,700</b>	<b>26,400</b>
<b>6306 REGULAR DAY CARE DIETARY</b>					
G-613-6306-2100 F.T. SALARIES & WAGES	52,436	57,040	0	0	0
G-613-6306-2110 P.T. SALARIES & WAGES	0	0	42,176	55,100	57,330
G-613-6306-2500 F.T. BENEFITS	14,694	19,300	4,116	0	7,790
G-613-6306-2510 P.T. BENEFITS	0	0	14,901	23,840	11,800
G-613-6306-3050 MATERIALS	73	100	892	100	100
G-613-6306-3120 MEALS & MEETING COSTS	818	500	111	500	1,000
G-613-6306-3121 MEALS	53,785	45,000	53,868	45,000	55,000
<b>Total 6306 REGULAR DAY CARE DIETARY</b>	<b>121,806</b>	<b>121,940</b>	<b>116,064</b>	<b>124,540</b>	<b>133,020</b>

	2022	2022	2023	2023	2024
<b>613 ANNE HATHAWAY DAY CARE CENTRE</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6308 PROGRAM ASSISTANTS</b>					
G-613-6308-1770 RECOVERABLES	(66,865)	(60,220)	0	(55,380)	(61,640)
G-613-6308-2110 P.T. SALARIES & WAGES	53,505	54,830	12,501	50,320	51,310
G-613-6308-2500 F.T. BENEFITS	0	0	118	0	0
G-613-6308-2510 P.T. BENEFITS	13,360	5,390	1,951	5,060	10,330
<b>Total 6308 PROGRAM ASSISTANTS</b>	0	0	14,570	0	0
<b>Total 613 ANNE HATHAWAY DAY CARE CENTRE</b>	<b>29</b>	<b>1,170</b>	<b>1,085,046</b>	<b>12,210</b>	<b>47,290</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G614 Perth Stratford Housing/LHC</b>

### **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 (Div. 615), Ontario Works, (Div. 611) and Children’s Services, (Div. 616). 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 (Div. 614), the Affordable Housing Building(s) (Div. 618), and the Anne Hathaway Day Care Centre (Div. 613).

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 Perth Stratford Housing Corporation manages the day-to-day operation and administration of the Perth & Stratford Housing Corporation - 663 public housing units, comprised of eighteen apartment buildings (499 units) and 164 family units, which are located throughout Stratford, Perth County and St. Marys.

### **Key Activities Planned for 2024:**

The Key Activities for the Housing Division in 2024 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 2024 will be on collaborating with local community partners to end homelessness.
2. **Creating Attainable Housing Options:** The key activities for 2024 will be leveraging the completion of the 200 Britannia St. 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. **Addressing a Diversity of Needs:** The key activities for 2024 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 in partnership with other levels of government.
- Developing an asset regeneration plan to align long-term sustainable financial planning with the City's Asset Management Plans and Strategies
- Updating the asbestos surveys and building condition assessments of the portfolio
- 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.

### **New Initiatives Planned for 2024:**

In addition to the above activities and continuing to emphasize on support for tenants and eviction prevention, much of the focus will be on ensuring a safe and healthy environment for tenants. This will occur through updated asbestos and designated materials surveys, repair and revitalization of aging housing stock, and a potential capital project to replace a housing building that has reached the end of its life cycle. It is also anticipated that this work will occur with a focus on potential opportunities for climate change mitigation.

### **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.

Housing staff will continue to build and strengthen relationships with community partners to engage and support community housing tenants.

#### **Developing our Resources**

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

The focus on sustainable and well-maintained buildings will contribute to a positive environment for tenants and will help to ensure that the physical assets of the Perth & Stratford Housing Corporation are part of the City of Stratford's long-term asset management plan.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

For 2024 the significant variances are as follows:

- Insurance premiums have increased primarily due to a globally hard market for property insurance and an industry reluctance to underwrite multi-residential properties. The balance of the increase is a result of increased deductible amounts on claims.
- Legal costs have increased due to the number of hearings at the Landlord Tenant Board increasing.

- Material costs have increased in part due to the continued implementation of upgraded security measures, specifically video surveillance and electronic access, resulting in increased managed services costs.
- Housing debentures held with MMAH continue to mature resulting in decreased chargeback amounts.
- During an inspection in March 2023, City of Stratford staff identified a potential structural concern that could impact the health and safety of tenants. Following recommendations of an engineering firm, chief building officials, legal counsel and MMAH, tenants were relocated out of the building and a complete tear-down and rebuild is being recommended. This rebuild is included in the capital plan for 2024 and creates a significant impact to the operating budget in the form of debt repayment estimates, the specifics still to be determined. As this represents a shared service, the partnering municipalities through the shared services agreement have a proportional allocation.

<b>614 PERTH &amp; STRATFORD HOUSING CORPORATION/ LOCAL HOUSING CORPORATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
<b>6600 PUBLIC HOUSING ADMINISTRATION</b>					
G-614-6600-1210 CMSM PAYMENT - PERTH	(741,249)	0	(499,715)	(999,430)	(1,168,460)
G-614-6600-1220 CMSM PAYMENT - ST. MARYS	(117,200)	0	(79,460)	(158,920)	(184,820)
G-614-6600-1230 CMSM PAYMENT - STRATFORD	0	0	(401,815)	0	0
G-614-6600-1770 RECOVERABLES	(1,224)	0	0	0	0
G-614-6600-2100 F.T. SALARIES & WAGES	608,098	0	0	786,580	828,910
G-614-6600-2500 F.T. BENEFITS	170,406	0	0	240,040	278,520
G-614-6600-2510 P.T. BENEFITS	25,399	0	12,303	30,000	25,000
G-614-6600-2700 OTHER PAYROLL EXPENSES	274	0	1,695	3,000	300
G-614-6600-3010 CLOTHINGS	0	0	0	0	2,700
G-614-6600-3070 OFFICE SUPPLIES AND PAPER	4,464	0	2,589	500	500
G-614-6600-3110 PRINTING	0	0	435	0	0
G-614-6600-3120 MEALS & MEETING COSTS	3,167	0	906	0	500
G-614-6600-4010 ADVERTISING	336	0	336	0	350
G-614-6600-4030 AUDIT	6,391	0	0	6,500	6,500
G-614-6600-4036 CONFERENCES - EXPENSES	1,425	0	0	0	1,500
G-614-6600-4040 CONSULTANTS	3,129	0	8,141	0	3,000
G-614-6600-4060 COURIER/FREIGHT	10	0	0	0	100
G-614-6600-4080 INSURANCE	234,424	0	490	250,000	340,210
G-614-6600-4090 LEGAL	17,085	0	42,305	20,000	32,000
G-614-6600-4097 MEMBERSHIPS	196	0	127	0	0
G-614-6600-4110 TELEPHONE - BASIC	38,088	0	20,015	30,000	40,000
G-614-6600-4120 TELEPHONE - CELLULAR	6,600	0	0	0	0
G-614-6600-4142 TRAINING	9,148	0	3,231	5,000	6,000
G-614-6600-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	58	0	1,800	0	1,500
G-614-6600-5010 BANK,COLLECTION,CREDIT CARD CHGS	5,863	0	2,371	6,000	7,000
G-614-6600-5040 COMPUTER LEASE & EQUIPMENT RENTAL	31,897	0	12,926	25,000	33,000
G-614-6600-7820 TRANSFER TO RESERVE FUNDS	0	0	16,470	21,960	26,300
G-614-6600-7900 ADMINISTRATION CHARGE	292,031	0	0	0	628,970
G-614-6600-7902 INTERFUNCTIONAL - ADMINISTRATION	0	0	356,850	517,280	0

<b>614 PERTH &amp; STRATFORD HOUSING CORPORATION/ LOCAL HOUSING CORPORATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-614-6600-7905 INTERFUNCTIONAL FLEET	0	0	8,610	11,480	10,200
G-614-6600-7907 INTERFUNCTIONAL TELEPHONE	0	0	6,480	8,640	8,640
G-614-6600-9010 OFFICE EQUIPMENT AND FURNISHINGS	454	0	0	0	0
<b>Total 6600 PUBLIC HOUSING ADMINISTRATION</b>	599,270	0	(482,910)	803,630	928,420
<b>6602 PUBLIC HOUSING</b>					
G-614-6602-1210 OTHER MUNICIPALITIES - PERTH	0	0	(1,678,750)	0	0
G-614-6602-1220 OTHER MUNICIPLAITIES - ST. MARYS	0	0	(266,935)	0	0
G-614-6602-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	3,295,540	0	0
<b>Total 6602 PUBLIC HOUSING</b>	0	0	1,349,855	0	0
<b>6612 PUBLIC HOUSING RENT SUPP</b>					
G-614-6612-1130 ONTARIO GRANTS	(44,477)	(464,870)	0	0	0
G-614-6612-1150 RENTAL SUPPORT	(116,217)	(44,480)	0	(26,020)	(26,020)
G-614-6612-1210 CMSM PAYMENT - PERTH	(26,534)	(22,200)	(18,845)	(37,690)	(37,890)
G-614-6612-1220 CMSM PAYMENT - ST. MARYS	(4,195)	(3,510)	(2,995)	(5,990)	(5,990)
G-614-6612-1230 CMSM PAYMENT - STRATFORD	0	0	(15,150)	0	0
G-614-6612-1770 RECOVERABLES	(328,182)	0	0	0	0
G-614-6612-3085 RENTAL SUPPORT PAYMENTS	541,057	553,000	47,075	100,000	100,000
<b>Total 6612 PUBLIC HOUSING RENT SUPP</b>	21,452	17,940	10,085	30,300	30,100
<b>6614 PUBLIC HOUSING PROPERTIES</b>					
G-614-6614-1130 ONTARIO GRANTS	(85,563)	(85,560)	0	(91,670)	(155,450)
G-614-6614-1210 CMSM PAYMENT - PERTH	(1,212,745)	(1,152,390)	(705,650)	(1,411,300)	(1,476,300)
G-614-6614-1220 CMSM PAYMENT - ST. MARYS	(191,750)	(182,210)	(112,205)	(224,410)	(233,510)
G-614-6614-1230 CMSM PAYMENT - STRATFORD	0	0	(567,400)	0	0
G-614-6614-1405 USER FEES	(2,658,292)	(2,487,000)	(1,454,095)	(2,524,600)	(2,589,050)
G-614-6614-1820 CONTRIBUTION FROM RESERVE FUND	(573,426)	0	0	0	0
G-614-6614-3030 HEAT	173,524	135,000	107,175	150,000	175,000
G-614-6614-3040 HYDRO	494,879	450,000	227,909	470,000	500,000
G-614-6614-3045 WATER/SEWER	274,508	240,000	93,751	250,000	275,000
G-614-6614-3050 MATERIALS	1,899,183	1,725,000	910,830	1,704,220	1,776,160
G-614-6614-3120 MEETING COSTS	0	0	0	0	2,000

<b>614 PERTH &amp; STRATFORD HOUSING CORPORATION/ LOCAL HOUSING CORPORATION</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-614-6614-4092 TAXES	1,077,912	1,080,000	539,571	1,084,000	1,100,730
G-614-6614-5030 INTEREST ON LONG-TERM DEBT	0	0	0	0	92,045
G-614-6614-5035 PRINCIPAL ON LONG-TERM DEBT	0	0	0	0	161,080
G-614-6614-5040 RENTAL OF BLDG, MACHINERY & EQUIP	210,295	210,300	1,486	64,060	45,320
G-614-6614-7820 TRANSFER TO RESERVE FUNDS	998,500	998,500	1,248,375	1,664,500	1,500,000
G-614-6614-9030 EQUIPMENT PURCHASES	573,426	0	398,045	0	0
<b>Total 6614 PUBLIC HOUSING PROPERTIES</b>	980,451	931,640	687,792	1,134,800	1,173,025
<b>Total 614 PS HOUSING CORP / LHC</b>	<b>1,601,173</b>	<b>949,580</b>	<b>1,564,822</b>	<b>1,968,730</b>	<b>2,131,545</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G615 Housing</b>

### **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 (Div. 615), Ontario Works, (Div. 611) and Children’s Services, (Div. 616). 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 (Div. 614), Affordable Housing Building(s), (Div. 618), and the Anne Hathaway Day Care Centre (Div. 613).

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.

### **Key Activities Planned for 2024:**

The Key Activities for the Housing Division in 2024 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** Working with the Homelessness Prevention and Housing Stability division, building on the successful work of establishing a Coordinated Access System, the focus of activities in 2024 will be on collaborating with local community partners to end homelessness.
2. **Creating Attainable Housing Options:** The key activities for 2024 will be continuing to build relationships with private sector property owners 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 ending. The end of operating agreement/mortgage issue has different implications for projects and units depending on what federal/provincial funding program they were originally developed under. For federal (section 95) providers, their obligation

to provide subsidized units concludes with the end date of these agreements, along with government subsidies. Even though providers will no longer have to pay the mortgage once it matures, some of these housing projects may not be financially viable. This may be in part because projects face significant and costly capital repair expenditures as major building systems reach the end of their life cycle. Some may be viable but may not be able to continue to provide affordable units - especially rent-geared-to-income units - without ongoing funding after their operating agreement expires. A major focus of the Housing Division in 2024 will be collaborating with 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 2024 will be facilitating partnerships with local health and social service partners to advance opportunities to create permanent supportive housing units for vulnerable population groups.

#### **New Initiatives Planned for 2024:**

The Housing Division will continue to collaborate with community housing providers to strengthen partnerships and work to support ongoing capital repair costs with a major focus on the continued long-term provision of rent-geared-to-income housing units.

It is also anticipated that the Housing Division will be working towards obtaining funding for the provision of supported and affordable housing at 398 Erie St., Stratford.

#### **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 partnership with community housing providers will support residents in ensuring that they have access to housing that meets their needs and that they live in safe and healthy environments.

#### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

There is a significant variance in funding from the Ministry of Municipal Affairs and Housing to increase rental support payments and housing allowance payments to recipients. The budget for legal costs has increased to reflect actual costs more accurately.

	2022	2022	2023	2023	2024
<b>615 HOUSING - SERVICE MANAGER</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6604 HOUSING PROVIDERS</b>					
G-615-6604-1130 ONTARIO GRANTS	(478,327)	(478,330)	0	(400,600)	(400,600)
G-615-6604-1210 CMSM PAYMENT - PERTH	(611,368)	(627,120)	(285,110)	(570,220)	(632,140)
G-615-6604-1220 CMSM PAYMENT - ST. MARYS	(96,665)	(99,160)	(45,335)	(90,670)	(99,990)
G-615-6604-1230 CMSM PAYMENT - STRATFORD	0	0	(229,255)	0	0
G-615-6604-3120 MEETING COSTS	0	1,600	0	0	0
G-615-6604-4040 CONSULTANTS	23,914	10,000	0	10,000	0
G-615-6604-6020 SOCIAL ASSISTANCE PAYMENTS	1,656,711	1,700,000	0	1,510,000	1,635,000
<b>Total 6604 HOUSING PROVIDERS</b>	494,265	506,990	(559,700)	458,510	502,270
<b>6610 HOUSING ADMINISTRATION</b>					
G-615-6610-1130 ONTARIO GRANTS	(59,935)	0	0	(25,500)	0
G-615-6610-1210 CMSM PAYMENT - PERTH	(198,858)	(1,112,360)	(169,430)	(338,860)	(363,710)
G-615-6610-1220 CMSM PAYMENT - ST. MARYS	(31,442)	(175,880)	(26,940)	(53,880)	(57,530)
G-615-6610-1230 CMSM PAYMENT - STRATFORD	0	0	(136,235)	0	0
G-615-6610-2100 F.T. SALARIES & WAGES	251,448	964,540	846,269	358,960	331,740
G-615-6610-2110 P.T. SALARIES & WAGES	0	0	7,250	0	0
G-615-6610-2500 F.T. BENEFITS	70,463	290,720	251,663	106,900	116,150
G-615-6610-2510 P.T. BENEFITS	0	30,650	714	0	0
G-615-6610-2700 OTHER PAYROLL EXPENSES	2,377	1,100	0	100	100
G-615-6610-3050 MATERIALS	0	0	51	0	0
G-615-6610-3070 OFFICE SUPPLIES AND PAPER	0	1,000	1,486	500	500
G-615-6610-3080 MISCELLANEOUS	0	93,500	30	0	0
G-615-6610-3110 PRINTING	0	500	0	1,000	0
G-615-6610-3120 MEALS & MEETING COSTS	0	2,500	551	250	500
G-615-6610-4010 ADVERTISING	0	500	168	0	250
G-615-6610-4030 AUDIT	0	6,500	0	0	0
G-615-6610-4036 CONFERENCES - EXPENSES	0	2,500	121	2,500	2,500
G-615-6610-4040 CONSULTANTS	0	0	9,235	0	0
G-615-6610-4060 COURIER/FREIGHT	0	150	0	100	100
G-615-6610-4080 INSURANCE	0	245,000	0	0	0

<b>615 HOUSING - SERVICE MANAGER</b>	2022 ACTUALS	2022 BUDGET	2023 YTD Nov 15/23	2023 BUDGET	2024 DRAFT BUDGET
G-615-6610-4090 LEGAL FEES	0	20,000	(186)	2,000	5,000
G-615-6610-4097 MEMBERSHIPS	0	500	827	150	1,000
G-615-6610-4110 TELEPHONE - BASIC	0	30,000	0	0	0
G-615-6610-4120 TELEPHONE - CELL PHONES	0	6,600	0	0	0
G-615-6610-4142 TRAINING - EXPENSES	0	10,000	3,336	5,000	5,000
G-615-6610-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	1,000	508	250	250
G-615-6610-5030 INTEREST ON LONG-TERM DEBT	6	410	0	0	0
G-615-6610-5035 PRINCIPAL ON LONG-TERM DEBT	1,554	8,900	0	0	0
G-615-6610-5040 RENTAL OF BLDG, MACHINERY & EQUIP	0	38,000	0	3,150	0
G-615-6610-7900 ADMINISTRATION CHARGE	125,156	432,950	0	0	245,950
G-615-6610-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	143,925	208,650	0
G-615-6610-7907 INTERFUNCTIONAL TELEPHONE	0	0	900	1,200	1,200
G-615-6610-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	1,805	0	0
<b>Total 6610 HOUSING ADMINISTRATION</b>	<b>160,769</b>	<b>899,280</b>	<b>936,048</b>	<b>272,470</b>	<b>289,000</b>
<b>66AH AFFORDABLE HOUSING</b>					
G-615-66AH-1130 ONTARIO GRANTS	(575,164)	(1,064,800)	(566,009)	(953,100)	(1,068,210)
G-615-66AH-1210 CMSM PAYMENT - PERTH	(18,798)	(1,120)	0	0	0
G-615-66AH-1220 CMSM PAYMENT - ST. MARYS	(2,972)	(180)	0	0	0
G-615-66AH-1770 RECOVERABLES	(38,378)	0	(11,600)	0	0
G-615-66AH-1820 CONTRIBUTION FROM RESERVE FUND	(50,000)	0	0	0	0
G-615-66AH-3085 RENTAL SUPPORT PAYMENTS	49,062	104,500	48,751	200,700	254,620
G-615-66AH-3086 HOUSING ALLOWANCE PAYMENTS	120,756	64,200	15,798	27,900	114,390
G-615-66AH-4090 LEGAL	4,181	1,000	2,318	0	0
G-615-66AH-4100 SERVICES - OTHER	(34,600)	0	(10,000)	0	0
G-615-66AH-4120 TELEPHONE- CELL PHONES	1,200	1,200	0	0	0
G-615-66AH-6020 SOCIAL ASSISTANCE PAYMENTS	486,933	896,100	39,382	724,500	699,200
G-615-66AH-7820 TRANSFER TO RESERVE FUNDS	72,978	0	21,600	0	0
<b>Total 66AH AFFORDABLE HOUSING</b>	<b>15,198</b>	<b>900</b>	<b>(459,760)</b>	<b>0</b>	<b>0</b>
<b>Total 615 HOUSING DIVISION-SERVICE MGR</b>	<b>670,232</b>	<b>1,407,170</b>	<b>(83,412)</b>	<b>730,980</b>	<b>791,270</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G618 Affordable Housing Buildings</b>

### **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.

### **Key Activities Planned for 2024:**

It is intended that in 2024 the commitment to providing affordable housing will be continued. Occupancy of 200 Britannia St. occurred in 2023 and, along with 230 Britannia St., will remain integral to ensuring access to housing. As 200 Britannia St. has a community room and a community garden, it is intended that there will be a focus in strengthening community partnerships to engage and support tenants.

### **New Initiatives Planned for 2024:**

In addition to expanding community partnerships and tenant engagement, there will also be focus on finding opportunities for further affordable and supported housing opportunities in 2024 as well as preparing long-term capital asset management plans for 200 and 230 Britannia St.

### **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.

Housing staff will continue to build and strengthen relationships with community partners to engage and support affordable housing tenants.

### **Developing our Resources**

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

Developing an asset management plan for affordable housing buildings will help to ensure a long term and sustainable future for the physical affordable housing assets.

### **Widening our Economic Opportunities**

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

The provision of affordable housing will help provide homes and support the development, attraction and retention of business and workers.

### **Explain Significant Variances (2024 proposed budget vs prior year budget):**

While 230 Britannia St. was occupied throughout 2023, construction at 200 Britannia St. was completed late in the year and operational costs and tenancies only began at that time. Due to this, there will be an increase in revenue from rents received from tenants as well as an increase in operational costs. There is an increase in building maintenance as there are managed services costs associated with the installation of video surveillance at 200 Britannia St.

Another significant variance in 2024 has resulted from a process change regarding transfers to reserves. Historically the amount transferred to reserves has been calculated based on the estimated difference between revenues received and expenses paid. In 2024 this process was changed to calculate a reasonable amount to transfer to reserves to accommodate future capital replacements and repairs.

	2022	2022	2023	2023	2024
<b>618 AFFORDABLE HOUSING BUILDINGS</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6800 BRITANNIA ST APARTMENTS</b>					
G-618-6800-1470 RENTAL REVENUE	(430,795)	(409,090)	(377,722)	(687,740)	(786,880)
G-618-6800-3030 HEAT	7,334	5,000	7,382	10,610	17,000
G-618-6800-3040 HYDRO	9,164	6,570	8,579	10,590	18,500
G-618-6800-3045 WATER/SEWER	9,551	9,000	5,675	8,310	13,400
G-618-6800-3070 OFFICE SUPPLIES AND PAPER	20	100	482	100	200
G-618-6800-3120 MEETING COSTS	151	100	0	100	500
G-618-6800-4010 ADVERTISING	0	100	0	100	200
G-618-6800-4080 INSURANCE	0	10,830	0	0	0
G-618-6800-4090 LEGAL	2,813	1,000	0	1,500	1,500
G-618-6800-4092 PROPERTY TAXES	57,739	56,000	60,593	117,000	120,000
G-618-6800-4105 SNOW REMOVAL	6,089	7,000	3,429	8,000	8,000
G-618-6800-4106 LAWN MAINTENANCE	2,326	3,000	1,861	3,000	3,000
G-618-6800-4107 BUILDING MAINTENANCE	84,096	75,000	66,827	80,000	90,000
G-618-6800-4110 TELEPHONE - BASIC	1,962	2,000	3,167	4,000	4,800
G-618-6800-5030 INTEREST ON LONG-TERM DEBT	43,232	43,230	20,182	129,510	215,878
G-618-6800-5035 PRINCIPAL ON LONG-TERM DEBT	107,589	107,590	53,794	197,540	287,493
G-618-6800-7820 TRANSFER TO RESERVE FUND	98,747	82,570	88,035	117,380	125,000
G-618-6800-7906 INTERFUNCTIONAL INSURANCE	0	0	0	0	6,005
<b>Total 6800 BRITANNIA ST APARTMENTS</b>	18	0	(57,716)	0	124,596
<b>Total 618 AFFORDABLE HOUSING BUILDINGS</b>	<b>18</b>	<b>0</b>	<b>(57,716)</b>	<b>0</b>	<b>124,596</b>



## 2024 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G616 Children Services</b>

### **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 (Div. 615), Ontario Works, (Div 611) and Children Services, (Div. 616). The 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 for the administration of the child care program at the Anne Hathaway Day Care Centre (Div. 613) for the City of Stratford.

The programs and services of the Children Services Division fall under the jurisdiction of the Ontario Ministry of Education (EDU). The mandate of the Children 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 1<sup>st</sup>, 2015), and according to local policies set by the City of Stratford as the CMSM.

Child care 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 2024:**

The Children Services Division is responsible for leading and managing the local childcare and early years system while providing financial support through fee subsidy, wage enhancement and general operations grants for licensed centre/home based childcare and EarlyON Family Centre programs.

With the provincial push to expand childcare capacities across Ontario, the City has begun an aggressive expansion plan to create over seven hundred new childcare spaces in Stratford, St. Marys and Perth County over the next 5-6 years. 2024 brings the opportunity to confirm new municipal opportunities for growth, coupled with extending community partnerships and expansion projects with current childcare service providers.

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 by 2026, it continues to evolve with new funding guidelines released in September 2023 to help support these expansion goals. The main concern with this aggressive capital expansion continues to be securing adequate staff and RECE's to fill the classrooms. Workforce funding has been added to the CWELCC contributions to help support the recruitment and retention of qualified staff, however the allocations are not enough to meet

the current demands on the sector, and growth will not be achieved until more funding support is found for staff.

Funding for EarlyON Child and Family Centres for 2024 has not been announced but is anticipated to continue at current levels. The City will be expanding to four service providers in 2024 for EarlyON programs.

### **New Initiatives Planned for 2024:**

OCCMS (Ontario Child Care Management System) will be upgraded to better support clients and families through the childcare registration and subsidy application process, streamlining dated practices to align better with other municipalities. The addition of new software is being sought to help the Special Needs Resourcing team become more efficient with their administrative protocols and reporting requirements, as well increasing case load accountability and support.

The Children Services Department will also be securing a Home Child Care Operators licence and will actively be recruiting up to twenty-five home childcare providers (150 childcare spaces) to support the growing needs of the community. This will be supported internally by modifying a recently vacated (retirement) position into a Coordinator role with an increased administrative capacity. This role will also support several other financial and administrative functions such as CWELCC expansions, childcare intake and subsidy applications.

Childcare expansion projects are underway with plans to remodel two existing facilities to convert to childcare operations in 2024.

### **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.

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 Services Division is making childcare and early years services work for children and their families in Perth County. All programs, financial support and direct services are geared towards supporting families to meet their needs. Expanding the division's Resource Consulting scope to include more community support will help alleviate current some stresses on the existing system.

#### **Developing our Resources**

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

The Children Services is actively transitioning several administrative services to a more digital lens (OCCMS upgrades, software for Special Needs Resourcing, website upgrades and efficiencies) to help streamline services and reduce the paper trail and carbon footprint.

**Explain Significant Variances (2024 proposed budget vs prior year budget):**

The primary change in this budget comes from the increased provincial CWELCC allocation to cover ongoing childcare fee reductions, increased wage enhancements and overall cost escalation. This is directly tied to the current license capacity for all service providers, and the City will be maximizing the administrative expenditures to support an additional staffing supports.

There are several other variances on a line-by-line basis because of further alignment of the Children Services Budget to better capture Ministerial funding and reporting requirements.

	2022	2022	2023	2023	2024
<b>616 CHILDREN SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6194 O/W CHILD CARE - FORMAL</b>					
G-616-6194-1130 ONTARIO GRANTS	(17,218)	(66,400)	(10,682)	(24,000)	(20,000)
G-616-6194-1210 OTHER MUNICIPALITIES - PERTH	(2,189)	(8,450)	(1,530)	(3,060)	(2,560)
G-616-6194-1220 OTHER MUNICIPALITIES - ST. MARYS	(346)	(1,340)	(245)	(490)	(410)
G-616-6194-6020 SOCIAL ASSISTANCE PAYMENTS	21,522	83,000	9,764	30,000	25,000
<b>Total 6194 O/W CHILD CARE - FORMAL</b>	1,769	6,810	(2,693)	2,450	2,030
<b>6195 O/W CHILD CARE - INFORMAL</b>					
G-616-6195-1130 ONTARIO GRANTS	(20,993)	(14,400)	(3,560)	(8,000)	(16,000)
G-616-6195-1210 OTHER MUNICIPALITIES - PERTH	(2,669)	(1,840)	(510)	(1,020)	(2,050)
G-616-6195-1220 OTHER MUNICIPALITIES - ST. MARYS	(422)	(290)	(80)	(160)	(320)
G-616-6195-6020 SOCIAL ASSISTANCE PAYMENTS	26,241	18,000	15,061	10,000	20,000
<b>Total 6195 O/W CHILD CARE - INFORMAL</b>	2,157	1,470	10,911	820	1,630
<b>6321 FEE SUBSIDY ELCC PRE-SCHOOL</b>					
G-616-6321-1130 ONTARIO GRANTS	(1,282,113)	(1,315,420)	(587,596)	(1,320,000)	0
G-616-6321-1210 OTHER MUNICIPALITIES - PERTH	(162,989)	(167,230)	(84,050)	(168,100)	0
G-616-6321-1220 OTHER MUNICIPALITIES - ST. MARYS	(25,770)	(26,450)	(13,365)	(26,730)	0
G-616-6321-1770 RECOVERABLE	(23,441)	0	(1,208)	0	0
G-616-6321-6020 SOCIAL ASSISTANCE PAYMENTS	479,500	853,450	2,925	800,000	0
G-616-6321-6025 WAGE SUBSIDY PAYMENTS	1,146,582	790,830	0	850,000	0
<b>Total 6321 FEE SUBSIDY ELCC PRE-SCHOOL</b>	131,769	135,180	(683,294)	135,170	0
<b>6325 SPECIAL CHILDCARE</b>					
G-616-6325-1130 ONTARIO GRANTS	(842,449)	0	(432,153)	(112,570)	0
G-616-6325-6020 SOCIAL ASSISTANCE PAYMENTS	842,449	0	176,225	112,570	0
<b>Total 6325 SPECIAL CHILDCARE</b>	0	0	(255,928)	0	0
<b>63CC CHILD CARE ADMINISTRATION</b>					
G-616-63CC-1130 ONTARIO GRANTS	(243,605)	(249,940)	(195,050)	(438,170)	(481,430)
G-616-63CC-1210 OTHER MUNICIPALITIES - PERTH	(123,873)	(25,900)	(37,645)	(75,290)	(103,410)
G-616-63CC-1220 OTHER MUNICIPALITIES - ST. MARYS	(19,586)	(4,100)	(5,985)	(11,970)	(16,360)
G-616-63CC-2100 F.T. SALARIES & WAGES	158,469	159,910	141,010	158,110	160,100
G-616-63CC-2500 F.T. BENEFITS	44,407	53,770	46,743	56,200	71,570

<b>616 CHILDREN SERVICES</b>	2022	2022	2023	2023	2024
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-616-63CC-2700 OTHER PAYROLL EXPENSES	40	0	80	100	100
G-616-63CC-3050 MATERIALS	139	0	160	0	0
G-616-63CC-3070 OFFICE SUPPLIES AND PAPER	26,492	500	3,530	1,000	2,000
G-616-63CC-3080 MISCELLANEOUS	73	0	0	0	0
G-616-63CC-3110 PRINTING	0	100	0	0	0
G-616-63CC-3120 MEALS & MEETING COSTS	55	300	872	0	0
G-616-63CC-4036 CONFERENCES - EXPENSES	985	1,750	0	1,500	1,500
G-616-63CC-4060 COURIER/FREIGHT	5	0	5	0	0
G-616-63CC-4090 LEGAL	0	0	10,176	0	0
G-616-63CC-4097 MEMBERSHIPS	495	2,000	640	1,000	1,000
G-616-63CC-4142 TRAINING - EXPENSES	4,667	4,000	8,285	4,000	5,000
G-616-63CC-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	158	750	1,671	500	1,500
G-616-63CC-7900 ADMINISTRATION CHARGE	251,225	77,790	0	0	437,600
G-616-63CC-7902 INTERFUNCTIONAL ADMIN SERVICES	0	0	250,387	362,960	0
G-616-63CC-7907 INTERFUNCTIONAL TELEPHONE	0	0	450	600	3,000
G-616-63CC-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	2,051	0	0
<b>Total 63CC CHILD CARE ADMINISTRATION</b>	<b>100,146</b>	<b>20,930</b>	<b>227,380</b>	<b>60,540</b>	<b>82,170</b>
<b>63RC RESOURCE CENTRE</b>					
G-616-63RC-1210 OTHER MUNICIPALITIES - PERTH	0	(62,850)	0	0	0
G-616-63RC-1220 OTHER MUNICIPALITIES - ST. MARYS	0	(9,940)	0	0	0
G-616-63RC-6020 SOCIAL ASSISTANCE PAYMENTS	0	123,580	0	0	0
<b>Total 63RC RESOURCE CENTRE</b>	<b>0</b>	<b>50,790</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>63SN SPECIAL NEEDS</b>					
G-616-63SN-1130 ONTARIO GRANTS	(253,977)	(233,940)	(177,174)	(398,010)	(569,100)
G-616-63SN-1210 OTHER MUNICIPALITIES - PERTH	(32,287)	(29,750)	(25,345)	(50,690)	(72,860)
G-616-63SN-1220 OTHER MUNICIPALITIES - ST. MARYS	(5,105)	(4,710)	(4,030)	(8,060)	(11,520)
G-616-63SN-2100 F.T. SALARIES & WAGES	162,022	145,600	112,621	297,020	302,990
G-616-63SN-2110 P.T. SALARIES & WAGES	0	0	48,135	0	0
G-616-63SN-2500 F.T. BENEFITS	45,403	41,960	38,920	88,090	107,440
G-616-63SN-2510 P.T. BENEFITS	0	0	3,616	0	0
G-616-63SN-3050 MATERIALS	6,195	0	10,799	15,000	15,000

	2022	2022	2023	2023	2024
<b>616 CHILDREN SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-616-63SN-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	0	118	0	0
G-616-63SN-6020 SOCIAL ASSISTANCE PAYMENTS	0	96,230	15,787	95,000	285,940
G-616-63SN-7900 INTERFUNCTIONAL TRANSFER	103,852	8,640	0	0	0
G-616-63SN-7907 INTERFUNCTIONAL TELEPHONE	0	0	1,800	2,400	0
<b>Total 63SN SPECIAL NEEDS</b>	26,103	24,030	25,247	40,750	57,890
<b>63WW CHILDCARE SMALL WATERWORKS</b>					
G-616-63WW-1130 ONTARIO GRANTS	0	(2,670)	(1,006)	(2,260)	0
G-616-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	0	2,670	0	2,260	0
<b>Total 63WW CHILDCARE SMALL WATERWORKS</b>	0	0	(1,006)	0	0
<b>6710 SPECIAL NEEDS</b>					
G-616-6710-1130 ONTARIO GRANTS	(253,528)	(661,300)	0	0	0
G-616-6710-1210 OTHER MUNICIPALITIES- PERTH COUNTY	0	(14,330)	0	0	0
G-616-6710-1220 OTHER MUNICIPALITIES- ST MARYS	0	(2,270)	0	0	0
G-616-6710-2100 F.T. SALARIES & WAGES	86,539	145,600	69,589	0	0
G-616-6710-2500 F.T. BENEFITS	24,251	41,960	25,176	0	0
G-616-6710-2700 OTHER PAYROLL EXPENSES	121	50	0	0	0
G-616-6710-3050 MATERIALS	15,356	41,000	520	0	0
G-616-6710-4120 CELL PHONES	3,000	3,000	0	0	0
G-616-6710-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	261	2,000	0	0	0
G-616-6710-6020 SOCIAL ASSISTANCE PAYMENTS	124,000	175,000	306,599	0	0
G-616-6710-7900 INTERFUNCTIONAL TRANSFERS	0	280,880	0	0	0
<b>Total 6710 SPECIAL NEEDS</b>	0	11,590	401,884	0	0
<b>6715 WAGE ENHANCEMENTS</b>					
G-616-6715-1130 ONTARIO GRANTS	(589,569)	(590,560)	(262,886)	(590,560)	0
G-616-6715-6020 SOCIAL ASSISTANCE PAYMENTS	560,497	560,300	1,148,950	590,560	0
G-616-6715-7900 INTERFUNCTIONAL TRANSFER	29,073	30,260	0	0	0
<b>Total 6715 WAGE ENHANCEMENTS</b>	1	0	886,064	0	0

	2022	2022	2023	2023	2024
<b>616 CHILDREN SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
<b>6720 FEE STABILIZATION -CWELCC</b>					
G-616-6720-1130 ONTARIO GRANTS	(1,136,087)	0	(5,123,269)	(2,366,840)	(6,439,940)
G-616-6720-4020 SERVICE CONTRACTS	0	0	0	0	101,320
G-616-6720-6020 SOCIAL ASSISTANCE PAYMENTS	1,136,087	0	3,939,572	2,366,840	6,021,690
G-616-6720-6025 WAGE SUBSIDY PAYMENTS	0	0	0	0	316,930
<b>Total 6720 FEE STABILIZATION -CWELCC</b>	0	0	(1,183,697)	0	0
<b>6770 CHILD CARE PROGRAMS</b>					
G-616-6770-1130 ONTARIO GRANTS	(1,725,667)	(1,311,650)	(912,563)	(2,050,000)	(4,394,480)
G-616-6770-1210 OTHER MUNICIPALITIES - PERTH	0	0	0	0	(97,830)
G-616-6770-1220 OTHER MUNICIPALITIES - ST. MARYS	0	0	0	0	(15,470)
G-616-6770-1770 RECOVERABLES	0	0	(144)	0	0
G-616-6770-4020 SERVICE CONTRACTS	0	0	52,300	0	2,535,510
G-616-6770-6020 SOCIAL ASSISTANCE PAYMENTS	1,725,667	911,650	3,382,411	1,500,000	800,000
G-616-6770-6025 WAGE SUBSIDY PAYMENTS	0	400,000	0	550,000	1,250,000
<b>Total 6770 CHILD CARE PROGRAMS</b>	0	0	2,522,004	0	77,730
<b>6780 CAPACITY FUNDING</b>					
G-616-6780-1130 ONTARIO GRANTS	(7,412)	(38,800)	(17,806)	(40,000)	0
G-616-6780-4020 SERVICE CONTRACTS	7,412	38,800	16,657	40,000	0
<b>Total 6780 CAPACITY FUNDING</b>	0	0	(1,149)	0	0
<b>6790 REPAIRS AND MAINTENANCE</b>					
G-616-6790-1130 ONTARIO GRANTS	(1,017)	(13,180)	(5,868)	(13,180)	0
G-616-6790-4020 SERVICE CONTRACTS	1,017	13,180	0	13,180	0
<b>Total 6790 REPAIRS AND MAINTENANCE</b>	0	0	(5,868)	0	0
<b>6792 ELCC 0-6 AGREEMENT</b>					
G-616-6792-1130 ONTARIO GRANTS	(508,462)	(403,390)	(274,361)	(457,230)	0
G-616-6792-4020 SERVICE CONTRACTS	508,462	322,370	25,592	457,230	0
G-616-6792-6020 SOCIAL ASSISTANCE PROGRAMS	0	81,020	0	0	0
<b>Total 6792 ELCC 0-6 AGREEMENT</b>	0	0	(248,769)	0	0
<b>67HC HOME CHILD CARE</b>					
G-616-67HC-1130 ONTARIO GRANTS	(51,621)	(55,200)	(22,114)	(49,680)	(50,000)
G-616-67HC-4020 SERVICE CONTRACTS	51,621	55,200	0	49,680	20,000

	2022	2022	2023	2023	2024
<b>616 CHILDREN SERVICES</b>	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			Nov 15/23		BUDGET
G-616-67HC-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	0	0	25,000
G-616-67HC-6025 WAGE SUBSIDY PAYMENTS	0	0	0	0	5,000
<b>Total 67HC HOME CHILD CARE</b>	0	0	(22,114)	0	0
<b>67IF INDIGENOUS FUNDING</b>					
G-616-67IF-1130 ONTARIO GRANTS	(2,849)	(27,110)	(12,067)	(27,110)	0
G-616-67IF-4020 SERVICE CONTRACTS	2,849	27,110	0	27,110	0
<b>Total 67IF INDIGENOUS FUNDING</b>	0	0	(12,067)	0	0
<b>67TF EarlyON</b>					
G-616-67TF-1130 ONTARIO GRANTS	(969,387)	(902,720)	(499,247)	(969,390)	(1,031,450)
G-616-67TF-2100 F.T. SALARIES & WAGES	139,957	152,350	116,711	155,390	158,520
G-616-67TF-2500 F.T. BENEFITS	39,220	43,290	38,736	45,410	51,310
G-616-67TF-3050 MATERIALS	0	0	0	0	5,000
G-616-67TF-3120 MEETING COSTS	0	2,000	0	0	0
G-616-67TF-4020 SERVICE CONTRACTS	49,010	63,090	0	26,000	806,020
G-616-67TF-4036 CONFERENCES - EXPENSES	0	2,000	0	0	0
G-616-67TF-4040 CONSULTANTS	0	10,000	0	14,200	10,000
G-616-67TF-4120 TELEPHONE - CELL PHONES	1,200	1,200	0	0	0
G-616-67TF-4150 TRAVEL/MILEAGE-EXCL TRAINING & CONF	0	2,000	0	0	0
G-616-67TF-6020 SOCIAL ASSISTANCE PAYMENTS	740,000	626,790	893,000	728,390	0
G-616-67TF-7907 INTERFUNCTIONAL-TELEPHONE	0	0	0	0	600
<b>Total 67TF EarlyON</b>	0	0	549,200	0	0
<b>67XP EXPANSION</b>					
G-616-67XP-1130 ONTARIO GRANTS	(997,730)	(1,008,750)	(379,302)	(852,080)	(1,008,750)
G-616-67XP-1210 OTHER MUNICIPALITIES - PERTH	(126,836)	(128,240)	(54,255)	(108,510)	(129,150)
G-616-67XP-1220 OTHER MUNICIPALITIES - ST MARYS	(20,054)	(20,280)	(8,625)	(17,250)	(20,430)
G-616-67XP-6020 SOCIAL ASSISTANCE PAYMENTS	1,247,162	1,260,940	214,794	1,065,100	1,260,940
<b>Total 67XP EXPANSION</b>	102,542	103,670	(227,388)	87,260	102,610
<b>Total 616 CHILDREN SERVICES</b>	<b>364,487</b>	<b>354,470</b>	<b>1,978,717</b>	<b>326,990</b>	<b>324,060</b>