



CITY OF STRATFORD

DRAFT 2024 BUDGET

EXPANSION INITIATIVES

2024 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** please note that none of these items have been included in the draft 2024 budget numbers

Budget Division	FTE	2024 Net Levy Impact	Net % Levy increase over 2023
SERVICE ENHANCEMENTS:			
Corporate-wide			
Municipal Facilities Space Utilization Master Plan		\$ 120,000	0.16%
Grand Trunk Site - Next Steps		0	0.00%
Corporate Services			
Community Improvement Plans - Establish Fund		150,000	0.21%
Human Resources			
Website Accessibility Software		35,000	0.05%
Building & Planning Services			
E-Permitting Software Add-On Module		20,000	0.03%
Community Services			
Parks & Recreation Master Plan		80,000	0.11%
Interim Space Design and Construction - 82 Erie Street		180,000	0.25%
Infrastructure Services			
Environmental Services Vehicle		0	0.00%
Social Services Vehicle		0	0.00%
Servicing Vacant City-Owned Land for Affordable Housing		215,000	0.29%
Social Services			
Special Needs Resourcing Software		1,720	0.002%
Affordable Housing Project 398 Erie Street		500,000	0.68%
Destination Stratford			
Lights On Stratford		150,000	0.21%
TOTAL - Service Enhancements		\$ 1,451,720	1.99%

2024 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** please note that none of these items have been included in the draft 2024 budget numbers

Budget Division	FTE	2024 Net Levy Impact	Net % Levy increase over 2023
STAFFING:			
Corporate - Other			
Housing Concierge	1.0	80,000	0.11%
Corporate Services			
Asset Management Manager	1.0	70,807	0.10%
Building and Planning Services			
By-Law Officer (Community Safety and Well Being)	1.0	118,000	0.16%
Community Services			
Cultural, Sport and Sponsorship Coordinator	1.0	0	0.00%
Infrastructure Services			
Part-time Water Operator	0.5	0	0.00%
Climate Change Coordinator	1.0	103,950	0.14%
Social Services			
Resource Teacher	1.0	50,641	0.07%
TOTAL - Staffing	6.5	\$ 423,398	0.58%
Salary Deferral (gapping strategy to mitigate effect)		-\$ 213,219	-0.29%
TOTAL - ALL EXPANSION INITIATIVES		\$ 1,661,899	2.28%



2024 BUSINESS CASE - QUALITATIVE

Department:	Corporate - Other
Description of New Service/Position:	Municipal Facilities Space Utilization Master Plan

Program or Service Expansion Introduction and Overview:

A recurring discussion at the Corporate Leadership and management level has been that existing capacity constraints within the City’s municipal facilities and buildings, particularly non-recreation facilities used for operations and administration, are impeding municipal services delivery. Minimal investment has been put towards such facilities in previous years; there have been no new construction nor significant improvements/renovations/expansions made to City administrative buildings in recent years. With this, Corporate Leadership is recommending that Council consider allocating funds towards the review and preparation of a “Municipal Corporate Facilities Master Plan”.

The intent of such plan, hereinafter referred to as the “Study”, would provide the Corporation with a long-term 25-year strategy so that existing and/or new City facilities can be used or repurposed to optimize the delivery of City services.

The main outcomes anticipated for the Study would be:

- a detailed analysis of the existing spaces and optimal space/facilities needed to provide current levels of service;
- a financial strategy that can be integrated with the City’s Asset Management Plan for existing assets and financing alternatives of any expansion of current buildings or replacement facilities; and,
- where and how such facilities/spaces/services are located within the City, performing a fulsome analysis of optimal facility locations and their space/function needs to identify opportunities for optimization: unneeded spaces and/or re-orientating certain operations/service location.

A large part of such Study would be the consideration of the use of the City’s existing building stock. The City’s Corporate Energy and Emissions Plan identifies its facilities as the number one emitter of greenhouse gases (GHGs). If there is an opportunity to reduce or better utilize existing building stock, it could mean better opportunities to reduce GHGs through energy retrofits and facility optimization.

Analysis of Current Business Process:

City owned facilities include, but are not limited to:

Building Name	Address	Operation Type
Anne Hathaway Daycare Centre	103 Bruce Street, Stratford	Daycare Services
Stratford Airport	3022 Line 40, Perth East	Municipal Airport
Avondale Cemetery	4 Avondale Ave, Stratford	Administrative offices and related cemetery facilities
Boathouse Information Centre	30 York St, Stratford	Public Washroom.
City of Stratford Annex Building	82 Erie St, Stratford	Administrative offices and related facilities
City of Stratford City Hall	1 Wellington St, Stratford	Administrative offices and related facilities, including municipal council chambers
Community Services	27 Morenz Dr, Stratford	Administrative offices and related facilities.
Discovery Centre	270 Water Street	Leased space
Dufferin Arena	51 Oak St, Stratford	Indoor ice rinks
Fire Station #1	388 Erie St, Stratford	Fire stations and associated offices and facilities
Fire Station #2	44 McCarthy Rd, Stratford	Fire stations and associated offices and facilities
Landfill	777 Romeo Street, Stratford	Municipal landfill services
Lions Pool	16 William Street, Stratford	Outdoor public pool
National Stadium	251 Norfolk Street, Stratford	Baseball park
Parks Storage and Swan Pen	29 Morenz Drive, Stratford	Parks storage and swan pen.
Police Station	17 George St, Stratford	Police stations and associated offices and facilities
Police Office Administration Building	789 Erie Street	Administrative police services.
Public Library	19 St Andrew St, Stratford	Public libraries
Queens Park Snack Bar, Bandshell and Pavilion	440 Richard Monette Way, Stratford	Snack bar, concert bandshell, picnic pavilion
Rotary Complex	353 McCarthy Rd, Stratford	Indoor ice rinks, and associated operations / administration.
Tourism Alliance	47 Downie St, Stratford	Administrative offices and related facilities.
Transit Garage	60 Corcoran St, Stratford	Storage facilities where equipment or vehicles are maintained, repaired or stored
Wastewater Treatment Plant	701 West Gore St, Stratford	Facilities related to the treatment of sewage

Water Treatment Facility	82 Erie St, Stratford	Facilities related to the treatment of water
William Allman Arena	17 Morenz Dr, Stratford	Indoor ice rink

Background:

There are over 25 facilities, both recreational and non-recreational, in the City’s inventory, most of which are older than 60 years. The spaces available for administration and service delivery are no longer meeting the needs from what was intended at the time of their initial build. Some buildings have had several minor upgrades or service relocations over the years. City services have now reached a critical mass where a more in-depth, comprehensive (i.e., corporate-wide) review is required to ensure optimal use of space to maximize service delivery.

No recent critical assessment has considered which services are provided out of which locations or has evaluated optimal use of space.

The outcomes from this exercise would be integrated with all available data, including building condition assessment, environmental studies, asset management planning data to ensure the outcomes are building upon existing data, not duplicating it.

How This Position Reflects Council’s Strategic Priorities:

Developing our Resources

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

Widening our Economic Opportunities

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

Program or Service Expansion Benefits:

Many City services are operating within spaces/facilities that are not completely utilized, while other services are working within spaces that are undersized, resulting in inefficiencies. Having an appropriately sized work environment in appropriate locations for administration/operations can maximize the effectiveness to how services are provided to residents and business.

A comprehensive deep dive into the required and/or optimal needs of City operations and administration would provide recommendations on how and where services may be more effectively provided. This would include an evaluation of the existing stock to determine if such buildings/facilities are effectively servicing the demands of the City/Corporation or whether alternative service options should be considered.

The overall benefit is to provide a comprehensive, long-term strategy for City buildings/facilities; a strategy that can provide the Corporation’s needs to best support and deliver quality City services efficiently.

Program Expansion Costs:

The focus of this Study is on the long-term and would be a 25-year corporate municipal facilities strategy. The inputs for the Study will be an account of administrative/operational services provided, and the physical space available (or needed) for each. The Study would seek to determine opportunities for optimization, with an anticipated outcome being a suite of options provided to Council on how to best provide those services. The estimated cost for this Study is \$120,000 but may vary depending on the specific scope developed.

A reduction in total building stock and/or better utilization of space can result moving the City towards its goals to reduce GHGs and overall carbon footprint. Reducing/consolidating the number of City-owned facilities could also allow for more attention to be given to remaining building stock, making it easier and more cost effective to do the necessary energy retrofit upgrades required. Maximizing operations/administration space utilization would also have a similar impact.

Alternatives:

If this request is not approved, Staff will continue considering options to maximize space internally and exploring other options for accommodating the constraints in place now. This alternative will likely result in an environment where the solutions generated will be quick short-term fixes and will not fully address the longer-term implications. There will be less opportunity for significant gains in efficiencies or climate impacts and the inability to realize the long-term cost savings that can occur with doing deep dive investigations.

Business Case - Quantitative Non Staff		
Department:	Corporate - Other	
Title/Description:	Municipal Facilities Space Utilization Master Plan	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	120,000	Consultant Services
1. Total One Time Costs	\$ 120,000	
2. Future Annual Operating Costs:		
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 120,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 120,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	CAO's Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Grand Trunk Site – Next Steps

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

The Grand Trunk Block is planned to be redeveloped in phases under the Grand Trunk Master Plan. Once built out, there could be 6 to 10 new structures built as well as the restoration of the existing historic building. The 2023 construction project to remove the roof deck on the existing building and initial restoration efforts has been completed.

Identified partners in the Grand Trunk Master Plan are working on advancing specific development aspects of the Plan, including the City, YMCA and the University of Waterloo Stratford Campus. This work will continue to advance in 2024. In previous reports to Council COU21-078, COU21-128, FIN23-008 and COU23-100, updates were provided regarding the Community Hub project.

In reports COU22-81 and COU23-071, Council advanced preliminary work on the Community Hub Fund Raising for Phase 1 and provided direction on next steps. Phases II and III will advance at the direction of Council and in consultation with the YMCA of Three Rivers. Funds have been included in the draft 2024 Budget to proceed with next steps of the Fundraising Work, subject to Council approval.

Analysis of Current Business Process:

Council has appointed the Chair of the Ad-Hoc Grand Trunk Renewal Committee and the members to the Committee. The purpose of the Ad-Hoc Grand Trunk Renewal Committee is to:

1. To support the Grand Trunk Master Plan adopted by City Council.
2. To act as a sounding board to the City on matters dealing with the renewal of the Grand Trunk building, including building designs and architectural plans.
3. To identify fundraising opportunities and support fundraising initiatives.
4. To advise and assist with the development of a public engagement program and promote the activities of the Grand Trunk renewal.
5. To liaise with other committees or organizations with overlapping roles and responsibilities.

In addition, Council approved the establishment of 5 Working Groups with specific mandates they will investigate and report their findings and advice to the Ad-Hoc Grand Trunk Renewal

Committee. In turn, the Ad-Hoc Grand Trunk Renewal Committee will report their findings and advice to City Council for decision-making.

An amount has been included in the draft 2024 Budget for administrative support for the Committee and related expenses.

As previously reported, most of the 18-acre site was environmentally impacted by previous industrial activity. To remove and replace the impacted soils will likely cost many tens of millions of dollars and is not considered a feasible approach to redevelopment of this site. The City is pursuing the appropriate approach of clean up for each proposed building site with the Ministry of Environment, Conservation and Parks. The City is carefully assessing each building site individually in order to limit costs while also being protective of human health and the environment.

A Record of Site Condition was obtained on the 3600 m² of the eastern part of the existing building. This took 4 years to complete and is important as design work on the eastern end for the new YMCA and the City portion of the Community Hub continues to advance. This work is required to finalize site servicing design work and cost refinement for the City. It is planned for 2024 that the site servicing work will proceed to tender.

This request for 2024 is submitted as an envelope of projects related to the YMCA, Hub, UW expansion and related site servicing costs. There is \$1.9 million remaining in the established Grand Trunk Reserve for the overall project. The envelope of projects being proposed is to advance:

- Next steps for fundraising campaign
- Environmental, site servicing
- Project management
- Design services
- Climate | Net Zero Study
- Implementation Plan background services

Designing municipal services within the Cooper Site parcel was started in 2022 and continued in 2023 to advance the work needed to identify where services will be installed for future developments on the Site. In order to continue with the design work for the installation of municipal services, it is recommended as next steps that environmental and remediation work be budgeted for in 2024. Costs for this work have been included in the 2024 Budget. The City proposes to bring in a municipal road and services to the Grand Trunk Site. This will require adherence to Municipal Class Assessment public consultation processes. Upon completion of the design, a tender will be prepared to proceed to construction, subject to Council direction to issue the tender. Timing for issuing tenders will be based on several factors and may occur in 2024 or in 2025.

Provincial engagement process is required to establish a new municipal road.

Included in the envelope of projects proposed for the 2024 Budget are key steps and background work to advance the overall Grand Trunk Site project. These general key steps are outlined below and are subject to refinement. These key steps are:

1. Market Project Review: This would be an assessment of the forecasted market demand for the planned development forms to ensure that they are aligned with market demand and make recommendations for adjustments in terms of product form and density
Budget \$20,000
2. Development Feasibility Testing: A pro forma would be developed that summarizes project infrastructure costs and development revenues (from the market study) over the projected build out period to assess the financial feasibility of the development. (this would require some input information on proposed streets and municipal services from a civil engineer).
Budget \$20,000 (not including engineer)
3. Market Soundings: Based on the work above it may be recommended to conduct informal market soundings with local or area large centre developers to test the plan, appetite to participate and product direction.
Budget \$5,000
4. Plan Refinement: From the above, it may be recommended to refine the development plan.
Budget \$5,000
5. Implementation: Provide recommendations on how to best execute the development plan. This would include an analysis of partnering or selling to one master developer, creating a municipal development corporation, to creating a plan of subdivision and selling blocks to individual developers overtime or joint venture structures.
Budget \$15,000
6. Execution: Developing a procurement/disposition approach. Depending on the development strategy we would recommend a approach to the disposition of development sites which would likely be a one or two stage request for proposal strategies. We would provide an outline of the key steps and procedures to ensure a fair and transparent process. Who we would also provide guidance on whether the disposition strategy should be implemented by a broker or real estate consultant and the associated cost.
Budget \$15,000

An important element of the renewal of the Grand Trunk Site is the desire of the YMCA of Three Rivers for a new facility to serve the Stratford and area communities. To advance this important element, a Memorandum of Understanding between the City and YMCA has been prepared to confirm the desire and intent of both parties to locate the new YMCA on the Grand Trunk Site as part of the Community Hub. This draft MOU sets the framework for the proposed formal partnership.

The work proposed for 2024 includes completing a study that aims for net zero energy performance of the proposed buildings on the Site. This means any energy the buildings require should be generated through on site, renewable or recovered power sources. There is an opportunity to apply to the Green Municipal Fund through AMO for 50% funding of the study. As noted below under Benefits, most federal and provincial funding grants are now awarded to projects that will contribute to Canada's net zero plans. Having this study completed now will be in support of further government applications for funding of the Grand Trunk Site project.

Background:

Users of the Grand Trunk Site will play an important role in the overall development of the site. The YMCA of Three Rivers, Stratford Transit and the University of Waterloo Stratford Campus play an important role and are intended to anchor the initial phases of the renewal and provide ongoing activity and vibrancy to the Site.

City-wide and community-based needs and opportunities for complementary and shared uses in the short and longer term have been given careful consideration and inform the Grand Trunk Master Plan, including:

- A mix of academic uses, student housing, student living and incubator space through an expansion of the University of Waterloo Stratford Campus
- Replacing the current YMCA facilities and include a day-care facility with a relocation and update
- Retaining a portion of the car parking and allowing for a more efficient approach to parking
- Potential new uses on the site such as seniors recreation, community-based arts, culture and creative spaces, library related facilities, private and affordable housing, learning and education space, businesses, offices, studios and short-term accommodation
- New investment to the Grand Trunk Site in incubator, business and private development interest.

How This Position Reflects Council's 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 Grand Trunk Master Plan was developed with a fulsome public engagement process. Advancing the Master Plan is one of Council's top strategic priorities as heard during the most recent municipal election.

Program or Service Expansion Benefits (including Climate impacts):

- Advancement of the Grand Trunk Master Plan to be shovel-ready for the next phase, once funding is secured.
- Redevelopment of a former industrial brown site, instead of developing a greenfield site is intrinsically connected to environmental sustainability, and directly contributes to reducing the need for urban sprawl and preserving greenspace.
- Aligning with the recommendations of the Corporate Energy and Emissions Plan (CEEP), any new developments/builds should be commissioned to near-zero or net-zero construction. Considering that the Grand Trunk site has not been accounted for in City-wide energy usage and emissions generation (2022), it is prudent to apply a stringent climate lens into this future development. A discernible spike in emissions is expected at the completion/handover of the project; with a near-zero or net-zero approach, it is anticipated that annual operational emissions will still positively impact our emission reduction trajectory and climate goals, on track to 2030 (30% emission reduction), 2040 (60% emission reduction) and 2050 (net-zero) targets.

- Low-carbon buildings and infrastructure that rely on electricity (rather than fossil fuels for operation) need to be future-proofed and future electrification requirements planned for (e.g., alternative transit modes, parking spaces being EV-ready with electric vehicle supply equipment or EVSE).
- Consider developing high-performance, energy-efficient buildings that meet or exceed green building rating systems or standards (e.g., LEED Building Design + Construction, Passive House, Zero Carbon Requirements etc.), and for neighborhood scale (LEED Neighborhood Development, LEED Cities and Communities) with or without certification, to embody sustainable design principles with energy, operations tracking.
- Reusing or salvaging existing elements on site will retain embodied carbon and contribute to overall emissions savings (Scope 1, 2 and 3), without the need to procure virgin materials with additional GHG emissions from raw material extraction, processing and production, transportation, construction and end-of-life disposal.
- Planning for renewable energy generation on-site (e.g., through solar photovoltaic cells, district energy, geothermal system) will also translate to less dependence on the existing electrical grid, and support the project being self-reliant in terms of energy requirements.
- At this time, most federal/provincial funding grants are awarded to projects that will contribute to Canada's net-zero ambitions. Recognizing this criterion to attain stable, guaranteed funding, designing and constructing the Grand Trunk site to near-zero or net-zero will be an important consideration for the City.

Form F contains the breakdown of the estimates for 2024.

Program Expansion Costs (including Climate impacts):

Available for Carry forward from the Grand Trunk Reserve to 2024: \$1,900,000. This amount is in reserve and there would be no or little impact to the tax levy in 2024. There is considerable work being proposed for 2024 and this will directly impact other city departments and outside boards and agencies. The cost for this work and staff resources is not included in the \$1,900,000 amount. The work is intended to be incorporated into the various department work plans and proposed budgets as part of day to day operations.

Once the remaining \$1,900,000 in reserve has been expended, the City will need to use long-term borrowing to further advance environmental, design and construction work, minus any government grants that may be secured, any proceeds from fundraising in the community and potential private sector investment in the project.

The City will require significant external investment and revenue to advance the renewal of the Grand Trunk site and will need to be deliberate in setting the timelines for site build out in stages.

It is anticipated that net-zero construction will come at a relatively higher upfront cost (approx. 30-40%), exact amounts of which will be determined through a costing study by the architects/consultants. These costs are expected to be supplemented by grant funding, and/or fundraising efforts; however, not fully covered. Upfront costs provided by the City (or in the form of matching funds to grants) are anticipated to have full (100%) cost recovery, which will take between 10-12 years.

Some financial savings in building operations are expected to be realized on an annual basis through utility cost savings. For example, installation of solar panels will directly reduce utility costs, and any excess electricity generated can be delivered/sold back to the electrical grid (Net-metering) resulting in offsetting some costs.

Alternatives:

The Grand Trunk Master Plan was adopted by Council after a fulsome community engagement process to establish a way forward for the development of this large former industrial site in the downtown area of Stratford.

Council reaffirmed their commitment to the Grand Trunk Master Plan and has made important decisions to advance this significant project during their first year of elected office.

Should there be direction to proceed with a conventional construction type or a Business-as-Usual approach and no consideration given to net-zero construction the following impacts are anticipated:

- The City of Stratford will not be able to achieve community-wide emission reduction goals of 30% emission reduction by 2030, 60% by 2040 and net-zero by 2050.
- Since most funding from senior levels of government is awarded to projects that advance net-zero construction, attaining funding will be challenging.
- Not considering climate mitigation and adaptation principles in long-term planning will put corporate assets at risk of failure, in the face of more extreme weather events due to a changing climate.
- Constructing business as usual developments will be more expensive and challenging to retrofit in the future, with rising costs related to carbon pricing, inflation and other policy changes at a provincial/federal level.
- The City will miss the opportunity to showcase municipal leadership in climate action, that can pave the way to inspire the overarching community to also contribute to climate goals.

The City, supported by Council direction, continues to advance the Master Plan as resources permit.

Business Case - Quantitative Non Staff		
Department:	CAO's Office	
Division:	CAO's Office Infrastructure Services [IS]	
Title/Description:	Grand Trunk Site - Next Steps	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	1,900,000	Fund raising, environmental, site servicing, project management, design services, climate net zero study services
Purchased Goods		Site servicing - Infrastructure
Other (explain)		Market Project Review, ProForma Development, Plan refinement, Partnership exploration
1. Total One Time Costs	\$ 1,900,000	
2. Future Annual Operating Costs:		
		These are still to be determined once design work is completed.
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 1,900,000	
Estimated Revenues/Recoveries	2024	Explanation
External Recoveries	(1,900,000)	Grand Trunk Reserve Fund R-R11-GTCH
Total Revenues/Recoveries	(\$1,900,000)	
2024 Budget Impact \$	\$ -	



2024 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services – Community Supports
Description of New Service/Position:	Community Improvement Plans – Establish/Build a Fund

Program or Service Expansion Introduction and Overview:

The City has previously adopted several incentive programs and continues to explore establishing others under the Planning Act, in the form of Community Improvement Plans (CIPs).

CIPs allow for a regulated structure using various toolkit options for Council to provide incentives for targeted community investment. Examples of such CIPs approved by the City of Stratford include the Brownfield CIP, the Heritage Conservation District (HCD) CIP including the Façade Improvement Program, the Building Code Upgrade Improvement Program and the HCD Grant Program. Recently, Council also approved a CIP for Attainable Housing that was developed in partnership with Invest Stratford. A number of options of incentives were identified, but as of this date, specific tools in the toolkit have not been approved.

While not a Planning Act Community Improvement Plan, there has also been a resolution directing staff to develop a tax deferral program for accessible housing. This particular program is not part of this discussion as it has been deferred to a subsequent year, pending completion of the official plan.

Similarly, development of a Green CIP or related incentive programs have also not been explicitly included with this expansion, however if/when developed, funding would be assessed at that time.

Analysis of Current Business Process:

With the exception of the Brownfield CIP program, the current incentive programs were approved and implemented without a funding plan. The result has been several grants and loans funded from general operations, impacting overall surpluses. This approach creates a strain on the City's cash flows. Prudent financial structure is to fund these programs from a source, typically the tax levy. If these loans and grants are provided using cash flows that are otherwise allocated, the impact varies depending on the type of incentive. Loans are repaid so the cash flow issue is temporary, over the 10-year repayment period. Grants, however, are a permanent impact on the City's cash position.

Background:

The Brownfield Redevelopment Grant has been funded annually in the Community Supports section of the budget. In 2022, the Reserve Fund policy was amended to establish that unspent funds from the program would be maintained in a reserve to address future funding applications within the CIP.

The Attainable Housing CIP as mentioned was approved recently but the specific programs/toolkits not formally approved. Council could choose to look at funding all options, or only one option within each CIP, once specific toolkits were approved and established.

The Affordable Home Ownership Loan Program noted in the table was initially established within Social Services with ministry funds that are currently held in reserve, and loaned and repaid in a repeating process. This particular incentive program is not a Planning Act CIP, rather included here to illustrate that the City has an existing program, and that it self-funds. Should it arise that all available funds in this program were loaned out at a given time, there would be no further applications accepted or loaned out.

Community Improvement Plan	Program/Toolkit Description	Current Funding
Brownfield CIP	Brownfield Redevelopment Grant	\$20,000
	Phase 2 Environmental Site Assessment Grant (cap \$10k)	\$0
	Tipping Fee Grant	\$0
	Brownfield Fee Grant	\$0
	Brownfield Development Charge Reduction	\$0
Heritage Conservation CIP	Façade Improvement Loan (cap \$25k)	\$0
	Rehabilitation Grant	\$0
	Building Code Upgrade Loan (cap \$50k)	\$0
Attainable Housing CIP	Tax Increment Equivalency Grant-TBD	\$0
	Development Charge Rebate Program-TBD	\$0
	Development Grant – TBD	\$0
	Planning & Building Permit Fees Grant-TBD	\$0
	Design Feasibility & Study Grant - TBD	\$0
	Second Suite Development Incentive-TBD	\$0
	Housing Rehabilitation & Conversion Program-TBD	\$0
Green CIP-Not yet developed	To be Determined in Subsequent Year	\$0
City of Stratford Social Services	Affordable Home Ownership Loan Program	self

How This Position Reflects Council’s Strategic Priorities:

Developing our Resources

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

Program or Service Expansion Benefits:

A suitable funding source and financial strategy to support these types of programs will result in higher confidence in the community and sufficient resources to properly support the programs. Once a stable fund with a suitable balance has been established, it is possible that this impact to the tax levy could be reduced or even eliminated, as ideally, the fund would sustain itself, at least partially, with the loan repayments coming back into the fund.

Program Expansion Costs:

The level of investment is entirely discretionary by Council. Staff have made a recommendation of \$150,000 to start funding the various programs and this would be revisited each year depending on the demand and uptake for each program. This amount was estimated arbitrarily based on previous demand and program caps for HCD programs and estimated demand and program caps for Attainable Housing. Additional consideration was not specifically included for Brownfields, however, should this expansion be considered, this would likely be a pooled fund, meaning first-come-first-served for available funds. It is likely that the proposed current contribution would be required for several years before it could be concluded that the toolkits can fund themselves, or that sufficient reserves were available to cease further contributions.

Alternatives:

If this initiative is not pursued, it will not be prudent to further develop community incentive programs without dedicating funds to these programs. Applications, both pending for 2024 and future applications would need to be advised that there is no available funding.

Loan incentive programs could potentially continue to be temporarily cash-flowed without a funding source as they are ultimately repaid, but risks to the City's cash position during the repayment period still exist.

Council could amend the starting amount and build the reserve slower, with the understanding that it would be first-come first-served regardless of the program, if funds were not specifically earmarked for one program over another.

Business Case - Quantitative Non Staff		
Department:	Corporate Services	
Title/Description:	Community Improvement Plans (CIPs)	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Other (explain)	150,000	Establish a CIP Fund for all types
1. Total One Time Costs	\$ 150,000	
2. Future Annual Operating Costs:		
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 150,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 150,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Human Resources
Budget Division:	G112 Human Resources
Description of New Service/Position:	Website Accessibility Software

Program or Service Expansion Introduction and Overview:

Staff have identified a software solution to assist in developing and maintaining the accessibility of its website. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) established the O. Reg 191/11 Integrated Accessibility Standards Regulation (IASR). These standards endorse five standards of accessibility: Customer Service, Design of Public Spaces, Employment, Information and Communication, and Transportation.

Under the Information and Communication standards, organizations are required to provide, create, and receive information and communication that are accessible to persons with disabilities. Due to the numerous webpages, PDFs, and complexities in orchestrating an accessible website, the software will assist in providing web governance, staff training, PDF remediation, and strategy/metrics in establishing an accessible website that all public members can utilize.

Analysis of Current Business Process:

The current business process consists of the Accessibility, Diversity, and Inclusion Coordinator manually auditing and tracking PDF documents that are uploaded to the City's website. There are approximately 956 PDF documents loaded to the City's website. With the high volume of uploaded documents and the manual process that currently takes place human error such as missed items is a common factor, leading to an inaccessible website and non compliance with AODA legislation requirements.

The City has requested an extension to meet compliance requirements which was granted, with a deadline to accomplish this by December 31, 2024.

Background:

The Ministry of Seniors and Accessibility has notified the City that its website is required to be accessible and compliant with the WCAG 2.0 Level AA standard by December 31, 2024 as per the AODA legislation. Failure to comply with this requirement will result in the City receiving a steep monetary fines up to a \$100,000 dollars per day.

How This Service Reflects Council’s 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 about 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.

Program or Service Expansion Benefits (including Climate impacts):

The advantage this software obtains compared to other accessibility software programs is the detection of inaccessible PDF documents while other software programs solely detect inaccessible coding. This software provides the specific errors that are in the PDF document as well as the training needed to fix the errors on the document and website coding. It also categorizes the PDF documents and webpages by department and provides metrics for user divisions and staff to efficiently identify gaps that need to be remediated for the accessibility of the website.

Specifically, the benefits provided to the City of Stratford include the following:

1. PDF
 - a. Prioritize PDF remediation based on the data found in analytics.
 - b. Save time in PDF remediation by withdrawing PDFs that have no value to the website (based on data – example: number of views, date of when the document was last viewed).
 - c. Automate manual processes to distribute information to key site users on the backend.
2. Web Governance
 - a. Segment the City’s website to departments (HR, Finance, Social Services, etc.).
 - b. Create reports for each department to withdraw content and highlight key PDF concerns.
 - c. Provide the simplicity to remediate content by integrating chosen software to iCreate.
3. Education
 - a. Utilize this software’s education portal as the primary source of training for current and new staff on PDF remediation and website accessibility.
 - b. Track the process and regulate organization-wide training.

At this time, no climate or sustainability related impacts have been identified as a part of this identified expansion initiative.

Program Expansion Costs :

The annual fee of the software is \$30,000, plus a one-time implementation fee of \$5,000. The priority is to ensure the City's website is accessible by December 2024 per the request of the Ministry of Seniors and Accessibility. The objective in purchasing this software is to prioritize the establishment of an accessible website.

Afterward, the City will focus on developing a procedure for the maintenance of the accessible website.

Alternatives:

Due to the magnitude and intricacies of remediating City's website, it would be incredibly difficult to correct these errors manually. The City can seek three different software programs in web governance, PDF remediation, and education to assist in the development and maintenance of the City's website regarding accessibility.

An alternative remains to maintain status quo, which would result in hefty fines for the City under the AODA legislation.

Business Case - Quantitative Non Staff		
Department:	Human Resources	
Division:	Diversity, Equity and Inclusion	
Title/Description:	Website Accessibility Software	
Estimated Annual Expenditures	2024	Explanation
<u>1. One Time Costs:</u>		
Software	30,000	First year licensing fees
Other (explain)	5,000	One-time implementation fee
1. Total One Time Costs	\$ 35,000	
<u>2. Future Annual Operating Costs:</u>		
Licensing Fees	30,000	
2. Total Annual Operating Costs	\$ 30,000	
Total Expenditures 2024	\$ 35,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 35,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Building and Planning Services
Budget Division:	G250 Building Inspection, G251 Planning, G252 By-law
Description of New Service/Position:	E-Permitting Software Add-On Module

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

“E-Permitting” software has existed for several years but has historically been complex and costly programs implemented in larger, urban municipalities. In recent years, however, there is now more affordable options, such as “CityWide”, that are increasingly being implemented across mid-size and smaller municipalities.

The City’s Building Services Division currently uses the “CityWide” Permitting Module for the electronic tracking and data management of building permits. The software has additional modules available that can help expedite the current processes with Building Services for customer service as well as increase the usability by the public/permit applicants.

The modules that are being proposed would be incorporated into and with the City’s already established Citizen Portal, a customer-facing Licensing Module and a Payment Add-on that would allow for payments to be made online. The Planning Division would be looking at also utilizing the Citizen Portal, Payment Add-On and expand to utilize the Planning Module.

The intent of these module expansions would be to have Building, By-law & Planning on one software platform once again, and integrate all divisions to easily share information.

Analysis of Current Business Process:

The software is currently used to assist and automate the tracking of building permits and their status, By-law permits (signs, pools, driveways), and heritage alteration permits. Since the software agreement was first entered into, additional modules have become available that could serve to improve efficiencies across all the divisions (Building, By-law & Planning).

Prior to migrating to the Citywide platform, the City utilized a software called AMANDA that had some of the functionality noted above. Use of this software was discontinued due to costs required to upgrade at that time, as this was not a web-based solution. Since migrating from AMANDA, the Planning and By-law divisions have had to revert to more manual processes of tracking data. Currently, there is no service-specific software or program available internally that can be used for assisting/automating application and licensing tracking. With CityWide being able to provide these expanded services this would allow the Building & Planning Department to remain on one service platform.

Background:

Citywide was implemented in January 2020 with the "Permitting Module" for the Building division, and the "Maintenance Manager Module" for By-law complaint tracking. Since the implementation of CityWide, these modules worked well. With the increased functionality added, the divisions could be able to further improve processes and result in greater customer satisfaction.

How This Position Reflects Council's 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.

Providing expansion to our current permitting software will allow for easy access of status updates with permit applicants/industry consultants and allow for easier access when uploading permit applications.

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

A program to transition to and improve electronic reviews and files documentation.

Widening our Economic Opportunities - Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

Ease application submission for the general public and increase the level of service provided to the public.

Program or Service Expansion Benefits (including Climate impacts):

As is described in more detail below, the benefits from this software expansion would apply as follows: the Licensing module will directly benefit the By-law division; and the Planning Module will directly benefit the Planning division.

Such would allow licenses and planning applications and associated information (i.e., the data and statistics) to be tracked comprehensively within the software the Department currently employs (CityWide). Currently, data and statistics from these two divisions is being tracked utilizing cumbersome methods, which provides difficulty in analyzing and tracking data.

The benefit of having both of these module expansions/upgrades for the Building & Planning Services Department as follows:

Licensing Module

- Provide a system to track license applications, current licenses and inspections relating to licenses.
- Integrate Licensing information with the current property in our system and have additional information regarding the property available to the staff,
- Track licenses required to be renewed and have historical licenses available once expired.

CityWide Citizen Portal

- With the CityWide Portal it would allow for permits, licenses and planning applications to be uploaded and have all documentation electronic, eliminating the paper applications currently received by the office.
- Direct upload of applications and documentation allowing the applicants to view their status, providing an increase in service from what we currently have on our website.

Payment

- Online payment and integration with Moneris allows the City to accept payments online and automatically update within the CityWide Permit to be explored, which will eliminate staff time in processing payments and make an ease of payment for the applicant.

Planning

- Ability to accept planning applications electronically and will expedite staff time in entry and review of complete applications.

Integration of these new/requested modules into the current building permit-related modules is the natural next step for improving the efficiency and overall modernization of the Building & Planning Services Department.

Program Expansion Costs (including Climate impacts):

The impact on future operating budgets would include implementation services and annual support & maintenance.

Implementation & Training for Staff: \$20,000.00

(Planning, Licensing and Portal setup all included in this price)

Total Implementation: \$20,000.00

Annual Support & Maintenance:

Planning: \$20,000.00

Licensing: \$10,000.00

CityWide Citizen Portal & Payment Feature: \$10,000.00

Total Annual Support & Maintenance: \$40,000.00

The CityWide Citizen Portal & Payment Feature would be utilized by Building, By-law & Planning and would be cost split over the three divisions. Building would be paid for by user fees, By-law and Planning would be a tax levy impact.

Alternatives:

The Building Division already utilizes CityWide, and as provided above, this request is to add certain modules/upgrades to expand its capabilities and improve efficiencies for the two divisions within the Department. However, there are other products available that can be explored. "Cloudpermit" is the most comparable product (function and cost), and this Department has considered CloudPermit previously. Given that CityWide is already implemented and operating, it is the preferred product.

One alternative could be electing to implement only one module: such could be implementing only the Licensing Module and deferring the consideration of other modules/upgrades to future budgets. The Department would have no objection if this alternative was pursued, particularly, only the licensing module being added in 2024.

Another alternative is not implementing any of the requested modules/upgrades. Such e-Permitting modules are quickly becoming established as those expected ways of doing business by our residents and business partners. It is recommended that, if not in 2024, such modules/upgrades be implemented in the following budget years (2025/2026).

Business Case - Quantitative Non Staff		
Department:	Building & Planning	
Division:	Building, By-Law & Planning	
Title/Description:	E-Permitting Software Add-On Module	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Software	15,000	
Other (explain)	5,000	Staff Training
1. Total One Time Costs	\$ 20,000	
2. Future Annual Operating Costs:		
Other (explain)	40,000	Annual Support & Maintenance from PSD
2. Total Annual Operating Costs	\$ 40,000	
Total Expenditures 2024	\$ 20,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 20,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Program
Description of New Service/Position:	Parks and Recreation Master Plan

Program or Service Expansion Introduction and Overview
(including primary driver for recommendation):
Deliverables

The goal for the consultant is to develop, design and produce a fiscally responsible Parks and Recreation Master Plan document. The Plan will define user needs and will reflect the current and future recreation needs for those who live, work, and play in the City of Stratford. The following are key deliverables which should be outlined in the proposal:

- Create an updated comprehensive inventory of parks and recreation services, programs, facilities and events.
- Undertake a comprehensive and innovative public consultation process that is targeted and focused in its approach, to communicate with all key internal and external stakeholders throughout the project keeping them informed of progress and specific opportunities to be engaged;
- Provide residents and users with an opportunity to provide input into which parks, recreation, and culture services they value and how well we are doing in delivering them.
- Determine if the current mix of programs, services, and events (public, private and not for-profit) available to residents is balanced, accessible and appropriately addresses the current and future needs of both the residents and visitors of this community.
- Determine where the City should provide events, programming, services and facilities in areas such as, but not limited to the following: children, youth, older adults, lower income, community engagement, equity and inclusion, direct programming and facility allocation;
- Identify and evaluate emerging trends in recreational programs and services, examine and predict the impacts of trends in services, complete a trends analysis assessing what the most likely needs for parks, recreation facilities, programs and services will be in the City of Stratford over the next ten (10) years. Identify national, provincial, and local trends. This analysis should be supplemented by the City of Stratford’s population, demographic, and growth projections and the implications of these for the City’s indoor and outdoor recreation services and facilities.
- Review the overall Department mandate to ensure up to date guidance in the delivery of parks, recreation and facility services that aligns with Council’s priorities and reflects the input of the community.
- Identify potential cost savings and efficiencies that can be used to support existing and/or new services that align with community expectations and requirements.

- Assess the merits of partnership opportunities with community groups, businesses, and organizations to enhance community cooperation and partnerships in the planning and delivery of services and programs.
- Review supportive strategic plans, such as the Municipal Cultural Plan, Sport Tourism Program and other upcoming overarching plans (Corporate Energy and Emissions Plan, Community Climate Action Plan) to better understand holistic needs identified in related fields.
- Review current policies and procedures with respect to reducing barriers to participation.
- A current and future look at the role volunteers play in the provision of parks and recreation services.
- Assessment of the current organizational structure, staffing capacity and resource allocation to achieve the desired goals and objectives of the plan

Analysis of Current Business Process:

There is only a dated Recreation Master Plan guiding staff. The lack of an up-to-date plan impedes the city's ability to determine where and how to provide events, programming, services and facilities in areas such as, but not limited to the following: children, youth, older adults, lower income, community engagement, equity and inclusion, direct programming and facility allocation;

To compensate, and when time permits, staff will engage in community outreach to determine programs, services, and facilities, however, decisions are mainly determined internally. Staff lack a fulsome strategic plan to work towards and guide in decision-making, and incorporate existing and newly identified priorities to meet the current and future needs of the community and visitors.

Background:

The last Recreation Master Plan was completed in 2005 and trends, demographics, facilities, and community needs have all changed. Staff used the plan as a road map to the implementation of programming and capital projects reaching success such as the Rotary Complex.

An updated Parks and Recreation Master Plan will assist in moving forward with community needs and identify areas to focus the departments programs. As proven from the previous plan, the document will be used as a tool to direct the department towards what the community at large would like to see and guide the department with a vision for the next 10 years.

How This Position Reflects Council's 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.

Program or Service Expansion Benefits (including Climate impacts):

- The Plan would provide staff with current and future community needs while identifying gaps and priorities with respect to parks, trails, open spaces, recreation facilities, community programs, services, and events.
- The strategic document is a tool staff can base budget, work and programming on that meets the priorities of the community.
- Staff can utilize the plan to identify key grant programs or funding strategies that could maximize potential opportunities/partnerships in the community.
- It is guidance will promote healthy living and increased physical activity among all age groups and segments of the community, enhancing the overall community quality of life.
- Facilitate a higher level of community branding and marketing to increase a stronger sense of community.
- The Plan would be a catalyst to adopt and encourage a corporate culture that is adaptive to a changing environment, innovative, and is committed to continuous improvement.
- The Plan will speak to the recommendations of the Community Climate Action Plan (CCAP), which has been created as a guiding document to provide a pathway Stratford to achieve net-zero by 2050.
 - As an actionable strategy of the 'Natural Assets and Ecosystems' focus area of the CCAP, the Parks and Recreation Master Plan will implement initiatives that will deliver on climate adaptation principles, enhancing green spaces, creating quality public realm, contributing to ecological health through the thoughtful management of open space and natural features and contributing toward the city's urban tree canopy cover.
 - As an actionable strategy of the "Transportation" focus area of the CCAP, the Parks and Recreation Master Plan will implement initiatives that will deliver on both climate mitigation and adaptation principles, including active transportation choices that are connected to a larger network, are safe, convenient, and enjoyable for pedestrians and cyclists.
- Flexible designs and contemporary construction techniques help parks and facilities to better adapt to shifting needs and meet a wider variety of uses over their lifecycles. Apart from open spaces, some indoor recreation facilities may require retrofitting to meet energy-efficiency to be climate adaptive and resilient, conserve energy and water while maintaining facility service levels For example, energy efficiency (e.g., natural or high-efficiency lighting, automated building systems, etc.) and ecofriendly designs (e.g., building to green building standards, etc.) are identified opportunities for recreation facilities.
- Preventative maintenance programs (shading facilities for summer/extreme heat days can also assist in ensuring that parks and facilities are able to respond to changing climatic conditions.

Program Expansion Costs (including Climate impacts):

\$80,000- \$90,000 will cover the cost for the development of the Parks and Recreation Master Plan; however, additional budget requests may result from the implementation process. It is recommended to include within the scope of work, a study around climate adaptation, and opportunities to incorporate identified actions.

Alternatives:

Without an updated Parks and Recreation Master Plan, staff have three options to determine the needs of the community:

- 1) When time permits, reach out to segments of the community to understand what the needs and desires are.
- 2) Staff internally determine what services are required for the City of Stratford community without engagement.
- 3) Wait for the community to approach staff to run a program, provide a service, or upgrade facilities.

All three options are micro-level with no guiding principles on the targets and direction to obtain. The options fail to strategically identify what currently exists, emerging trends, what gaps exist, and how to prioritize and achieve meeting the needs of the community.

Should any future planning document such as this Master Plan not consider climate mitigation, adaptation or resilience aspects, it will be a lost opportunity to make our community adaptable in the face of extreme weather and a changing climate. The dire impacts of climate change are witnessed at a local level, with the vulnerable being most impacted. Local governments/municipalities are at the forefront of this crisis, and have the opportunity to strategically plan ahead to make measurable change and showcase climate leadership by embedding a climate lens into all current and future key municipal plans.

Business Case - Quantitative Non Staff		
Department:	Community Services	
Division:	Recreation	
Title/Description:	Parks & Recreation Master Plan	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	80,000	
1. Total One Time Costs	\$ 80,000	
2. Future Annual Operating Costs:		
		Implementation costs would be determined by the plan and the prioritization within the plan document.
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 80,000	
Estimated Revenues/Recoveries	2024	Explanation
		As above, revenue yet to be determined.
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 80,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G141 City Buildings
Description of New Service/Position:	82 Erie Street – Interim Space Design and Construction

Program or Service Expansion Introduction and Overview:

The ever-increasing legislated and operational demands placed on all departments at 82 Erie Street has resulted in a need for more staff space. Due to the density of Staff workspace requirements to make 82 Erie Street work, a specialized consultant will be needed to successfully make the space functional. The resulting design would be the basis for the proposed upgrades.

Analysis of Current Business Process:

The space optimization installations conducted in 2021 were largely simplistic in nature and was completed in house by Staff. The facility upgrades met the desired intent, however, has limitations, including but not limited to excessive and distracting noise, small workspace for many Staff, minimal locations available for private discussions. There are options that could be proceeded with now, however, they could make the less desirable workspaces worse. A specialized consultant would help ensure whatever option is proceeded with is most optimal given the space. Building expansions or looking into alternative locations to house staff would be significantly more disruptive and costly, if even possible.

Background:

City facility 82 Erie Street has housed office Staff of Social Services, Building and Planning Services and Infrastructure Services, operations in its current capacity since the buildings last major renovation in 2002. In 2021, a moderate renovation at 82 Erie Street was completed to make space for Social Services growth, inclusion of Invest Stratford that has successfully developed a strong partnership with City Staff, and placed all Building, Planning, and Engineering, Staff, on one floor. The ever-increasing legislated and operational demands placed on all departments at 82 Erie Street has resulted in a need for more Staff space.

How This Position Reflects Council’s Strategic Priorities:

Developing our Resources

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

Program or Service Expansion Benefits:

The City building 82 Erie Street currently doesn't have enough desk space to house its currently approved Staff. Low costs options exists, however, there are existing design limitations that should ideally be remedied first. These includes addressing smaller than optimal desk space, distracting noise, and minimal locations to conduct private internal and external conversations.

Utilizing and existing building and maximizing its density significantly limits the generation of greenhouse gases associated with office space needed to house Staff.

Program Expansion Costs:

Preliminary concepts exist for some options to upgrade 82 Erie Street, however, to ensure the best option is pursued a specialized design consultant should be hired. Based on preliminary discussions the estimate for design and installation of new office space is \$180,000. This work assumes most work would primarily occur on the 3rd Floor of 82 Erie Street.

Alternatives:

Staff could proceed with existing concept design options, with estimates in the range of approximately \$90,000. However, the existing designs do not address existing limitations and could potentially make some of the ongoing operational frustrations with the site worse.

Council could also desire not to proceed with any construction, in which case there wouldn't be enough desks for all Staff. Less than ideal alternative arrangements would then need be considered.

Business Case - Quantitative Non Staff		
Department:	Infrastructure Services	
Division:	Facilities	
Title/Description:	82 Erie Street - Interim Space Design and Construction	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	40,000	Design Consultant
Purchased Goods	140,000	Renovation Work
1. Total One Time Costs	\$ 180,000	
2. Future Annual Operating Costs:		
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 180,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 180,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G315 Fleet
Description of New Service/Position:	Additional Vehicle for Environmental Services Department (Water)

Program or Service Expansion Introduction and Overview:

As part of the City of Stratford’s Environmental Services 2024 budget expansion requests, Staff are seeking to add a part time Water Operator to the staff compliment. The purpose of this expansion is to improve the operating capacity for water services and proactively meet the divisions needs.

With this operator expansion there would be a need for an additional pick-up truck to be added to the fleet in order to compliment the growth of staff.

Analysis of Current Business Process:

The Water group within Environmental Services has eight unionized staff members that provide field operations and two staff members that provide a combination of office and field support.

If the 2024 expansion for an additional part time water operator is approved, the Water division will have nine staff members that provide field operations.

Background:

Aging infrastructure and increased legislated requirements, combined with residential and commercial growth, have seen an increased need for additional water operations field staff. There are many activities that occur in the Water Division that can range from emergency watermain repairs to water quality sampling. Due to the nature of the work, many of the activities within the division can be completed by a single operator. Management makes every effort to ensure that staff are not “doubled up” for work assignments when tasks can be completed by one individual. A proper vehicle compliment assists with the optimization of staff scheduling and field assignments.

Although staff have always maintained a safe and compliant water system, they have struggled to keep up with ongoing preventive maintenance in recent years. There have been changes to two job descriptions in particular within the union that have shown improvement on the administrative and technical aspects of the group, but has increased the gap of operational field support needs.

This is evident in the form of activities like valve/hydrant maintenance, leak detection, uni-directional flushing, and water meter replacement programs. The addition of staffing with a vehicle to support it will ensure that the division is able to operate as efficiently as possible and proactively meet legislated and expected service level requirements associated with a sustainable water system.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program or Service Expansion Benefits (including Climate impacts):

An additional vehicle within the Water Division would allow for more timely and efficient service delivery by reducing the amount of time staff are paired up to perform individual tasks.

Recognizing the need to add a vehicle to the existing corporate fleet to support service delivery, and ensure that emissions implications are considered, it is recommended to select a low-carbon option. Low-carbon options available in the market for this purchase include electric vehicles, hybrids and plug-in hybrid vehicles. While some options are readily available, others do have a substantial waiting period. Based on these factors, staff recommends selecting a used hybrid model with immediate delivery.

For this additional vehicle, selecting a low-carbon option such as a hybrid vehicle or plug-in hybrid vehicle over a conventional gasoline vehicle is expected to result in lower operational costs associated with annual fuel consumption. This will translate to approximately 30% savings in fuel costs and a proportional reduction in annual greenhouse gas (GHG) emissions generated by the vehicle. Applying a Climate Lens to all corporate fleet upgrades with consideration given to operational costs and emissions generation is consistent with the recommendations of the Corporate Energy and Emissions Plan (CEEP) to decarbonize corporate assets including fleet and advance toward our 2030 target of 30% emissions reduction throughout operations.

Program Expansion Costs:

The cost of a new hybrid pickup truck is expected to be cost in the range of \$70,000, and with a minimum of 300-day delivery time. However, if a used hybrid pickup truck is available this could be a viable alternative at an estimated cost of \$60,000. The upfront costs of this purchase would be from the City's Fleet Reserve, however, all capital and maintenance costs would be recovered through user rate based internal operating transfer to reserves.

Alternatives:

If a new vehicle is not purchased, the Environmental Services Department will continue to provide services to the best of their abilities, however efficiency and staff resources may be impacted due to lack of vehicle availability.

If Council decides not to approve the expansion request for a new part time Water Operator, this vehicle expansion request will not be required.

Purchasing a conventional gasoline vehicle in place of a low-carbon option as recommended in the Corporate Energy and Emissions Plan (CEEP) will result in the City's collective emission reduction targets for 2030 not being achieved.

Business Case - Quantitative Non Staff		
Department:	Infrastructure Services	
Division:	Fleet/Water	
Title/Description:	Additional Vehicle for Environmental Services Department (Water)	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Goods	70,000	New 4x4 Pick up Truck (Used hybrid pick up truck is approx. \$60,000)
1. Total One Time Costs	\$ 70,000	
2. Future Annual Operating Costs:		
	13,800	Fuel, Maintenance, Fleet Reserve Contributions
2. Total Annual Operating Costs	\$ 13,800	
Total Expenditures 2024	\$ 70,000	
Estimated Revenues/Recoveries	2024	Explanation
	(70,000)	funded from water user rate revenue
Total Revenues/Recoveries	(\$70,000)	
2024 Budget Impact \$	\$ -	



2024 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G315 Fleet
Description of New Service/Position:	Additional Vehicle for Social Services Department

Program or Service Expansion Introduction and Overview:

As part of the City of Stratford’s Service Manager role, the Housing, Homelessness Prevention, Ontario Works and Children’s Services Divisions within the Social Services Department provide in-the-field services to clients throughout the service area. Currently this field work is supported by 3 dedicated maintenance vans and 5 additional non-dedicated vehicles for staff use.

In 2023 the Social Services Department expanded staff by 2 Outreach positions and there is an expected expansion of 1 Resource Teacher position occurring in 2024. With these expansions the number of staffing positions that rely on the pooled Social Services Vehicles will exceed 20, with over half of those positions heavily relying on these vehicles. Demand for the vehicles exceeds the availability to meet current service delivery needs.

Analysis of Current Business Process:

The Housing Division has 3 staff members that provide property management services and 4 staff members that provide maintenance services. The Homelessness Prevention Division has 6 staff that provide housing stability support and homelessness response within our service area. If the 2024 expansion for an additional Resource Teacher is approved, the Children’s Services Division will have 6 staff members that provide on-site support to both providers and families. 3 of the staff members that provide on-site maintenance services have dedicated vehicles; the other 16 staff members as well as up to ten management positions share vehicles.

Background:

There is continued expansion of field work so that individuals are meeting clients “where they are at” versus having clients come into the office or meeting with them virtually. There is continued increased need for Resource Workers in the Children’s Services program to attend community partners’ places of work, or community housing common rooms to run programming. Housing and Ontario Works caseworkers and Outreach Workers provide service delivery “on-site” at various local agencies as well (e.g., The Local, Shelterlink, Connection Center). St. Marys and North Perth have required an increase in service delivery as well due to continued increased numbers of individuals needing services in these areas.

How This Position Reflects Council's 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 additional vehicle will allow staff members to provide front line supports and services to clients in a timely fashion, providing opportunities of improvement to clients' wellbeing.

Program or Service Expansion Benefits (including Climate impacts):

An additional vehicle within the Social Services Department will allow for more timely and efficient service delivery by reducing the amount of time staff are spending attempting to source other City Fleet vehicles and/or rescheduling visits to accommodate vehicle availability.

Recognizing the need to add a vehicle to the existing corporate fleet to support service delivery, and ensure that emissions implications are considered, it is recommended to select a low-carbon option. Low-carbon options available in the market for this purchase include electric vehicles, hybrids and plug-in hybrid vehicles. While some options are readily available, others do have a substantial waiting period. Based on these factors, staff recommends selecting a used hybrid model with immediate delivery.

For this additional vehicle, selecting a low-carbon option such as a hybrid vehicle or plug-in hybrid vehicle over a conventional gasoline vehicle is expected to result in lower operational costs associated with annual fuel consumption. This will translate to approximately 30% savings in fuel costs and a proportional reduction in annual greenhouse gas (GHG) emissions generated by the vehicle. Applying a Climate Lens to all corporate fleet upgrades with consideration given to operational costs and emissions generation is consistent with the recommendations of the Corporate Energy and Emissions Plan (CEEP) to decarbonize corporate assets including fleet and advance toward our 2030 target of 30% emissions reduction throughout operations.

Program Expansion Costs (including Climate impacts):

The cost of an additional hybrid new would be \$55,000.00 with a 300-day delivery or a good used hybrid vehicle priced up to \$40,000.00 available almost immediately. The City of Stratford pays upfront for capital investments, however a significant portion of the costs for operation, maintenance and replacement is recovered through the Social Services department operating budget as a recoverable from external service partners.

Based on the Social Services existing fleet, approximately 35% of the vehicle costs are borne by the City of Stratford. The remaining capital costs are recovered through the operating budget through the following external agencies:

- Ministry of Community and Social Services
- Ministry of Municipal Affairs and Housing
- Ministry of Education
- County of Perth
- Town of St. Marys

Ongoing operational, maintenance and replacement reserve costs, would be similarly cost shared and included in the operations budget for the Social Services division via inter functional transfers each year.

Alternatives:

If a new or used vehicle is not purchased, the Social Services Department will continue to provide services to the best of their abilities, however service delivery may be impacted due to lack of resources.

Purchasing a conventional gasoline vehicle in place of a low-carbon option as recommended in the Corporate Energy and Emissions Plan (CEEP) will result in the City's collective emission reduction targets for 2030 not being achieved.

Business Case - Quantitative Non Staff		
Department:	Social Services/Infrastructure Services	
Division:	Fleet	
Title/Description:	Additional Vehicle for Social Services Department	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
	55,000	New hybrid vehicle with approx. 300 day delivery (Used hybrid vehicle with almost immediate delivery is approx. \$40,000)
1. Total One Time Costs	\$ 55,000	
2. Future Annual Operating Costs:		
	12,000	Fuel, Maintenance and Reserve Contributions
2. Total Annual Operating Costs	\$ 12,000	
Total Expenditures 2024	\$ 55,000	
Estimated Revenues/Recoveries	2024	Explanation
External Recoveries	(35,750)	65% cost sharing from external service partners
Internal Recoveries	(19,250)	35% from fleet reserves
Total Revenues/Recoveries	(\$55,000)	
2024 Budget Impact \$	\$ -	



2024 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G310 Engineering
Description of New Service/Position:	Servicing Vacant City-Owned Land for Affordable Housing

Program or Service Expansion Introduction and Overview:

Staff are bringing forward this proposal as a means to provide affordable housing options in Stratford. The City owned 161 East Gore Street is a vacant parcel of land that would be a suitable project to continue the City’s support for its affordable housing needs. Such an initiative would be in alignment with the four strategic priorities identified in the Housing and Homelessness Plan for Stratford, Perth County and St Marys:

- Ending homelessness
- Creating attainable housing options
- Sustaining community housing
- Addressing a diversity of needs

In order to meet this need Staff recommend proceeding with a development that is facilitated through a local non-profit agency who would be specifically experienced in affordable homeownership build or affordable supportive housing build. Staff anticipate that moving forward with such a non-profit organization would eventually require that the City declare the land as surplus.

The recommended next step to move forward with this project would be to undergo a Phase 1 and 2 Environmental Assessment and to design and construct municipal services so that the main barriers to develop this vacant lot are addressed.

Analysis of Current Business Process:

City Staff regularly review options to support affordable housing in Stratford. Unless the City owns a parcel of land, its ability to move forward with affordable housing options is restricted to the pace of the partnering developer. Though the City is considering moving forward with financial mechanisms that may be developed through a Community Improvement Plan to support affordable development, it will take time and may remain out of the City’s control.

The vacant City owned parcel of land located at 161 East Gore Street is regularly under consideration, but has some restrictions that need to be overcome to be developed. The intent of this expansion request is to overcome the main obstacles needed to develop this parcel, environmental assessment and municipal servicing. A Phase 1 and 2 Environmental Assessment is anticipated to cost \$40,000, while Engineering has completed a high-level servicing review

and estimate it will cost \$175,000 to provide municipal: water, sanitary and storm services, to this property.

Since the site permits duplexes under its residential 2 zoning, it is anticipated that the property will support 4 units. Though 161 East Gore Street is only one lot, the Municipal Act provides the municipality powers to sever the lot in two without needing to proceed with a Minor Variance application to the Committee of the Adjustment. Staff would still facilitate internal development meetings to ensure City policies, standards and resulting development considerations are being met. It should be noted that the severed lots would be considered reasonably sized under existing development standards as the frontages would exceed the minimum 15 m required under the City's Comprehensive Zoning By-Law.

Since the City owns the parcel of land, the only anticipated costs would total \$215,000 for an environmental assessment, municipal servicing, related geotechnical studies, and minor costs associated with any legal agreements required. Any proposal for the eventual use of the land would be brought forward to Council for consideration. The main intent of this proposal is to have shovel ready options.

Background:

This project proposes to declare a suitable parcel of land as surplus to provide to a local non-profit agency so that agency can use the land to develop the property for either affordable homeownership or affordable supported rental units.

Current programs administered by various agencies such as the City of Stratford Affordable Homeownership Loan Program, the Government of Canada First-Time Home Buyer Incentive or the Canada Ontario Housing Benefit can be utilized by the ultimate end user to support entry into the homeownership market or deeper affordability supports in rental situations. Creation of different affordable housing options will assist in allowing community members to advance to a more appropriate level along the housing continuum.

If Council desires to move in a different direction for final use, regular Staff reporting will permit revised Council direction to be provided to Staff. Proceeding with the installation of an environmental assessment and services would at least provide immediate development opportunities.

How This Position Reflects Council's 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.

Partnering with a local non-profit agency to develop additional affordable and/or supported housing options.

Developing our Resources

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

This project will provide for additional affordable housing options within the City of Stratford.

Widening our Economic Opportunities

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

Providing additional affordable housing options will assist in the attraction and retaining of employers.

Program or Service Expansion Benefits:

This expansion aligns with several plans and priorities within the City, including the 10 Year Housing and Homelessness Plan, the Community Safety and Well-being Plan and Council’s strategic priority to develop resources.

Building new units would add to the energy demands in Stratford, however, the builds would require adherence to the current Ontario Building Code, which has efficiency measures built in that well exceed historical builds. Staff could consider as part of the agreement if developed with an external agency, some minimum energy efficiency build expectations.

Program Expansion Costs:

It is anticipated that the main additional costs for this project are solely related to the Phase 1 and Phase 2 Environmental Assessment and municipal servicing at an estimated total cost of \$215,000.

Since the site is currently under utilized, no taxes are collected for the site. Depending on the future use, certain uses would be exempt from paying taxes, however, would be subject to municipal servicing costs.

Alternatives:

If Council desires not to proceed with servicing, the lot will remain under utilized until such a time direction is given.

If Council desires to use the site for other purposes other than affordable housing as described above, Council will have the ability to provide direction to Staff when subsequent reports are presented to Council.

Business Case - Quantitative Non Staff		
Department:	Infrastructure Services	
Division:	Engineering	
Title/Description:	Servicing Vacant City-Owned Land for Affordable Housing	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	175,000	Contracted services for the installation of watermain, sanitary sewer and storm sewer.
Purchased Services	40,000	Phase 1 and 2 Environmental Assessment
1. Total One Time Costs	\$ 215,000	
2. Future Annual Operating Costs:		
Other (explain)	2,240	Annual contributions to capital for asset renewal.
Other (explain)	315	Annual maintenance costs to maintain services.
2. Total Annual Operating Costs	\$ 2,555	
Total Expenditures 2024	\$ 215,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 215,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G616 Child Services
Description of New Service/Position:	Special Needs Resourcing Software

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

We are seeking the use of an established software program that is utilized across the province by several municipalities (more locally in Oxford and Kitchener Waterloo) to support their special needs resourcing programs and families. This software is designed with privacy in mind and is a very safe/secure solution.

Each Resource Teacher would have access to the program to upload all their case files and information for each child/family, while it automatically tracks all pieces of information needed/missing from each file. Various reports applicable to the children on their caseload can also be run from the program. It allows the administrator to run file audits and reports to ensure an accurate reflection of the full case file and streamlines all client information into one safe/secure location.

Files can also be transferred between users as case files change hands, and only administrators are able to make any file changes. It allows for remote access to their case files when not in the office which is a huge benefit in allowing them to add real-time updates to client files while attending programs, eliminating the need to re-write notes upon return to the office.

Analysis of Current Business Process:

Currently information is housed across several different PDF files which are stored internally on City of Stratford servers. Several processes have been streamlined over the last 2 years however this is the next logical step to ensure the best level of efficiency and accuracy for all case files and data collected.

It will also free up a lot of staff hours as the current administrative burden will be cut in half regarding reporting and file audit expectations set fourth by the ministry.

Background:

Historically external programs/software have not been utilized for the Special Needs Resourcing program, however, to keep up with industry demands and neighboring municipalities this software will be a step to move this direction to achieve efficiencies, resulting in more time for staff to support the children rather than working on aging administrative practices.

How This Position Reflects Council's Strategic Priorities:

Mobility, Accessibility and Design Excellence

This solution would allow for more fluid accessibility to information for the Special Needs Resourcing team and free up some much-needed administrative capacity to support more pressing areas. This software is designed to be very efficient and is already set up to provide all ministry expected reports and documentation.

Strengthening our Plans, Strategies and Partnerships

This new software program would add another strategic partner to help strengthen our approach to special needs resourcing and to align with other municipalities already accessing this valuable tool.

Developing our Resources

This software would also increase the digital footprint and support expanding technological infrastructure to keep aligned with ministry expansions and expectations.

Program or Service Expansion Benefits (including Climate impacts):

The primary benefit to this software is to become increasingly more efficient with administrative practices which will lead to an increase in service delivery by eliminating some current reporting/filing procedures that are now outdated. Freeing up this administrative burden will allow for an increase in case loads and staff ability to support more vulnerable children and families throughout Stratford, St. Marys and Perth County.

Program Expansion Costs (including Climate impacts):

The initial cost for customization and configuration of the software, including user training and the first year licensing fee is \$8,440. After ministry and partnering municipality cost sharing recovers this would result in a cost to the City of Stratford of approximately \$1,720. Ongoing licensing costs will be approximately \$5,280 per year with the City of Stratford portion being approximately 20% (\$1,060).

Alternatives:

There are currently several programs/software that offer comparable services and comparable prices points, however comments received from municipalities currently using this platform speak to its user-friendly nature, its efficient ability to create exact reports needed by the ministry, and the safe and secure nature of the program.

Alternately not pursuing any software options would result in continued administrative burdens resulting in recreating case notes upon return to the office and performing data mining exercises to produce Ministerial reporting. This continued method of tracking and reporting will result in decreased service levels as caseloads increase.

Business Case - Quantitative Non Staff		
Department:	Social Services	
Division:	Childrens' Services	
Title/Description:	Special Needs Resourcing Software	
Estimated Annual Expenditures	2024	Explanation
<u>1. One Time Costs:</u>		
Purchased Services	1,050	Training for new system
Purchased Services	2,110	Configuration, implementation, customization
Other (explain)	5,280	Licensing Fee
1. Total One Time Costs	\$ 8,440	
<u>2. Future Annual Operating Costs:</u>		
Other (explain)	5,280	Annual licensing fee
2. Total Annual Operating Costs	\$ 5,280	
Total Expenditures 2024	\$ 8,440	
Estimated Revenues/Recoveries	2024	Explanation
Partnership Contributions	(2,500)	Partnering Municipalities
Grants	(4,220)	Ministry funding
Total Revenues/Recoveries	(\$6,720)	
2024 Budget Impact \$	\$ 1,720	



2024 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	618 – Affordable Housing Buildings
Description of New Service/Position:	Affordable Housing Project – 398 Erie Street Stratford

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

The Social Services Department is looking to develop a new two-story, twelve unit supported and affordable housing unit on a city-owned parcel of land located at 398 Erie Street. The building currently located on this property is used for transitional housing. This proposal is fully aligned with the four strategic priorities identified in the Housing and Homelessness Plan for Stratford, Perth County and St. Marys:

- Ending homelessness
- Creating attainable housing options
- Sustaining community housing
- Addressing a diversity of needs

By increasing the availability of low-barrier affordable housing units for individuals with complex needs, it will help support the Community Safety and Well-being Plan priority to increase availability and accessibility of affordable, safe, and suitable housing.

Analysis of Current Business Process:

The Housing and Homelessness Plan (HPP) for Stratford, Perth County and St. Marys (2020-2024) calls for the ending of homelessness and the creation of more attainable housing options in the community. Since the introduction of the 10-Year Housing and Homelessness Plan for Stratford, Perth County and St. Marys (2014-2024) in 2014, the City of Stratford Social Services Department has worked in collaboration with community partners to enhance the create a variety of attainable housing options and housing based supports. Since the inception of the 10-Year plan in 2014 there have been seventy-one affordable housing units created within Stratford, Perth County and St. Marys. These units are a mixture of privately and city owned units.

Background:

This project proposes to build permanent supported housing for individuals currently experiencing homelessness. In 2019 an application was made to the Canadian Mortgage and Housing Corporation (CMHC) for Rapid Housing Initiative (RHI) funding to build permanent supportive housing at this location. As part of the application process a preliminary construction

plan was developed. The application was not successful at that time. Applications have subsequently been submitted for rounds 2 and 3 of RHI funding which were also unsuccessful. The construction plan proposes twelve bachelor-style units within a conventional design which improves energy efficiency. There will also be a community area where tenants can participate in programming. Programming may include options to develop life skills such as exercise groups, cooking classes, and support groups.

Intake will be drawn from the area's By-Name List and will be informed by active principles such as the local Coordinated Access System and Truth and Reconciliation. Unit rents will be set at 80% of Canadian Mortgage and Housing Corporation (CMHC) average market rents for the area. The tenants' portion of the rent will be calculated based on 30% of household income or on a scale established by provincial legislation if they are in receipt of social assistance. The remainder of the rent will be covered by existing provincially funded rent support programs.

In partnership with a local social services and health agencies, a purchase of service agreement will ensure that the building would be staffed to provide a wide range of supports appropriate to tenants' complex and co-occurring issues to help them maintain their housing and improve life skills.

How This Position Reflects Council's 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.

Partnering with local services and health agencies to provide required supports to work towards the removal of barriers to obtain and maintain safe and suitable housing for individuals with complex needs.

Developing our Resources

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

This project will provide for twelve additional affordable housing units within the City of Stratford. By attaching rent supplements to each of these units, tenant rent will be calculated based on current rent-geared-to-income legislation. The City is focused on applying a climate lens throughout corporate operations and strives to create an energy efficient and resilient building stock. This project is planned to be built to net-zero standards or equivalent and will positively contribute toward our city-wide emissions reduction targets.

Program or Service Expansion Benefits (including Climate impacts):

This expansion will align with several plans and priorities within the City, including the 10 Year Housing and Homelessness Plan, the Community Safety and Well-being Plan, Council's strategic priority to develop resources, and the Corporate Energy and Emissions Plan (2023).

Using July 2023 statistics, the addition of twelve affordable and supported housing units has the potential to reduce the number of identified homeless individuals in our service area by approximately 7.3%.

Building the units to net-zero standards will highlight the City's leadership in strengthening climate action within all corporate operations to align with the climate emergency commitment to reduce greenhouse gas (GHG) emissions by 30% by 2030 and strive to achieve net-zero emissions by 2050. Reduced long-term operating costs (for example, utilities) will also follow.

Program Expansion Costs (including Climate impacts):

The estimated costs, including site preparation, construction, incremental costs to achieve net-zero standards, soft costs such as development charges, building permits, etc. and the expensed portion of HST are estimated to be \$4,972,000.00. If approved, financial impacts to the current budget would depend on the financing method chosen.

Annual operating costs, including utilities, repairs and maintenance, support services, rent supplements and other overhead are estimated at \$300,000 per year. These costs would be offset by estimated rental revenue and rent supplement resulting in an estimated annual cost to the City of Stratford of \$158,000.

Alternatives:

Not moving forward with this initiative would result in the inability to remove twelve individuals out of homelessness into permanent, secure and supported housing.

Business Case - Quantitative Non Staff		
Department:	Social Services	
Division:	Homelessness and Housing Stability	
Title/Description:	Affordable Housing Project - 398 Erie Street Stratford	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Other (explain)	341,000	Site Development
Other (explain)	2,505,000	Construction Costs
Incremental Climate Impact Costs	1,674,000	Incremental costs to achieve net-zero standards
Other (explain)	452,000	Estimated Soft Costs (estimated at 10% of above)
1. Total One Time Costs	\$ 4,972,000	
2. Future Annual Operating Costs:		
Other (explain)	105,000	Building operating costs
Other (explain)	70,000	Support Services Purchase of Service Contract
Other (explain)	125,000	Rent Supplement costs
2. Total Annual Operating Costs	\$ 300,000	
Total Expenditures 2024	\$ 4,972,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 500,000	estimated 2024 debenture payment



2024 BUSINESS CASE - QUALITATIVE

DESTINATION STRATFORD

Description of New Service/Position:	Lights On Stratford
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Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

Lights On Stratford is an award-winning annual winter festival that is completely free-to-the-public and has delighted tens of thousands of local residents and visitors from far and wide.

LIGHTS ON STRATFORD MANIFESTO

- We bring light and joy to Stratford’s public spaces.
- We are free to the public and accessible for everyone to participate.
- We are a cultural anchor tenant that enables additional events and experiences.
- We celebrate and embrace winter.
- We help grow a vibrant year-round visitor economy for the region.
- We improve the quality of life within our community.

Festivals and events are an impactful tool for revitalizing a region’s economy, providing new opportunities to local vendors and injecting external revenues into the community. This impact stems from visitors spending locally on restaurants, groceries, accommodations, souvenirs, transportation, and other retail and service industries. Stratford has built a reputation as a haven for culture and art; prior to the pandemic we hosted more than 1 million visitors annually, who traveled to experience the world-famous Stratford Festival and other cultural offerings. Traditionally this traffic is concentrated between late spring to early fall, leaving a significant gap through the winter months.

Lights On Stratford presents a lasting opportunity to grow and diversify Stratford’s unique economy through its month-long winter festival of lights. In three short years, attendance has grown to 83,000 with over 51% traveling from 40km or more. The estimated economic impact from visitor spending (hotels, restaurants, services providers and retail outlets) is upwards of \$5.1M as per PricewaterhouseCoopers (PwC) Analysis, based on Tourism Regional Economic Impact Model (TREIM) outputs.

This represents a 10:1 return on investment. An estimated \$2.7M in incremental tax revenue is also generated. Support from local business is strong, with sponsorship dollars increasing each year. The event is on a trajectory of growth and has the potential to become a significant anchor and catalyst to further off-season, winter development.

"Lights on Stratford is rewriting the tourism handbook for Stratford, expanding into the off season and working to create an outdoor, winter tourist culture. They work collaboratively across all sectors to create a holistic experience of beautiful lights and installations, stunning landscapes, great food and joyful welcome."

– Kendra Fry, General Manager, Stratford Summer Music

Lights On Stratford is still young. The bar has been set high, and it's important to maintain quality and momentum to reach maximum impact. Continued investment by all levels of government will ensure that this opportunity can be fully realized. Similar to city light festivals globally, an annual budget contribution at the municipal level is required to remain viable. A base municipal investment will enable the Festival to leverage additional provincial and federal grant opportunities, many of which require matching funds and municipal support. Destination Stratford has committed to yearly contributions of \$150,000 as well as managing all aspects of the Festival, and is seeking matching funds from the City.

Analysis of Current Business Process:

5 YEAR PROJECTION

Lights On Stratford	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Attendance (Across main locations)	30,000	80,000	83,000	100,000	112,000	120,000	128,000	135,000
% Visitor (>40km)	12%	42%	49%	60%	60%	65%	65%	65%
Main Installations	4	5	6	6	7	8	8	8
Cultural Activations	0	2	8	10	15	18	20	20
Budget DS = Destination Stratford	\$422K City \$0 Grants & Partners \$311K Sponsors \$111K	\$470k City \$0 Grants & Partners \$407k Sponsors \$63k	\$740k City \$0 Grants & Partners \$669k Sponsors \$71k	\$600k City \$150k DS \$150k Grants \$175k Partners \$50k Sponsors \$75k	\$625k City \$150k DS \$150k Grants \$150k Partners \$50k Sponsors \$125k	\$650k City \$150k DS \$150k Grants \$150k Partners \$75k Sponsors \$125k	\$675k City \$150k DS \$150k Grants \$150k Partners \$75k Sponsors \$150k	\$675k City \$150k DS \$150k Grants \$150k Partners \$75k Sponsors \$150k
Economic Impact*	\$760K	\$5.1M	\$5.3M	\$6.1M	\$7.0M	\$7.3M	\$7.4M	\$7.8M

* Estimated based on 2021/22 Economic Impact Analysis byPwC (TREIM model)

Since launched in 2020, Destination Stratford has managed to raise all funding required to host our city's winter light festival via economic recovery grant support from upper levels of government as well as local cash sponsors. The significant risks associated with getting this city winter festival off the ground have been mitigated, and it is now expected to have a stable growth trajectory resulting in continued substantial benefits for the local economy and community.

The intended outcome of Lights On Stratford is to grow attendance to over 135,000 patrons to bring vibrancy and opportunity to Stratford each winter, a historically inactive time for the local tourism sector.

Many of the light installations continue throughout the year, such as the Tom Patterson Island overhead lights and bridge lighting, and LightWall at 70 Ontario Street. These type of light display installations add tremendous value for our community but also require ongoing maintenance and engineering expenses, which to date have been funded solely through

Destination Stratford despite being freely available to the public and located within the City's downtown park system.

The Festival is innovative in its design to maximize economic impact for arts professionals, cultural providers and tourism operators within the region while also building towards a more robust, diversified and year-round tourism economy.

Background:

Light is a powerful symbol. From darkness comes light. Created in 2020 by Destination Stratford in response to the COVID-19 pandemic crisis and the prolonged dire impact for our local economy and businesses, the multi award-winning Lights On Stratford annual winter festival transforms Stratford's heritage downtown core and park system with luminous art and interactive light installations.

Stratford is home to some of the world's best artists, lighting designers, props builders and creative minds. Lights On Stratford supports and collaborates with these artists to harness this precious resource of local talent, crafting a truly unique experience that can't be found anywhere else.

As home to the Stratford Festival - one of Ontario's key cultural demand generators - many of our regional visitors and residents are already familiar with the destination's cultural, culinary, retail and accommodation attractions.

Lights On Stratford leverages the city's world-renowned reputation in a novel way with a safe outdoor experience that features the city itself as the stage. The combination of artistic spectacle with overseen outdoor activity throughout the winter lights festival is a catalyst to rediscover Stratford.

In addition to resonating with the local community – **83.3% of the 197 public survey respondents in 2022/23 were satisfied or very satisfied with the lights festival** – Lights On Stratford has broad appeal as shown by earned media including Destination Ontario, CBC, Globe & Mail, Toronto Star, CTV, Narcity and many others. For the 2022/23 festival, 51% of attendees traveled over 40km to attend. Collaborations with over 60 local businesses led to the engagement of the whole community. A 2022 survey by the Downtown Stratford BIA indicated that **87% of businesses believe the event is an effective strategy for growing a cultural tourism draw in the winter.**

"As Canada's tourism sector continues to navigate the path to recovery, Lights On Stratford has been a bright light during this challenging time. The legacy value for Stratford of creating additional tourism activity during the winter is critically important for our destination to recover and rebuild."

– Shelley Stevenson, Administrative Director, Stratford Festival

How This Position Reflects Council’s Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Lights On Stratford has created a “Light Trail” connecting Market Square to Tom Patterson Island that encourages active transportation during the winter months along the trail and throughout our downtown. Our festival also proudly partners with Stratford Transit to provide a free and accessible hop-on-hop-off shuttle bus to provide maximum opportunity for everyone in the community to participate in all of the Lights On Stratford locations.

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.

It takes a village to raise a Lights Festival, and Lights On Stratford focuses on developing and nurturing many collaborations and partnerships. One example is Stratford Summer Music, obviously a summer festival, who, for the first time ever, hosted a sold-out concert in the winter during Lights On Stratford. This quote from Kendra Fry, General Manager of Stratford Summer Music really captures the spirit of our festival’s approach:

“Lights on Stratford is rewriting the tourism handbook for Stratford, expanding into the off season and working to create an outdoor, winter tourist culture. They work collaboratively across all sectors to create a holistic experience of beautiful lights and installations, stunning landscapes, great food and joyful welcome.”

Developing our Resources

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

In addition to the temporary international light art featured throughout the downtown and park system during the festival period, Lights On Stratford also focuses on long-term regenerative placemaking within our community’s public spaces by creating and maintaining year-round light installations. Current examples include the bridge and overhead lighting on Tom Patterson Island, the LightWall interactive light art piece at 70 Ontario Street, and the HEART light sculpture at the Destination Stratford visitor welcome centre.

Widening our Economic Opportunities

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

A major objective for Lights On Stratford is to be a significant part of a layered destination development strategy to fix our serious seasonality challenges within our visitor economy. In three short years, attendance has grown to 83,000 with over 51% traveling from 40km or more. The 2022 PwC economic impact report demonstrates a return on investment of 10:1. Lights On Stratford is on a trajectory of growth and has the potential to become a significant anchor and catalyst to further off-season, winter development.

Program or Service Expansion Benefits (including Climate impacts):

Destination Stratford is partnering with the City to strategically develop our shoulder and winter seasons to create a viable and robust year-round local tourism economy. Two major initiatives in this effort include Lights On Stratford and the creation of the Stratford Sport Tourism Office, both of which strengthen each other when layered together during the winter season.

In addition to economic benefits, Lights On Stratford has many social, cultural and community benefits:

- **Community cohesion and inclusion** – Lights On Stratford is a free festival that contributes to Stratford’s community building, bringing the community together, strengthening relationships and encouraging volunteerism;
- **Local economic revitalization and support for local businesses** – the Festival boosts economic activity in the region, providing new revenues for the local businesses during the low-season period;
- **Strengthening the position and image of the country, region and city** – the Festival enhances the national and international recognition of Stratford as a travel/tourism destination;
- **Support for Canadian artists** – as Stratford is home to great artists and lighting designers, the Festival is a lifeline for local artists and theatre professionals, bringing them new opportunities during the off-season period;
- **Health and wellbeing** – Lights On Stratford is a catalyst for encouraging outdoor activity in the winter, with subsequent improvements to physical and mental health, and overall wellbeing of citizens.

Program Expansion Costs (including Climate impacts):

\$150,000 in matching Destination Stratford contribution funds to enable the 2024/25 city winter lights festival.

Pandemic recovery funds from upper levels of government have been phased out. Annual City matching funding is being sought for the next 4 winters in order to build on the success of this essential local economic driver initiative that also improves quality of life for local residents.

Future funding sources including the visitor-contributed Municipal Accommodation Tax (MAT) may help offset costs for destination development and community projects such as Lights On Stratford and the Stratford Sport Tourism Office.

“It is essential to the tourism industry of Stratford to move to a commitment of a four-season destination. We can no longer be complacent, to be satisfied, to make money in the summer so that we can lose it all winter long. Frankly, it is a terrible business model but it’s one we’ve lived with for decades.

With the hiring climate of today it is also not viable to hire employees and only provide them with 6 months of seasonal work. Quite frankly our employee pool is shallow enough. We need to hire people year-round, provide them with an equitable salary and give them the stability to put their roots down in our town. Our industry needs help from all levels of government to

make our industry one that employees see as a career instead of a job to have while they look for a career.

The cultural and shoulder and off-season programming such as Lights On and putting a larger focus on the initiative of sport tourism is a necessary step in the direction of that four-season model. Lights On brought customers to our restaurants and hotel in a time when it is traditionally our slowest. How exciting for us to finally have tourists in January of all times, how exciting for us to see our locals partaking in the activities! Tourists and residents with a reason to be active and engaged. They came, stayed, participated, shopped, ate, with smiles and memories, all shared in excess on their social media channels for the world to see.

In December this year, our local businesses begin the debt repayment to the Federal Government for the CEBA loans, and this could potentially be the last straw from some of our amazing businesses here in Stratford and surrounding area. I make an impassioned plea to support our DMO to the fullest extent possible to enhance our already vibrant and successful tourism product throughout the shoulder and winter seasons when we, as operators and employers desperately need it the most."

– Shelley Windsor, Vice President, Windsor Hospitality Inc.

Alternatives:

Similar to city light festivals globally, an annual budget contribution at the municipal level is required for Lights On Stratford to remain viable.

Business Case - Quantitative Non Staff		
Department:	Corporate - Other	
Title/Description:	Lights On Stratford	
Estimated Annual Expenditures	2024	Explanation
1. One Time Costs:		
Purchased Services	150,000	City contribution towards Lights On Stratford annual budget for 2024/25
1. Total One Time Costs	\$ 150,000	
2. Future Annual Operating Costs:		
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 150,000	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries	\$0	
2024 Budget Impact \$	\$ 150,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Corporate – Other
Description of New Service/Position:	Housing Concierge

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

Access to affordable and attainable rental and owned dwelling units is a crisis that impacts all members of our community. Seniors, young families, new Canadians, and individuals of all demographics struggle to find suitable homes. These challenges add significant pressures on Social Services and our local employers.

Under the Provinces’ “Build More Homes Faster Act” 1.5 million homes will be required across Ontario in the next 10 years. The estimate provided for Perth County is 6,500 new homes by 2031. (Note that this isn’t broken down by the type, affordability or size of home needed). In addition to the current 10-year projections, both the Provincial and Federal Governments have aggressive immigration timelines that extend into 2025. As an example, the Canadian Government intends to welcome 1.2 million new permanent residents over the next 3 years.

By adding a “Housing Concierge” position (ultimate title of this position would be determined), the City of Stratford, being the largest community in our Census area, can support these aggressive targets for new units within the City and be a leader with a dedicated and intentional approach to adding dwelling units and suitable homes to our inventory.

The City of Stratford has submitted an application to the Housing Accelerator Fund which would include the funding of this role, if successful.

Analysis of Current Business Process:

Currently residential housing projects are received by the City’s Building & Planning Department through the site plan, rezoning and/or consultation process, or when minor improvements are required for secondary/additional suites. There is no direct outreach or promotion to the public of the various pathways to adding dwelling units.

Further, there is no position dedicated solely to supporting residential dwelling projects or a coordinated approach to working inter-departmentally on the development of City-owned excess parcels of land. Existing Community Improvement Plans (“CIPs”) are managed jointly by the Building & Planning Department and the Corporate Services Department on an ad-hoc basis.

Background:

The “Stratford Attainable Housing Project” was received by Council in May 2023 with the following staff recommendations:

- THAT the Stratford Attainable Housing Project – Project Summary Report including the Next Steps, as identified, be received.
- THAT staff be directed to add a climate lens to the project implementation plan and next steps, as applicable.
- AND THAT the Corporate Leadership Team, with support from investStratford, be responsible for the oversight of the project implementation plan and next steps, if approved.

The report outlined a series of next steps including Community Incentive Toolkits, a review of City-owned lands with the intent for public-private partnerships and promoting the use of e-permitting software/platforms to transform the approvals processes, all to encourage adding rental and ownership dwellings to the housing inventory within the City. A notable aspect that accompanies these plans is the introduction of a dedicated "housing concierge" position, representing a new and innovative role within the City.

This innovative approach not only enhances internal efficiency but also fosters a more user-friendly experience for homeowners creating secondary/additional suites, for example, for profit and non-profit developers and the public alike.

This customer-focused service will act as a guiding light for individuals and organizations with housing proposals, offering personalized assistance and support throughout the application and approval journey. The housing concierge will serve as a single point of contact, ensuring that developers receive expert guidance and timely updates, thereby expediting the process and facilitating shovels in the ground more quickly, and embodying the City's commitment to nurturing a collaborative and responsive environment, wherein all stakeholders are equipped with the tools and support necessary to bring their housing visions to life.

With the combination of software platforms, interactive mapping tools, and the introduction of the housing concierge position, the City is poised to revolutionize its housing development landscape, creating a more agile, inclusive, and prosperous community for all.

How This Position Reflects Council’s 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.

Program or Service Expansion Benefits (including Climate impacts):

With shared accountability to the departments of Building & Planning, Social Services and Economic Development this position will be directly responsible for working inter-departmentally (including with the Climate Change Program Manager, City Clerks and Finance divisions) to add dwelling units.

This position will have development/planning/housing experience and will work directly with external partners, including non-profit development corporations and homeowners. This position will track metrics, including managing any Community Improvement Plan/Toolkits, and complete government applications and reports (where needed).

Program Expansion Costs (including Climate impacts):

The annual salaries, benefits and office/computer/IT for this position are estimated at \$120,000 which would form part of the annual transfer to SeedCo. While there is a significant inter-departmental operational focus, the financial impact is ultimately \$80,000 to the tax levy in the first year, with the amount increasing to \$120,000 in subsequent years should the program continue. Splitting or allocating between various divisions can be considered, however, would simply be to demonstrate the operational split between investStratford, Building and Planning Services and Social Services and would represent a bookkeeping exercise.

The investStratford Board proposes one-third of this position come from the Stratford Economic Enterprise Development Corporation (SEEDCo.) Board Restricted Reserve, as calculated and reported to City Council.

This position will be integrated into the investStratford organization and report to the CEO with accountability to the Directors of Planning and Development and Social Services, or their designate.

Alternatives:

At this time there is no existing capacity internally for a position dedicated to affordable and attainable housing development in the City of Stratford.

This position was included as a fundable project in the application to the Housing Accelerator Fund. Should that application be successful it will be reviewed, and any funding received from it for a Housing Concierge will offset the City of Stratford and SEEDCo. contributions.

Business Case - Quantitative - Staff		
Department:	Corporate - Other	
Title/Description:	Housing Concierge	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	90,000	
Total Benefits	18,000	
1. Total Compensation	\$108,000	
2. One Time Costs:		
Office Furniture/Equipment	3,500	
Software	300	
Cell Phone	1,200	
Other (explain)	2,000	reference materials, program promotion
Other (explain)	5,000	housing-related conference/travel/milage
2. Total One Time Costs	\$ 12,000	
3. Future Annual Operating Costs:		
3. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 120,000	
Estimated Revenues/Recoveries	2024	Explanation
Other (explain)	(40,000)	Contribution from SEEDCo. Reserve
Total Revenues/Recoveries	(\$40,000)	
2024 Net Budget Impact	\$ 80,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services
Budget Division:	G134 Information Technology
Description of New Service/Position:	Asset Management Manager

Program or Service Expansion Introduction and Overview:

The City developed its first Asset Management Plan (AMP) in 2016 to plan for asset rehabilitation and replacement as well as to comply with provincial legislation to identify core infrastructure assets financially plan for their rehabilitation and ultimate replacement. The current iteration of the AMP was published and finalized in 2019. In 2020 and 2021, the City successfully applied for grant funding to assist with completing the plan as well as hiring a resource (the asset management coordinator). This unionized resource is currently housed in the IT division, reporting to the Chief Technology & Security Officer. Since its creation, the role has worked primarily with the Director of Corporate Services/Treasurer and GIS staff to cleanse the data that was entered from numerous sources (road and bridge studies, building condition studies and staff in the process of performing year-end accounting entries) is consistent and accurate. There is still work to be done to ensure the integration is completed between the historical data included in the City's audited financial statements and that of the forward-facing AMP.

This new position would be a unique role within the organization that crosses traditional areas of responsibilities. It requires the experience and knowledge of multiple disciplines to be able to effectively interact and collaborate with individuals in all departments. The new role would take on the direct supervision of the Asset Management Coordinator and be responsible for asset management can capital asset policy development, implementation, and maintenance. It would work with departments to ensure that the data being captured in the Asset Management system (Citywide Asset Manager) continues to meet their planning and replacement needs as well as the needs of the financial requirements and reporting. The position initially would formally report to the Director of Corporate Services, under a newly developed Asset Management Division, however it is important to note the inter-departmental functionality of the role, and the need for all departments to play a role in the continued collection and maintenance of accurate data.

Analysis of Current Business Process:

The City owns, manages and maintains more than 25,000 tangible infrastructure assets worth more than \$1 billion across all asset class types, including linear, both above and below ground, buildings, fleet and equipment. Currently, Asset Management as a corporate philosophy is not yet fully integrated with the City's day-to-day practices. Planning for asset rehabilitation and replacement generally mirrors the Asset Management Plan, but is done so by each division's

management staff, independently, and without a fulsome framework or guidance. Asset attribute information is not entered or maintained by the various department staff, and therefore has resulted in the AMP data still not being cohesive or consistent across the City and very quickly can become dated. While asset additions and disposals are recorded annually within the Finance division, changes to condition, estimated useful life, or other important attributes is limited to information communicated via invoices and other documents provided to the finance division in the invoice processing stage.

Background:

The provincial requirements around asset management are growing. More depth is being required for reporting through various mandatory provincial and federal surveys, and financial sustainability is becoming increasingly necessary in order to be considered for infrastructure grants.

In addition to tracking data, Municipalities are required to develop corporate philosophies and guidelines to assign and assess risks quantitatively. Risks of asset failure must include assessing financial risks, social and community risks and legal /legislative risks. This whole element of asset management has not been undertaken by the City so far. Staff do perform a more subjective approach to assessing these risks and communicating them to Council for decision-making, but this process could be a lot more formalized and useful to assist Council with prioritizing and with allocating the finite financial resources available.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program or Service Expansion Benefits:

The addition of this management resource would ensure that sufficient attention can be given to the development of asset management practices, policy development, internal training and ensuring that the City is capturing the correct information to inform long-term financial planning and compliance with legislative reporting requirements.

The role would act as an asset management champion that would work with the corporate management team and lead the City forward with cohesive application of policy frameworks and help with making decisions interdepartmentally.

Program Expansion Costs:

The annual compensation with salary and benefits for this position is expected to range between \$101,097 to \$118,270 depending on experience and qualifications. Asset Management is a relatively new skillset, and the labour market is not yet fully developed. The discipline is evolving between engineering and finance professionals, with both types of disciplines bringing applicable skills to the function. With guidance from the engineering, facilities and finance divisions and leadership from the Corporate Management and Corporate Leadership teams overall, the position and the City would be well-positioned for success.

The Engineering division in Infrastructure Services has included in its complement, a vacant Engineering Coordinator position that has been earmarked for asset management support. In discussions between departments and with the Corporate Leadership Team, it is being proposed that this position be redeveloped into the manager position and moved to a newly created division: Asset Management. Because Asset Management responsibilities are no longer limited to core infrastructure (defined by the Province as Water, Wastewater, Storm, Roads, and Bridges), the idea is to house the division within Corporate Services, reporting to the Director of Corporate Services with dotted-line responsibilities between the other functional areas as well.

Repurposing the existing vacant position would require a discussion with the Union representatives, development of a fulsome job description, job evaluation, and creation of a workplan for the division and position. The financial impact of this expansion initiative is reduced by repurposing the vacant position and associated incremental costs would be funded from the tax levy, which can be spread over 2024 and 2025 through the commonly used gapping strategy.

Alternatives:

The alternative is to leave the staff complement status quo and hire an Engineering coordinator to assist with some of the City's core infrastructure data management. Increased dependence upon external consultants (not included in the draft budget) is the likely outcome and it will be a struggle to ensure sufficient attention is given to this important function and meet the legislative deadlines imposed in O. Reg. 588/17 and other funding legislation. Continued compliance with legislative requirements and ensuring that financial sustainability will continue to be a budgetary exercise only. Ultimately, the responsibility falls to the Corporate Leadership Team and many competing day-to-day priorities. Without dedicated resources, there will be ongoing concerns around the consistency and completeness of asset management activities to help further develop, implement, and manage this core philosophy.

Business Case - Quantitative - Staff		
Department:	Corporate Services	
Division:	Information Technology	
Title/Description:	Asset Management Manager	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	118,270	
Total Benefits	37,846	
1. Total Compensation	\$156,116	
2. One Time Costs:		
Cell Phone	300	\$50/month * 6 months
Other (explain)	300	Licensing for email
2. Total One Time Costs	\$ 600	
3. Future Annual Operating Costs:		
Cell Phone	600	
Mandatory Training/Tuition	500	
Licensing Fee	300	
3. Total Annual Operating Costs	\$ 1,400	
Total Expenditures 2024	\$ 156,716	
Estimated Revenues/Recoveries	2024	Explanation
Other (explain)	(85,910)	Vacant position in Engineering repurposed, including salaries and benefits
Total Revenues/Recoveries	(\$85,910)	
2024 Net Budget Impact	\$70,807	



2024 BUSINESS CASE - QUALITATIVE

Department:	Building and Planning Services
Budget Division:	G252 By-Law Enforcement
Description of New Service/Position:	(1 Yr. Pilot) By-law Officer: Community Safety and Wellbeing

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

The proposal aims to establish a pivotal role within the City's Building and Planning Services Department, namely a Community Safety and Wellbeing By-law Officer. This initiative is proposed as a one (1) year trial, and primarily driven by the necessity to strengthen support for vulnerable populations, including youth, homelessness, and under-resourced families. By addressing prevalent concerns such as downtown vagrancy, encampment compliance, and youth behavioral issues, this program seeks to foster a safer and more inclusive environment within our community.

Additionally, the integration of this position within various City departments, including By-law, Social Services, Police, and Fire, as well as outside of the Corporation with as-requested support to City schools, aims to create a comprehensive approach to address these multifaceted challenges effectively.

In addition to the above, this position can also support the City's existing By-law Officers in the enforcement of the City's Accommodation Licensing By-Law, which was adopted in 2022. Primarily, this one (1) year position will alleviate existing By-law Officers' involvement in those prevalent concerns noted above (downtown vagrancy, encampment compliance, and youth behavioral issues).

Analysis of Current Business Process:

Currently, the City lacks a compliance position that focusses on community safety and wellbeing, leading to fragmented efforts in managing issues related to vulnerable populations.

While the role of the City's existing by-law officers (the City currently holds two (2) positions) encompasses general responsibilities, it fails to provide targeted support to address the complex needs of marginalized groups. This proposal seeks to bridge this gap by introducing a specialized officer who can collaborate seamlessly with relevant stakeholders, enforcing compliance measures and providing essential educational outreach. Leveraging the existing structure while emphasizing a multifunctional approach will streamline operations and ensure efficient resource allocation.

Background:

Recent developments within the City, including a rise in youth behavioral issues, instances of downtown vagrancy, and complexities associated with managing encampments, underscore the urgent need for a dedicated position focused on community safety and wellbeing. Currently, the City lacks a dedicated compliance position that focusses on community safety and wellbeing, leading to fragmented efforts in managing issues related to vulnerable populations.

Collaborative discussions among key city stakeholders, including the City's Director of Social Services, the Fire Chief, and the Police Chief, have highlighted the critical importance of establishing a role that can effectively liaise with multiple departments to address the diverse challenges faced by vulnerable populations. Leveraging the available funding from the Building Safer Communities Fund and the Homelessness Prevention Program, an opportunity was seized to launch this program, facilitating its immediate implementation for the initial six-month period.

This expansion request proposes the continuation of this position for an additional 12-month period, making it a total of 18 months, to address the escalating needs observed among our vulnerable communities. Subsequently, a report will be presented to Council towards the conclusion of the 18-month term to highlight the key outcomes associated with the establishment of this position.

How This Position Reflects Council's 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 introduction of the Community Safety and Wellbeing By-law Officer will facilitate strengthened partnerships with the community by actively engaging in the development and implementation of plans that address the city's collective priorities. By fostering collaboration with key stakeholders, the officer will play a vital role in communicating clearly with the public, ensuring transparency and community involvement in the city's activities.

Widening our Economic Opportunities - Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

The presence of the officer will contribute to strengthening Stratford's economy by creating a safer and more inviting environment for businesses, residents, and visitors. By addressing safety concerns related to downtown vagrancy and youth behavioral issues, the officer will help in attracting and retaining diverse businesses and talent, thereby fostering a conducive environment for sustainable economic growth and development.

Program or Service Expansion Benefits (including Climate impacts):

The following benefits are possible with this request:

1. **Enhanced Community Safety:** The presence of a dedicated officer will foster a safer environment, effectively addressing issues related to vagrancy, encampment compliance, and youth behavioral concerns. It is a proactive/preventative approach that should

reduce the need for emergency services to attend incidences that they are currently having to attend.

2. **Streamlined Coordination:** By establishing a direct reporting line to the Chief Building Official, while also collaborating closely with the Homelessness Supervisor, this role will ensure seamless coordination between various city departments, optimizing resource allocation and response mechanisms.
3. **Targeted Education and Support:** The officer's role will entail educating the public about available services and programs, thereby promoting community awareness and engagement. Additionally, targeted educational initiatives for under-resourced families and individuals will facilitate access to essential resources and support networks.
4. **Sustainable Funding Model:** Although initially grants will be used for the funding of this position, the ongoing funding model will be covered by future grants, social services funding or fall to the tax levy, or a combination thereof.

By presenting this comprehensive proposal, the City can effectively assess the immediate and long-term benefits of introducing the Community Safety and Wellbeing By-law Officer, thereby fostering a safer and more inclusive community for all residents.

Program Expansion Costs (including Climate impacts):

The establishment of this position will require typical resources, including a city vehicle to perform the responsibilities.

<u>Compensation:</u>	\$100,000 (approx.)
<u>Vehicle Lease/Computer/Office Furniture, etc.:</u>	\$18,000 (approx.)

Total Implementation: \$118,000 (approx.)

Alternatives:

There are alternatives that, while offering some potential benefits, may not holistically address the complex needs of the community and the specific challenges faced by vulnerable populations, emphasizing the critical importance of establishing a dedicated role within the city's framework. These possible alternatives are:

1. **Status Quo/Do Nothing:** Maintaining the status quo without implementing the proposed Community Safety and Wellbeing By-law Officer program may perpetuate existing challenges and hinder the city's ability to address the evolving needs of vulnerable populations effectively. Embracing a proactive approach through the establishment of this specialized role is vital to fostering a safer, more inclusive community that prioritizes the wellbeing of all residents.

2. **Enhanced Training for Existing Staff:** Rather than introducing a new position, an alternative approach could involve providing comprehensive training for the existing by-law officers and relevant city personnel. This training would focus on handling complex issues related to vulnerable populations, emphasizing effective communication, de-escalation techniques, and community engagement. While this approach could improve the capacity of current staff, it may not address the need for a dedicated focus on community safety and wellbeing, potentially leading to a more generalized approach that might not fully meet the complex needs of vulnerable groups.
3. **Increased Collaboration Among Existing Departments:** An alternative strategy could involve fostering stronger collaboration and coordination among the Police, Fire, Social Services, and existing by-law officers. This could include regular joint task forces, enhanced information sharing, and coordinated outreach efforts. While this approach may improve synergy and communication between departments, the lack of a dedicated position could result in stretched resources and limited capacity to address specific challenges faced by vulnerable populations. It might also not provide the necessary focus on educational outreach and proactive engagement with the community.
4. **Contracting External Support Services:** Alternatively, the city could explore contracting specialized agencies or organizations that focus on community safety and wellbeing to provide targeted services and support. While this approach may offer immediate assistance, it may lack the consistent, localized presence required for building strong community relationships and sustainable impact. Additionally, it could lead to potential issues related to the alignment of external services with the specific needs and dynamics of the city, potentially limiting the effectiveness of the approach in addressing nuanced local challenges.

Business Case - Quantitative - Staff		
Department:	Building and Planning Services	
Division:	252 Bylaw Enforcement	
Title/Description:	(1 Yr. Pilot) By-law Officer: Community Safety and Wellbeing	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	FT Bylaw Officer for a 1 yr. pilot project
Number of FTEs	1.00	
Total Annual Wages	75,833	
Total Benefits	24,267	
1. Total Compensation	\$100,100	
2. One Time Costs:		
Cell Phone	1,200	
Uniforms	500	
Vehicle	12,000	
Other (explain)	1,200	Training will be required on the special matters that this position will oversee.
Office Furniture/Equipment	3,000	
2. Total One Time Costs	\$ 17,900	
3. Future Annual Operating Costs:		
3. Total Annual Operating Costs	\$ -	
Total Expenditures 2024	\$ 118,000	
Estimated Revenues/Recoveries	2024	Explanation
		There will be no direct revenues as a result of this position.
Total Revenues/Recoveries	\$0	
2024 Net Budget Impact	\$118,000	



2024 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Program
Description of New Service/Position:	Cultural, Sport and Sponsorship Coordinator

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

City Council has endorsed the following three initiatives: Sports Tourism Strategy, Municipal Cultural Plan and Municipal Partnership/Sponsorship Program.

1. Municipal Partnership Program – The program was adopted by Council at the July 21, 2021 meeting, to determine what City of Stratford owned spaces are available to provide revenue and can be utilized for sponsorship opportunities. This program has been stagnant without current staff capacity to implement.
2. Sports Tourism - The plan was adopted by Council at the January 23, 2023 meeting, and in partnership with Destination Stratford the Sports Tourism Advisory Committee was established. The Committee recommendation was to hire a coordinator to create opportunities to host participant and administrative sporting events in Stratford and establish Stratford as a sport tourism destination.
3. Cultural Plan – The plan was adopted by Council at the June 26, 2023 meeting, and it indicated a Cultural Coordinator should be selected to oversee the implementation and reside within the Community Services Department. The first-year priorities of the position is to form an advisory committee, analyze the recommendations, and initiate implementation.

All three initiatives adopted by Council link to the need of a resource being required to spearhead these programs. Presently, the City of Stratford does not have any designated resources to oversee the above initiatives. However, in 2022, Council approved funding to hire a consultant to review the Cultural Plan for \$65,000, and funding to contract a resource to inventory municipal assets in the amount of \$50,000. These programs were not initiated, so funding remains available to mitigate the first year impact of a staff resource.

In discussion with staff, who have experience and extensive knowledge within the industry, it was recommended to repurpose the approved funding to hire a staff resource with the objective to move all three initiatives forward without delay. The position would also look at potential grant opportunities related to the initiatives.

The BIA also had their Cultural Art Plan adopted by Council in 2023 and this proposed position would work collaboratively with the BIA to incorporate their goals and align activities with the City's Municipal Cultural Plan.

Analysis of Current Business Process:

The City of Stratford has traditionally relied on events developed organically throughout the community or by responding to being approached to consider future partnerships and events. In the past, the City has not consistently pursued hosting large sport events or driven sponsorships.

The opportunity to leverage city assets, increase cultural opportunities for the community, and establish a reliable revenue stream through sponsorships are key aspects to the initiatives, all of which support council's strategic priorities.

By dedicating a new staff resource, one individual responsible for the three initiatives, and repurposing the funding from previous years, the implementation of all projects can begin to move forward in a timely manner.

Background:

The following resolutions were adopted by Council in support of Municipal Partnership Program, Sports Tourism, and Municipal Cultural Plan.

1. At the July 12, 2021, Regular Council meeting, Council adopted the following recommendation of the Community Services Committee:

THAT Council support the development of a Municipal Partnership Program;

AND THAT the development of a Municipal Partnership Program be referred to the 2022 budget deliberations.

2. At the January 23, 2023, Regular Council meeting, Council adopted the following resolution:

THAT the existing Sport Tourism Steering Committee (Community Services Department, Destination Stratford, InvestStratford) remain active and that the Tourism Advisory Committees of Destination Stratford be leveraged to inform and support the creation of the Stratford Sport Tourism Office;

AND THAT the Steering Committee explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.

3. At the June 26, 2023 Regular Council meeting, Council adopted the following resolution:

THAT the Municipal Cultural Plan be received;

THAT the \$65,000 available in the 2023 budget be re-allocated to hire a consultant on a short-term to lead the first-year priorities and actions of the Municipal Cultural Plan;

AND THAT the consultant and staff explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.

All three resolutions look at organizational structure as a key component to implementation. By repurposing the approved funding in 2024, for the creation of the coordinator position, all three priorities can commence. In subsequent years this position will be required to be funded through the budget process.

How This Position Reflects Council's 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.

Program or Service Expansion Benefits (including Climate impacts):

The introduction of this position will minimize delays related to the procurement process and provide long-term cost savings and efficiencies by having one staff with oversight over all three initiatives verses one staff or consultant per initiative.

With one staff executing the initiatives there is an opportunity for further synergies, cross-sectional planning and increased relationship building with key stakeholders.

As the initiatives are in their infancy, the information within the initiatives is at its most relevant point and momentum can be carried forward without delay, minimizing the risk of the plans becoming outdated prior to implementation.

Working collaboratively with Destination Stratford, with focus on the Municipal Cultural Plan and Sports Tourism Strategy, there is potential to seek out grants through the tourism streams. The development and implementation of the Municipal Partnership Program can also generate a revenue stream. As an example, the rinks at the Rotary Complex are now known as "Rink A"

and “Rink B” as the sponsorship expired and hasn’t been offered since Covid 19. There is an opportunity to market sponsorships of these rinks and give naming rights.

After year one, performance measures can be developed in relation to the key areas of:

- Economic outcome for the City of Stratford. The impact to hotels, restaurants and other local businesses can be assessed through developed metrics in partnership with Destination Stratford.
- Connectivity, socialization, and inclusion of community members through increased opportunities and support of local cultural initiatives.
- Revenue stream through confirmed sponsorships agreements.

Staff can bring these measures to council with a progress report and anticipated targets for the following year.

Program Expansion Costs (including Climate impacts):

The addition of one full-time position is estimated at approximately \$93,796 including costs such as mandatory training, and provision of a computer and related tools to perform the duties. While there is no cost to the 2024 budget due to the previously allocated funds, there will be a financial impact in subsequent years in the form of increased wage expense compared to current wages.

Alternatives:

- 1) Continue to move forward with the RFPs for the Municipal Cultural Plan and Municipal Partnership Program in 2024 and wait to see what recommendations come forward.
- 2) Allocate funds to other programs

Both of these create further loss of momentum of the programs and diminishes the approved funding for the initiatives. A likely outcome of an RFPs is to confirm the need to review organization structure and hire a staff dedicated to the implementation of the initiatives resulting in more delays and loss of funds.

The position currently being presented would repurpose the previously approved funding to implement staff in 2024, to carry out the desired outcomes of the Cultural and Sports Tourism Plans as well as identify and implement sponsorship opportunities with any levy impacts deferred until 2025.

Business Case - Quantitative - Staff		
Department:	Community Services	
Division:	Recreation Programs	
Title/Description:	Cultural, Sport and Sponsorship Coordinator	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	67,194	Estimated Starting Salary
Total Benefits	21,502	
1. Total Compensation	\$88,696	
2. One Time Costs:		
Office Furniture/Equipment	3,800	Desktop, Monitor, Phone, Chair, office supplies
Cell Phone	300	\$50/monthly * 6 months
Recruitment Costs	1,000	Advertisement
2. Total One Time Costs	\$ 5,100	
3. Future Annual Operating Costs:		
I.T. Reserve Contribution	1,200	For hardware replacements
Licensing Fee	900	For Office 365 etc
Cell Phone	600	
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2024	\$ 93,796	
Estimated Revenues/Recoveries	2024	Explanation
Other (explain)	(93,796)	Use of existing reserves in 2024 that were carried over G-R18-SPEC
Total Revenues/Recoveries	(\$93,796)	
2024 Net Budget Impact	\$0	



2024 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G350 Water
Description of New Service/Position:	Part-Time Water Operator

Program or Service Expansion Introduction and Overview:

The Water Division has not seen an increase to Staff complement in 24 years. Due to operational adjustments, legislated demands and increased maintenance requirements result from growth, the division is at a tipping point of requiring additional Staff. To address this need Environmental Services is seeking to hire a part-time permanent Water Operator. The inclusion of this position within the department would improve our level of service throughout the year, especially during the eight months of the construction season.

Analysis of Current Business Process:

There are currently six (6) water operators, a working subforeperson and an electrician/SCADA Technician who are all part of IBEW 636 (Water).

The subforeperson role was created at the last collective bargaining negotiations in 2021. This was created to provide more support to the Supervisor of Environmental Services by taking on specific roles not previously done by unionized staff. The Electrician/SCADA Technician provides electrical and SCADA support to Environmental Services and Public Works (water, wastewater, and landfill).

There is also a Supervisor of Environmental Services who oversees water operations and two office support staff who are part of CUPE 1385.

Background:

The compliment of water staff has not changed since the city took over water services from the Public Utilities Commission (PUC) in 2002. At this time, the electrician on staff was also a water operator with their duties being split 40% water operator and 60% electrician. Water and wastewater technologies evolved over time and SCADA remote communications programming became an integral part of the position. The electrician position moved away from water operations except when needed in emergencies or during periods of reduced staff compliment.

At the 2021 collective bargaining negotiations with IBEW 636 (Water), the Electrician job description and title was changed from "Maintenance Electrician" to "Environmental Electrician/SCADA Technician". The title and job duties were changed to reflect the current state of the position which had moved away from operations over the previous 20 years. At the

same time, the Subforeperson position was created to provide more support to the Supervisor of Environmental Services. The subforeperson is still a water operator and performs the same duties however, the support function of this role sees more administrative day to day tasks.

With the job duty transitions with these two positions, the compliment to water operations has decreased and not been backfilled. Over the years a service gap has increased as the Water Division has made operational adjustments, implemented more strict legislated demands, and have seen increased maintenance requirements resulting from growth.

Environmental Services sees the gap in operations staffing mostly during the spring to fall months when it is busiest with construction season. There is also a gap during the winter months when staff try to catch up on "indoor" activities such as water meter installation/replacements and maintenance program development and planning, while continuing the mandatory day to day legislated compliance work (sampling, testing, etc.).

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program or Service Expansion Benefits:

The addition of a part time water operator will allow the department to return to its original field work compliment. It will also provide resources to ensure operations and maintenance programs are being completed as outlined in the City's Quality Management System (QMS).

Non-emergency work that is still critical to the division such as valve replacements, meter/touch pad replacements, leak detection programs and uni-directional flushing programs have been delayed or contracted out in recent years. This is because Staff have focused mostly on emergency, time sensitive and compliance activities such as sampling, watermain break repairs, commissioning projects and customer service calls.

Program Expansion Costs:

The annual compensation with salary and benefits for this position is expected to range between \$42,000 and \$62,000. This is dependant on the successful applicant because operators in IBEW 636 are paid an hourly rate based on the provincial licensing and certification that they hold. For example, operators in training (OIT's) make \$25.50/hr and class 3 certification operators make \$37.64/hr. There will also be approximately \$1,100 required for uniforms, a cell phone and email licensing.

Due to the part-time nature of the position, it is not anticipated that contracted services could be reduced by this additional compliment.

Water services is funded through user rates. As a result, the subject request would be recovered from water user rate revenue and the associated costs would not impact the tax levy.

Alternatives:

The alternative to this request would be to leave the staff complement to remain status quo. This would result in the existing services being maintained and leaving the division in a more reactive position.

Business Case - Quantitative - Staff		
Department:	Infrastructure Services	
Division:	Environmental Services	
Title/Description:	Part-Time Water Operator	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	PT operator would be required 12 months/year
Number of FTEs	0.50	PT Position, not FTE
Total Annual Wages	46,974	3 Days /week @ Class 3 Operator Wage
Total Benefits	15,032	
1. Total Compensation	\$62,006	
2. One Time Costs:		
Cell Phone	300	\$50/month * 6 months
Uniforms	500	
Other (explain)	300	Licensing for email
2. Total One Time Costs	\$ 1,100	
3. Future Annual Operating Costs:		
Cell Phone	600	
Mandatory Training/Tuition	500	Annual training required to maintain operator certification
Licensing Fee	300	
3. Total Annual Operating Costs	\$ 1,400	
Total Expenditures 2024	\$ 63,106	
Estimated Revenues/Recoveries	2024	Explanation
Other (explain)	(63,106)	funded from water user rate revenue
Total Revenues/Recoveries	(\$63,106)	
2024 Net Budget Impact	(\$0)	



2024 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G310 Engineering
Description of New Service/Position:	Climate Change Coordinator – 2 Year Contract

Program or Service Expansion Introduction and Overview:

Recognizing the need for Staff resources to make progressive steps towards city-wide climate action goals set by Council, the new position of a Climate Change Programs Manager was approved in the 2023 budget. This position has provided strong internal support for City Staff and provided an avenue for community engagement. Justification of this position was made immediate by the multitude of services and requests made to support both Staff and the community in leading initiatives. The existing Staff has made significant headway providing internal support and establishing relations with external agencies and the public, but has limited capacity to push the larger community-based initiatives needed to achieve the City’s greenhouse gas (GHG) reduction targets of 30% reduction by 2030 and 100% by 2050.

Staff are proposing the addition of a Climate Change Coordinator to the Climate Action Division. This position would provide continuous administrative and outreach support to the Climate Change Programs Manager. The new position would address increased need for public engagement and programming to advance the recommendations outlined in the Community Climate Action Plan (CCAP), as well as support the Programs Manager in the application of a climate lens in city-wide operations and implementation of the Corporate Energy and Emissions Plan (CEEP).

Analysis of Current Business Process:

At this time, the Climate Change Programs Manager is responsible for reporting energy usage and greenhouse gas emissions to the Province under O. Reg. 25/23 and implement the Corporate Energy Conservation and Demand Management Plan (CECDMP) 2019 – 2024, develop the upcoming CECDMP 2024 – 2029, develop and implement climate change mitigation and adaptation initiatives identified for the community-at-large, data capture and inventory (2017 onward), conduct technical analysis, develop and support a Corporate climate lens, measure and monitor annual emissions, emissions and scenario modelling for current and future forecasts, identify emissions reduction opportunities for all City capital assets including municipal facilities, fleet, outdoor lighting, solid waste and the municipal airport. Apart from these tasks the Climate Change Programs Manager also seeks and applies for relevant funding opportunities at provincial/federal level, collaborates with different City departments and identified external stakeholders such as Destination Stratford, investStratford, Festival Hydro, and community groups, manages Consultants for technical support, represents the City on the

Energy and Environment Advisory Committee, and presents at meetings with Corporate Leadership Team, ITS Sub-committee and City Council as required.

With the addition of this position the Climate Action Division will have the capacity to advance more projects in its annual workplan and deliver on Council's Strategic Priorities, and the Climate Emergency Declaration targets of 30% reduction in emissions by 2030 and strive to achieve net-zero emissions by 2050. In particular, this additional position will help advance large-scale and broader community-based initiatives where the biggest gains in emissions reductions can be achieved.

Background:

In February 2020, City Council declared a Climate Emergency in recognition of the climate crisis and acknowledged that immediate action needs to be taken at a local level to mitigate the dire impacts of climate change. Further, in October 2021, Council endorsed greenhouse gas (GHG) reduction targets of 30% reduction by 2030 and 100% by 2050, relative to the 2017 baseline, and approved the County-wide Greenhouse Gas Reduction Plan. To advance this commitment and lead the City's response to climate change, a full-time staff position was approved the following year. This new Staff position, placed in the Infrastructure (and Development) Services Department provides cross-departmental support to integrate a stringent climate lens throughout corporate operations, and provides technical expertise in climate action planning for the corporation and the overarching community. The Climate Change Programs Manager has built a portfolio of actions both at a corporate level and the community level, that will serve as a roadmap toward our emissions reduction targets.

Staff have also identified the need for additional support as we continue to apply a climate lens throughout corporate operations to support the implementation of the City's Corporate Energy and Emissions Plan (CEEP) and provide support in the development and execution of the Community Climate Action Plan (CCAP) and programming arising from its recommendations.

The Climate Action Division portfolio is responsible for the development of strategy, policy, research, analysis, and initiatives related to climate change adaptation and mitigation, and energy efficiency. The Division's work focuses on the integration of climate change and energy efficiency considerations throughout the corporation, tracking progress on corporate and community GHG reduction targets, and leading the work on climate preparedness and resilience city-wide including facilitation decarbonization efforts community wide.

The Division also acts as a subject matter expert when providing recommendations to embed a climate lens in policy and plan updates such as Transportation Master Plan (2023) and Official Plan (anticipated 2024). There is ongoing collaboration with external stakeholders such as Destination Stratford, investStratford, Stratford BIA etc.

This expansion will support capacity building within the Corporation and will further reinforce Council's direction to enhance climate action through allocation of appropriate resources to advance project initiation, implementation and management. Additional support for accelerating city-wide programs and initiatives would help move the needle toward our collective goals. This new position would go a long way to meet the City's demands and service level expectations.

How This Position Reflects Council’s 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.

Program or Service Expansion Benefits:

Inherently, the technical expertise when it comes to implementing climate action initiatives and embedding climate mitigation and adaptation strategies, both corporate and community-wide falls to the Climate Change Programs Manager, supported by the Director of Infrastructure Services. It is recognized through the Corporate Energy and Emissions Plan (CEEP) 2023 that corporate assets (buildings, fleet, other infrastructure) will require to be assessed through a Climate Lens as they approach end-of-life or require replacement. Associated costs and complexities are anticipated to escalate as we look to become energy efficient and reduce greenhouse gas (GHG) emissions throughout the corporation.

Frequent adaptation in Climate Services is required to achieve the aggressive goals set by Council. Implementing a 2-year position allows immediate capacity development, while providing the ability to make adjustments upon the completion of the 2-year contract if service approach and needs warrants it.

The proposed position is expected to have the basic skills and knowledge to support the advancement of the initiatives outlined, build Staff capacity, and provide support to the Climate Change Programs Manager. The additional workload for this service alone is anticipated to be greater than one full time equivalent.

This position directly supports the City’s climate mitigation strategies and planned initiatives.

Program Expansion Costs:

Impacts on future operating budgets would include the salary of the individual hired.

Alternatives:

Alternatives could include hiring external consultants to complete identified priority projects, deferring actions as identified in the Corporate Energy and Emissions Plan (CEEP) 2023, or reducing items in the 2024 workplan. Should Staff be directed to select only specific initiatives for implementation and defer other priority projects, the City's collective climate objectives will not reach its desired targets.

Business Case - Quantitative - Staff		
Department:	Infrastructure Services	
Division:	310 Engineering - Climate Action	
Title/Description:	Climate Change Coordinator	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	Two year contract, subject to renewal
Number of FTEs	1.00	
Total Annual Wages	76,250	
Total Benefits	24,400	
1. Total Compensation	\$100,650	
2. One Time Costs:		
Cell Phone	300	\$50/ monthly * 6 months
Office Furniture/Equipment	3,000	Laptop, Dock, 2 Monitors, Desk Phone
2. Total One Time Costs	\$ 3,300	
3. Future Annual Operating Costs:		
Cell Phone	600	
Licensing Fee	900	
I.T. Reserve Contribution	1,200	
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2024	\$ 103,950	
Estimated Revenues/Recoveries	2024	Explanation
Total Revenues/Recoveries		
	\$0	
2024 Net Budget Impact	\$103,950	



2024 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G616 Child Services
Description of New Service/Position:	Resource Teacher

Program or Service Expansion Introduction and Overview (including primary driver for recommendation):

The Special Needs Resourcing team supports the needs of children and families and is seeing an increased demand for services. This additional Resource Teacher will help serve more of the vulnerable populations throughout Stratford, St. Marys and Perth County and meet the ever-growing need for special needs resourcing and services. There is an anticipated increase to funding from the province to support this expanded capacity, however this is not confirmed until our 2024 allocation is received which will be in the first quarter of 2024.

Analysis of Current Business Process:

Currently the 4 Resource Teachers are at capacity and are not able to expand to more community-based support systems. At this time only licensed childcare operations and some EarlyON programs are being supported with 75 children on active case loads. Of these children, 15 present much higher needs and program specialization requiring Program Assistant support, along with more intensive and frequent support from the Resource Teachers. There is a need to bolster community presence to better support families in need that do not currently have access to licensed childcare. We currently have 25 families on the waitlist to gain active support and access to childcare programs and special needs resourcing. We anticipate these numbers to increase as more screening is completed in person after being paused for COVID.

Background:

The growing need for increased capacity has been identified at the provincial level and it is anticipated with the 2024 allocation that funding in this portfolio will be increased to address this gap. Historically there has been the ability to operate to capacity with 4 Resource Teachers, however similar to the province we are seeing the growing needs of the community which has put an added strain on the system.

How This Position Reflects Council's 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 Special Needs Resourcing team has established and maintained several unique community partnerships (Huron Perth Public Health, smallTALK, Childrens Aid Society, Calling All Three Year Olds, etc.) and provided dedicated support to the children and families of Stratford, St. Marys and Perth County

Widening our Economic Opportunities

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

By supporting children and families getting in line with available resources and programs, more parents and guardians can get back into the workforce and contribute to the economy while their children's specialized needs are met.

Program Expansion Costs (including Climate impacts):

The total first year cost of this position including wages, benefits and start up costs and assuming the position is filled at the beginning of the second quarter of the year would be approximately \$53,160. The wages and benefits incurred would be fully paid for by additional Provincial funding and the one time start up costs would be 50% covered by Provincial funding and the other 50% cost shared between the City of Stratford and partnering Municipalities. This would result in an approximate cost to the City of Stratford in the first year of \$640. Should this additional funding not be received then existing special needs resource funding usage would be adjusted to ensure that this new position remains fully funded by the Ministry. Similarly, should additional funding be received for a limited time, future core funding usage specific to special needs resourcing would be adjusted to ensure full Ministerial funding of this position.

Future ongoing costs for this position, including wages, benefits and other administrative costs is estimated at \$101,960. The wages and benefits would again be paid by provincial funding with the administrative costs being shared between the provincial funding and partnering municipalities, including the City of Stratford. Estimated future costs would be approximately \$580 each year using current municipal cost sharing formulas.

It should be noted that if the additional Provincial funding does not recur or become part of the annual allocations regularly provided by the Ministry, further assessment of the impact would need to be considered. Using the current municipal cost sharing formula, the potential full impact to the City of Stratford would be approximately \$41,490 each year.

Alternatives:

The inability to grow the program to meet the ongoing and increasing demands in this sector.

Business Case - Quantitative - Staff		
Department:	Social Services	
Division:	Childrens Services	
Title/Description:	Resource Teacher	
Estimated Annual Expenditures	2024	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	75,760	
Total Benefits	24,243	
1. Total Compensation	\$100,003	
2. One Time Costs:		
Cell Phone	300	\$50/monthly * 6 months
Hardware	1,800	Desktop, Monitor, Phone
Other (explain)	160	ECE annual membership
Other (explain)	900	Licensing
2. Total One Time Costs	\$ 3,160	
3. Future Annual Operating Costs:		
Cell Phone	600	
I.T. Reserve Contribution	1,200	
Other (explain)	160	ECE annual membership
3. Total Annual Operating Costs	\$ 1,960	
Total Expenditures 2024	\$ 103,163	
Estimated Revenues/Recoveries	2024	Explanation
Grants	(51,582)	Ministry Funding
Other (explain)	(940)	Municipal Contributions
Total Revenues/Recoveries	(\$52,522)	
2024 Net Budget Impact	\$50,641	

COUNCIL REFERRALS TO 2024 BUDGET

In 2023, staff have been directed by Council to consider the following items through the 2024 budget process:

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
1	November 22/2021	That the request from the Stratford General Hospital Foundation for support of its Catalyst for Campaign Launch in the amount of \$5 million over 10 years be supported in principle, with payments to commence following completion of the City's commitment to the Stratford Rotary Hospice.	Corporate Services (included in 2024 draft budget)	An amount of \$500,000 (incremental increase to the budget of this ask, and the previous amount pledged to the Hospice of \$162,500 = \$337,500) has been included in the 2024 community grants budget (G872).
2	May 24/2022	That the development of a Community Improvement Plan for accessible housing proceed separately from the Official Plan review project and be referred to the 2023 budget.	Building and Planning Services (not included in 2024 draft budget)	As identified in the Form C Workplan, the accessible housing CIP is recommended to be postponed in 2024, along with other CIPs, to prioritize the City's Official Plan Review.

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
3	January 23	That the review of the Animal Control By-law 195-2002 be referred to the 2024 budget deliberations.	Building and Planning Services (included in 2024 draft budget)	<p>The Animal Services Contract for services with the Stratford Perth Humane Society (SPHS) has been extended for one additional year, ending December 31, 2024.</p> <p>The Building and Planning Department will facilitate the Animal Control By-Law update as part of its 2024 workplan.</p>
4	January 23	...And That the (Sport Tourism) Steering Committee explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.	Community Services (not included in 2024 draft budget)	Steering committee has been formed and are exploring potential opportunities. Community Services have included a Community Coordinator position in the Expansion Initiatives whose responsibilities will be to explore opportunities and partnerships. The creation of this position is part of the organizational structure and without it, progress towards committee outcomes will be very limited.
5	March 27	That staff be directed to track the shortfall between funding and rising caseloads in the Ontario Works Division with the purpose of creating a poverty reduction fund for consideration during 2024 budget deliberations.	Social Services (included in 2024 draft budget)	Staff were able to partially offset the request for this funding for this year with one time funding received from the Ministry for a temporary additional caseworker. The amount of funding from the Ministry is \$46,500. Staff will continue to monitor the need for this moving forward.

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
6	April 11	(re: future parade routes) ...And That any future identified cost estimates be included in future budget considerations.	Community Services/Infrastructure Services (included in 2024 draft budget)	All operational costs for parades are included in the 2024 operating budget.
7	April 24	That options for the implementation of a hybrid transit service on Saturdays consisting of a fixed route and on-demand service be referred to staff for review and preparation of a report as part of the 2024 Budget deliberations.	Community Services (not included in 2024 draft budget)	Report was presented to Council October 23. No outcomes from the report impacted the 2024 budget.
8	June 12	That the request for the City of Stratford to own and maintain the rainbow crosswalk located in front of Stratford City Hall at the Wellington and Downie Streets intersection, be referred to the 2024 Budget Deliberations.	Infrastructure Services (included in 2024 draft budget)	The Public Works division has now included maintenance and materials costs of the rainbow crosswalk as part of the Road Painting annual expenditure in the operating budget.

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
9	June 26	(re: Municipal Cultural Plan) ...And That the consultant and staff explore funding opportunities and partnerships to create an organizational structure and funding model for inclusion in the City of Stratford 2024 budget.	Community Services (not included in 2024 draft budget)	New position is included in expansion initiatives to repurpose funding for MCP and Sponsorship program to fund a Community Coordinator. This position would take recommendation from MCP and start implementing them and look to where the next steps are moving forward.
10	August 14	...And That pre-budget approval for 2024 be authorized for the PC Connect Project in 2024 of \$160,000.	Community Services (included in 2024 draft budget)	Completed and approved by Council at September 11 th meeting.
11	August 14	...That the recommended increase of Airport Capital Reserves from \$100,000 to \$207,000 be considered for the 2024 budget;	Airport (Fire) (not included in 2024 draft budget)	Not included. With new Workplan, direction is to attempt for a revenue neutral airport by 2025. While expansion relating to capital and infrastructure may form part of the longer term plan, at this time, it has not been included in the 2024 budget.

Item	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status (included or not included in 2024 draft budget)
12	August 14	<p>THAT the following projects be referred to the 2024 budget deliberations for consideration by Council:</p> <ul style="list-style-type: none"> • Renovate the existing police station to include a barrier free entrance so all citizens can access this City facility; • Update the SERC track with an all-weather synthetic surface typical of modern track and field venues, including general accessibility improvements to facilities and exterior pathways; • Retain a consultant to convert the Facilities Accessibility Design Manual into an accessible document that is compliant with the WCAG standards so it can be posted on the City’s website, subject to review by the Accessibility, Diversity & Inclusion Coordinator; • Improve the Rotary Complex parking lot for pedestrians; and 	<p>Community Services</p> <p>(included in 2024 draft budget)</p> <p>(not included in 2024 draft budget)</p> <p>(not included in 2024 draft budget)</p> <p>(not included in 2024 draft budget)</p>	<p>These projects were requested by the Accessibility Advisory Committee.</p> <p>Renovation is included in the 2024 capital plan.</p> <p>SERC track and Accessibility Design Manual conversion is deferred to 2025 capital forecast.</p> <p>Rotary Complex parking lot incorporated into the 10-year capital forecast (future year).</p>

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
		<ul style="list-style-type: none"> Development and implementation of a tax deferral program for accessible housing. 	Corporate Services (not included in 2024 draft budget)	Tax Deferral program not considered for 2024 due to other housing initiatives being considered in 2024.
13	August 14	<p>THAT the installation of red light cameras at the following locations be referred to the 2024 budget deliberations for consideration by Council:</p> <ul style="list-style-type: none"> Forman Avenue and Huron Street; CH Meier Boulevard and Ontario Street; Erie Street and Lorne Avenue East; Ontario Street and Waterloo Street South; Erie Street and West Gore Street; Erie Street and Packham Avenue; Erie Street and Ontario Street. 	Infrastructure Services (not included in 2024 draft budget)	<p>These projects were requested by the Active Transportation Advisory Committee.</p> <p>As identified in the IS Workplan, the Engineering Division plans to investigate and report to Council on Red Light Camera Enforcement options for consideration.</p>
14	September 11	THAT an update to the Recreation Master Plan be referred to the 2024 budget.	Community Services (not included in 2024 draft budget)	Included in 2024 Expansion Initiatives.

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
15	September 11	THAT the installation of a pedestrian crossover near McCarthy Place on McCarthy Road be referred to the 2024 budget.	Infrastructure Services (not included in 2024 draft budget)	Infrastructure upgrades are currently being investigated with the intent to improve accessibility and connectivity of McCarthy Place. Upgrades may include new sidewalk and/or a pedestrian crossover. A crossing directly McCarthy Place maybe not be feasible due to restricted site plans resulting from the bending road. Proceeding to construction in 2024 is dependent on final design costs and the amount of dedicated capital funds in 2024 for Collector and Arterial Sidewalk and Pedestrian Crossing Improvements.
16	September 25	2023-24 Lights On Stratford request for funding \$150,000.	Corporate Services (not included in 2024 draft budget)	This is included in 2024 Expansion Initiatives.

Item #	2023 Council Referral Date	Council Resolution	Responsible Department	Current Status
17	October 23	<p>Re: Corporate Energy and Emissions Plan (CEEP) 2023</p> <p>...bring forward, as part of the annual budgeting process, funding requests for specific projects identified in the plan;</p>	<p>Infrastructure Services (included in 2024 draft budget)</p>	<p>Climate related components are built into each divisional operational budgets and capital programs. The most significant impacts are in the capital programs covering Facilities and Fleet.</p> <p>The 2024 budget includes a significant increase in contributions to reserves as required to fund initiatives identified in CEEP. In 2024, an estimated \$300,000 from the Facilities Reserve for consulting services is planned for climate related upgrades to the Rotary and Agriplex Buildings, with works to be completed in subsequent years.</p> <p>The Fleet renewal program proposes largely hybrid investments in 2024. The respective capital impacts are identified in the Fleet capital program and forecast, and reflect carbon reduction achieved through hybrid and electric purchases.</p> <p>Overall operational increases to reserve funds is relatively small at this time as technology, availability, and costs for electric replacements make significant increases unviable options at this time. However, the incremental impacts that are captured in the 10-year capital forecast represent a rather significant increase in contributions to reserves for shorter term impacts to fleet and facilities. The increases to reserve funds vary by division and are identified through each department operational budget.</p>