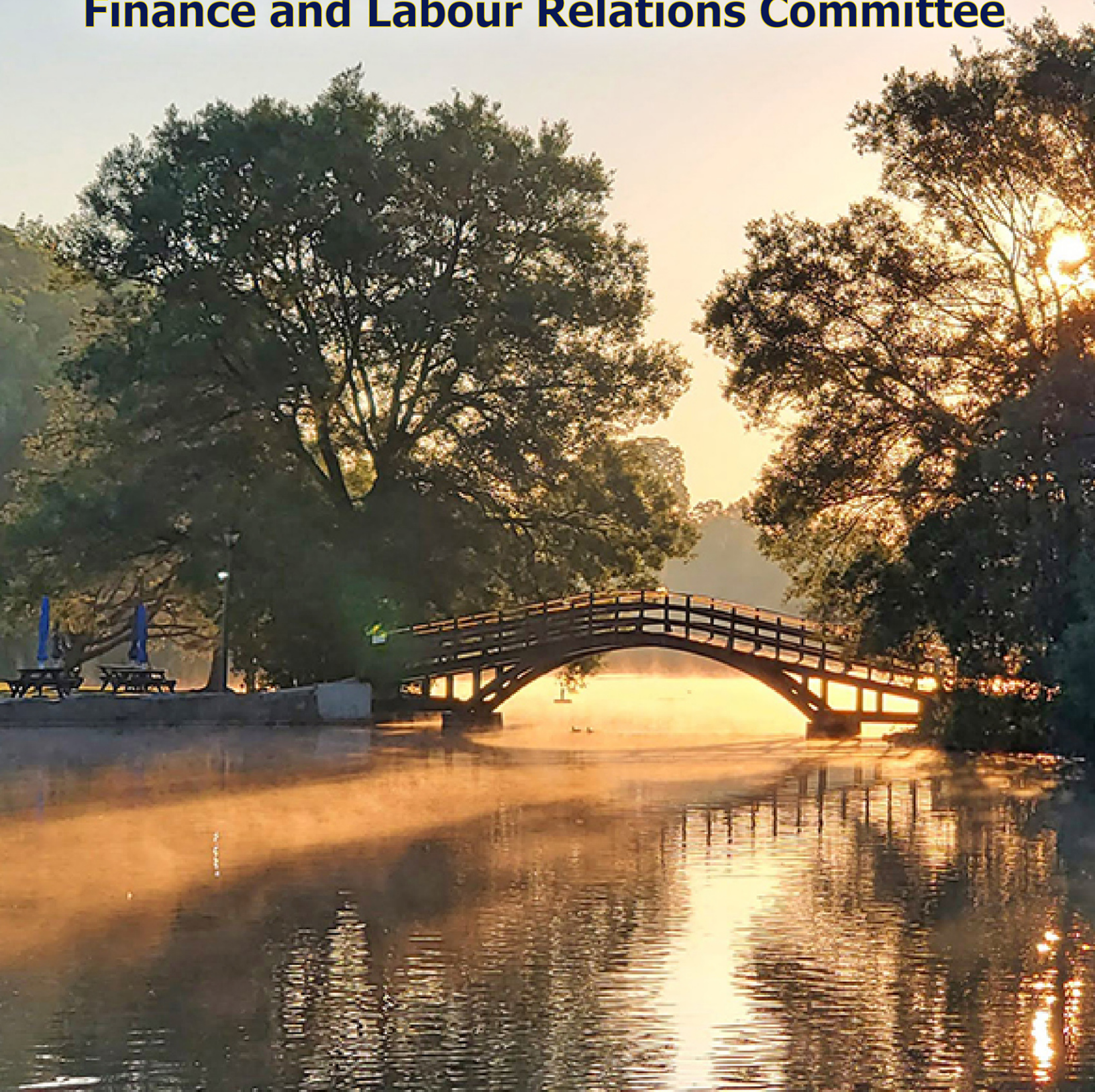




Draft 2022 Budget

Finance and Labour Relations Committee



2022 DRAFT BUDGET SUMMARY as at December 1, 2021

	2020 ACTUALS	2020 BUDGET	2021 YTD Actuals	2021 BUDGET	2022 DRAFT BUDGET
MAYOR/COUNCIL/CAO					
101 MAYOR'S OFFICE	95,801	105,600	85,902	106,025	107,640
102 CITY COUNCIL	327,070	376,220	349,127	379,802	385,930
111 CAO'S OFFICE	703,013	692,400	677,793	705,590	845,420
COMMUNITY SERVICES					
711 PARKS	1,760,526	2,476,710	1,575,406	2,038,922	2,563,180
721 RECREATION	4,453,137	4,096,640	3,976,322	4,611,440	5,481,655
731 CEMETERY	148,075	266,910	264,775	241,800	460,180
750 TRANSIT	1,877,046	1,847,230	631,736	1,964,063	2,620,359
751 PARALLEL TRANSIT	451,330	367,260	323,348	381,630	517,180
CORPORATE SERVICES					
100 TAXATION AND GENERAL REVENUES	-64,218,277	-64,587,910	-65,010,415	-65,366,790	-70,855,896
121 CITY CLERK	481,329	530,610	564,245	535,930	508,770
131 FINANCE & TREASURY	1,061,789	1,179,620	907,457	1,227,950	1,252,230
134 INFORMATION TECHNOLOGY	1,473,849	1,443,930	1,094,894	1,656,030	1,705,196
135 PARKING	741,334	-575,000	580,508	-575,000	-464,230
136 CROSSING GUARDS	139,092	225,480	108,876	227,415	242,910
139 GENERAL GOVERNMENT	895,015	2,534,710	1,766,101	1,980,650	1,716,425
513 INDUSTRIAL LAND SERVICING	-252		-422,611		
810 REQUISITIONS FROM OTHERS	8,937,671	8,837,000	8,124,883	8,985,512	9,358,422
820 COMMITTEES OF COUNCIL	56,398	105,400	10,667	109,245	118,395
872 COMMUNITY SUPPORT & GRANTS	589,077	904,050	379,331	769,050	808,650
FIRE					
211 FIRE	7,653,874	7,646,020	7,348,593	7,922,470	8,390,884
512 STRATFORD MUNICIPAL AIRPORT	136,754	178,230	169,899	195,050	185,767
HUMAN RESOURCES					
112 HUMAN RESOURCES	603,199	627,940	630,252	646,540	691,710
INFRASTRUCTURE & DEVELOPMENT SERV					
141 CITY BUILDINGS	714,149	735,370	512,121	715,208	811,808
251 DEVELOPMENT SERVICES	329,050	342,090	43,258	635,545	491,465
310 ENGINEERING	1,361,291	975,920	1,088,215	1,233,785	794,410
315 FLEET	1,975,860	1,925,830	1,680,112	1,931,440	1,614,790
320 ROADS	5,597,834	5,629,820	3,733,037	5,708,323	5,888,580
330 SANITARY	12,700		-765,168		
340 STORM	3,132,558	3,173,740	1,890,625	2,729,981	4,416,682
350 WATER	25,440		-28,451		
360 WASTE	620,913	815,160	619,247	911,170	1,035,740

2022 DRAFT BUDGET SUMMARY as at December 1, 2021

	2020 ACTUALS	2020 BUDGET	2021 YTD Actuals	2021 BUDGET	2022 DRAFT BUDGET
SOCIAL SERVICES					
610 SOCIAL SERVICES ADMINISTRATION			408,827		17,000
611 ONTARIO WORKS	488,447	597,130	370,155	619,180	573,980
613 ANNE HATHAWAY DAY CARE CENTRE	-58,235	63,110	339,605	48,350	1,170
615 HOUSING	2	2,081,130	-1,154,124	2,130,050	2,356,750
616 CHILDREN SERVICES	205,729	257,120	-1,260,221	262,090	239,210
617 EARLY LEARNING & CHILD CARE	109,893	109,760	428,809	109,880	115,260
618 BRITANNIA ST APARTMENTS			-114,734		115,812
STRATFORD PUBLIC LIBRARY					
411 STRATFORD PUBLIC LIBRARY	2,267,139	2,505,700	2,271,185	2,565,117	2,634,830
STRATFORD POLICE SERVICE					
231 POLICE	11,045,752	11,509,070	10,287,388	11,656,557	12,251,736
TOTAL CITY OF STRATFORD	-3,804,628	0	-15,513,025	0	0



2022 OPERATING BUDGET – WORK PLAN

Department:	Mayor's Office
Budget Division:	G101 Mayor's Office

Department/Division Overview:

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

Key Activities for 2022:

Not known at this time. Conferences may once again be held virtual and other events may not take place that the Mayor usually attends.

How This Work Plan Reflects Council's Strategic Priorities

As Head of Council, the Mayor provides leadership to City Council and is actively involved in developing Council's Strategic Priorities and in monitoring progress. These Strategic Priorities are communicated by the Mayor when representing the municipality.

Significant Variances (2022 proposed budget vs prior year actuals):

There are no significant variances.

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

COVID-19? yes no

If yes, please review impacts:

Conferences and meetings may continue to be virtual, no mileage expenses to attend meetings will be incurred, travel may not take place.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Unknown at this time.

101 MAYOR'S OFFICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1011 ELECTED REPS. ADMINISTRATION					
G-101-1011-2100 F.T. SALARIES & WAGES	77,921	82,840	69,154	80,235	81,000
G-101-1011-2500 F.T. BENEFITS	8,546	5,970	7,963	8,520	8,520
G-101-1011-3070 OFFICE SUPPLIES AND PAPER	0	100	0	100	100
G-101-1011-3100 POSTAGE	58	150	26	150	150
G-101-1011-4010 ADVERTISING	907	2,500	796	2,000	2,000
G-101-1011-4036 CONFERENCES - EXPENSES	0	6,300	1,094	6,300	6,000
G-101-1011-4060 COURIER/FREIGHT	0	100	0	100	50
G-101-1011-4120 TELEPHONE - CELL PHONES	2,551	240	1,876	720	2,320
G-101-1011-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	817	2,000	0	2,000	2,000
G-101-1011-4160 SPECIAL PROJECTS	4,851	5,000	95	5,000	5,000
G-101-1011-4164 SPECIAL EVENTS	150	0	0	0	0
G-101-1011-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	400	1,613	900	500
Total 1011 ELECTED REPS. ADMINISTRATION	95,801	105,600	82,617	106,025	107,640
TOTAL 101 MAYOR'S OFFICE	95,801	105,600	82,617	106,025	107,640



2022 OPERATING BUDGET – WORK PLAN

Department:	City Council
Budget Division:	G102 City Council

Department/Division Overview:

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

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

Key Activities for 2022:

Depending on COVID restrictions, annual special events may resume. Expenses will also be incurred regarding the municipal election such as the Inauguration.

How This Work Plan Reflects Council’s Strategic Priorities

City Council determines the Strategic Priorities on a four-year basis to guide Council’s work. They determine the long term goals and priorities by working with City Staff to set realistic goals and by taking a big picture view. These Strategic Priorities are then shared with the City’s Committees, Outside Boards and Community Partners to assist these groups with aligning with the vision of Council.

Significant Variances (2022 proposed budget vs prior year actuals):

There are no significant increases other than salaries and benefits.

Fee waivers included in 2021 special projects and funded from the Strategic Economic Reserve are not included in the 2022 budget again. Total \$105,000. No net levy impact.

Expenses for cell phones and laptops for the incoming Council members are included (2 months) in this budget.

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

COVID-19? yes no

If yes, please review impacts:

Some events may not take place, conferences may continue to be virtual, there will be no mileage expenses to attend meetings, no meals for meetings (virtual), etc.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

- Special Events
- Conferences
- Meals and Meeting Costs

102 CITY COUNCIL					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1021 COUNCIL ADMINISTRATION					
G-102-1021-1770 RECOVERABLES	-2,960	0	0	0	0
G-102-1021-1810 CONTRIBUTION FROM RESERVE	-10,044	-38,000	20,411	-30,000	-30,000
G-102-1021-2100 F.T. SALARIES & WAGES	215,230	263,310	195,551	229,657	236,230
G-102-1021-2500 F.T. BENEFITS	53,529	18,960	46,447	56,995	58,000
G-102-1021-3050 MATERIALS	620	1,500	106	1,500	1,500
G-102-1021-3070 OFFICE SUPPLIES AND PAPER	0	150	0	150	200
G-102-1021-3080 PROMOTIONAL MATERIAL	1,864	5,000	300	5,000	5,000
G-102-1021-3120 MEALS & MEETING COSTS	3,073	7,000	176	7,000	6,000
G-102-1021-4036 CONFERENCES	2,325	16,000	204	16,000	16,000
G-102-1021-4040 CONSULTANTS	19,980	38,000	18,690	30,000	30,000
G-102-1021-4097 MEMBERSHIPS	15,826	17,200	17,347	17,200	17,500
G-102-1021-4120 TELEPHONE- CELL PHONES	0	0	0	0	1,000
G-102-1021-4150 TRAVEL/MILEAGE	568	200	0	200	200
G-102-1021-7810 TRANSFER TO RESERVE	10,000	10,000	7,500	10,000	10,000
Total 1021 COUNCIL ADMINISTRATION	310,011	339,320	306,732	343,702	351,630
1031 PUBLIC RECEPTIONS					
G-102-1031-3050 MATERIALS - LONG SERVICE AWARDS	2,800	2,400	0	1,600	800
G-102-1031-3081 BLUE JAYS DAY	0	2,000	0	2,000	1,000
G-102-1031-4001 MEMORIAL DONATIONS	300	500	100	500	500
G-102-1031-4164 SPECIAL EVENTS	13,959	32,000	-899	32,000	32,000
Total 1031 PUBLIC RECEPTIONS	17,059	36,900	-799	36,100	34,300
1055 SPECIAL EVENTS					
G-102-1055-1820 CONTRIBUTION FROM RESERVE FUND	0	0	-6,393	-250,500	0
G-102-1055-4160 SPECIAL PROJECTS	0	0	29,367	250,500	0
Total 1055 SPECIAL EVENTS	0	0	22,974	0	0
Total 102 CITY COUNCIL	327,070	376,220	328,907	379,802	385,930



2022 OPERATING BUDGET – WORK PLAN

Department:	CAO Office
Budget Division:	G111 CAO's Office

Department/Division Overview:

The Office of the Chief Administrative Officer is responsible for the overall management of the municipal corporation by coordinating professional and administrative advice to Council. The Department oversees the implementation of Council decisions in conjunction with Corporate Leadership, and provides Corporate Communications, Strategic Priorities and Initiatives, while ensuring fiscal responsibility.

Key Activities for 2022:

- Community Transportation System Pilot Program continuation
- GO Transit Service Expansion – new initiative with impact on tax levy
- Diversity Equity Inclusiveness Indigenous and Accessibility Initiatives – new initiative with impact on tax levy
- COVID-19 plans
- Strategic Priorities of Council (2018 to 2022)
- Property Acquisition and Disposition – tax levy impact
- Community Hub Fundraising Campaign – new initiative with funding from Cooper reserve
- Leadership Development – impact on tax levy
- Service Delivery Review – Phase 2
- Strategic Priorities Key Performance Indicators Updates

How This Work Plan Reflects Council's Strategic Priorities

Council's Strategic Priorities provide guidance to the City, its partners, stakeholders and the community of the direction Council has set of their overall goals and what achievement looks like. The development of the Strategic Priorities involved asking where the municipal corporation is headed and what our priorities are.

This work plan advances key programs, initiatives, and partnerships that align directly with Council's priorities. Key activities will improve regional mobility, enhance economic opportunities, and promote affordability and environmental sustainability. Key strategies will encourage inclusivity and internal and external resource development with measurable outcomes. Service delivery will be improved through increased efficiency.

This will be achieved through the plan's goals of:

- Sustainable intercommunity public transportation;
- Inclusive strategy development, implementation, and measurement;
- Internal and external resource development;
- Increased efficiency and enhanced service delivery.

Significant Variances (2022 proposed budget vs prior year actuals):

Included in the 2022 Operating Budget are projects for which there are no off-setting grant or reserve funding that can be applied. For example Indigenous Consultation and the GO Train project are new initiatives for the City.

Administrative salary adjustments are reflected in the 2022 operating budget.

It is noted that \$40,000 in the 2021 approved budget from Reserve will be used in 2022 for Diversity Equity and Inclusiveness Plan implementation and staff training in conjunction with Human Resources.

While not significant in the overall budget, there is a small amount being put into reserve starting in 2022 for communication equipment for the municipal corporation, in order to build up the reserve over time.

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

COVID-19? yes no

If yes, please review impacts:

Non essential projects may need to be paused in 2022 in order to divert resources to respond to ongoing pandemic requirements and to reduce expenditures in support of maintaining essential services. This will be assessed in consultation with Corporate Leadership Team.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

The City will review the essential services and core municipal operations that must be maintained. CLT will assess the level of services required, based on direction from the Province of Ontario and applicable Huron Perth Public Health guidelines and recommend adjustments as necessary. It is difficult at this time to identify specific services to be reduced.

111 CAO'S OFFICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1111 ADMINISTRATION					
G-111-1111-1130 ONTARIO GRANTS	-421,822	0	-3,255	0	0
G-111-1111-1770 RECOVERABLES	-76,088	0	0	0	0
G-111-1111-1810 CONTRIBUTION FROM RESERVES	-18,016	-99,660	-6,029	-245,000	-225,000
G-111-1111-2100 F.T. SALARIES & WAGES	487,059	502,730	438,488	504,890	522,370
G-111-1111-2500 F.T. BENEFITS	135,051	141,690	105,567	148,290	156,490
G-111-1111-2510 P.T. BENEFITS	2	0	0	0	0
G-111-1111-3050 MATERIALS	0	300	0	300	300
G-111-1111-3070 OFFICE SUPPLIES AND PAPER	800	1,800	615	1,800	1,800
G-111-1111-3080 MISCELLANEOUS	30	250	216	250	250
G-111-1111-3090 PHOTOCOPIER EXPENSE	2,588	3,300	2,298	3,300	2,300
G-111-1111-3100 POSTAGE	7	100	16	100	100
G-111-1111-3120 MEALS & MEETING COSTS	192	1,400	273	1,200	1,400
G-111-1111-3130 PUBLICATIONS & SUBSCRIPTIONS	234	270	286	270	290
G-111-1111-4020 SERVICE CONTRACTS	643	1,500	195	1,800	1,800
G-111-1111-4035 CONFERENCES- ACCOMMODATIONS	0	2,000	0	1,500	2,000
G-111-1111-4036 CONFERENCES - EXPENSES	0	400	0	400	400
G-111-1111-4037 CONFERENCES - REGISTRATION	915	2,500	1,537	2,500	3,700
G-111-1111-4038 CONFERENCES - TRAVEL/MILEAGE	0	2,000	0	1,500	2,000
G-111-1111-4040 CONSULTANTS	0	40,000	0	190,000	135,000
G-111-1111-4060 COURIER/FREIGHT	14	70	0	70	70
G-111-1111-4090 LEGAL	1,117	5,000	1,230	5,000	5,000
G-111-1111-4097 MEMBERSHIPS	1,608	3,500	2,028	2,500	2,500
G-111-1111-4110 TELEPHONE - BASIC	1,740	1,740	1,348	1,470	1,400
G-111-1111-4120 TELEPHONE - CELL PHONES	3,450	3,600	2,750	3,000	3,000
G-111-1111-4142 TRAINING - EXPENSES	477	4,200	0	4,200	4,200
G-111-1111-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	0	750	0	750	750

111 CAO'S OFFICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-111-1111-4160 SPECIAL PROJECTS	278,110	59,660	84,243	62,200	205,000
G-111-1111-4164 SPECIAL EVENTS	1,800	1,800	0	1,800	1,800
G-111-1111-7810 TRANSFER TO RESERVES	299,088	10,000	16,784	10,000	15,000
G-111-1111-9010 OFFICE EQUIPMENT AND FURNISHINGS	4,014	1,500	1,188	1,500	1,500
Total 1111 ADMINISTRATION	703,013	692,400	649,778	705,590	845,420
TOTAL 111 CAO'S OFFICE	703,013	692,400	649,778	705,590	845,420



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G711 Parks

Department/Division Overview:

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

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

Key Activities for 2022:

- Implementation of new play structure (replacement) Maple Ave. Park
- Replace wooden entrance platform and steps to Meadowrue Gardens from rail trail

How This Work Plan Reflects Council’s Strategic Priorities

- Continue optimizing the current physical playground assets
- Continue optimizing current trail assets

Significant Variances (2022 proposed budget vs prior year actuals):

- Increase in Plant Material (3053) budget line item as we transition out of Covid

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

COVID-19? yes no

If yes, please review impacts:

If staffing levels do not return to pre-covid levels, there will be a continued reduction in floral displays, trail maintenance and small tree pruning.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Continue reduction in floral displays and keep staffing levels for temporary staff at a minimum. We will need to increase temporary staff from two to ten to fully maintain trails and small tree pruning schedule. We will need to increase seasonal staff from two to 24 to return to pre-covid service level with floral displays.

711 PARKS & FORESTRY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7100 PARKS OPERATIONS					
G-711-7100-1120 CANADA GRANTS	-18,789	0	0	0	0
G-711-7100-1470 RENTALS AND LEASES	-27,834	-140,000	-25,282	-140,000	-140,000
G-711-7100-1570 DONATIONS	-15,900	-8,000	-55,525	-8,000	-8,000
G-711-7100-1770 RECOVERABLES	-714	-5,300	-185	-5,300	-5,300
G-711-7100-2100 FULL TIME SALARIES & WAGES	519,440	770,590	430,976	788,560	560,310
G-711-7100-2110 PART TIME SALARIES & WAGES	51,494	344,430	82,004	85,350	358,280
G-711-7100-2500 F.T. BENEFITS	137,119	217,990	127,916	236,222	171,230
G-711-7100-2510 P.T. BENEFITS	6,212	34,740	8,996	14,140	60,550
G-711-7100-2700 OTHER PAYROLL EXPENSES	36	0	45	0	0
G-711-7100-3010 CLOTHING	3,033	2,000	1,331	2,000	2,000
G-711-7100-3030 HEAT	6,242	6,000	3,496	6,000	6,000
G-711-7100-3040 HYDRO	17,833	25,000	14,567	25,000	25,000
G-711-7100-3045 WATER / SEWAGE	8,583	23,000	9,727	28,000	12,000
G-711-7100-3050 MATERIALS	33,155	100,000	75,412	100,000	100,000
G-711-7100-3053 PLANT MATERIALS	66,315	100,000	37,351	43,000	100,000
G-711-7100-3070 OFFICE SUPPLIES AND PAPER	0	100	9	100	0
G-711-7100-3090 PHOTOCOPIER EXPENSE	1,640	2,000	2,902	2,200	470
G-711-7100-3100 POSTAGE	334	500	374	500	500
G-711-7100-3140 REPAIRS & MAINTENANCE BLDGS & EQUIP	5,676	6,000	10,269	6,000	10,000
G-711-7100-3180 VEHICLE - FUEL	0	3,000	0	3,000	0
G-711-7100-3190 VEHICLE-REPAIRS AND MAINTENANCE	4,845	10,000	3,131	10,000	10,000
G-711-7100-4036 CONFERENCES- EXPENSES	396	1,500	168	2,500	2,500
G-711-7100-4040 CONSULTANTS	3,663	3,000	4,427	4,000	4,500
G-711-7100-4045 PARKS- SWAN CARE	3,805	4,000	1,088	6,000	6,000
G-711-7100-4050 CONTRACTORS - GOOSE MANAGEMENT	48,376	58,000	41,543	60,000	50,000
G-711-7100-4095 MAINTENANCE CONTRACTS	48,660	120,000	34,628	80,000	80,000
G-711-7100-4097 MEMBERSHIPS	2,207	1,000	2,833	1,700	1,900
G-711-7100-4106 LAWN MAINTENANCE	316,727	317,000	322,717	320,000	320,000
G-711-7100-4107 BUILDING MAINTENANCE	247	6,000	235	6,000	3,000

711 PARKS & FORESTRY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-711-7100-4120 TELEPHONE - CELL PHONES	3,337	4,980	1,650	1,800	1,800
G-711-7100-4140 TRAINING/SAFETY	6,769	11,000	2,246	11,000	5,000
G-711-7100-4155 FACILITY IMPROVEMENTS	31,139	30,000	21,641	30,000	50,000
G-711-7100-7820 TRANSFER TO RESERVE FUNDS	100,000	100,000	0	0	317,000
Total 7100 PARKS OPERATIONS	1,364,046	2,148,530	1,160,690	1,719,772	2,104,740
8400 FORESTRY					
G-711-8400-1405 USER FEES INCL TREE PLANTING REVENUE	-21,600	-25,000	-23,400	-25,000	-25,000
G-711-8400-1570 DONATIONS	-9,050	-8,000	-5,550	-8,000	-8,000
G-711-8400-1770 RECOVERABLES	-73,272	-100,000	-78,546	-100,000	-75,000
G-711-8400-2100 FULL TIME SALARIES & WAGES	152,519	69,940	138,219	71,300	148,190
G-711-8400-2110 PART TIME SALARIES & WAGES	0	11,100	0	0	11,540
G-711-8400-2500 F.T. BENEFITS	46,492	19,160	42,099	20,850	44,760
G-711-8400-2510 P.T. BENEFITS	0	980	0	0	1,950
G-711-8400-3050 MATERIALS	27,632	75,000	52,047	75,000	75,000
G-711-8400-4095 MAINTENANCE CONTRACTS	273,759	285,000	284,854	285,000	285,000
Total 8400 FORESTRY	396,480	328,180	409,723	319,150	458,440
TOTAL 711 PARKS & FORESTRY	1,760,526	2,476,710	1,570,413	2,038,922	2,563,180



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Recreation - Program

Department/Division Overview:

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

Service	Particulars	Allocation
Child & Youth Programs	Summer day camps, P.A. day camps, holiday break camps.	Staff time, program materials, labour.
Health and Wellness Programs	Cooking courses, yoga, court sports.	Staff time, program materials, labour.
Stratford Youth Centre	Administrative expense to support hosting of the Youth Centre within the YMCA.	Facility, staff and admin costs.
Community Programs	Santa's Parade of Lights, Winterfest.	Staff time.
Corporate/Special Projects	As requested.	Staff time.
55+ Active Adults Programs	Management of 900 members, volunteers, coordination, implementation, supervision, and evaluation of 25 peer-to-peer lead programs and activities.	Service contract with Community Living of Stratford and Area, staff time, materials.
Stratford Agriplex Facility Supervision and Rental Management	Coordination/management of rentals, long-term tenancies, facility operations and maintenance.	Staff time.
Marketing & Promotion	Strategic planning, coordination, implementation of communication initiatives promoting programs and services delivered through the department's 5 divisions.	Advertising costs and staff time.

Service	Particulars	Allocation
Public Access Defibrillation	Management and evaluation of the City's AED program.	Staff time.

Key Activities for 2022:

- Continue to provide the programs and services listed above in a cost and resource-effective manner.
- Develop and implement a Municipal Partnership Program to gain future investments in community facility capital reserves and community programs.
- Investigate the development of a Municipal Cultural Plan.

How This Work Plan Reflects Council's Strategic Priorities

This work plan reflects the following 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.

Significant Variances (2022 proposed budget vs prior year actuals):

- G-721-7200-1350 – Revenue Recreation Programs have been reduced due to COVID-19 participant restrictions and general uncertainty. It is unknown if restrictions will ease, be lifted, or will require a new response.
- A one-time \$50,000 expense has been added to G-721-7200-4160 - Special Projects for the development of the Municipal Partnership Program (Phase 1).
- It is expected that Phase 2 of the Municipal Partnership Program (the initial sale of partnerships) will cost \$50,000 and will be expensed in the 2023 operating budget year. Additionally, it is projected that new program revenues will be \$100,000 and will be captured in the same 2023 budget year.
- A one-time \$65,000 expense has been added to G-721-7200-4160 - Special Projects for the development of a Municipal Cultural Plan. This project is not expected to generate revenue.

- The Stratford Youth Centre program has moved from a leased space at 165 Downie Street to the YMCA of Three Rivers in Stratford. As a result, expenses have been removed from:
 - a) G-721-7200-3030 – Heat (\$2,500)
 - b) G-721-7200-3040 – Hydro (\$3,000)
 - c) G-721-7200-3045 – Water (\$500)
 - d) G-721-7200-5045 – Rent Expense (\$49,000)
 - e) G-721-7200-4040 – Consultants (\$37,250), payment to the YMCA for the service and delivery of the program.

Expenses have been added to:

- f) G-721-7200-4020 – Service Contract (\$50,000) to support the YMCA in the service and delivery of the program.

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

If yes, please review impacts:

Recreation program revenue may be impacted. See above under Significant Variances.

In the event of future waves of COVID-19, outline a list of priorities and services that could be reduced to mitigate impacts on your department's operations:

In the event of future facility closures, some programs and services could be offered online in a virtual environment, similar to strategies and initiatives implemented in 2020/21.



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Recreation - Facilities

Department/Division Overview:

This department oversees the daily operation of the Rotary Complex, Allman arena, Dufferin Arena, Agriplex Tourism/Boathouse and the Splashpad amongst others. It provides capital improvements and preventative maintenance to each of its locations including the new North Shore bathroom and Transit Hub.

Key Activities for 2022:

The purchase of an electric model articulating boom lift will present several benefits including operational cost savings, increase service levels, and expand maintenance operations at several facilities.

\$50,000 added to the operating budget for a detailed facility engineering study and report on National Stadium. This report will provide staff with details on what immediate areas of the facility are required to be upgraded and renovated to ensure safety for all facility users.

Accessibility upgrades are required to seasonal facilities to ensure that facilities comply with the Accessibility for Ontarians with Disabilities Act. Required facility improvements include accessible parking, barrier-free entrances, barrier-free washrooms and changerooms, and exterior paths of travel.

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

How This Work Plan Reflects Council's Strategic Priorities

Renovations and upgrades to facilities including the Rotary Complex, Packham Sports Complex, Milton Tennis Courts and National Stadium will optimize the availability of facilities and increase the flexibility of uses within the facilities.

The Community Facilities Division staff work to continuously research and plan methods and operations to conserve energy to generate facility energy savings.

Significant Variances (2022 proposed budget vs prior year actuals):

The 2021 actuals for expenses such as heat, hydro, water, and sewage are lower than the proposed budget amounts due to provincially mandated facility closures in 2021.

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

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

COVID-19? yes no

If yes, please review impacts:

Meeting rooms and event space in our indoor facilities are currently not being rented to groups other than Huron Perth Public Health and Huron Perth Healthcare Alliance to operate vaccination clinics and the COVID-19 assessment centre.

Capacity limits for indoor facilities are currently in place during the pandemic. This impacts facility rentals and events.

The provincial government proof of vaccination and identification policy has the potential to impact the number of users and renters for indoor recreation facilities. Patrons and users that are not fully vaccinated are not permitted entry and use of facilities.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

The Allman Arena and Dufferin Arena will be closed during the daytime from Monday to Friday with all ice rentals during those times being scheduled at the Rotary Complex. Additional staff is required at facilities for verifying proof of vaccination and identification and performing active screening. Reducing the operational hours at these facilities will present cost savings for wages.

721 RECREATION					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7200 RECREATION PROGRAMS					
G-721-7200-1130 ONTARIO GRANTS	-42,700	-47,700	-54,014	-47,700	-47,700
G-721-7200-1330 ADVERTISING REVENUE	-19,267	-35,000	0	-23,000	-18,000
G-721-7200-1350 REVENUE - RECREATION PROGRAMS	-26,420	-182,500	-48,006	-145,500	-111,000
G-721-7200-1355 REVENUE- ACTIVE ADULTS	0	0	20,035	0	0
G-721-7200-1770 RECOVERABLES	-1,135	0	0	0	0
G-721-7200-2100 FULL TIME SALARIES & WAGES	295,841	340,340	269,025	290,570	327,490
G-721-7200-2110 PART TIME SALARIES & WAGES	3,009	129,600	46,591	131,820	135,560
G-721-7200-2500 F.T. BENEFITS	85,403	100,550	80,051	89,300	102,410
G-721-7200-2510 P.T. BENEFITS	165	10,810	3,496	10,780	11,310
G-721-7200-3010 CLOTHING	0	0	0	0	5,550
G-721-7200-3030 HEAT	1,637	2,500	756	2,500	0
G-721-7200-3040 HYDRO	1,548	3,500	874	3,000	0
G-721-7200-3045 WATER/SEWAGE	549	500	242	500	0
G-721-7200-3050 MATERIALS	7,873	12,500	20,094	12,500	16,500
G-721-7200-3070 OFFICE SUPPLIES & PAPER	0	0	0	0	2,500
G-721-7200-3082 GOLF TOURNAMENT	181	0	0	0	0
G-721-7200-3090 PHOTOCOPIER EXPENSE	901	4,000	463	4,000	1,560
G-721-7200-3120 MEAL & MEETING COSTS	0	1,500	0	1,500	1,500
G-721-7200-4010 ADVERTISING	29,480	39,000	11,072	44,000	45,000
G-721-7200-4020 SERVICE CONTRACTS	0	0	0	0	50,000
G-721-7200-4035 CONFERENCES - ACCOMMODATIONS	0	0	0	3,000	3,000
G-721-7200-4036 CONFERENCES - EXPENSES	0	0	0	3,000	1,500
G-721-7200-4037 CONFERENCES - REGISTRATION	0	0	0	2,000	2,000
G-721-7200-4038 CONFERENCES - TRAVEL/MILEAGE	0	0	0	0	1,000
G-721-7200-4040 CONSULTANTS	49,198	57,520	41,876	52,250	16,000
G-721-7200-4050 CONTRACTORS	0	0	0	0	5,000
G-721-7200-4095 MAINTENANCE CONTRACTS	53	22,000	21,677	25,000	25,000
G-721-7200-4097 MEMBERSHIPS	3,185	2,500	1,759	2,500	2,700
G-721-7200-4120 TELEPHONE - CELL PHONES	3,825	4,620	2,750	3,000	3,000

721 RECREATION					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-721-7200-4142 TRAINING - EXPENSES	191	1,000	0	1,000	1,000
G-721-7200-4150 MILEAGE	737	1,000	123	3,500	2,000
G-721-7200-4160 SPECIAL PROJECTS	0	0	0	0	115,000
G-721-7200-4164 SPECIAL EVENTS	10,434	40,600	15,521	40,600	40,000
G-721-7200-5045 RENT EXPENSE	43,416	46,870	32,562	49,000	0
Total 7200 RECREATION PROGRAMS	448,104	555,710	466,947	559,120	739,880
7300 RECREATION FACILITIES					
G-721-7300-1350 RECREATION PROGRAM REVENUE	-25,864	-41,200	0	-42,440	-42,440
G-721-7300-1460 RECREATIONAL FACILITY RENTAL	-219,414	-284,020	-89,126	-246,900	-245,870
G-721-7300-1461 REVENUE- ICE RENTALS	-846,523	-1,367,110	-189,605	-1,077,060	-1,077,060
G-721-7300-1462 REVENUE- HALL RENTALS	-37,489	-212,180	-87,265	-118,000	-118,000
G-721-7300-1463 REVENUE - LIONS POOL	-28,037	-144,200	-61,082	-118,830	-129,000
G-721-7300-1770 RECOVERABLES	-30,324	-296,960	0	-296,960	-336,960
G-721-7300-1810 CONTRIBUTION FROM RESERVE	-32,813	-121,350	0	-121,000	-121,000
G-721-7300-1820 CONTRIBUTION FROM RESERVE FUND	-121,346	0	0	0	0
G-721-7300-2100 FULL TIME SALARIES & WAGES	1,101,645	1,228,720	1,075,372	1,310,260	1,318,620
G-721-7300-2110 PART TIME SALARIES & WAGES	261,920	494,630	286,842	557,060	675,650
G-721-7300-2500 F.T. BENEFITS	309,183	345,960	323,953	403,800	414,220
G-721-7300-2510 P.T. BENEFITS	34,285	66,700	31,671	65,970	81,610
G-721-7300-2700 OTHER PAYROLL EXPENSES	647	0	376	0	0
G-721-7300-3010 CLOTHING	9,592	17,500	25,337	18,030	25,000
G-721-7300-3030 HEAT	121,633	130,000	56,706	162,760	162,825
G-721-7300-3040 HYDRO	543,437	630,000	299,320	760,000	747,000
G-721-7300-3045 WATER/SEWAGE	77,417	130,000	91,494	133,970	133,970
G-721-7300-3050 MATERIALS	96,270	98,000	93,450	100,940	100,940
G-721-7300-3070 OFFICE SUPPLIES AND PAPER	4,228	2,750	2,645	3,500	3,500
G-721-7300-3090 PHOTOCOPIER EXPENSE	0	0	0	0	2,400
G-721-7300-3100 POSTAGE	47	0	33	0	50
G-721-7300-3180 VEHICLE - FUEL	6,532	12,000	5,687	13,000	8,000
G-721-7300-3190 VEHICLE - REPAIRS AND MAINTENANCE	11,966	13,500	3,040	6,250	6,250
G-721-7300-4010 ADVERTISING	0	700	0	0	0

721 RECREATION					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-721-7300-4040 CONSULTANTS	0	0	0	0	50,000
G-721-7300-4050 CONTRACTORS	166,249	110,000	102,868	120,000	120,000
G-721-7300-4095 MAINTENANCE CONTRACTS	219,040	230,000	190,759	248,000	248,000
G-721-7300-4097 MEMBERSHIPS	100	0	557	7,730	6,000
G-721-7300-4100 SERVICES - OTHER	108	0	12	0	0
G-721-7300-4107 BUILDING MAINTENANCE	207,278	342,500	106,565	343,720	313,800
G-721-7300-4110 TELEPHONE - BASIC	32,902	30,940	25,719	26,140	24,840
G-721-7300-4120 TELEPHONE- CELLULAR/AIRCARDS	5,740	6,780	4,455	4,860	4,860
G-721-7300-4124 CABLE/SATELLITE	3,458	3,300	2,991	3,300	3,300
G-721-7300-4140 TRAINING- REGISTRATION	3,209	4,300	1,072	4,000	6,000
G-721-7300-4142 TRAINING - EXPENSES	0	2,400	1,812	2,000	2,000
G-721-7300-4155 FACILITY IMPROVEMENTS	49,373	50,000	161,553	70,000	70,000
G-721-7300-5030 INTEREST ON LTD	563,936	561,130	262,617	517,330	561,130
G-721-7300-5035 PRINCIPAL ON LTD	1,016,860	1,017,140	515,456	1,016,890	1,017,140
G-721-7300-7820 TRANSFER TO RESERVE FUNDS	499,788	479,000	150,500	174,000	705,000
G-721-7300-7900 INTERFUNCTIONAL TRANSFER	0	0	367	0	0
Total 7300 RECREATION FACILITIES	4,005,033	3,540,930	3,396,151	4,052,320	4,741,775
TOTAL 721 RECREATION	4,453,137	4,096,640	3,863,098	4,611,440	5,481,655



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G731 Cemetery

Department/Division Overview:

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

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

Key Activities for 2022:

- Cemetery roadwork in various sections
- Historic monument rehabilitation program continuation
- Addition of 128 niches to keep up with demand

How This Work Plan Reflects Council's Strategic Priorities

- Being proactive in planning for continued growth and needs of cemetery patrons

Significant Variances (2022 proposed budget vs prior year actuals):

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

COVID-19? yes no

If yes, please review impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations

731 CEMETERY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
5500 CEMETERY OPERATIONS					
G-731-5500-1470 RENTALS AND LEASES - BURIALS	-364,720	-320,000	-330,462	-380,000	-380,000
G-731-5500-1820 CONTRIBUTION FROM RESERVE FUND	-31,411	0	0	-31,410	-10,000
G-731-5500-1830 CONTRIBUTION FROM TRUST FUND	-79,917	-65,000	0	-65,000	-75,000
G-731-5500-2100 FULL TIME SALARIES & WAGES	288,289	264,690	243,154	269,900	393,800
G-731-5500-2110 PART TIME SALARIES & WAGES	7,923	55,480	27,445	33,950	34,620
G-731-5500-2500 F.T. BENEFITS	82,070	74,660	74,981	80,620	120,080
G-731-5500-2510 P.T. BENEFITS	701	5,070	2,469	3,130	3,250
G-731-5500-3010 CLOTHING	1,705	2,000	551	2,000	2,000
G-731-5500-3030 HEAT	3,407	3,800	1,687	3,800	3,800
G-731-5500-3040 HYDRO	4,467	8,500	2,992	7,000	7,000
G-731-5500-3045 WATER / SEWAGE	5,654	4,500	4,941	8,000	6,000
G-731-5500-3050 MATERIALS	31,838	30,000	32,484	30,000	30,000
G-731-5500-3070 OFFICE SUPPLIES AND PAPER	464	500	471	500	600
G-731-5500-3090 PHOTOCOPIER EXPENSE	765	1,000	700	1,000	1,620
G-731-5500-3100 POSTAGE	343	300	287	300	300
G-731-5500-3140 R & M BUILDING & EQUIPMENT	10,743	8,000	7,961	6,000	8,000
G-731-5500-3180 VEHICLE -FUEL	25,832	20,000	16,881	30,000	30,000
G-731-5500-3190 VEHICLE REPAIRS, MTSE	1,984	16,000	714	16,000	10,000
G-731-5500-4036 CONFERENCES EXPENSES	0	0	152	0	0
G-731-5500-4050 CONTRACTORS	5,656	5,000	10,532	10,000	12,000
G-731-5500-4120 TELEPHONE - CELL PHONES	870	900	570	600	600
G-731-5500-5030 INTEREST ON LTD	3,566	3,520	2,086	3,540	3,520
G-731-5500-5035 PRINCIPAL ON LTD	27,846	27,990	21,265	27,870	27,990
G-731-5500-7810 TRANSFER TO RESERVES	0	0	48,000	64,000	0
G-731-5500-7820 TRANSFER TO RESERVE FUNDS	120,000	120,000	90,000	120,000	230,000
Total 5500 CEMETERY OPERATIONS	148,075	266,910	259,861	241,800	460,180
TOTAL 731 CEMETERY	148,075	266,910	259,861	241,800	460,180



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G750 Transit

Department/Division Overview:

This department provides transit services on 7 routes Monday to Friday not including 3 school specials that run at am/pm peak times. Transit service offers one fixed route on Saturdays with an on-demand service and Sundays also operates an on-demand service with no fixed route.

Key Activities for 2022:

Although overtime/labour costs are being maintained at an acceptable/below level, further monitoring and continued increased utilization of Part time staff will keep this number at a historically low level. Recruiting of new Staff requiring specific skillset will be critical as many of the existing workforce will be reaching retirement status.

Capital expenditures (funded), with approval from both governments could include projects such as electronic fare software and 12 new accessible bus stops.

Operating budget includes \$150,000 for a feasibility study regarding the electrification of our transit fleet and to recognize any power grid upgrades for compatibility. This study will also include route structure, garage and terminal infrastructure, designs, plans, cost estimates and drawings required to expand/upgrade the garage, bus storage and office facilities.

Will also continue to monitor the slow, gradual return of ridership depending on future pandemic additional waves of Covid-19 however it will take some time to see ridership return to pre-pandemic numbers.

How This Work Plan Reflects Council's Strategic Priorities

To promote/market and rebuild ridership post Pandemic and maintain a sustainable transit service, while at the same time promoting the new/continued technology that was introduced in 2021 (Weekend On-Demand and expansion of the GPS-AVL-Real Time Information), potential option of electronic fare payment system and to continue to promote a Customer focused positive service experience.

Significant Variances (2022 proposed budget vs prior year actuals):

The significant budget changes from 2021 will be the continued deep cleaning costs (labour and supplies). We will continue to monitor in 2022 and take advantage of any cost reductions (labor) and service delivery increases throughout the year as per continued past practice.

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

COVID-19? yes no

If yes, please review impacts:

Reduced ridership and reduced fare revenue

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Service reductions could be implemented. Hourly service or an on-demand model could be investigated and introduced (as it is presently used on Saturdays and Sundays). If Schools closed a substantial savings would be recognized as 3 School Special routes would not operate.

750 TRANSIT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3300 REGULAR TRANSIT OPERATING					
G-750-3300-1130 ONTARIO GRANTS	-64,787	0	-841,255	0	-110,000
G-750-3300-1395 TRANSIT FARES	-81,067	-115,000	-90,859	-108,000	-105,000
G-750-3300-1470 TRANSIT BUS PASSES	-310,082	-635,000	-234,537	-520,000	-520,000
G-750-3300-1475 TRANSIT BUS TICKETS	-46,628	-90,000	-51,383	-81,000	-65,000
G-750-3300-1610 SALES- ADVERTISING	-17,621	0	-12,996	-15,000	-18,000
G-750-3300-2100 FULL TIME SALARIES & WAGES	1,091,573	1,184,440	901,557	1,117,070	1,469,280
G-750-3300-2110 PART TIME SALARIES & WAGES	427,259	439,030	364,927	516,510	631,470
G-750-3300-2500 F.T. BENEFITS	345,708	402,090	310,979	428,330	568,220
G-750-3300-2510 P.T. BENEFITS	90,539	118,110	71,262	119,720	62,530
G-750-3300-2700 OTHER PAYROLL EXPENSES	1,894	6,500	2,553	6,500	6,500
G-750-3300-3010 CLOTHING	10,102	12,500	8,779	12,500	12,500
G-750-3300-3020 GOODS PURCHASED FOR RESALE	1,816	30,000	6,340	20,000	20,000
G-750-3300-3030 HEAT	8,836	18,500	5,503	15,000	12,500
G-750-3300-3040 HYDRO	27,140	30,000	16,747	25,000	30,000
G-750-3300-3045 WATER/SEWAGE	4,928	10,500	2,883	8,000	7,500
G-750-3300-3050 MATERIALS	1,225	0	0	0	0
G-750-3300-3070 OFFICE SUPPLIES AND PAPER	1,825	2,000	1,460	2,000	2,200
G-750-3300-3090 PHOTOCOPIER EXPENSE	1,355	1,800	1,073	2,000	4,070
G-750-3300-3100 POSTAGE	25	150	89	150	150
G-750-3300-3110 PRINTING	0	8,000	416	5,000	5,000
G-750-3300-3140 R&M - BUILDINGS AND EQUIPMENT	14,526	14,500	14,091	15,000	20,000
G-750-3300-3170 UNIFORMS	0	3,850	0	4,000	4,000
G-750-3300-4010 ADVERTISING	415	1,000	1,429	2,000	2,500
G-750-3300-4020 SERVICE CONTRACTS	7,873	15,000	10,380	15,000	16,750
G-750-3300-4036 CONFERENCES - EXPENSES	0	1,500	0	1,500	1,500
G-750-3300-4038 CONFERENCE - MILEAGE/TRAVEL	0	250	0	250	300
G-750-3300-4040 CONSULTANTS	0	0	0	0	150,000
G-750-3300-4060 COURIER/FREIGHT	226	7,000	370	2,500	2,500
G-750-3300-4095 ANNUAL SERVICE CONTRACTS	0	0	49,798	55,000	85,000

750 TRANSIT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-750-3300-4097 MEMBERSHIPS	4,074	5,000	5,129	5,000	5,500
G-750-3300-4105 SNOW REMOVAL	56,629	75,000	47,064	75,000	100,000
G-750-3300-4107 BUIDLING MAINTENANCE	5,512	10,000	8,933	10,000	11,000
G-750-3300-4120 TELEPHONE - CELL PHONES	3,975	3,660	9,233	8,100	11,710
G-750-3300-4142 TRAINING - EXPENSES	0	0	0	1,000	1,000
G-750-3300-5010 BANK, COLLECTION AND CREDIT CARD CH	30	0	0	0	0
G-750-3300-5030 INTEREST ON LTD	35,167	32,320	16,533	32,520	32,320
G-750-3300-5035 PRINCIPAL ON LTD	74,579	74,530	37,289	74,580	74,530
G-750-3300-7820 TRANSFER TO RESERVE FUND	180,000	180,000	0	0	0
G-750-3300-7900 INTERFUNCTIONAL TRANSFER	0	0	9,936	0	0
Total 3300 REGULAR TRANSIT OPERATING	1,877,046	1,847,230	673,723	1,855,230	2,532,530
3310 COMMUNITY TRANSPORTATION					
G-750-3310-1130 ONTARIO GRANTS	0	0	-461,960	-375,821	-440,017
G-750-3310-1395 FARE REVENUE	0	0	-18,632	-10,000	-18,500
G-750-3310-1770 RECOVERABLES	0	0	0	-217,665	-212,654
G-750-3310-4010 ADVERTISING	0	0	12,969	37,650	40,000
G-750-3310-4020 SERVICE CONTRACT	0	0	523,540	659,405	699,000
G-750-3310-4090 LEGAL	0	0	1,247	15,264	20,000
Total 3310 COMMUNITY TRANSPORTATION	0	0	57,164	108,833	87,829
TOTAL 750 TRANSIT	1,877,046	1,847,230	730,887	1,964,063	2,620,359



2022 OPERATING BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G751 Parallel Transit

Department/Division Overview:

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

Key Activities for 2022:

A 2nd replacement Mobility bus has been approved for 2021 through an ICIP Capital funded project. Although overtime is being maintained at an acceptable level, further monitoring and continued increased utilization of Part time staff will keep this number at a historically low level. Will also continue to monitor the gradual return of ridership depending on future pandemic additional waves of Covid-19. Presently, ridership continues to be at approximately 50%. Investigate an on demand model for this service in an attempt to bridge the gap due to no accessible taxi service in the City of Stratford.

How This Work Plan Reflects Council’s Strategic Priorities

To improve ways to get around the City which includes a sustainable mobility service delivery that are accessible to people of all levels of ability and to show genuine interest in the well-being of everyone in the community and to demonstrate compassion in our work.

Significant Variances (2022 proposed budget vs prior year actuals):

The significant budget changes from 2021 will be the continued deep cleaning costs (labour and supplies). We will continue to monitor in 2022 and take advantage of any cost reductions (labor) and service delivery increases throughout the year as per continued past practice due to below average ridership based on future responses to the pandemic.

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

COVID-19? yes no

If yes, please review impacts:

Potential reduced ridership and reduced fares

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

Service/Labour cuts could be further implemented. A new on demand model could be introduced in 2022 dependant on up-to-date information regarding status of the Pandemic.

751 PARALLEL TRANSIT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3350 PARALLEL TRANSIT					
G-751-3350-1130 ONTARIO GRANTS	0	0	-50,000	0	0
G-751-3350-1395 TRANSIT FARES	-20,509	-50,000	-19,203	-36,500	-38,500
G-751-3350-2100 FULL TIME SALARIES & WAGES	225,501	151,610	200,541	157,450	247,460
G-751-3350-2110 PART TIME SALARIES & WAGES	117,284	147,370	89,616	153,430	163,590
G-751-3350-2500 F.T. BENEFITS	72,980	49,460	68,717	53,730	87,030
G-751-3350-2510 P.T. BENEFITS	27,286	34,340	22,628	38,720	42,100
G-751-3350-2700 OTHER PAYROLL EXPENSES	523	1,500	116	1,500	1,500
G-751-3350-3010 CLOTHING	4,799	4,500	2,090	4,500	4,500
G-751-3350-3070 OFFICE SUPPLIES AND PAPER	963	1,400	1,124	1,400	1,500
G-751-3350-3100 POSTAGE	54	200	9	200	200
G-751-3350-3110 PRINTING	0	500	353	500	600
G-751-3350-3140 R&M - BUILDINGS AND EQUIPMENT	850	1,500	1,147	2,000	2,500
G-751-3350-4010 ADVERTISING	0	1,000	432	1,000	1,000
G-751-3350-4036 CONFERENCES - EXPENSES	0	1,500	0	1,500	1,500
G-751-3350-4097 MEMBERSHIPS	1,119	1,600	1,335	1,600	1,600
G-751-3350-4120 TELEPHONE - CELL PHONES	480	480	275	300	300
G-751-3350-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	0	300	0	300	300
G-751-3350-7820 TRANSFER TO RESERVE FUND	20,000	20,000	0	0	0
Total 3350 PARALLEL TRANSIT	451,330	367,260	319,180	381,630	517,180
TOTAL 751 PARALLEL TRANSIT	451,330	367,260	319,180	381,630	517,180



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G100 General Revenues

Department/Division Overview:

This budget contains taxation revenue in accordance with our returned tax roll and payment-in-lieu (PIL) revenue from institutional and government-owned properties within the City.

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

Key Activities for 2022:

There are no planned activities for this division.

How This Work Plan Reflects Council's Strategic Priorities

N/A

Significant Variances (2022 proposed budget vs prior year actuals):

In 2021, Festival Hydro reduced the dividends declared, and this is expected to continue as they face Covid-recovery activities. Preliminary discussions indicate that further decreases are not expected, and with recovery, these could be expected to increase in future years.

	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Estimated
FHI Interest on Demand Loan \$15,600,000 @ 7.25%	1,131,000	1,131,000	1,131,000	1,131,000	1,131,000
FHSI Interest on Demand Loan \$372,000 @ 7.5%	27,900	27,900	27,900	27,900	27,900
FHI Common Share Dividend	686,100	686,100	686,100	280,828	280,828
FHI Preferred Share Dividend	305,000	305,000	305,000	124,817	124,817
FHSI Common Share Dividend	0	0	0	0	0
TOTALS	\$2,150,000	\$2,150,000	\$2,150,000	\$1,564,545	\$1,564,545

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

Dividends could be impacted further although this is not anticipated at this time.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

N/A

100 TAXATION & GENERAL REVENUES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1010 TAXATION, GENERAL GRANTS, FEST					
G-100-1010-1010 REG RESIDENTIAL & FARM	-45,168,326	-45,534,700	-46,411,519	-46,474,055	-50,489,716
G-100-1010-1020 REG COMMERCIAL & INDUSTRIAL	-17,032,189	-16,665,810	-17,042,413	-16,983,344	-18,450,815
G-100-1010-1040 LOCAL IMPROVEMENT CHARGES	0	0	-12,168	0	0
G-100-1010-1042 TAXATION - AREA OPENINGS	-22,070	-19,500	-22,642	-19,500	-19,500
G-100-1010-1044 TAXATION CITY CENTRE	0	0	-290,750	0	0
G-100-1010-1050 TAXATION - STRATFORD GENERAL HOSPITAL	-22,200	-22,000	-22,200	-22,000	-22,200
G-100-1010-1055 TAXATION- UNIVERSITY OF WATERLOO	-34,125	-15,600	-36,075	-34,000	-36,075
G-100-1010-1060 TAXATION - PERTH COUNTY JAIL	-3,750	-3,750	-3,000	-3,750	-3,000
G-100-1010-1070 TAXATION - RAILWAYS	-6,124	-5,900	-10,870	-5,910	-5,910
G-100-1010-1080 EDUCATION PORTION PIL	-169,783	-170,650	0	-169,780	-169,780
G-100-1010-1710 FESTIVAL HYDRO DIVIDENDS/INTEREST	-1,759,710	-2,150,000	-1,158,626	-1,654,450	-1,658,900
Total 1010 TAXATION, GENERAL GRANTS, FEST	-64,218,277	-64,587,910	-65,010,263	-65,366,789	-70,855,896
TOTAL 100 TAXATION AND GENERAL REVENUES	-64,218,277	-64,587,910	-65,010,263	-65,366,789	-70,855,896



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G121 City Clerk

Department/Division Overview:

The Clerk’s Office provides support services to Council, committees and city departments. The Clerk’s Office also provides corporate document records management services, administers municipal and school board elections, and delivers provincially delegated services to the public such as vital statistics, licensing, civil ceremonies, and commissioning of documents.

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

Key Activities for 2022:

- Administering the 2022 Municipal and School Board Election.
- Council orientation program development.
- Implementation of a new records management system in the Clerk’s Office and review of current policies, procedures and by-laws related to records management.
- Continued implementation of web casting initiative for Council, Committee and Sub-committee meetings.
- Providing support to the Office of the Integrity Commissioner.
- Implementing strategic plan direction and council initiatives.

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

How This Work Plan Reflects Council’s Strategic Priorities

This plan will increase communication and awareness of items considered by council through the web casting initiative. As noted above, most services provided by the Clerk’s Office are prescribed in legislation.

Significant Variances (2022 proposed budget vs prior year actuals):

There is a continuing trend of revenue loss as a result of service and demand changes. Cost for processing MFIPPA requests continues to increase. Additional expenses related to the temporary patio boardwalk program have been added, including installation, removal and maintenance.

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

COVID-19? yes no

If yes, please review impacts:

Certain services, such as marriage licencing, commissioning and civil ceremonies, continue to be held by appointment only and at a reduced frequency. This has resulted in less revenue being generated by the City for offering these services. Should a lockdown be required these services would be suspended until City administration offices re-open.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

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

121 CITY CLERK					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1126 CITY CLERK'S ADMINISTRATION					
G-121-1126-1405 CLERKS USER FEES- RENTALS/FOI/COMM.	-17,133	-17,000	-15,545	-17,000	-17,000
G-121-1126-1434 CLERKS - ADMIN FEE	-331	-1,000	-431	-1,000	-500
G-121-1126-1435 CLERK - COMMISSIONING	-1,325	-3,900	-625	-3,900	-3,900
G-121-1126-1437 CLERK - FREEDOM OF INFORMATION	-418	-1,000	-368	-1,000	-1,000
G-121-1126-1438 CLERK- CIVIL CEREMONY	-8,555	-14,000	-4,800	-14,000	-14,000
G-121-1126-1439 CLERK - ENCROACHMENT FEE	-1,097	-16,500	-569	-16,500	-16,500
G-121-1126-1441 CLERK - MARRIAGE LICENCE	-11,875	-30,000	-5,150	-30,000	-30,000
G-121-1126-1442 CLERK - LOTTERY LICENCE	-28,690	-54,000	-21,670	-54,000	-54,000
G-121-1126-1443 CLERK - PET LICENCING	-834	-2,200	-1,660	-2,000	-2,000
G-121-1126-1444 CLERK - BUSINESS LICENCES	-7,621	-32,000	-10,093	-32,000	-30,000
G-121-1126-1900 INTERFUNCTIONAL TRANSFERS	0	-32,000	0	0	0
G-121-1126-2100 FULL TIME SALARIES & WAGES	326,593	434,970	344,530	414,500	417,970
G-121-1126-2110 PART TIME SALARIES & WAGES	2,079	0	23,136	0	0
G-121-1126-2500 F.T. BENEFITS	97,332	133,250	100,336	129,310	133,020
G-121-1126-2510 P.T. BENEFITS	389	0	6,656	0	0
G-121-1126-3050 MATERIALS	635	15,600	1,167	13,600	13,600
G-121-1126-3070 OFFICE SUPPLIES AND PAPER	2,791	3,100	2,716	3,200	3,000
G-121-1126-3090 PHOTOCOPIER EXPENSE	3,365	6,000	2,084	6,000	4,030
G-121-1126-3100 POSTAGE	799	4,000	710	4,000	2,000
G-121-1126-3110 PRINTING	0	1,000	0	1,000	1,000
G-121-1126-3130 PUBLICATIONS & SUBSCRIPTIONS	1,900	1,500	911	1,500	1,500
G-121-1126-4035 CONFERENCES- ACCOMMODATIONS	0	1,500	0	1,500	1,500
G-121-1126-4036 CONFERENCES - EXPENSES	0	300	0	300	300
G-121-1126-4037 CONFERENCES - REGISTRATION	0	1,500	0	1,500	1,500
G-121-1126-4038 CONFERENCES- TRAVEL/MILEAGE	0	600	0	600	600
G-121-1126-4040 CONSULTANTS	5,128	0	0	0	0
G-121-1126-4050 CONTRACTORS	0	0	27,156	0	22,500
G-121-1126-4060 COURIER/FREIGHT	4,004	3,200	2,067	3,200	3,200
G-121-1126-4090 LEGAL	16,243	30,000	17,472	30,000	30,000

121 CITY CLERK					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-121-1126-4097 MEMBERSHIPS	824	1,500	824	1,500	1,500
G-121-1126-4110 TELEPHONE	1,740	1,740	1,348	1,470	1,400
G-121-1126-4120 CELL PHONES	825	900	50	600	0
G-121-1126-4130 TOWN CRIER	29,923	25,000	25,052	25,000	30,000
G-121-1126-4140 TRAINING - REGISTRATION	941	5,500	3,450	5,500	6,000
G-121-1126-4141 TRAINING - MILEAGE	0	500	0	500	500
G-121-1126-4142 TRAINING - EXPENSES	0	500	0	500	500
G-121-1126-4150 TRAVEL/MILEAGE - EXCL CONFERENCE	53	500	0	500	500
G-121-1126-5010 BANK, COLLECTION-over/short	5	50	46	50	50
G-121-1126-7900 INTERFUNCTIONAL	6,400	0	0	0	0
G-121-1126-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	1,500	0	1,500	1,500
Total 1126 CITY CLERK'S ADMINISTRATION	424,090	470,610	498,800	475,930	508,770
1128 ELECTION SERVICES					
G-121-1128-1810 TRANSFER FROM RESERVES	0	0	0	0	-279,000
G-121-1128-3050 MATERIALS	2,239	5,000	2,239	5,000	189,000
G-121-1128-4040 CONSULTANTS	0	0	0	0	35,000
G-121-1128-7810 TRANSFER TO RESERVES	55,000	55,000	41,250	55,000	55,000
Total 1128 ELECTION SERVICES	57,239	60,000	43,489	60,000	0
TOTAL 121 CITY CLERK	481,329	530,610	542,289	535,930	508,770



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G131 Financial & Treasury

Department/Division Overview:

The Finance & Treasury Division includes six core functions: Finance, Taxation, Purchasing, Payroll, Customer Switchboard and Corporate Budget. Corporate Services administration is also included in this budget. Approximately 83% of total expenditures are salaries and benefits since this area is service-oriented.

Key Activities for 2022:

There is a focus to tidy up some outstanding administrative matters in Finance that are due to a combination of factors. Staff absences, turnover over the past few years and recovering from 'service creep' – a phenomenon where reporting requirements have 'creeped' up without a corresponding analysis of staff time required for certain functions.

Further, there will continue to be challenges as new staff are trained.

How This Work Plan 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.

Significant Variances (2022 proposed budget vs prior year actuals):

No significant variances (1.98% increase). Changes due to staffing costs offset by other administrative efficiencies anticipated.

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

COVID-19? yes no

Service delivery for financial support continues to pivot and shift to different delivery models (additional payment methods, changes in work structures). Staff continue to adapt to these changes.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

None anticipated.

131 FINANCE & TREASURY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1132 TREASURY ADMINISTRATION					
G-131-1132-1360 INTEREST ON A/R ACCOUNTS	-4,370	-6,000	-4,843	-4,000	-4,300
G-131-1132-1380 TAX CERTIFICATES	-27,835	-25,000	-22,020	-24,000	-24,000
G-131-1132-1770 RECOVERABLES	-5,121	-4,760	-20	-4,760	-15,200
G-131-1132-1810 CONTRIBUTION FROM RESERVE	-28,829	-88,000	0	-50,000	0
G-131-1132-1900 INTERFUNCTIONAL TRANSFERS	-320,550	-320,550	-320,550	-320,550	-320,550
G-131-1132-2100 F.T. SALARIES & WAGES	923,183	1,008,800	879,369	1,032,440	1,037,700
G-131-1132-2110 PART TIME SALARIES & WAGES	15,244	0	24,431	0	0
G-131-1132-2500 F.T. BENEFITS	246,691	283,000	223,062	300,590	308,160
G-131-1132-2510 P.T. BENEFITS	1,385	0	2,312	0	0
G-131-1132-3050 MATERIALS	1,261	5,000	326	5,000	2,500
G-131-1132-3070 OFFICE SUPPLIES AND PAPER	10,436	15,900	11,597	15,900	14,900
G-131-1132-3090 PHOTOCOPIER EXPENSE	3,882	4,500	2,521	4,500	5,450
G-131-1132-3100 POSTAGE	27,670	28,000	26,525	32,000	24,000
G-131-1132-3120 MEETING COSTS	0	1,000	300	1,000	1,000
G-131-1132-3130 PUBLICATIONS & SUBSCRIPTIONS	1,411	1,250	137	1,250	1,400
G-131-1132-4010 ADVERTISING	254	0	0	250	250
G-131-1132-4020 SERVICE CONTRACTS	0	0	0	550	550
G-131-1132-4030 AUDIT	55,000	55,000	0	52,500	52,500
G-131-1132-4040 CONSULTANTS	120,112	145,000	28,708	125,000	110,000
G-131-1132-4095 MAINTENANCE CONTRACTS	11,164	38,000	1,982	22,860	19,500
G-131-1132-4097 MEMBERSHIPS	5,427	6,500	4,607	6,500	9,250
G-131-1132-4110 TELEPHONE - BASIC	9,857	4,880	4,307	4,120	3,920
G-131-1132-4120 TELEPHONE - CELL PHONES	825	900	900	600	1,200
G-131-1132-4140 TRAINING	3,159	16,000	7,135	16,000	16,000
G-131-1132-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	41	200	924	200	500
G-131-1132-9010 OFFICE EQUIPMENT AND FURNISHINGS	11,517	10,000	661	10,000	7,500
Total 1132 TREASURY ADMINISTRATION	1,061,814	1,179,620	872,371	1,227,950	1,252,230

131 FINANCE & TREASURY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1136 TAX SERVICES ADMINISTRATION					
G-131-1136-4090 LEGAL	-25	0	1,931	0	0
Total 1136 TAX SERVICES ADMINISTRATION	-25	0	1,931	0	0
TOTAL 131 FINANCE & TREASURY	1,061,789	1,179,620	874,302	1,227,950	1,252,230



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G134 Information Technology

Department/Division Overview:

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

Key Activities for 2022:

- Network Enhancements
- Security Enhancements
- Citizen Portal

How This Work Plan Reflects Council’s Strategic Priorities

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

Significant Variances (2022 proposed budget vs prior year actuals):

To be determined.

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

COVID-19? **yes** **no**

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

If yes, please review impacts:

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

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

IT services, resources and usage will increase if there are future waves of COVID-19.

134 INFORMATION TECHNOLOGY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1230 IT ADMINISTRATION					
G-134-1230-1770 RECOVERABLES	-841	0	-109	0	0
G-134-1230-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	0	0	-92,300
G-134-1230-1900 INTERFUNCTIONAL	0	0	-6,400	-6,400	0
G-134-1230-2100 FULL TIME SALARIES & WAGES	319,013	319,100	333,266	325,470	627,626
G-134-1230-2110 P.T. SALARIES AND WAGES	36,519	37,600	25,832	38,800	38,800
G-134-1230-2500 F.T. BENEFITS	84,111	87,720	94,283	90,960	179,263
G-134-1230-2510 P.T. BENEFITS	8,468	9,630	5,143	10,080	10,280
G-134-1230-3070 OFFICE SUPPLIES AND PAPER	175	600	66	1,000	1,000
G-134-1230-3120 MEALS & MEETING COSTS	0	0	56	0	0
G-134-1230-4020 SERVICE CONTRACTS	225,297	248,700	145,975	248,700	0
G-134-1230-4035 CONFERENCES - ACCOMMODATIONS	0	10,000	0	6,000	6,000
G-134-1230-4037 CONFERENCES - REGISTRATION	0	0	198	5,900	5,900
G-134-1230-4038 CONFERENCES - TRAVEL/MILEAGE	0	0	0	2,300	2,300
G-134-1230-4097 MEMBERSHIPS	454	4,000	0	4,000	4,000
G-134-1230-4140 TRAINING - REGISTRATION	630	6,000	1,212	6,000	6,000
Total 1230 IT ADMINISTRATION	673,826	723,350	599,522	732,810	788,869
1232 IT SERVICES - OUTSIDE AGENCIES					
G-134-1232-1770 RECOVERABLES	-8,400	0	-7,700	0	-8,400
Total 1232 IT SERVICES - OUTSIDE AGENCIES	-8,400	0	-7,700	0	-8,400
1234 IT MAINTENANCE & SUPPORT					
G-134-1234-1425 IT MAINTENANCE	-4,819	0	-4,418	0	0
G-134-1234-1770 RECOVERABLES	-37,709	-9,620	-847	-8,100	0
G-134-1234-1900 INTERFUNCTIONAL TRANSFER	-163,914	-176,600	-185,757	-186,800	-189,720
G-134-1234-3090 PHOTOCOPIES	96	650	90	650	1,280
G-134-1234-4040 CONSULTANTS	119,772	60,000	0	60,000	0
G-134-1234-4095 SUPPORT & MAINTENANCE CONTRACTS	635,643	621,990	500,883	818,390	872,807
G-134-1234-4110 TELEPHONE - BASIC	1,390	1,390	1,077	1,170	1,120
G-134-1234-4115 TELEPHONE - LONG DISTANCE	1,119	0	869	0	0
G-134-1234-4120 TELEPHONE - CELL PHONES	-41,066	-13,140	-28,605	2,000	2,000

134 INFORMATION TECHNOLOGY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-134-1234-4122 DATA TELECOMMUNICATIONS	60,614	66,540	53,183	66,540	67,870
G-134-1234-4125 INTERNET	12,211	13,800	11,194	13,800	13,800
G-134-1234-7820 TRANSFER TO RESERVE FUNDS	155,570	155,570	116,679	155,570	155,570
G-134-1234-9010 OFFICE EQUIPMENT & FURNISHINGS	0	0	2,358	0	0
G-134-1234-9030 EQUIPMENT PURCHASES FOR OTHER DEPTS	69,516	0	8,947	0	0
Total 1234 IT MAINTENANCE & SUPPORT	808,423	720,580	475,653	923,220	924,727
TOTAL 134 INFORMATION TECHNOLOGY	1,473,849	1,443,930	1,067,475	1,656,030	1,705,196



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G135 Parking

Department/Division Overview:

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

A significant achievement of the division in 2021 was the implementation of a mobile parking payment solution with HotSpot. Staff continue to review data and usage in comparison to other parking infrastructure and will continue to explore additional features available through HotSpot.

Key Activities for 2022:

- Complete improvements to Downie Lot
- Continue review for improvements to Erie Lot
- Continue implementation of the Smart Parking Project
- Initiate EV charging station expansion project
- Review of an Overnight Parking Strategy

How This Work Plan Reflects Council's Strategic Priorities

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

Significant Variances (2022 proposed budget vs prior year actuals):

Significant variances in the 2022 proposed budget are mainly related to three items:

1. An increase in the rate from the City's contractor providing parking enforcement officers;
2. A proposed project to expand the number of EV charging stations in the downtown core. This comes with ongoing operating costs related to support and data of each unit.
3. Restarting the Smart Parking Project. This comes with ongoing operating costs related to support and data of each unit.

These variances will be funded through the parking reserve and do not impact the tax levy.

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

COVID-19? yes no

If yes, please review impacts:

Any decisions made which may impact the cost of parking, such as offering free parking or providing for programs or services which reduce available parking, will ultimately impact the revenue which can be collected in 2022.

The reserve transfer has been reduced to zero for 2022 to reflect the anticipated revenue reductions.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

- Reduce preferred parking enforcement officer complement from 4 to 3. Would have an impact on providing enforcement provisions outside of the downtown core.

135 PARKING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3411 PARKING CONTROL ADMINISTRATION					
G-135-3411-1335 PARKING REVENUE - PERMITS	-413,607	-1,930,000	-441,146	-1,930,000	-1,000,000
G-135-3411-1480 PARKING TICKET/FINES/HOOD RENTAL	-119,207	-170,000	-98,865	-170,000	-132,000
G-135-3411-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	-7,321	0	0
G-135-3411-2100 FULL TIME SALARIES & WAGES	84,903	55,510	79,282	82,965	82,540
G-135-3411-2500 FULL TIME BENEFITS	30,830	21,100	30,043	29,440	26,270
G-135-3411-3040 HYDRO	423	500	407	2,000	1,750
G-135-3411-3050 MATERIALS	2,856	7,200	3,875	7,200	6,200
G-135-3411-3070 OFFICE SUPPLIES AND PAPER	2,232	8,700	6,273	8,700	9,500
G-135-3411-3090 PHOTOCOPIER EXPENSE	0	1,000	0	1,000	1,000
G-135-3411-3100 POSTAGE	2,812	3,500	2,109	3,500	3,000
G-135-3411-3180 VEHICLE - FUEL	1,718	0	1,139	0	1,500
G-135-3411-4010 ADVERTISING	382	1,000	419	1,000	750
G-135-3411-4020 SERVICE CONTRACTS	4,608	0	12,171	0	0
G-135-3411-4040 CONSULTANTS	0	10,000	0	10,000	10,000
G-135-3411-4050 CONTRACTORS	109,838	187,570	132,728	194,000	217,000
G-135-3411-4060 COURIER FES	43	0	0	0	0
G-135-3411-4090 LEGAL	0	3,000	307	3,000	3,000
G-135-3411-4095 MAINTENANCE CONTRACTS	23,201	76,800	35,334	79,700	83,090
G-135-3411-4110 TELEPHONE	700	700	542	590	560
G-135-3411-4120 TELEPHONE - CELL PHONE	3,250	3,600	3,479	3,250	3,850
G-135-3411-5010 BANK, COLLECTION, CREDIT CARD FEES	8,453	7,700	-737	10,720	11,000
G-135-3411-7820 TRANSFER TO RESERVE FUNDS	929,420	929,420	688,227	917,635	0
G-135-3411-7900 INTERFUNCTIONAL TRANSFER	37,885	137,200	142,500	105,300	146,260
Total 3411 PARKING CONTROL ADMINISTRATION	710,740	-645,500	590,766	-640,000	-524,730

135 PARKING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3450 PARKING LOT FACILITIES					
G-135-3450-3050 MATERIALS	294	10,000	0	10,000	10,000
G-135-3450-4050 CONTRACTORS	300	25,000	0	25,000	15,000
G-135-3450-5040 RENTAL OF BLDG, MACHINERY & EQUIPME	30,000	35,500	25,000	30,000	35,500
Total 3450 PARKING LOT FACILITIES	30,594	70,500	25,000	65,000	60,500
Total 135 PARKING	741,334	-575,000	615,766	-575,000	-464,230



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G136 Crossing Guards

Department/Division Overview:

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

Key Activities for 2022:

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

How This Work Plan Reflects Council’s Strategic Priorities

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

Significant Variances (2022 proposed budget vs prior year actuals):

Slight increase in the hourly rates from the City’s contractor providing crossing guard services.

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

COVID-19? yes no

If yes, please review impacts:

If schools return to remote learning only, then the need for crossing guard services will decrease.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

- Temporary layoff of crossing guards if schools return to remote learning only.

136 CROSSING GUARDS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3192 CROSSING GUARD PROTECTION					
G-136-3192-3050 MATERIALS	561	1,600	0	1,600	1,600
G-136-3192-4050 CONTRACTORS	135,028	218,880	108,686	220,815	236,610
G-136-3192-9030 EQUIPMENT PURCHASES	3,503	5,000	190	5,000	4,700
Total 3192 CROSSING GUARD PROTECTION	139,092	225,480	108,876	227,415	242,910
TOTAL 136 CROSSING GUARDS					
	139,092	225,480	108,876	227,415	242,910



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G139 General Government

Department/Division Overview:

This budget reflects general corporate revenue and expenditures. Significant items include supplemental taxes and write-offs, debt repayments not included in specific departmental allocations, interest income, Provincial Offences Act (POA), Insurance.

Key Activities for 2022:

N/A

How This Work Plan Reflects Council’s Strategic Priorities

N/A

Significant Variances (2022 proposed budget vs prior year actuals):

Insurance premiums had a significant increase in 2021 (34%). The preliminary estimate on the 2022 renewal is 10%, reflecting low claims history and more stable market conditions.

Investment income continues to be a stable source of revenues with little variance. Despite interest rates decreasing, our bank and investment balances remained sufficient to absorb this decrease in rates. If reserves are significantly depleted, this revenue line could drop, but based on the proposed 2022 budget, there isn’t a significant change expected.

Tax Stabilization Reserve is used to assist with one-time variances in the budgeted expenditures. It is comprised of prior year surpluses that have not otherwise been allocated for specific purposes. In 2021, there was a \$500,000 transfer from this reserve to subsidize increased levy costs. In 2022, staff are proposing using \$1,000,000. Since the effects of increased costs of staffing and other items due to Covid is still ongoing and funding for these costs is not recurring, using the reserve for this purpose is still considered appropriate. It should be noted, however, that dependence on this reserve for operating cost increases that are permanent in nature is not recommended.

Supplemental taxes and write-offs tend to substantially offset each other. More significant write-offs typically occur during years of phased-in increases from MPAC when ratepayers appeal their valuations. As there has not been a reassessment from MPAC in the past two years, the amount of write-offs is expected to be similar to 2021. Supplemental taxation comes from previously

omitted assessment being added to the tax roll, and from new building growth added during the year. It is not easy to predict with certainty so estimates are based upon historic activity.

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

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

Transfer to sick reserve fund has been decreased by \$125,000 based on average activity for past three years.

Removed transfer to tax stabilization as a budgeted expense due to previous years' surpluses. Should this reserve decrease to levels below outlined in the reserve fund policy, this transfer can be revisited.

Overall, this division experienced a decrease of 13.3% after utilizing tax stabilization reserves of \$1M.

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

COVID-19? yes no

No impacts known at this time.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

N/A.

139 GENERAL GOVERNMENT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
139 GENERAL GOVERNMENT					
1240 TAXES - INTEREST, SUPPS, ADJUST					
G-139-1240-1045 SUPPLEMENTARIES	-1,084,219	-1,000,000	-1,424,528	-1,000,000	-500,000
G-139-1240-1510 PENALTIES AND INTEREST ON TAXES	-444,682	-402,000	-341,992	-420,000	-420,000
G-139-1240-5050 PROPERTY TAX ADJUSTMENTS	1,872,152	1,000,000	1,295,027	1,000,000	500,000
Total 1240 TAXES - INTEREST, SUPPS, ADJUST	343,251	-402,000	-471,493	-420,000	-420,000
1241 DEBT SERVICING					
G-139-1241-1570 DONATIONS	-35,240	0	-200	0	0
G-139-1241-5010 BANK, COLLECTION AND CREDIT CARD C	283	0	0	0	0
G-139-1241-5030 INTEREST ON LT DEBT	503,700	507,490	413,874	511,220	492,055
G-139-1241-5035 PRINCIPAL REPAYMENT LT DEBT	1,469,674	1,497,840	1,289,040	1,462,140	1,573,150
Total 1241 DEBT SERVICING	1,938,417	2,005,330	1,702,714	1,973,360	2,065,205
1242 CASH MANAGEMENT					
G-139-1242-1560 INVESTMENT AND INTEREST INCOME	-281,800	-320,520	-159,598	-249,750	-253,770
Total 1242 CASH MANAGEMENT	-281,800	-320,520	-159,598	-249,750	-253,770
1244 PROVINCIAL OFFENCES ACT					
G-139-1244-1250 POA REVENUE	-97,460	-151,030	0	-125,000	-441,315
G-139-1244-5010 BANK, COLLECTION & CREDIT CARD CHA	6,617	16,600	10,238	15,000	383,380
Total 1244 PROVINCIAL OFFENCES ACT	-90,843	-134,430	10,238	-110,000	-57,935
1247 EMERGENCY EVENTS					
G-139-1247-1770 RECOVERABLES	-57,000	0	0	0	0
G-139-1247-2110 PART TIME WAGES	0	0	6,993	0	0
G-139-1247-2500 FULL TIME BENEFITS	0	0	67	0	0
G-139-1247-2510 PART TIME BENEFITS	0	0	563	0	0
G-139-1247-3050 MATERIALS	112,166	0	94,315	0	0
G-139-1247-3120 MEETING COSTS	1,730	0	0	0	0
G-139-1247-4010 ADVERTISING	1,287	0	0	0	0
G-139-1247-4040 CONSULTANTS	14,063	0	0	0	0
G-139-1247-4050 CONTRACTOR	8,955	0	0	0	0
G-139-1247-4060 COURIER/FREIGHT	481	0	0	0	0
G-139-1247-4090 LEGAL	1,389	0	0	0	0

139 GENERAL GOVERNMENT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-139-1247-4107 BUILDING MAINTENANCE	6,821	0	2,163	0	0
G-139-1247-4110 TELEPHONES	1,697	0	0	0	0
G-139-1247-9060 FACILITIES/BUILDINGS	0	0	96,163	0	0
Total 1247 EMERGENCY EVENTS	91,589	0	200,264	0	0
1248 OTHER FINANCIAL SERVICES					
G-139-1248-1130 ONTARIO GRANTS	-2,909,994	0	-588,762	-362,000	0
G-139-1248-1570 DONATIONS	0	0	-15,000	0	0
G-139-1248-1770 RECOVERABLES	-570,078	-14,130	-20,964	-14,100	-14,200
G-139-1248-1810 CONTRIBUTION FROM RESERVES	0	0	0	-500,000	-1,000,000
G-139-1248-1900 INTERFUNCTIONAL TRANSFERS	-111,960	-111,960	-114,210	-114,210	-114,210
G-139-1248-4080 INSURANCE PREMIUMS	609,863	606,920	817,749	814,850	896,335
G-139-1248-4081 INSURANCE CLAIMS - ADJUSTER FEES	10,505	8,000	16,591	10,000	15,000
G-139-1248-4085 INSURANCE CLAIMS	-206,484	216,000	39,220	175,000	175,000
G-139-1248-4090 LEGAL	61,101	85,000	51,769	85,000	75,000
G-139-1248-4100 SERVICES - OTHER	0	0	20,000	0	0
G-139-1248-4164 SPECIAL EVENTS/PROJECTS	193,228	0	46,999	100,000	0
G-139-1248-5010 BANK, COLLECTION AND CREDIT CARD C	33,710	46,500	30,957	42,500	0
G-139-1248-5045 REALTY TAXES	105	0	0	0	0
G-139-1248-7810 TRANSFER TO RESERVES	693,864	550,000	412,500	550,000	350,000
G-139-1248-7820 TRANSFER TO RESERVE FUNDS	1,090,541	0	0	0	0
Total 1248 OTHER FINANCIAL SERVICES	-1,105,599	1,386,330	696,849	787,040	382,925
TOTAL 139 GENERAL GOVERNMENT	895,015	2,534,710	1,978,974	1,980,650	1,716,425



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G513 Industrial Land Servicing

Department/Division Overview:

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

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

Key Activities for 2022:

There are 2 remaining parcels in the Wright Business Park in reserve with pending sale revenues. There are 3 remaining lots in the Crane West Business Park in reserve with pending sale revenues.

Moving of topsoil on one parcel will be required once sale agreement is reached at the City’s cost and this has been included in the budget to be funded from reserve fund. An estimated figure of \$500,000 has been used as this is the estimated upside but the cost could be lower, depending on when during the year the work is completed (season could impact cost).

Any potential acquisitions for property and related costs would be funded from the reserve.

All other City industrial lots are sold, making development of new industrial lands a priority.

How This Work Plan Reflects Council’s Strategic Priorities

Developing our Resources

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

Widening our Economic Opportunities

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

Significant Variances (2022 proposed budget vs prior year actuals):

No significant variances.

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

COVID-19? yes no

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

N/A

513 INDUSTRIAL LAND SERVICING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
5130 ADMIN					
G-513-5130-1750 LAND SALES	-1,572,300	-2,390,000	-658,019	0	0
G-513-5130-1820 CONTRIBUTION FROM RESERVE FUND	-400,604	-400,540	0	-391,080	-949,840
G-513-5130-4050 CONTRACTORS	192,849	0	9,396	0	500,000
G-513-5130-4090 LEGAL	36,260	0	17,932	0	0
G-513-5130-5030 INTEREST ON LTD	69,078	68,800	31,150	59,290	118,090
G-513-5130-5035 PRINCIPAL ON LTD	331,758	331,740	174,753	331,790	331,750
G-513-5130-7820 TRANSFER TO RESERVE FUND	1,342,707	2,390,000	0	0	0
Total 5130 ADMIN	-252	0	-424,788	0	0
Total 513 INDUSTRIAL LAND SERVICING	-252	0	-424,788	0	0



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G810 Requisitions from Others

Department/Division Overview:

This budget reflects required payments made to outside agencies. The costs included in this budget are apportioned in different ways based on specific agreements or legislation.

Key Activities for 2022:

Municipal Property Assessment Services (MPAC):

- Cost is based on legislated provincial assessment apportionment. MPAC is keeping their 2022 request at the 2021 level.

Huron Perth Public Health (HPPH), Ambulance Services and Spruce Lodge:

- Cost shared between the City of Stratford, the County of Perth and Town of St. Marys, based on weighted assessment. In 2023, there may be an adjustment to the funding split, from 80/20 to 70/30 but as of 2022, there isn't an expected change to the proposed budget, other than the figures presented.

Stratford-Perth Archives:

- Cost is based on agreement at 44% Stratford/56% County.

Stratford Perth Museum:

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

Destination Stratford (DS):

- DS has requested \$580,000 which is an increase of 7.41% over 2021 budget. They have advised that the proposed budget increase is mainly to bring the DS budget back up to pre-Covid levels, along with a 2.15% increase over the 2019 budget to account for inflation and cost of living allowance for wages, and increased cost of supplier products and services.
- The remaining amount in this budget of \$50,510 represents City costs to provide custodial services for the 47 Downie Street facility.

Annexation Agreement:

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

County Roads Agreement:

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

Stratford Economic Enterprise Development Corporation (SEEDCo):

- SEEDCo has requested a total of \$657,202 which is an increase of 9.7% over 2021 budget
- \$622,202 in core funding for operations in 2022 for the delivery of the City’s economic development service (\$514,000) and Stratford-Perth Centre for Business operations (\$108,202). This budget includes the reimbursement of annual operating fees back to the City of Stratford for finance, payroll and insurance services (\$23,000), and rent & CAM (\$22,000).
- Also included \$35,000 for special project funding to implement recommendations contained in the Stratford Housing Project – A Road Map for Attainable Market Housing Development Report.

How This Work Plan 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.

Widening our Economic Opportunities

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

Significant Variances (2022 proposed budget vs prior year actuals):

Municipal Property Assessment Services (MPAC) – no change

- Huron Perth Public Health (HPPH) – proposed increase of 9.15%
- Ambulance Services - proposed increase of 5.5%
- Spruce Lodge - proposed increase of 5%
- Stratford-Perth Archives - proposed increase of 2%
- Stratford Perth Museum - proposed increase of 2%
- Destination Stratford - proposed increase of 6.77%
- Annexation Agreement – estimated increase of 2%
- County Roads Agreement – no change anticipated
- Stratford Economic Enterprise Development Corporation (SEEDCo) - proposed increase of 9.7%

Overall increase in this division is 4.15% or \$372,910

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

COVID-19? yes no

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

Outside agencies may be requested to reduce their expenses.

810 REQUISITIONS FROM OTHERS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
810 REQUISITIONS FROM OTHERS					
1142 PROPERTY ASSESSMENT SERVICES					
G-810-1142-6030 MPAC	411,531	420,690	413,029	412,000	412,000
Total 1142 PROPERTY ASSESSMENT SERVICES	411,531	420,690	413,029	412,000	412,000
5100 HURON PERTH PUBLIC HEALTH					
G-810-5100-6035 EXTERNAL AGENCIES	730,101	717,540	537,443	644,933	703,970
Total 5100 HURON PERTH PUBLIC HEALTH	730,101	717,540	537,443	644,933	703,970
5300 AMBULANCE SERVICES					
G-810-5300-6035 EXTERNAL AGENCIES	2,705,595	2,705,600	2,463,379	2,904,374	3,064,200
Total 5300 AMBULANCE SERVICES	2,705,595	2,705,600	2,463,379	2,904,374	3,064,200
6200 SPRUCE LODGE					
G-810-6200-6035 EXTERNAL AGENCIES	534,864	534,870	504,229	550,075	577,580
Total 6200 SPRUCE LODGE	534,864	534,870	504,229	550,075	577,580
7500 STRATFORD/PERTH ARCHIVES					
G-810-7500-6035 EXTERNAL AGENCIES	330,725	330,730	261,637	313,500	319,770
Total 7500 STRATFORD/PERTH ARCHIVES	330,725	330,730	261,637	313,500	319,770
7504 STRATFORD PERTH MUSEUM					
G-810-7504-6035 EXTERNAL AGENCIES	150,600	150,600	153,600	153,610	156,680
Total 7504 STRATFORD PERTH MUSEUM	150,600	150,600	153,600	153,610	156,680
8217 DESTINATION STRATFORD					
G-810-8217-2100 F.T. SALARIES & WAGES	0	0	6,653	0	0
G-810-8217-2500 F.T. BENEFITS	0	0	2,358	0	0
G-810-8217-6035 EXTERNAL AGENCIES	560,000	560,000	540,000	540,000	580,000
G-810-8217-7900 INTERFUNCTIONAL	49,520	49,520	50,510	50,510	50,510
Total 8217 DESTINATION STRATFORD	609,520	609,520	599,521	590,510	630,510

810 REQUISITIONS FROM OTHERS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
8219 ANNEXATION AGREEMENT					
G-810-8219-6035 EXTERNAL AGENCIES	822,065	816,000	794,324	850,000	869,100
Total 8219 ANNEXATION AGREEMENT	822,065	816,000	794,324	850,000	869,100
8221 COUNTY ROADS AGREEMENT					
G-810-8221-6035 EXTERNAL AGENCIES	2,069,469	1,928,830	1,311,607	1,967,410	1,967,410
Total 8221 COUNTY ROADS AGREEMENT	2,069,469	1,928,830	1,311,607	1,967,410	1,967,410
8222 SEED CO					
G-810-8222-6035 EXTERNAL AGENCIES	573,201	622,620	599,092	599,100	657,202
Total 8222 SEED CO	573,201	622,620	599,092	599,100	657,202
TOTAL 810 REQUISITIONS FROM OTHERS	8,937,671	8,837,000	7,637,861	8,985,512	9,358,422



2022 OPERATING BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G820 Committees of Council

Department/Division Overview:

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

Key Activities for 2022:

A brief summary is outlined in the table below. Annual Reports for 2021 for each Advisory Committee were presented to the Finance and Labour Relations Sub-committee on November 16, 2021.

Highlights of 2022 Advisory Committee Budget Requests:

Expenses for each Committee include salaries and benefits for Recording Secretary costs incurred in the G-121 Clerks Office budget.

A summary of Committee requests only, exclusive of Clerks Office costs, is listed below.

How This Work Plan 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.

Significant Variances (2022 proposed budget vs prior year actuals):

The Stratfords of the World Reunion originally planned to be held in Stratford Ontario for 2020 has been delayed for two years. The Committee is planning for a 2022 event.

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

COVID-19? yes no

Committee activities were restricted during 2020 and 2021 due to COVID-19 restrictions on capacity at events which potentially could continue into 2022.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

The following is a summary of Advisory Committee requests, excluding Clerk's Office costs.

Committee Name	2021 Budget	2022 Request	2022 Details
Active Transportation (ATAC)	\$8,000	\$9,000	Wayfinding, Conference Expenses, Bike Month, School Travel Planning, Report Card
Accessibility (AAC)	\$2,520	\$2,820	Trade Show Supplies, Meeting Costs, Various Projects
Communities in Bloom (CIB)	\$9,000	\$12,000	Project Materials, Registrations, Judging Expenses, Meeting Costs, Advertising
Energy and Environment (E&E)	\$17,500	\$17,500	Educational Expenses, Community Projects and Initiatives, Avon River Naturalization Projects
Heritage Stratford (HS)	\$7,675	\$7,725	Heritage Research/Service Contracts, Awards and Event Expenses, Conference Expenses, Memberships
Town and Gown (T&G)	\$3,870	\$3,870	Meeting and Event Costs, Memberships, Promotional Items, Conference Expenses
Stratfords of the World (SOTW)	Net \$10,000	Net \$22,000	2022 Stratfords of the World Reunion

820 COMMITTEES OF COUNCIL					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7260 ACTIVE TRANSPORTATION					
G-820-7260-1120 CANADA GRANT - GREEN COMMUNITIES	-52,038	-35,000	0	0	0
G-820-7260-2100 FULL TIME SALARIES & WAGES	0	30,610	0	0	0
G-820-7260-2110 PART TIME SALARIES & WAGES	17,666	5,000	0	5,000	5,000
G-820-7260-2500 F.T. BENEFITS	132	2,960	0	0	0
G-820-7260-2510 P.T. BENEFITS	2,286	1,480	0	1,400	1,590
G-820-7260-3050 MATERIALS	6,494	8,000	0	5,000	5,000
G-820-7260-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	300
G-820-7260-4036 CONFERENCES - EXPENSES	0	0	0	0	1,500
G-820-7260-4050 CONTRACTORS	2,004	0	0	0	0
G-820-7260-4130 TOWN CRIER	300	450	0	450	300
G-820-7260-4160 SPECIAL PROJECTS	2,470	4,390	0	3,000	2,500
G-820-7260-7810 TRANSFER TO RESERVES	20,440	0	0	0	0
Total 7260 ACTIVE TRANSPORTATION	54	18,340	0	15,300	16,190
7502 HERITAGE STFD					
G-820-7502-2110 PART TIME SALARIES & WAGES	3,373	5,060	0	6,040	6,160
G-820-7502-2510 P.T. BENEFITS	1,007	1,510	0	1,840	1,920
G-820-7502-3050 MATERIALS	722	11,730	599	7,450	7,500
G-820-7502-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	300
G-820-7502-3100 POSTAGE	2	0	0	0	0
G-820-7502-4097 MEMBERSHIPS	75	0	0	225	225
G-820-7502-4130 TOWN CRIER	300	450	0	450	300
Total 7502 HERITAGE STFD	5,779	19,200	599	16,455	16,405
7508 SHARED SERVICES COMMITTEE					
G-820-7508-2110 PART TIME SALARIES & WAGES	193	290	0	290	300
G-820-7508-2510 P.T. BENEFITS	60	90	0	90	90
Total 7508 SHARED SERVICES COMMITTEE	253	380	0	380	390

820 COMMITTEES OF COUNCIL					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7514 ACCESSIBILITY ADVISORY COMMITY					
G-820-7514-2110 PART TIME SALARIES & WAGES	3,107	4,660	0	5,930	6,040
G-820-7514-2510 P.T. BENEFITS	927	1,390	0	1,810	1,880
G-820-7514-3050 MATERIALS	1,611	2,520	0	420	420
G-820-7514-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	450
G-820-7514-3120 MEETING COSTS	0	0	0	900	900
G-820-7514-4130 TOWN CRIER	300	450	0	450	450
G-820-7514-4160 SPECIAL PROJECTS	0	0	0	1,200	1,500
Total 7514 ACCESSIBILITY ADVISORY COMMITY	6,245	9,470	0	11,160	11,640
7516 ENVIRONMENTAL STUDY COMMITTEE					
G-820-7516-2110 PART TIME SALARIES & WAGES	2,933	4,400	0	5,660	5,780
G-820-7516-2510 P.T. BENEFITS	873	1,310	0	1,730	1,800
G-820-7516-3050 MATERIALS	16,947	17,500	16,919	17,500	17,500
G-820-7516-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	300
G-820-7516-4130 TOWN CRIER	300	450	0	450	300
Total 7516 ENVIRONMENTAL STUDY COMMITTEE	21,353	24,110	16,919	25,790	25,680
7517 STFD YOUTH ADVISORY COMMITTEE					
G-820-7517-3050 MATERIALS	0	1,600	0	0	0
Total 7517 STFD YOUTH ADVISORY COMMITTEE	0	1,600	0	0	0
7521 STFD TOWN & GOWN COMMITTEE					
G-820-7521-2110 PART TIME SALARIES & WAGES	2,473	3,710	0	4,080	4,160
G-820-7521-2510 P.T. BENEFITS	733	1,100	0	1,240	1,300
G-820-7521-3050 MATERIALS	1,999	3,870	0	200	200
G-820-7521-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	300
G-820-7521-3120 MEETING COSTS	0	0	0	100	100
G-820-7521-4097 MEMBERSHIPS	0	0	0	300	300
G-820-7521-4130 TOWN CRIER	300	450	0	450	300
G-820-7521-4160 SPECIAL PROJECTS	0	0	0	3,270	3,270
Total 7521 STFD TOWN & GOWN COMMITTEE	5,805	9,580	0	10,090	9,930

820 COMMITTEES OF COUNCIL					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7536 STRATFORDS OF THE WORLD					
G-820-7536-1405 REGISTRATION REVENUE	0	-26,000	-9,050	-23,395	-18,590
G-820-7536-1810 CONTRIBUTION FROM RESERVES	0	-7,340	0	-7,340	-7,340
G-820-7536-2110 PART TIME SALARIES & WAGES	1,247	1,870	0	2,490	2,540
G-820-7536-2510 P.T. BENEFITS	373	560	0	760	790
G-820-7536-3070 OFFICE SUPPLIES AND PAPER	200	300	0	300	300
G-820-7536-4130 TOWN CRIER	200	300	0	300	300
G-820-7536-4167 HOSTED CONFERENCES	2,648	43,000	240	40,735	40,380
Total 7536 STRATFORDS OF THE WORLD	4,668	12,690	-8,810	13,850	18,380
8252 COMMUNITIES IN BLOOM					
G-820-8252-1130 ONTARIO GRANTS	0	0	-6,700	0	0
G-820-8252-1810 CONTRIBUTION FROM RESERVES	0	-6,360	0	0	0
G-820-8252-2110 PART TIME SALARIES & WAGES	2,973	4,460	0	4,840	4,940
G-820-8252-2510 P.T. BENEFITS	887	1,330	0	1,480	1,540
G-820-8252-3050 MATERIALS	6,747	9,000	1,284	4,500	7,000
G-820-8252-3070 OFFICE SUPPLIES AND PAPER	300	450	0	450	300
G-820-8252-3120 MEETING COSTS	0	0	0	500	0
G-820-8252-4010 ADVERTISING	334	0	0	0	0
G-820-8252-4020 SERVICE CONTRACTS	700	700	0	0	700
G-820-8252-4130 TOWN CRIER	300	450	0	450	300
G-820-8252-4160 SPECIAL PROJECTS	0	0	7,200	4,000	5,000
Total 8252 COMMUNITIES IN BLOOM	12,241	10,030	1,784	16,220	19,780
TOTAL 820 COMMITTEES OF COUNCIL	56,398	105,400	10,492	109,245	118,395



2022 OPERATING BUDGET – WORK PLAN

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

Department/Division Overview:

The City provides monetary grants and in-kind support to a variety of community organizations and special events. This budget reflects those costs.

Key Activities for 2022:

Closing date for accepting 2022 multi-year grant applications was November 1, 2021. There were no new applications under this multi-year stream. Currently there are 5 multi-year grants from previous approval years.

The closing date for 2022 one-time grant applications is December 1, 2021. We have maintained total funding for these grants at \$133,070.

Included in the one-time grant amount is \$20,000 for potential grants under the City's Brownfield Community Improvement Plan Program, as well as \$4,000 for Stratford & District Chamber of Commerce membership.

Included in the multi-year grant amount is a payment of \$162,500 for the Rotary Hospice Stratford Perth. The suggested amount is based on splitting the remaining pledge amount over the 2022 and 2023 budgets. (Based on Council direction, once this pledge is completed, there will be a move to support a \$5,000,000 pledge from the Stratford Hospital Foundation).

The following outlines the Rotary Hospice pledge made by Council in 2015 and its payments to date.

Pledge Amount	Detail
\$1,500,000	Council approves in 2015
-200,000	Festival Hydro commitment for 2019-20-21-22 (\$50,000 per year subject to budget consideration)
\$1,300,000	Total City commitment adjusted for Festival Hydro Contributions
-975,000	City paid to date as of December 31, 2021
\$325,000	Balance Remaining as of December 31, 2021

Also included in this budget are fee waivers totalling \$382,780. These represent interest-free loans and various community supports provided by City departments. There is a recommended increase to this line of \$40,000 to reflect the Curling Tournament event previously supported by Council.

The Community Grants Policy F.1.1 was approved by Council in 2019. This policy will be brought forward for review in 2022 by the Community Grants Evaluation Committee. The Committee will be recommending any improvements to the policy based on staff and committee experience working with it for a few grant cycles. They will also be ensuring that the policy reflects Council's strategic priorities in all of its areas.

Recommendations for any changes to the policy will be forwarded to Council for final approval prior to the commencement of the 2023 grants program in summer/fall 2022.

How This Work Plan 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.

Significant Variances (2022 proposed budget vs prior year actuals):

N/A. Year-end transfers will be completed and variances will be nominal.

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

COVID-19? yes no

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Events may potentially be cancelled and/or grants not required.

872 COMMUNITY SUPPORT & GRANTS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7522 CONTINGENCY					
G-872-7522-6010 GRANTS TO CHARITIES & OTHER ORG	0	0	0	40,000	40,000
Total 7522 CONTINGENCY	0	0	0	40,000	40,000
7643 MULTI YEAR GRANTS					
G-872-7643-6010 MULTI YEAR GRANTS	327,800	327,800	257,079	252,800	252,800
Total 7643 MULTI YEAR GRANTS	327,800	327,800	257,079	252,800	252,800
7644 ANNUAL GRANTS					
G-872-7644-6010 ANNUAL GRANTS	148,115	233,070	122,252	133,070	133,070
Total 7644 ANNUAL GRANTS	148,115	233,070	122,252	133,070	133,070
7645 FEE WAIVERS					
G-872-7645-6010 FEE WAIVERS	113,162	343,180	0	343,180	382,780
Total 7645 FEE WAIVERS	113,162	343,180	0	343,180	382,780
TOTAL 872 COMMUNITY SUPPORT & GRANTS	589,077	904,050	379,331	769,050	808,650



2022 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G211 Fire

Department/Division Overview:

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

Key Activities for 2022:

- Maintain current service levels
- Discussions to renew the Medical Tiered Response Agreement with Perth County, Perth County Paramedics, and the City of Stratford and Fire Department.

How This Work Plan 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.

Significant Variances (2022 proposed budget vs prior year actuals):

- Revenue: loss of \$102,670. Dispatching services. 2021 - \$167,670, 2022 - \$65,000.
- Salary: increase of \$119,119 over 2021. 2021 - \$5,935,570, 2022 - \$6,054,689
- Benefits: increase of \$70,260 over 2021. 2021 - \$1,731,260, 2022 - \$1,801,470
- Service Contractors: increased to reflect actuals based off increases. 2021 - \$25,200, 2022 - \$32,050
- Contractors: increased to reflect actuals based off increases. 2021 - \$15,000, 2022 - \$19,200
- Transfer to Reserve Funds: increased to move back towards 2019 transfer levels. 2021 - \$125,000, 2022 - \$150,000
- Heat: Decrease of \$1,000. 2021 - \$7,500, 2022 - \$6,500
- Hydro: Decrease of \$2,000, 2021 - \$14,000, 2022 - \$12,000
- Water/Sewage: Increase of \$400, 2021 - \$2,000, 2022 - \$2,400
- Fuel: Increase of \$5,000, 2021 - \$25,000, 2022 - \$30,000
- Vehicle Repairs: Increase of \$10,000, 2021 - \$50,000, 2022 - \$60,000

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

COVID-19? yes no

If yes, please review impacts:

In the event of future waves of COVID-19, outline a list of priorities and services that could be reduced to mitigate impacts on your department's operations:

1. Non-regulated fire inspections
2. In-class school fire education moved to virtual
3. Open burn permits

211 FIRE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2100 FIRE PROTECTION ADMINISTRATION					
G-211-2100-1130 ONTARIO GRANTS	0	0	-12,300	0	0
G-211-2100-1405 USER FEES	-142,506	-167,670	-145,980	-167,670	-65,000
G-211-2100-1765 GAIN ON DISPOSAL OF ASSETS	-5,196	0	0	0	0
G-211-2100-1810 CONTRIBUTION FROM RESERVES	-35,370	0	0	0	0
G-211-2100-2100 F.T. SALARIES & WAGES	5,807,612	5,776,100	5,391,268	5,935,570	6,054,690
G-211-2100-2500 F.T. BENEFITS	1,630,119	1,633,670	1,481,830	1,731,260	1,801,470
G-211-2100-3011 PERSONAL PROTECTIVE EQUIPMENT	44,399	20,000	31,051	35,000	35,000
G-211-2100-3030 HEAT	5,398	7,500	3,068	7,500	6,500
G-211-2100-3040 HYDRO	10,663	14,000	7,157	14,000	12,000
G-211-2100-3045 WATER/SEWAGE	2,306	2,000	1,426	2,000	2,400
G-211-2100-3050 MATERIALS	10,451	6,000	6,317	5,000	5,000
G-211-2100-3052 MATERIALS -EMERGENCY MANAGEMENT	259	5,000	4,394	3,500	3,500
G-211-2100-3070 OFFICE SUPPLIES AND PAPER	2,389	3,000	1,543	3,000	3,000
G-211-2100-3090 PHOTOCOPIER EXPENSE	1,475	5,000	901	5,000	3,670
G-211-2100-3100 POSTAGE	143	500	223	500	500
G-211-2100-3110 PRINTING	474	1,000	0	1,000	1,000
G-211-2100-3120 MEETING COSTS	506	1,000	351	1,000	1,000
G-211-2100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	1,000	0	0	0
G-211-2100-3140 REPAIR & MAINTENANCE - Building & Equipment	16,335	10,000	25,893	9,000	9,000
G-211-2100-3170 UNIFORMS	18,725	20,000	18,458	20,000	20,000
G-211-2100-3180 VEHICLES- FUEL	16,652	25,000	15,707	25,000	30,000
G-211-2100-3190 VEHICLES - REPAIRS & MAINTENANCE	69,375	50,000	59,061	50,000	60,000
G-211-2100-4010 ADVERTISING	0	1,700	936	1,700	1,700
G-211-2100-4020 SERVICE CONTRACTS	37,022	25,200	25,924	25,200	32,050
G-211-2100-4036 CONFERENCES - EXPENSES	884	5,000	0	4,000	4,000
G-211-2100-4050 CONTRACTORS	12,147	15,000	12,547	15,000	19,200
G-211-2100-4097 MEMBERSHIPS	2,756	3,500	1,857	3,500	3,500
G-211-2100-4105 SNOW REMOVAL	7,302	4,000	12,873	8,000	8,000
G-211-2100-4110 TELEPHONE - BASIC	18,120	18,120	14,035	15,310	14,550

211 FIRE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-211-2100-4120 CELL PHONES	4,050	5,400	3,300	3,600	3,600
G-211-2100-4142 TRAINING - EXPENSES	3,810	20,000	5,270	10,000	10,000
G-211-2100-4155 FACILITY IMPROVEMENTS	0	4,000	865	2,000	2,000
G-211-2100-4164 SPECIAL EVENTS	0	5,000	0	2,500	2,500
G-211-2100-5030 INTEREST ON LTD	0	0	0	0	55,490
G-211-2100-5035 PRINCIPAL ON LTD	0	0	0	0	74,564
G-211-2100-5065 PROVINCIAL PROGRAMS	-609	5,000	17,947	5,000	5,000
G-211-2100-7820 TRANSFER TO RESERVE FUNDS	100,000	100,000	93,750	125,000	150,000
G-211-2100-7900 INTERFUNCTIONAL TRANSFERS	4,658	0	594	0	0
G-211-2100-9010 OFFICE EQUIPMENT & FURNISHINGS	2,886	1,000	307	1,000	1,000
G-211-2100-9030 EQUIPMENT PURCHASES	2,413	10,000	0	10,000	10,000
G-211-2100-9040 TOOLS & SMALL EQUIPMENT	4,226	10,000	10,364	10,000	10,000
Total 2100 FIRE PROTECTION ADMINISTRATION	7,653,874	7,646,020	7,090,937	7,922,470	8,390,884
TOTAL 211 FIRE	7,653,874	7,646,020	7,090,937	7,922,470	8,390,884



2022 OPERATING BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G512 Airport

Department/Division Overview:

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

Key Activities for 2022:

Maintain Current Service Levels

How This Work Plan Reflects Council’s Strategic Priorities

Widening our Economic Opportunities

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

Significant Variances (2022 proposed budget vs prior year actuals):

The following increases in fuel and landing fees are in line with what was agreed as a goal from the City’s Service Delivery Review Implementation Planning:

- AVGas increase of \$0.05/Litre: 2019 Revenue (pre-COVID-19) - \$241,084, 2022, projected 2022 Revenue - \$247,709. Increase of 2.75%
- JetA increase of \$0.10/Litre: 2019 Revenue (pre-COVID-19) - \$39,344, projected 2022 Revenue - \$42,057. Increase of 7%
- Landing Fees (vary by size of aircraft and duration): 2019 Revenue (pre-COVID-19) - \$2150, projected 2022 Revenue - \$3225. Increase of 50%
- 1610 Sales: expecting all fuel sales to move towards pre-COVID-19 volumes
- 3020 Goods Purchased for Resale: linked to 1610 Sales
- 3040 Hydro: increased to reflect actuals. 2021 - \$10,000 budgeted, 2022 - \$11,000 budgeted.
- 3140 R&M Buildings and Equipment decreased. 2021 – \$17,000, 2022 – \$8,000
- 3190 Vehicle Repairs and Expenses decreased. 2021 – \$2,200, 2022 - \$1,500
- 4050 Contractors increased to reflect cost increases. 2021 - \$37,800, 2022 - \$45,000
- 4080 Insurance increased. 2021 - \$4,900, 2022 - \$5,300
- 4092 Property Taxes decreased. 2021 - \$15,000, 2022 - \$14,500

- 4105 Snow Removal: adjusted to reflect actuals. 2021 - \$10,500 budgeted, 2022 - \$7,500
- 4110 Telephone Basic decreased. 2021 - \$1,800. 2022 - \$1,500

The Airport Manager's contract expires in July of 2022 and the Lease of the Airport Terminal expires July of 2022. No pre-determined costs have been included in this budget.

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

If yes, please review impacts:

In the event of future waves of COVID-19, outline a list of priorities and services that could be reduced to mitigate impacts on your department's operations:

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

512 STRATFORD MUNICIPAL AIRPORT					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3602 AIRPORT ADMINISTRATION					
G-512-3602-1335 PARKING REVENUE	0	-16,320	0	0	0
G-512-3602-1405 USER FEES	-25	-2,200	-750	-2,200	-2,200
G-512-3602-1450 FARM LAND LEASE REVENUE	-12,262	-12,000	-12,262	-12,000	-12,000
G-512-3602-1470 RENTALS & LEASE	-50,029	-43,800	-43,359	-43,800	-45,000
G-512-3602-1610 SALES	-172,055	-185,325	-169,479	-185,325	-200,000
G-512-3602-3020 GOODS PURCHASED FOR RESALE	111,520	143,650	163,075	143,650	155,142
G-512-3602-3030 HEAT	4,452	5,000	5,170	5,000	5,000
G-512-3602-3040 HYDRO	11,814	10,000	9,815	10,000	11,000
G-512-3602-3100 POSTAGE	72	100	50	100	100
G-512-3602-3140 R&M- BUILDINGS & EQUIPMENT	3,818	17,000	488	17,000	8,000
G-512-3602-3180 VEHICLE - FUEL	1,760	2,000	1,654	2,000	2,000
G-512-3602-3190 VEHICLE - REPAIRS & EXPENSES	294	2,200	0	2,200	1,500
G-512-3602-4010 ADVERTISING	0	500	0	500	500
G-512-3602-4020 SERVICE CONTRACTS	87,565	85,000	86,908	85,500	85,500
G-512-3602-4040 CONSULTANTS	0	5,000	0	5,000	5,000
G-512-3602-4050 CONTRACTORS	44,025	37,800	40,262	37,800	45,000
G-512-3602-4080 INSURANCE	4,909	4,900	5,724	4,900	5,300
G-512-3602-4092 PROPERTY TAXES	13,884	15,000	13,854	15,000	14,500
G-512-3602-4097 MEMBERSHIPS	1,342	1,700	1,267	1,700	1,700
G-512-3602-4105 SNOW REMOVAL	3,853	10,500	3,508	10,500	7,500
G-512-3602-4108 TREE TRIMMING	0	10,000	0	10,000	10,000
G-512-3602-4110 TELEPHONE - BASIC	1,189	1,800	1,032	1,800	1,500
G-512-3602-4125 INTERNET	628	725	598	725	725
G-512-3602-4155 FACILITY IMPROVEMENTS	0	5,000	0	5,000	5,000
G-512-3602-7820 TRANSFER TO RESERVE FUNDS	80,000	80,000	60,000	80,000	80,000
Total 3602 AIRPORT ADMINISTRATION	136,754	178,230	167,555	195,050	185,767
TOTAL 512 STRATFORD MUNICIPAL AIRPORT	136,754	178,230	167,555	195,050	185,767



2022 OPERATING BUDGET – WORK PLAN

Department:	Human Resources
Budget Division:	G112 Human Resources

Department/Division Overview:

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

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

Key Activities for 2022:

Continued development of talent management strategy aimed at engaging and retaining staff:

- Development and implementation of a Diversity, Equity and Inclusion Plan for the Corporation which will include revamping human resources policies, procedures and the recruitment process to ensure they are bias-free and inclusive. The project began in 2021 jointly covered by HR and the CAO budgets. The project will be completed in 2022
- Development and implementation of comprehensive attraction and retention strategy supported by Council inclusive of implementation of key market, engagement and survey information;
- Incorporation of leadership competencies within core HR initiatives including position descriptions, performance management and recruitment and selection tools;
- Corporate Work force planning relative to shifting internal and environmental demographics.
- Prepare for and negotiate Collective Agreements with Parallel Transit (IBEW 636 -expires December 31, 2022) and Stratford Professional Firefighters Association (SPFFA) Local 534 (– expires December 31, 2022)
- Implement technological improvement through the purchase of a HRIS recruitment and on-boarding system that can support the Corporation in the attraction and acquisition of

talent and the efficient and effective orientation of new employees. This also ensures greater security over personal and private information gathered and stored by Human Resources and provides oversight and compliance with statutory requirements.

Continual improvement and maintenance of Health & Safety Program including:

- H&S Responsibility Training for new Corporate Management Team members;
- Implementation of Safe Driver Training;
- Update to Job Hazard Assessments;
- Evacuation Planning with Project Team for City Buildings;
- Refresh to Early and Safe Return to Work Program;
- Ongoing Workplace Harassment and Workplace Violence Policy Awareness and Training inclusive of Respect in the Workplace and associated client risk training and strategies.

How This Work Plan Reflects Council's Strategic Priorities

A highly skilled and engaged workforce is essential to all aspects of Council's Strategic Priorities for the 2018-2022. Specifically, attracting and retaining a talent pool that is diverse is integral to moving beyond our current state and fostering innovation for future growth. Additionally, a focus on technological improvement of a Talent Acquisition and New Employee Orientation system is an essential and wise use of resources to ensure the Corporation is competitive within an anticipated volatile labour market post pandemic. This system will also provide metrics that can be used to measure our efforts to diversify our workforce.

Significant Variances (2022 proposed budget vs prior year actuals):

There are no significant variances.

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

COVID-19? yes no

If yes, please review impacts:

COVID-19 priorities for 2021 included maintaining and updating policies and procedures as public health direction changed throughout the year. Health and Safety was tasked to monitor and interpret changes to legislation, train employees on protocols, track illness related to COVID-19 and provide ad hoc direction to staff and management. The Human Resources staff were tasked to develop a vaccination policy, administer the policy and track the parameters including implementing an antigen testing regime and education protocols. Overall, these activities increased the workload of health and safety and human resources staff by approximately 30% over the course of the year.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

The anticipated workload for 2022 in relation to COVID-19 is unpredictable. However, it is assumed there will be a need to continue monitoring changes to protocols and legislation affecting employers. Human Resources staff will continue to support the organization in this regard as required.

112 HUMAN RESOURCES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1210 HR ADMINISTRATION					
G-112-1210-1810 TRANSFER FROM RESERVE	0	0	-27,984	0	0
G-112-1210-2100 FULL TIME SALARIES & WAGES	360,968	376,030	202,103	383,550	419,180
G-112-1210-2110 PART TIME WAGES	53,676	0	197,187	0	0
G-112-1210-2500 F.T. BENEFITS	107,494	112,140	84,045	122,610	130,860
G-112-1210-2510 PART TIME BENEFITS	4,982	0	15,011	0	0
G-112-1210-3070 OFFICE SUPPLIES AND PAPER	1,892	2,000	578	2,000	2,000
G-112-1210-3090 PHOTOCOPIER EXPENSE	2,341	3,000	883	3,000	2,300
G-112-1210-3100 POSTAGE	58	100	20	100	100
G-112-1210-3120 MEALS & MEETING COSTS	34	100	0	100	0
G-112-1210-3130 PUBLICATIONS & SUBSCRIPTIONS	0	500	0	250	250
G-112-1210-4010 ADVERTISING	8,722	6,000	1,982	6,000	6,000
G-112-1210-4035 CONFERENCES - ACCOMMODATIONS	0	2,300	0	2,300	2,300
G-112-1210-4036 CONFERENCES - EXPENSES	0	1,000	0	1,000	1,000
G-112-1210-4037 CONFERENCES - REGISTRATION	0	5,000	987	5,000	5,000
G-112-1210-4038 CONFERENCES - TRAVEL/MILEAGE	136	1,600	63	1,600	1,600
G-112-1210-4040 CONSULTANTS	0	0	27,984	0	0
G-112-1210-4090 LEGAL	8,197	0	3,848	0	0
G-112-1210-4097 MEMBERSHIPS	3,776	2,800	3,610	3,230	4,950
G-112-1210-4110 TELEPHONE - BASIC	1,400	1,400	1,084	1,200	1,120
G-112-1210-4120 TELEPHONE - CELL PHONES	4,220	3,600	4,220	4,200	4,800
G-112-1210-4142 TRAINING EXPENSES	191	0	0	0	0
G-112-1210-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	2,000	636	2,000	2,000
Total 1210 HR ADMINISTRATION	558,087	519,570	516,257	538,140	583,460
1212 LABOUR RELATIONS					
G-112-1212-3070 OFFICE SUPPLIES AND PAPER	230	0	0	150	0
G-112-1212-3110 PRINTING	0	600	126	600	600
G-112-1212-3120 MEALS AND MEETING COSTS	801	2,000	0	2,000	2,000

112 HUMAN RESOURCES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-112-1212-3130 PUBLICATIONS & SUBSCRIPTIONS	30	0	0	0	0
G-112-1212-4040 CONSULTANTS	5,951	0	3,906	0	0
G-112-1212-4090 LEGAL	12,684	30,620	39,853	30,500	30,500
Total 1212 LABOUR RELATIONS	19,696	33,220	43,885	33,250	33,100
1214 TRAINING					
G-112-1214-4140 TRAINING REGISTRATION CORPORATE	0	31,000	5,088	31,000	31,000
G-112-1214-4142 HEALTH & SAFETY EXPENSES	9,173	12,850	4,360	12,850	12,850
Total 1214 TRAINING	9,173	43,850	9,448	43,850	43,850
1216 BENEFIT ADMINISTRATION					
G-112-1216-4040 CONSULTANTS	16,243	31,300	15,037	31,300	31,300
Total 1216 BENEFIT ADMINISTRATION	16,243	31,300	15,037	31,300	31,300
TOTAL 112 HUMAN RESOURCES	603,199	627,940	584,627	646,540	691,710



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G141 City Buildings

Department/Division Overview:

Costs for the operation and maintenance of City Buildings, other than those assigned to specific departments, are dealt with in this budget. This includes City Hall, City Hall Annex (82 Erie Street), Administration of Justice Building, Normal School (270 Water Street), Stratford Tourism Alliance (47 Downie Street), 246 Railway Ave, Anne Hathaway Daycare, and the Public Library.

Key Activities for 2022:

Continue to operate and maintain City Buildings.

Provide exemplary cleaning protocols via City custodians.

How This Work Plan Reflects Council's Strategic Priorities

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

Significant Variances (2022 proposed budget vs prior year actuals):

Service level expectations are at an all time high due to the COVID-19 pandemic. Staff have been deployed to re-organized shifts to ensure that cleaning of touch points and other high traffic areas are cleaned on a more frequent basis.

Increased funding allocated towards Facilities Reserve. This funding will not meet the contribution required to cover the current 10-year building maintenance forecast.

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

COVID-19? yes no

If yes, please review impacts:

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

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Reduce sanitization to the extent health guidelines permit.

141 CITY BUILDINGS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
1250 ADMINISTRATION-CITY BUILDINGS					
G-141-1250-2100 F.T. SALARIES	0	327,520	0	524,260	0
G-141-1250-2110 P.T. SALARIES	0	41,600	0	36,270	104,660
G-141-1250-2500 F.T. BENEFITS	0	94,600	0	155,370	0
G-141-1250-2510 P.T. BENEFITS	0	6,440	0	3,180	9,360
G-141-1250-3050 MATERIALS	0	0	264	0	0
G-141-1250-3170 UNIFORMS	0	0	741	3,000	3,000
G-141-1250-4142 TRAINING EXPENSES	0	0	1,108	3,000	2,990
G-141-1250-7820 TRANSFER TO RESERVE FUNDS	220,000	220,000	165,000	220,000	356,400
Total 1250 ADMINISTRATION-CITY BUILDINGS	220,000	690,160	167,113	945,080	476,410
1255 CITY HALL					
G-141-1255-1470 RENTALS AND LEASES	-1,661	-18,000	-397	-10,000	-7,000
G-141-1255-2100 F.T. SALARIES & WAGES	72,168	0	100,172	0	136,210
G-141-1255-2110 P.T. SALARIES & WAGES	46,966	0	40,390	0	0
G-141-1255-2500 F.T. BENEFITS	18,722	0	26,202	0	41,160
G-141-1255-2510 P.T. BENEFITS	8,763	0	6,949	0	0
G-141-1255-2700 OTHER PAYROLL EXPENSES	0	0	107	0	0
G-141-1255-3030 HEAT	15,766	12,000	10,923	12,000	14,000
G-141-1255-3040 HYDRO	73,211	71,500	44,579	72,000	73,000
G-141-1255-3045 WATER / SEWAGE	3,090	5,200	2,891	5,500	5,500
G-141-1255-3050 MATERIALS	13,607	13,570	7,660	15,000	15,000
G-141-1255-3170 UNIFORMS	0	600	0	0	0
G-141-1255-4050 CONTRACTORS	10,081	5,430	2,519	12,000	12,000
G-141-1255-4105 SNOW REMOVAL	14,516	10,000	4,060	18,000	18,000
G-141-1255-4107 BUILDING MAINTENANCE	51,644	55,000	37,011	55,000	53,000
G-141-1255-4120 TELEPHONE - CELL PHONES	2,775	2,820	2,475	2,700	2,700
G-141-1255-4124 CABLE/SATELLITE	1,840	0	636	2,000	2,000

141 CITY BUILDINGS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-141-1255-4142 TRAINING EXPENSES	203	750	0	0	0
G-141-1255-9010 OFFICE EQUIPMENT AND FURNISHINGS	8,059	0	0	0	0
G-141-1255-9030 EQUIPMENT PURCHASES	0	0	0	2,000	1,500
Total 1255 CITY HALL	339,750	158,870	286,177	186,200	367,070
1256 270 WATER ST- NORMAL SCHOOL					
G-141-1256-1470 RENTALS & LEASES	-47,500	-85,000	0	-105,000	-105,000
G-141-1256-4107 BUILDING MAINTENANCE	13,246	30,000	7,378	35,000	35,000
G-141-1256-7820 TRANSFER TO RESERVE FUNDS	0	50,000	52,500	70,000	70,000
G-141-1256-9060 FACILITIES/BUILDINGS	0	5,000	0	0	0
Total 1256 270 WATER ST- NORMAL SCHOOL	-34,254	0	59,878	0	0
1257 MARKET SQUARE					
G-141-1257-3045 WATER/SEWER	0	5,000	0	0	0
G-141-1257-3050 MATERIALS	0	250	0	1,000	1,000
G-141-1257-4105 MARKET SQUARE- SNOW REMOVAL	0	4,500	0	5,000	2,000
G-141-1257-4107 BUILDING MAINTENANCE/CUSTODIAL	1,450	2,000	3,909	2,000	2,400
G-141-1257-9010 MARKET SQUARE-FURNISHINGS	108	0	728	500	1,000
Total 1257 MARKET SQUARE	1,558	11,750	4,637	8,500	6,400
1266 82 ERIE ST					
G-141-1266-1470 RENTALS AND LEASES REVENUE	0	-340,000	-17,078	-404,000	-402,000
G-141-1266-1900 INTERFUNCTIONAL TRANSFERS	-361,500	-21,500	-379,800	-21,500	-161,510
G-141-1266-2100 F.T. SALARIES & WAGES	198,043	0	186,750	0	116,600
G-141-1266-2110 P.T. SALARIES & WAGES	9,019	0	12,435	0	0
G-141-1266-2500 F.T. BENEFITS	50,934	0	53,251	0	35,240
G-141-1266-2510 P.T. BENEFITS	1,879	0	2,253	0	0
G-141-1266-3030 HEAT	6,034	7,500	4,821	8,000	8,100
G-141-1266-3040 HYDRO	56,866	57,000	40,362	60,000	60,000
G-141-1266-3045 WATER / SEWAGE	2,621	1,700	1,212	1,800	2,200
G-141-1266-3050 MATERIALS	8,029	6,700	6,679	7,000	7,000
G-141-1266-3170 UNIFORMS	0	300	168	300	0
G-141-1266-3180 VEHICLE - FUEL	0	150	0	150	0
G-141-1266-3190 VEHICLE - REPAIRS & EXPENSES	0	1,100	0	1,100	0

141 CITY BUILDINGS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-141-1266-4105 SNOW REMOVAL	3,545	4,500	3,999	6,000	6,000
G-141-1266-4107 BUILDING MAINTENANCE	55,644	28,000	23,300	30,000	31,000
G-141-1266-4142 TRAINING EXPENSES	0	1,020	0	0	0
G-141-1266-9030 EQUIPMENT PURCHASES	445	0	600	2,000	1,500
G-141-1266-9060 FACILITIES/BUILDINGS	0	8,000	0	0	0
Total 1266 82 ERIE ST	31,559	-245,530	-61,048	-309,150	-295,870
2230 ADMIN OF JUSTICE BLDG					
G-141-2230-1470 RENTALS AND LEASES	-255,574	-240,140	-200,113	-245,342	-245,342
G-141-2230-1770 RECOVERABLES	-28,727	0	-72,000	-96,000	-36,000
G-141-2230-1810 CONTRIBUTION FROM RESERVE	-15,998	0	0	0	0
G-141-2230-2100 F.T. SALARIES & WAGES	148,126	132,030	82,412	0	154,490
G-141-2230-2110 P.T. SALARIES & WAGES	49,673	0	51,009	0	0
G-141-2230-2500 F.T. BENEFITS	37,205	34,360	29,562	0	46,700
G-141-2230-2510 P.T. BENEFITS	9,545	0	8,889	0	0
G-141-2230-3030 HEAT	7,362	9,300	6,678	10,500	10,500
G-141-2230-3040 HYDRO	67,707	63,000	47,220	70,000	70,000
G-141-2230-3045 WATER / SEWAGE	2,490	2,880	1,953	2,880	2,880
G-141-2230-3050 MATERIALS	10,680	9,600	8,595	12,000	11,000
G-141-2230-3170 UNIFORMS	0	600	0	0	0
G-141-2230-4105 SNOW REMOVAL	8,414	6,000	5,339	10,000	10,000
G-141-2230-4107 BUILDING MAINTENANCE	37,359	50,000	25,409	60,000	50,000
G-141-2230-4142 TRAINING EXPENSES	0	250	0	0	0
G-141-2230-9030 EQUIPMENT PURCHASES	0	1,500	0	2,000	2,000
G-141-2230-9060 FACILITIES/ BUILDINGS	0	5,000	0	0	0
Total 2230 ADMIN OF JUSTICE BLDG	78,262	74,380	-5,047	-173,962	76,228

141 CITY BUILDINGS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2252 154 DOWNIE ST					
G-141-2252-2100 F.T. SALARIES & WAGES	12,941	0	0	0	0
G-141-2252-2110 P.T. SALARIES & WAGES	66	0	0	0	0
G-141-2252-2500 F.T. BENEFITS	2,097	0	0	0	0
G-141-2252-2510 P.T. BENEFITS	3	0	0	0	0
G-141-2252-3050 MATERIALS	0	0	0	1,000	1,000
Total 2252 154 DOWNIE ST	15,107	0	0	1,000	1,000
6390 ANNE HATHAWAY BLDG					
G-141-6390-2100 F.T. SALARIES & WAGES	0	0	13,332	0	60,690
G-141-6390-2500 F.T. BENEFITS	0	0	3,241	0	18,350
G-141-6390-3050 MATERIALS	2,929	0	4,084	3,000	4,000
G-141-6390-4107 BUILDING MAINTENANCE	2,564	2,500	3,310	3,000	5,000
Total 6390 ANNE HATHAWAY BLDG	5,493	2,500	23,967	6,000	88,040
8216 47 DOWNIE STREET					
G-141-8216-1900 INTERFUNCTIONAL	-49,520	-49,520	-50,510	-50,510	-50,510
G-141-8216-2100 F.T. SALARIES & WAGES	16,676	0	13,775	0	32,190
G-141-8216-2110 P.T. SALARIES & WAGES	600	0	9,478	0	0
G-141-8216-2500 F.T. BENEFITS	4,228	0	4,280	0	9,730
G-141-8216-2510 P. T. BENEFITS	25	0	1,854	0	0
G-141-8216-3030 HEAT	3,136	3,260	2,130	3,500	3,500
G-141-8216-3040 HYDRO	3,348	4,700	2,204	5,000	5,000
G-141-8216-3045 WATER / SEWAGE	484	650	314	650	650
G-141-8216-3050 MATERIALS	482	1,500	0	1,500	1,500
G-141-8216-4105 SNOW REMOVAL	3,867	3,000	2,408	4,000	4,000
G-141-8216-4107 BUILDING MAINTENANCE	4,001	30,000	1,401	37,500	17,000
G-141-8216-4142 TRAINING EXPENSES	0	250	0	0	0
G-141-8216-9030 EQUIPMENT PURCHASES	0	0	0	1,000	1,000
G-141-8216-9060 FACILITIES/BUILDINGS	0	5,000	0	0	0
Total 8216 47 DOWNIE STREET	-12,673	-1,160	-12,666	2,640	24,060

141 CITY BUILDINGS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
8290 246 RAILWAY AVE					
G-141-8290-3040 HYDRO	289	400	200	400	360
G-141-8290-4107 BUILDING MAINTENANCE	0	1,000	0	1,000	1,000
Total 8290 246 RAILWAY AVE	289	1,400	200	1,400	1,360
8292 LIBRARY					
G-141-8292-2100 F.T. SALARIES & WAGES	6,549	0	5,609	0	7,380
G-141-8292-2500 F.T. BENEFITS	2,014	0	1,805	0	2,230
G-141-8292-3050 MATERIALS	0	0	1,212	0	0
G-141-8292-4105 SNOW REMOVAL	9,627	9,000	9,076	9,500	9,500
G-141-8292-4107 BUILDING MAINTENANCE	16,614	25,000	25,187	38,000	48,000
G-141-8292-9060 FACILITIES/BUILDINGS	0	9,000	0	0	0
Total 8292 LIBRARY	34,804	43,000	42,889	47,500	67,110
TOTAL 141 CITY BUILDINGS	679,895	735,370	506,100	715,208	811,808



2022 OPERATING BUDGET – WORK PLAN

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

Department/Division Overview:

Development Services Division is comprised of building, bylaw, and planning services. The division is responsible for issuing building permits, heritage alteration permits and sign permits; processing development applications (subdivision, condominium, site plan, official plan amendments, zone change, minor variance and consents); developing planning policy, and enforcing various City by-laws including administering the City’s cross-connection By-law.

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

Key Activities for 2022:

Approval and implementation of updated fee structure for Building Services.

Implementation of the CityWide planning application from PSD and work towards implementation of Public Portal, Licencing module and planning module.

Building Inspector and By-Law Officer training for certifications.

Commencement of the 5-year review of the Official Plan.

Joint initiative with investStratford for Attainable Housing Community Improvement Plan (CIP). InvestStratford submitted for Rural Economic Development Program funding, of which part would be allocated towards components of the CIP. Approximately half of the \$80,000 required for the project would be supported through funding obtained by investStratford. If funding is not achieved than staff would seek direction from Council on how to proceed.

A plan to address green building standards and policy development and the anticipated community improvement plan is proposed to be developed through an internal working group with the assistance the available climate change support staff.

How This Work Plan Reflects Council’s Strategic Priorities

This work plan reflects on the strategic priorities as we will be ensuring that our services are being provided in a caring manner by utilizing innovative and proactive thought processes. The department also collaborates with the building and development community on a regular basis to determine the best ways to remain fair and transparent as we hold the public's best interest at heart.

Significant Variances (2022 proposed budget vs prior year actuals):

Revenue for 2021 showed signs of recovery through the number of planning and building applications submitted throughout the past year. Through these applications it does appear that the economy is showing some signs of recovery. We anticipate with many lots and subdivisions coming available and revised permitting fees approved to 2022 that revenue will continue to pick up in 2022.

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

COVID-19? yes no

If yes, please review impacts:

Impacts could include reduced applications for planning and building proposals. At this time, we have not seen a decline but rather an increase in the amount of work generated from the type of applications received during the past quarter.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

251 DEVELOPMENT SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2400 BUILDING INSPECTION ADMIN					
G-251-2400-1325 ZONING INFO LETTERS	-5,807	-4,500	-5,226	-5,000	-5,000
G-251-2400-1440 BUILDING PERMITS	-479,501	-731,750	-850,603	-650,000	-700,000
G-251-2400-1810 CONTRIBUTIONS FROM RESERVES	-218,444	-151,240	0	0	-72,960
G-251-2400-2100 F.T. SALARIES & WAGES	409,501	456,580	328,582	833,320	420,280
G-251-2400-2110 P.T. SALARIES & WAGES	5,939	17,470	9,358	99,530	20,300
G-251-2400-2500 F.T. BENEFITS	118,176	130,950	96,607	245,230	126,160
G-251-2400-2510 P.T. BENEFITS	2,193	1,460	1,632	19,020	3,960
G-251-2400-3050 MATERIALS	2,838	6,200	5,470	6,200	6,300
G-251-2400-3090 PHOTOCOPIER EXPENSE	975	2,000	842	2,000	1,150
G-251-2400-3100 POSTAGE	1,154	1,500	1,263	1,500	1,500
G-251-2400-3180 VEHICLE - FUEL	848	1,800	1,095	1,800	0
G-251-2400-3190 VEHICLE REPAIR & EXPENSE	98	2,800	0	2,800	0
G-251-2400-4010 ADVERTISING	0	1,600	0	2,000	2,000
G-251-2400-4040 CONSULTANTS	3,022	40,000	56,421	75,000	15,000
G-251-2400-4050 CONTRACTORS - CLEAN UP	1,140	1,500	0	1,500	1,500
G-251-2400-4090 LEGAL	20,409	45,000	6,717	45,000	25,000
G-251-2400-4095 SUPPORT & MAINTENANCE CONTRACTS	20,113	45,000	15,213	15,000	20,000
G-251-2400-4097 MEMBERSHIPS	3,222	4,600	1,098	4,600	4,600
G-251-2400-4110 TELEPHONE	6,200	6,200	4,802	5,240	4,980
G-251-2400-4120 TELEPHONE - CELL PHONES	3,150	4,080	3,366	3,000	4,060
G-251-2400-4140 TRAINING - REGISTRATION	7,036	22,000	8,436	22,000	22,000
G-251-2400-5010 COLLECTIONS & BANK CHARGES	2,487	1,500	4,802	2,000	5,000
G-251-2400-7900 INTERFUNCTIONAL TRANSFERS	95,250	95,250	95,250	95,250	94,170
Total 2400 BUILDING INSPECTION ADMIN	-1	0	-214,875	826,990	0
2406 BY-LAW ENFORCEMENT					
G-251-2406-1325 BYLAW -LETTERS OF CONFORMITY	-2,163	-3,000	-2,476	-3,500	-3,200
G-251-2406-1405 BY-LAW -SIGN & POOL PERMITS	-19,046	-20,000	-27,063	-22,000	-22,000
G-251-2406-1440 BY-LAW - TRADE LICENCES	-14,212	-19,000	-11,652	-20,000	-20,000
G-251-2406-1445 BY-LAW- BED & BREAKFAST LICENCES	-1,594	-31,000	-810	-31,000	-32,000

251 DEVELOPMENT SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-251-2406-1810 CONTRIBUTION FROM RESERVE	-9,170	0	0	0	0
G-251-2406-1900 REVENUE TRANSFER FROM WATER	-52,070	-52,070	-53,110	-53,110	-60,000
G-251-2406-2100 F.T. SALARIES	153,938	140,660	144,350	0	192,740
G-251-2406-2110 P.T. SALARIES	4,469	0	6,871	0	5,070
G-251-2406-2500 F.T. BENEFITS	44,778	38,810	43,620	0	57,850
G-251-2406-2510 P.T. BENEFITS	1,740	0	1,631	0	990
G-251-2406-3050 MATERIALS	3,341	4,500	1,718	4,500	4,500
G-251-2406-3090 PHOTOCOPIER	975	1,650	737	1,650	1,150
G-251-2406-3100 POSTAGE	1,154	1,500	1,123	1,500	1,500
G-251-2406-3180 VEHICLE - FUEL	1,069	0	1,260	0	0
G-251-2406-3190 VEHICLES - REPAIRS & EXPENSE	31	0	0	0	0
G-251-2406-4050 CONTRACTORS - CLEAN UP	446	5,500	53	5,500	5,200
G-251-2406-4097 MEMBERSHIPS	213	650	190	650	600
G-251-2406-4110 TELEPHONE - BASIC	1,380	1,380	1,069	1,170	1,110
G-251-2406-4120 TELEPHONE - CELL PHONES	1,740	1,800	1,100	1,200	1,200
G-251-2406-4140 TRAINING	0	4,000	1,789	4,000	4,000
G-251-2406-5010 COLLECTIONS & BANK CHARGES	1,244	0	2,342	0	2,500
G-251-2406-7820 TRANSFER TO RESERVE FUND	3,500	3,500	0	0	0
Total 2406 BY-LAW ENFORCEMENT	121,763	78,880	112,742	-109,440	141,210
8110 PLANNING AND ZONING					
G-251-8110-1325 ZONING INFORMATION REPORTS	-1,082	-1,700	-1,238	-1,700	-1,700
G-251-8110-1375 SITE PLAN AGREEMENT REVENUE	-29,468	-66,650	-69,506	-45,000	-46,000
G-251-8110-1405 SUBDIVISION/CONDO APPLICATION FEES	-3,528	-36,000	-35,187	-20,000	-20,000
G-251-8110-1420 ZONING APPLICATION FEES	-19,531	-21,750	-44,927	-21,000	-24,000
G-251-8110-1430 PART LOT CONTROL FEES	-715	-1,500	-450	-750	-1,640
G-251-8110-1447 OFFICIAL PLAN AMENDMENTS	-5,960	-7,310	-16,155	-1,500	-2,000
G-251-8110-1610 PUBLICATION SALES	-695	-200	0	-300	-300
G-251-8110-2100 F.T. SALARIES	124,817	272,480	110,596	0	195,480
G-251-8110-2110 P.T. SALARIES	20,111	41,600	41,792	0	33,010
G-251-8110-2500 F.T. BENEFITS	34,956	72,810	37,720	0	58,680
G-251-8110-2510 P.T. BENEFITS	4,641	12,060	4,352	0	6,440

251 DEVELOPMENT SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-251-8110-3050 MATERIALS	1,787	2,630	2,385	2,630	2,680
G-251-8110-3090 PHOTOCOPIER	650	920	668	920	770
G-251-8110-3100 POSTAGE	577	1,020	568	1,000	1,000
G-251-8110-4040 CONSULTANTS	16,005	10,400	20,729	10,000	12,000
G-251-8110-4060 COURIER/FREIGHT	0	50	15	50	50
G-251-8110-4090 LEGAL	0	0	232	0	0
G-251-8110-4097 MEMBERSHIPS	1,386	2,570	538	2,500	2,800
G-251-8110-4110 TELEPHONE	2,750	2,750	2,130	2,320	2,210
G-251-8110-4120 TELEPHONE - CELL PHONES	825	900	550	600	600
G-251-8110-4140 TRAINING	593	6,000	1,578	6,000	5,000
G-251-8110-5010 COLLECTIONS AND BANK CHARGES	1,244	990	2,453	1,000	1,200
G-251-8110-5030 INTEREST ON LTD	87	70	32	105	75
G-251-8110-5035 PRINCIPAL ON LTD	1,621	1,620	1,249	1,600	1,620
G-251-8110-7810 TRANSFER TO RESERVE	10,000	10,000	7,500	10,000	35,000
Total 8110 PLANNING AND ZONING	161,071	303,760	67,624	-51,525	262,975
8116 COMMITTEE OF ADJUSTMENT					
G-251-8116-1405 APPLICATION FEES	-43,225	-45,000	-59,118	-35,000	-36,000
G-251-8116-2100 F.T. SALARIES & WAGES	53,717	0	42,682	0	78,610
G-251-8116-2110 P.T. SALARIES	10,834	0	26,177	0	14,150
G-251-8116-2500 F.T. BENEFITS	18,243	0	17,964	0	23,590
G-251-8116-2510 P.T. BENEFITS	3,481	0	3,264	0	2,760
G-251-8116-3050 MATERIALS	1,073	2,425	329	2,400	2,400
G-251-8116-3090 PHOTOCOPIER	650	1,125	562	1,120	770
G-251-8116-3100 POSTAGE	1,444	900	1,372	1,000	1,000
Total 8116 COMMITTEE OF ADJUSTMENT	46,217	-40,550	33,232	-30,480	87,280
TOTAL 251 DEVELOPMENT SERVICES	329,050	342,090	-1,277	635,545	491,465



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G310 Engineering

Department/Division Overview:

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

Key Activities for 2022:

Engineering will be busy providing locates for the fifth and final year for the Wightman city wide fibre optic installation project.

Will be facilitating the transportation master plan and managing the Renewable Natural Gas and Queen Street storm sewer project.

Continuing linear reconstruction projects and a strong push for watermain and sanitary sewer lining.

How This Work Plan Reflects Council’s Strategic Priorities

Mobility, Accessibility, and Design Excellence; Engineering will work towards refining the Asset Management Plan with updated infrastructure assessments. Bike and Pedestrian Master Plan projects continue to be implemented as budget allows.

Developing our Resources; Engineering continues to look for innovative methods to promote green development and infrastructure.

Widening Our Economic Opportunities; Engineering continues to provide support to investStratford, and works with developers of all types to encourage and promote responsible projects and bring more residential and industrial development online

Significant Variances (2022 proposed budget vs prior year actuals):

The percentage of Engineering salaries time designated for Water and Sanitary services are now directly drawing for those respective accounts. This has resulted in a reduction in salaries in the Engineering accounts and increase in salaries for the Water and Sanitary accounts. There is no

additional staff and the total increase from the previous year is inflationary as per the respective collective agreement.

Wightman fibre to home project will be slowing down as they near completion. Annual support of \$100,000 was provided by Wightman to support the resources required to facilitate their project. Since the support needed by Wightman is diminishing funding provided will be reduced to an estimated \$38,000.

The accessibility coordinator services provided by the Perth County terminated in July, which alleviates \$28,000.

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

COVID-19? yes no

If yes, please review impacts:

The approach in how services are provided by the Engineering Department have adjusted to reflect current conditions.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Increasing funding required to address road infrastructure deficits as per the asset management plan is not being considered for this budget.

310 ENGINEERING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3000 ENGINEERING ADMIN					
G-310-3000-1360 SERVICE CHARGE REVENUE	-28,024	-20,000	-54,112	-23,000	-24,000
G-310-3000-1365 APPLICATION REVIEW REVENUE	-23,005	-4,000	-5,344	-6,000	-6,000
G-310-3000-1610 SALES	-38	-250	-2,155	-100	-200
G-310-3000-1770 RECOVERABLES	-72,239	-695,000	-1,371	-427,000	-338,000
G-310-3000-1810 CONTRIBUTION FROM RESERVES	0	-60,000	0	0	0
G-310-3000-1900 INTERFUNCTIONAL TRANSFERS	-183,100	-183,100	-263,940	-263,940	0
G-310-3000-2100 F.T. SALARIES & WAGES	1,280,976	1,397,880	1,021,326	1,334,000	798,780
G-310-3000-2110 P.T. SALARIES & WAGES	0	22,930	37,260	89,030	34,330
G-310-3000-2500 F.T. BENEFITS	333,618	360,190	300,103	371,120	226,990
G-310-3000-2510 P.T. BENEFITS	0	1,850	3,457	7,490	2,950
G-310-3000-2700 OTHER PAYROLL EXPENSES	0	1,600	560	250	250
G-310-3000-3010 CLOTHING	1,801	2,200	1,371	2,000	2,060
G-310-3000-3050 MATERIALS	1,799	3,000	1,044	2,300	2,340
G-310-3000-3070 OFFICE SUPPLIES AND PAPER	1,935	3,100	2,904	3,000	3,000
G-310-3000-3090 PHOTOCOPIER EXPENSE	4,411	7,000	2,693	6,500	4,140
G-310-3000-3100 POSTAGE	169	300	116	250	260
G-310-3000-3110 PRINTING	286	700	133	350	360
G-310-3000-3120 MEALS & MEETING COSTS	475	400	116	400	410
G-310-3000-3130 PUBLICATIONS & SUBSCRIPTIONS	121	300	0	250	260
G-310-3000-4020 SERVICE CONTRACTS	5,926	31,000	2,721	28,000	28,000
G-310-3000-4040 CONSULTANTS	0	0	31,057	0	0
G-310-3000-4060 COURIER/FREIGHT	57	100	75	100	100
G-310-3000-4095 SUPPORT & MAINTENANCE CONTRACTS	860	46,000	0	46,000	0
G-310-3000-4097 MEMBERSHIPS	5,081	6,590	4,908	6,935	7,700
G-310-3000-4110 TELEPHONE - BASIC	12,980	12,980	10,054	10,970	10,420
G-310-3000-4120 TELEPHONE - CELL PHONES	7,583	10,200	7,590	8,280	9,000
G-310-3000-4142 TRAINING - EXPENSES	10,251	21,500	4,458	22,000	22,800
G-310-3000-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	59	750	357	500	600
G-310-3000-5040 RENTAL OF MACHINERY & EQUIPMENT	0	1,000	0	1,000	1,000

310 ENGINEERING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-310-3000-7820 TRANSFER TO RESERVE FUNDS	1,100	1,100	825	1,100	1,200
G-310-3000-7900 INTERFUNCTIONAL TRANSFERS	0	0	8,900	6,400	0
G-310-3000-9010 OFFICE EQUIPMENT AND FURNISHINGS	41	4,600	0	4,600	4,640
G-310-3000-9040 TOOLS & SMALL EQUIPMENT	268	1,000	1,337	1,000	1,020
Total 3000 ENGINEERING ADMIN	1,363,391	975,920	1,116,443	1,233,785	794,410
3010 SPECIAL PROJECTS - WIGHTMAN					
G-310-3010-1770 RECOVERABLES	-51,239	0	-86,490	0	0
G-310-3010-2100 F.T. SALARIES	595	0	0	0	0
G-310-3010-2110 P.T. SALARIES	39,577	0	0	0	0
G-310-3010-2510 P.T. BENEFITS	3,992	0	0	0	0
G-310-3010-3050 MATERIALS	2,725	0	18	0	0
G-310-3010-3180 VEHICLE - FUEL	1,175	0	0	0	0
G-310-3010-3190 VEHICLE - REPAIRS & EXPENSES	2,350	0	0	0	0
G-310-3010-4120 CELL PHONES	825	0	0	0	0
G-310-3010-9040 TOOLS AND SMALL EQUIPMENT	0	0	2,730	0	0
Total 3010 SPECIAL PROJECTS - WIGHTMAN	0	0	-83,742	0	0
3025 ENGINEERING OPERATIONS					
G-310-3025-1360 SERVICE CHARGE REVENUE	-2,100	0	0	0	0
Total 3025 ENGINEERING OPERATIONS	-2,100	0	0	0	0
TOTAL 310 ENGINEERING	1,361,291	975,920	1,032,701	1,233,785	794,410



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G315 Fleet

Department/Division Overview:

Fleet operations cover all fleet purchases and maintenance for various departments within the City.

Fleet staff are based at the Public Works yard and Transit shop. There are three mechanics located at Public Works facility, and two at Transit facility; both managed by a Fleet Supervisor located out of the Public Works.

Funding for this budget is entirely through tax base.

Key Activities for 2022:

Full review of current City fleet. Initiate replacement program for 2022.

Continue to expand our GPS program identified the Service Delivery Review project, with the goal of installation on all remaining fleet in 2022.

How This Work Plan Reflects Council's Strategic Priorities

Installing GPS on all City fleet ensures the safety of all employees using City vehicles. It also unlocks an upgraded level of reporting for all fleet which includes, idle time, kilometers driven, time in use, excessive speeding, harsh braking, and much more.

Significant Variances (2022 proposed budget vs prior year actuals):

Replacement parts have seen a significant increase in cost and shipping, as well as wait times.

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

COVID-19? yes no

If yes, please review impacts:

Increased wait times for vehicle repairs is a possibility, which could have a negative result in our levels of service. Escalating prices for new fleet and repairs parts.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Reduce maintenance activities.

315 FLEET					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3050 FLEET DIVISION ADMINISTRATION					
G-315-3050-1760 SALE OF EQUIPMENT	0	0	-1,409	0	0
G-315-3050-1765 GAIN OF DISPOSAL OF ASSETS	-28,381	0	-24,571	-30,000	-30,000
G-315-3050-1770 RECOVERABLE	0	0	-3,763	0	0
G-315-3050-1810 TRANSFER FROM RESERVE	-1,274	0	0	0	0
G-315-3050-1900 INTERFUNCTIONAL	-40,912	-48,000	-48,950	-48,950	-50,660
G-315-3050-2100 F.T. SALARIES	150,824	88,630	137,345	0	0
G-315-3050-2110 PART TIME SALARIES	3,946	0	0	0	0
G-315-3050-2500 F.T. BENEFITS	42,017	25,280	39,709	0	0
G-315-3050-2510 P.T. BENEFITS	734	0	0	0	0
G-315-3050-2700 OTHER PAYROLL EXPENSES	61	500	389	500	500
G-315-3050-3010 CLOTHING	7,941	7,800	7,427	7,800	7,900
G-315-3050-3011 PERSONAL PROTECTIVE EQUIPMENT	475	1,050	62	1,000	1,000
G-315-3050-3050 MATERIALS	1,626	5,100	4,113	4,500	4,000
G-315-3050-3090 PHOTOCOPIER	241	300	1,267	200	320
G-315-3050-3180 FUEL	393,490	568,000	400,260	579,360	580,100
G-315-3050-3190 VEHICLES - REPAIRS & EXPENSES	665,309	478,650	494,276	516,560	508,000
G-315-3050-4050 CONTRACTORS	0	40,000	1,429	20,000	20,000
G-315-3050-4060 COURIER/FREIGHT	0	0	35	0	0
G-315-3050-4095 MAINTENANCE CONTRACT - GPS	27,896	60,000	11,136	60,000	73,000
G-315-3050-4097 MEMBERSHIPS	473	350	187	350	350
G-315-3050-4110 TELEPHONE	1,380	1,380	1,069	1,170	1,110
G-315-3050-4142 TRAINING - EXPENSES	135	2,500	2,168	2,000	5,000
G-315-3050-7820 TRANSFER TO RESERVE FUND	63,981	35,600	27,234	36,310	30,000
G-315-3050-9040 TOOLS AND SMALL EQUIPMENT	6,013	15,100	15,500	15,100	15,150
Total 3050 FLEET DIVISION ADMINISTRATION	1,295,975	1,282,240	1,064,913	1,165,900	1,165,770
3055 FLEET OPERATIONS					
G-315-3055-1405 USER FEES	-379	0	0	0	0
G-315-3055-2100 F.T. SALARIES & WAGES	391,301	478,670	320,272	570,970	322,070
G-315-3055-2110 P.T. SALARIES	18,816	22,420	0	22,870	0

315 FLEET					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-315-3055-2500 F.T. BENEFITS	67,011	138,140	102,695	169,520	125,950
G-315-3055-2510 P.T. BENEFITS	14,139	4,360	-11,505	2,180	0
G-315-3055-3180 VEHICLE - FUEL	100,965	0	89,736	0	0
G-315-3055-3190 VEHICLE - REPAIRS & EXPENSES	88,032	0	52,318	0	0
G-315-3055-9040 TOOLS & SMALL EQUIPMENT	0	0	0	0	1,000
Total 3055 FLEET OPERATIONS	679,885	643,590	553,516	765,540	449,020
TOTAL 315 FLEET	1,975,860	1,925,830	1,618,429	1,931,440	1,614,790



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G320 Roads

Department/Division Overview:

The Roads operating budget covers staffing and materials required for functions relating to road repair and preventative maintenance work.

Road staff are based at the Public Works yard at 303 King Street, and are managed at this location by two Supervisors and a Manager of Public Works.

Funding for this budget is entirely through tax base.

Key Activities for 2022:

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

Maintain current level of service in regard to winter operations for all streets, sidewalks, and City owned properties.

How This Work Plan Reflects Council’s Strategic Priorities

The Public Works operating budget touches on all aspects of the strategic priorities. The tasks that are involved influences the perspective of residents and tourists.

Significant Variances (2022 proposed budget vs prior year actuals):

Material costs for winter operations continue to increase, as do aggregate materials. However, we do not foresee any significant increases to our current practices.

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

COVID-19? yes no

If yes, please review impacts:

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

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

- Grass Cutting
- Street Sweeping

320 ROADS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3100 ROAD ADMIN					
G-320-3100-1760 SALE OF EQUIPMENT	-185	0	0	0	0
G-320-3100-1770 RECOVERABLES	-208	-21,000	0	-1,000	-22,000
G-320-3100-1810 CONTRIBUTION FROM RESERVE	-30,867	0	0	0	0
G-320-3100-1900 INTERFUNCTIONAL TRANSFER	0	-61,150	0	0	0
G-320-3100-2100 F.T. SALARIES & WAGES	530,004	284,670	407,770	0	192,730
G-320-3100-2110 P.T. SALARIES & WAGES	33,128	32,950	28,345	33,600	34,720
G-320-3100-2500 F.T. BENEFITS	148,255	118,360	113,874	0	56,930
G-320-3100-2510 P.T. BENEFITS	11,119	11,940	9,568	12,480	13,160
G-320-3100-2700 OTHER PAYROLL EXPENSES	2,022	4,100	906	0	0
G-320-3100-3010 CLOTHING	22,454	30,600	25,092	31,000	30,000
G-320-3100-3050 MATERIALS	42,695	20,300	14,250	22,000	22,200
G-320-3100-3070 OFFICE SUPPLIES AND PAPER	1,051	1,200	722	1,000	1,060
G-320-3100-3090 PHOTOCOPIER EXPENSE	1,705	3,000	1,417	2,000	2,370
G-320-3100-3110 PRINTING	0	100	0	100	100
G-320-3100-3120 MEALS AND MEETING COSTS	446	250	610	300	300
G-320-3100-3140 R & M - BUILDINGS & EQUIPMENT	2,565	0	722	0	0
G-320-3100-3190 VEHICLE - REPAIRS & EXPENSES	1,742	3,000	0	0	0
G-320-3100-4020 SERVICE CONTRACTS	9,640	0	5,338	0	5,500
G-320-3100-4050 CONTRACTORS	0	1,000	0	0	0
G-320-3100-4097 MEMBERSHIPS	1,547	1,140	1,742	1,625	1,700
G-320-3100-4110 TELEPHONE - BASIC	2,750	2,750	2,130	2,320	2,210
G-320-3100-4120 TELEPHONE - CELL PHONES	6,360	6,660	4,620	5,040	5,040
G-320-3100-4142 TRAINING - EXPENSES	7,678	15,250	15,217	12,000	18,000
G-320-3100-5010 BANK, COLLECTION AND CREDIT CARD CH	387	0	367	0	0
G-320-3100-5030 INTEREST ON LTD	50,323	47,970	25,597	47,776	47,975
G-320-3100-5035 PRINCIPAL ON LTD	493,897	493,920	374,170	491,167	493,915

320 ROADS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-320-3100-7820 TRANSFER TO RESERVE FUNDS	1,308,000	1,308,000	1,002,600	1,336,800	1,364,000
G-320-3100-9010 OFFICE EQUIPMENT AND FURNISHINGS	304	2,000	859	2,000	2,000
G-320-3100-9040 TOOLS & SMALL EQUIPMENT	19,589	20,000	11,751	20,000	21,000
Total 3100 ROAD ADMIN	2,666,401	2,327,010	2,047,667	2,020,208	2,292,910
3125 ROAD OPERATIONS					
G-320-3125-1405 USER FEES	0	-2,000	0	-2,000	0
G-320-3125-1770 RECOVERABLES	-50,025	-43,000	-17,203	-43,000	-43,000
G-320-3125-1900 INTERFUNCTIONAL TRANSFERS	-7,722	-246,860	-597,090	-597,090	-57,260
G-320-3125-2100 F.T. SALARIES & WAGES	461,772	1,389,030	376,172	1,951,175	993,160
G-320-3125-2500 F.T. BENEFITS	129,294	374,590	105,327	565,130	293,370
G-320-3125-3030 HEAT	12,855	12,000	8,497	12,300	12,600
G-320-3125-3040 HYDRO	21,303	21,000	15,851	21,000	21,400
G-320-3125-3045 WATER / SEWAGE	8,764	2,700	2,396	2,800	3,000
G-320-3125-3050 MATERIALS	101,902	140,000	51,512	97,800	102,000
G-320-3125-3140 R & M - BUILDINGS & EQUIPMENT	5,848	20,000	18,525	20,000	22,400
G-320-3125-3180 VEHICLE - FUEL	-3,213	0	0	0	0
G-320-3125-4020 SERVICE CONTRACTS	3,848	22,000	8,333	22,000	22,000
G-320-3125-4050 CONTRACTORS	59,445	67,000	4,934	25,000	85,000
G-320-3125-4060 COURIER/FREIGHT	169	100	0	100	100
G-320-3125-4095 MAINTENANCE CONTRACTS	12,978	0	548	0	0
G-320-3125-5040 RENTAL OF BLDG, MACHINERY & EQUIP	354	0	0	0	0
G-320-3125-7820 TRANSFER TO RESERVE FUNDS	357,000	357,000	273,075	364,100	371,400
G-320-3125-9040 TOOLS & SMALL EQUIPMENT	234	0	0	0	0
Total 3125 ROAD OPERATIONS	1,114,806	2,113,560	250,877	2,439,315	1,826,170
3150 ROAD WINTER					
G-320-3150-1900 INTERFUNCTIONAL TRANSFERS	-25,163	-66,000	-71,000	-71,000	-73,300
G-320-3150-2100 F.T. SALARIES & WAGES	283,529	0	199,583	0	316,000
G-320-3150-2500 F.T. BENEFITS	79,387	0	55,878	0	93,340
G-320-3150-3040 HYDRO	2,930	4,300	2,085	4,500	4,000
G-320-3150-3050 MATERIALS	184,475	300,000	181,058	275,000	275,000
G-320-3150-3140 R & M - BUILDINGS & EQUIPMENT	0	2,000	3,120	2,000	3,000

320 ROADS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-320-3150-3180 VEHICLE - FUEL	-3,213	0	0	0	0
G-320-3150-3190 VEHICLE - REPAIRS & EXPENSES	24	0	0	0	0
G-320-3150-4010 ADVERTISING	330	200	0	100	100
G-320-3150-4020 SERVICE CONTRACTS	39,498	54,600	49,344	55,000	58,000
G-320-3150-4050 CONTRACTORS	151,644	225,000	81,383	200,000	200,000
G-320-3150-4095 MAINTENANCE CONTRACTS	3,041	5,000	0	5,000	3,000
G-320-3150-5040 RENTAL OF MACHINERY & EQUIPMENT	25,876	20,000	20,657	25,000	28,000
G-320-3150-7810 TRANSFER TO RESERVES	72,932	0	0	0	0
Total 3150 ROAD WINTER	815,290	545,100	522,108	495,600	907,140
3175 RAILWAY CROSSINGS					
G-320-3175-2100 F.T. SALARIES & WAGES	0	0	0	0	1,760
G-320-3175-2500 F.T. BENEFITS	0	0	0	0	520
G-320-3175-4095 MAINTENANCE CONTRACTS	59,265	59,350	47,877	60,540	61,600
Total 3175 RAILWAY CROSSINGS	59,265	59,350	47,877	60,540	63,880
3176 TRAFFIC					
G-320-3176-1770 RECOVERABLES	-812	0	-28,251	0	0
G-320-3176-2100 SALARIES & WAGES	0	0	537	0	10,580
G-320-3176-2500 F.T. BENEFITS	0	0	150	0	3,120
G-320-3176-3050 MATERIALS	5,167	0	23,062	5,500	10,000
G-320-3176-4020 SERVICE CONTRACTS	34,602	0	44,121	35,000	50,000
G-320-3176-4050 CONTRACTORS	2,973	0	1,268	0	1,000
G-320-3176-4060 COURIER/FREIGHT	352	0	0	0	0
G-320-3176-4095 MAINTENANCE CONTRACTS	407	0	0	0	0
Total 3176 TRAFFIC	42,689	0	40,887	40,500	74,700
3177 TRAFFIC SIGNS					
G-320-3177-2100 F.T. SALARIES & WAGES	41,201	0	38,510	0	10,580
G-320-3177-2500 F.T. BENEFITS	11,536	0	10,782	0	3,120
G-320-3177-3050 MATERIALS	10,179	0	9,530	2,500	9,200
G-320-3177-4050 CONTRACTORS	9,982	0	10,679	0	13,000
Total 3177 TRAFFIC SIGNS	72,898	0	69,501	2,500	35,900

320 ROADS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
3178 ROAD PAINTING					
G-320-3178-2100 F.T. SALARIES & WAGES	73,619	0	46,074	0	1,760
G-320-3178-2500 F.T. BENEFITS	20,612	0	12,901	0	520
G-320-3178-3050 MATERIALS	21,285	0	9,203	23,000	20,000
G-320-3178-4020 SERVICE CONTRACTS	0	0	59,260	0	0
G-320-3178-4050 CONTRACTORS	29,617	0	0	31,000	62,000
Total 3178 ROAD PAINTING	145,133	0	127,438	54,000	84,280
3500 STREET LIGHTS					
G-320-3500-1770 RECOVERABLES	-925	-1,500	-2,044	-800	-800
G-320-3500-2100 F.T. SALARIES & WAGES	135	0	0	0	0
G-320-3500-2500 F.T. BENEFITS	38	0	0	0	0
G-320-3500-3040 HYDRO	308,025	230,000	185,983	237,660	242,000
G-320-3500-4020 SERVICE CONTRACTS	136,934	123,000	188,542	123,000	126,000
G-320-3500-7820 TRANSFER TO RESERVE FUNDS	110,000	110,000	82,500	110,000	110,000
Total 3500 STREET LIGHTS	554,207	461,500	454,981	469,860	477,200
3510 ANIMAL CONTROL					
G-320-3510-4020 SERVICE CONTRACTS	4,526	0	0	0	0
G-320-3510-4050 CONTRACTORS- ANIMAL CONTROL	122,619	123,300	114,536	125,800	126,400
Total 3510 ANIMAL CONTROL	127,145	123,300	114,536	125,800	126,400
TOTAL 320 ROADS	5,597,834	5,629,820	3,675,872	5,708,323	5,888,580



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G330 Sanitary

Department/Division Overview:

Sanitary services are intended to be fully funded by consumers. The City wastewater collection system consists of 11 wastewater pumping stations, approximately 170 km of sanitary main and 2,100 maintenance holes. There is one flow meter installed at Vivian Pumping Station and one at Quinlan Pumping Station.

The treatment system is operated by the Ontario Clean Water Agency.

Key Activities for 2022:

New staff facilitated Sewer Acoustic Inspection Program – goal of 80,000 meters.

Trunk Sewer contract for cleaning and camera work (contract services).

Continue SCADA Integration Services.

Continue to move to digital record keeping for MECP Compliance Improvements.

Conduct Fats, Oil, and Grease (FOG) Community Education Outreach.

Projected rate study revenue will be evaluated against actuals to confirm sufficient funds are being allocated to infrastructure replacement and renewal.

How This Work Plan Reflects Council’s Strategic Priorities

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

Significant Variances (2022 proposed budget vs prior year actuals):

Estimated annual payments are now \$2,898,885 to include long-term financing required to bridge Development Charges regeneration funds needed for the Quinlan Pumping Station (\$370,645 of this amount). This annual payment does not include long-term financing required to support the Renewal Natural Gas project.

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

If yes, please review impacts:

We will be limiting in-home work to essential only.

In the event of future waves of COVID-19, outline a list of priorities and services that could be reduced to mitigate impacts on your department's operations:

- In home visits would be reduced to essential only.

330 SANITARY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
4100 SANITARY ADMIN					
G-330-4100-1370 SEWAGE SURCHARGE REVENUE	-7,333,116	-6,950,000	-5,487,683	-7,228,000	-7,300,000
G-330-4100-1820 CONTRIBUTION FROM RESERVE FUN	0	0	0	0	-370,650
G-330-4100-2100 F.T. SALARIES & WAGES	85,670	0	61,994	0	0
G-330-4100-2500 F.T. BENEFITS	25,616	0	17,358	0	0
G-330-4100-2700 OTHER PAYROLL EXPENSES	962	300	346	450	450
G-330-4100-3010 CLOTHING	1,986	2,400	1,938	2,400	2,450
G-330-4100-3050 MATERIALS	324	2,000	43	1,500	1,550
G-330-4100-4020 SERVICE CONTRACTS	4,651	4,400	7,078	4,900	5,050
G-330-4100-4050 CONTRACTORS	312	5,000	0	2,500	2,540
G-330-4100-4097 MEMBERSHIPS	561	900	0	700	700
G-330-4100-4142 TRAINING - EXPENSES	1,448	12,000	1,440	8,000	8,150
G-330-4100-5030 INTEREST ON LTD	645,345	634,750	299,878	590,770	881,835
G-330-4100-5035 PRINCIPAL ON LTD	2,092,907	2,092,360	1,076,971	2,152,999	2,695,135
G-330-4100-7810 TRANSFER TO RESERVES	759,803	1,816,080	1,603,815	2,138,421	1,418,420
G-330-4100-7820 TRANSFER TO RESERVE FUNDS	1,816,080	0	0	0	0
G-330-4100-7900 INTERFUNCTIONAL TRANSFER	0	10,200	48,770	48,970	10,200
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	3,287	5,000	181	4,000	4,100
Total 4100 SANITARY ADMIN	-1,894,164	-2,364,610	-2,367,871	-2,272,390	-2,640,070
4125 SANITARY TREAT					
G-330-4125-1770 RECOVERABLES	-129,456	-10,000	-136,639	-90,000	-90,000
G-330-4125-2100 F.T. SALARIES & WAGES	38	0	0	0	0
G-330-4125-3040 HYDRO	422,000	440,000	257,148	440,000	440,000
G-330-4125-4020 SERVICE CONTRACTS	186	25,000	9,170	35,000	36,200
G-330-4125-4040 CONSULTANTS	15,095	25,000	0	25,000	25,300
G-330-4125-4050 CONTRACTORS - OCWA	998,401	998,100	918,569	1,018,060	1,027,000
G-330-4125-4090 LEGAL	4,264	5,000	1,119	5,000	5,000
G-330-4125-4095 MAINTENANCE CONTRACTS	977	0	0	0	0
Total 4125 SANITARY TREAT	1,311,505	1,483,100	1,049,367	1,433,060	1,443,500

330 SANITARY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
4150 SANITARY COLLECT					
G-330-4150-1770 RECOVERABLES	-6,961	-10,000	-28,810	-10,000	-12,000
G-330-4150-2100 F.T. SALARIES & WAGES	235,359	323,950	202,736	332,240	593,810
G-330-4150-2500 F.T. BENEFITS	65,900	82,940	56,766	84,850	161,470
G-330-4150-3040 HYDRO	34,188	33,000	25,248	33,660	35,350
G-330-4150-3045 WATER / SEWAGE	497	400	341	410	450
G-330-4150-3050 MATERIALS	17,436	50,000	28,763	35,000	41,700
G-330-4150-3140 R & M - BUILDINGS & EQUIPMENT (E	209	15,000	50	7,500	7,650
G-330-4150-3180 VEHICLE - FUEL	1,588	18,000	491	18,000	18,360
G-330-4150-3190 VEHICLE - REPAIRS & EXPENSES	23,753	40,000	438	40,000	40,000
G-330-4150-4020 SERVICE CONTRACTS	30,756	56,500	60,830	29,450	34,890
G-330-4150-4040 CONSULTANTS	16,239	8,000	517	8,000	10,000
G-330-4150-4050 CONTRACTORS	0	87,500	36,176	80,000	81,160
G-330-4150-4060 COURIER/FREIGHT	0	200	0	100	100
G-330-4150-4120 TELEPHONE - CELL PHONES	1,995	1,620	2,189	2,220	2,480
G-330-4150-5040 RENTAL OF BLDG, MACHINERY & EQU	0	0	52	0	0
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	107,100	107,100	81,939	109,250	112,500
G-330-4150-7900 INTERFUNCTIONAL TRANSFERS	67,300	67,300	68,650	68,650	68,650
G-330-4150-9040 TOOLS & SMALL EQUIPMENT	0	0	141	0	0
Total 4150 SANITARY COLLECT	595,359	881,510	536,517	839,330	1,196,570
Total 330 SANITARY	12,700	0	-781,987	0	0



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G340 Storm

Department/Division Overview:

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

Storm staff is based at the Public Works yard at 303 King Street, and are managed at this location by two Supervisors and a Manager of Public Works.

Funding for this budget is entirely through tax base.

Key Activities for 2022:

Maintaining all storm infrastructure within the City. Regular flushing activities, as well as a ditch cleaning program to better control our storm water collection systems.

Continue to repair storm infrastructure within the City.

Continue to provide a full catch basin cleaning program, which includes inspection and deficiency list.

How This Work Plan Reflects Council's Strategic Priorities

Storm operations tie into the mobility, accessibility and design priorities in the City. Ensuring that we continue to provide a reliable storm water system to control flooding and water run off is imperative.

Significant Variances (2022 proposed budget vs prior year actuals):

Continuing to strive towards a more structured ditch cleaning/maintaining program. The project will be carried out by contractors, with support from City staff.

Estimated annual payments are now \$2,541,625 to include \$15,355,000 of long-term financing as required to fund the Queen Street Trunk Sewer.

Existing contribution to transfer to reserves are proposed to be maintained, however, remain lower than what is recommended under the asset management plan. Staff will evaluate changing contributions to transfer to reserves as part of the 2023 budget deliberations.

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

COVID-19? yes no

If yes, please review impacts:

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

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

- Catch Basin cleaning
- Ditching
- Storm flushing

340 STORM					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
4200 STORM ADMIN					
G-340-4200-2100 F.T. SALARIES & WAGES	31	0	0	0	0
G-340-4200-2500 F.T. BENEFITS	9	0	0	0	0
G-340-4200-3040 HYDRO	1,993	3,000	1,760	3,000	2,000
G-340-4200-5030 INTEREST ON LTD	215,113	211,370	94,219	180,661	610,515
G-340-4200-5035 PRINCIPAL ON LTD	1,092,449	1,068,960	501,989	1,001,295	2,092,627
G-340-4200-7820 TRANSFER TO RESERVE FUND	1,588,000	1,588,000	998,250	1,331,000	1,331,000
G-340-4200-9040 SMALL TOOLS & EQUIPMENT	351	200	0	225	200
Total 4200 STORM ADMIN	2,897,946	2,871,530	1,596,218	2,516,181	4,036,342
4225 STORM TREAT					
G-340-4225-1770 RECOVERABLES	0	-15,000	0	0	0
G-340-4225-2100 F.T. SALARIES & WAGES	11,403	0	16,032	0	23,060
G-340-4225-2500 F.T. BENEFITS	3,193	0	4,489	0	6,810
G-340-4225-3050 MATERIALS	25,468	18,000	38,854	18,500	22,500
G-340-4225-4020 SERVICE CONTRACTS	28,751	3,000	39,633	2,500	40,000
G-340-4225-4050 CONTRACTORS	2,851	108,000	0	65,000	25,000
G-340-4225-5040 RENTAL OF MACHINERY & EQUIPMENT	223	1,500	200	600	500
G-340-4225-7850 CITY OWNED RENTAL EXPENSE	0	8,500	0	0	0
G-340-4225-7900 INTERFUNCTIONAL TRANSFER	0	59,160	0	0	0
G-340-4225-9040 TOOLS & SMALL EQUIPMENT	0	0	0	0	200
Total 4225 STORM TREAT	71,889	183,160	99,208	86,600	118,070
4250 STORM COLLECT					
G-340-4250-1130 ONTARIO GRANTS	0	0	-7,865	-5,000	-5,000
G-340-4250-1770 RECOVERABLES	-533	0	0	0	0
G-340-4250-2100 F.T. SALARIES & WAGES	85,162	0	93,916	0	100,020
G-340-4250-2500 F.T. BENEFITS	24,313	0	27,633	0	29,550
G-340-4250-3050 MATERIALS	-1,592	15,000	5,051	12,000	10,000
G-340-4250-3180 VEHICLES - FUEL	316	0	0	0	0
G-340-4250-4020 SERVICE CONTRACTS	16,787	10,000	28,080	15,000	15,000
G-340-4250-4040 CONSULTANTS	15,730	0	11,546	25,000	25,000

340 STORM					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-340-4250-4050 CONTRACTORS	22,363	50,000	28,458	80,000	87,500
G-340-4250-5040 RENTAL OF BLDG, MACHINERY & EQUIP	177	0	221	200	200
G-340-4250-7850 CITY OWNED RENTAL EXPENSE	0	20,000	0	0	0
G-340-4250-7900 INTERFUNCTIONAL TRANSFER	0	24,050	0	0	0
Total 4250 STORM COLLECT	162,723	119,050	187,040	127,200	262,270
TOTAL 340 STORM	3,132,558	3,173,740	1,882,466	2,729,981	4,416,682



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G350 Water

Department/Division Overview:

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

The City water distribution system consists of approximately 185 km of watermain, 1,800 valves and 900 hydrants. The Water Distribution Budget for material is based on 30 mainbreaks, 10 valve replacements, and hydrant maintenance. These numbers may vary from year to year.

Key Activities for 2022:

Water Meter Changeout Program – goal of 600 (5%)
 SCADA – update sites automation hardware
 MECP Compliance Improvements – digital record keeping
 Uni-Directional Flushing Program
 Lead Water Services – 5 -10 replacements per year
 Valve Replacements – 5 replacements per year
 Valve Maintenance – 50% per year valve turning
 Leak Detection Optimization

Projected rate study revenue will be evaluated against actuals to confirm sufficient funds are being allocated to infrastructure replacement and renewal.

How This Work Plan Reflects Council’s Strategic Priorities

Developing our Resources – The Water Division continues to look at opportunities to optimizing operations, reducing energy costs and enhancing customer service. Gathering information leads to better decision making and more efficient use of resources. Improving valve and hydrant programs, as well as improvements to watermain flushing, is the first step towards reducing customer interruptions and continuing to provide safe, reliable, clean water

Significant Variances (2022 proposed budget vs prior year actuals):

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

If yes, please review impacts:

We would limit most home service to what is essential which would be loss of service. For example, the meter change out program may be impacted similar to 2021 as we consider this non-essential work and have not been completing it during times of provincial lockdown.

In the event of future waves of COVID-19, outline a list of priorities and services that could be reduced to mitigate impacts on your department's operations:

We would limit in home service to what is essential which would be loss of service.

350 WATER					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
4300 WATER ADMIN					
G-350-4300-1410 WATER REVENUE	-4,926,451	-4,634,000	-3,825,170	-4,819,400	-4,963,980
G-350-4300-2100 F.T. SALARIES & WAGES	427,747	0	415,750	990,980	665,030
G-350-4300-2500 F.T. BENEFITS	135,773	21,950	133,326	304,800	184,010
G-350-4300-2700 OTHER PAYROLL EXPENSES	1,385	2,000	304	1,000	1,000
G-350-4300-3010 CLOTHING	6,702	7,000	7,884	7,150	7,500
G-350-4300-3050 MATERIALS	1,732	3,500	3,598	3,500	3,500
G-350-4300-3070 OFFICE SUPPLIES AND PAPER	440	800	811	800	800
G-350-4300-3090 PHOTOCOPIER EXPENSE	279	300	198	320	380
G-350-4300-3100 POSTAGE	281	500	114	500	450
G-350-4300-3110 PRINTING	330	700	0	500	350
G-350-4300-3120 MEALS & MEETING COSTS	193	300	346	300	300
G-350-4300-4010 ADVERTISING	122	0	0	150	150
G-350-4300-4020 SERVICE CONTRACTS	7,854	3,500	5,244	6,000	6,750
G-350-4300-4040 CONSULTANTS	64	5,100	4,401	5,000	5,000
G-350-4300-4050 CONTRACTORS	537,320	545,000	402,569	555,900	576,200
G-350-4300-4060 COURIER/FREIGHT	0	100	0	100	100
G-350-4300-4090 LEGAL	0	1,000	0	750	750
G-350-4300-4097 MEMBERSHIPS	3,771	5,400	6,624	4,150	5,480
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	394,709	394,710	404,946	404,946	425,180
G-350-4300-4110 TELEPHONE - BASIC	2,060	2,060	1,596	1,740	1,650
G-350-4300-4120 TELEPHONE - CELL PHONES	7,485	7,680	5,753	5,940	6,710
G-350-4300-4142 TRAINING - EXPENSES	13,028	36,000	22,053	36,000	36,000
G-350-4300-5030 INTEREST ON LTD	174	150	64	210	150
G-350-4300-5035 PRINCIPAL ON LTD	3,237	3,230	2,497	3,206	3,240
G-350-4300-7810 TRANSFER TO RESERVES	808,649	0	0	0	0
G-350-4300-7820 TRANSFER TO RESERVE FUNDS	771,160	771,160	746,226	994,968	876,250

350 WATER					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-350-4300-7900 INTERFUNCTIONAL TRANSFERS	183,100	193,300	235,570	235,570	55,760
G-350-4300-9010 OFFICE EQUIPMENT AND FURNISHINGS	483	1,000	39	500	500
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	1,196	5,000	2,907	3,500	3,500
Total 4300 WATER ADMIN	-1,617,177	-2,622,560	-1,422,350	-1,250,920	-2,097,290
4325 WATER SUPPLY					
G-350-4325-1405 USER FEES	-2,400	0	-2,640	-2,640	-2,640
G-350-4325-1770 RECOVERABLES	-20,379	0	-5,049	0	0
G-350-4325-2100 F.T. SALARIES & WAGES	176,333	0	129,387	0	165,480
G-350-4325-2110 P.T. SALARIES & WAGES	0	0	0	0	2,770
G-350-4325-2500 F.T. BENEFITS	49,373	0	36,228	0	51,920
G-350-4325-2510 P.T. BENEFITS	0	0	0	0	230
G-350-4325-3040 HYDRO	273,738	270,000	175,732	275,400	289,000
G-350-4325-3050 MATERIALS	151,006	120,000	127,567	122,400	150,000
G-350-4325-3120 MEALS & MEETING COSTS	44	500	0	250	250
G-350-4325-3140 R & M - BUILDINGS & EQUIPMENT	15,848	15,000	1,345	10,000	10,000
G-350-4325-3180 VEHICLE - FUEL	0	2,000	0	2,000	2,000
G-350-4325-4020 SERVICE CONTRACTS	110,722	230,000	92,955	220,420	194,800
G-350-4325-4040 CONSULTANTS	28,414	30,000	0	20,000	25,000
G-350-4325-4050 CONTRACTORS	8,890	30,000	15,266	21,000	21,800
G-350-4325-4060 COURIER/FREIGHT	367	200	60	200	200
G-350-4325-4095 MAINTENANCE CONTRACTS	1,750	0	0	0	0
G-350-4325-7850 CITY OWNED RENTAL EXPENSE	0	35,000	0	0	0
G-350-4325-9010 OFFICE EQUIPMENT AND FURNISHINGS	499	0	234	0	0
Total 4325 WATER SUPPLY	794,205	732,700	571,085	669,030	910,810
4350 WATER DISTRIBUTION					
G-350-4350-1405 USER FEES	-2,310	-2,300	-2,356	-2,350	-2,350
G-350-4350-1770 RECOVERABLES	-38,431	-8,000	-12,896	-10,000	-10,000
G-350-4350-2100 F.T. SALARIES & WAGES	316,682	971,620	264,395	0	486,890
G-350-4350-2110 P.T. SALARIES & WAGES	0	9,360	0	9,360	8,300
G-350-4350-2500 F.T. BENEFITS	89,181	267,450	74,031	0	152,770
G-350-4350-2510 P.T. BENEFITS	0	800	0	780	700

350 WATER					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-350-4350-3040 HYDRO	6,655	6,700	4,314	6,830	7,170
G-350-4350-3050 MATERIALS	156,037	230,000	119,166	230,000	230,000
G-350-4350-3120 MEALS & MEETING COSTS	391	1,000	952	1,000	1,000
G-350-4350-3180 VEHICLE - FUEL	19,932	35,000	21,642	35,000	35,600
G-350-4350-3190 VEHICLE - REPAIRS & EXPENSES	28,587	30,000	27,251	30,000	30,600
G-350-4350-4020 SERVICE CONTRACTS	63,327	78,500	26,940	58,500	59,000
G-350-4350-4040 CONSULTANTS	1,156	5,000	9,669	5,000	5,000
G-350-4350-4050 CONTRACTORS	59,063	117,000	17,138	67,000	68,200
G-350-4350-4060 COURIER/FREIGHT	0	0	214	0	0
G-350-4350-5040 RENTAL OF BLDG MACHINERY & EQUIP	372	0	0	0	0
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	51,000	51,000	39,075	52,100	53,600
G-350-4350-7900 INTERFUNCTIONAL TRANSFER	96,730	96,730	98,670	98,670	60,000
G-350-4350-9040 TOOLS & SMALL EQUIPMENT	40	0	29	0	0
Total 4350 WATER DISTRIBUTION	848,412	1,889,860	688,234	581,890	1,186,480
Total 350 WATER	25,440	0	-163,031	0	0



2022 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure & Development Services
Budget Division:	G360 Waste

Department/Division Overview:

The Waste budget covers staffing and materials required for functions relating to garbage collection, recyclables collection and operation of the landfill.

Waste staff is based at the landfill site 777 Romeo Street, while the Waste Reduction Coordinator works from 303 King Street.

Funding for this budget is through Waste rates with support from the tax levy.

Key Activities for 2022:

A functional review of the Landfill is required to maximize space usage and possible relocation of the current scale and scale house.

Purchase of lands adjacent to landfill to provide a buffer.

Extend the City's organics program to the industrial, commercial, and institutional sector.

Develop programs in preparation for producer-pay recycling system.

How This Work Plan Reflects Council's Strategic Priorities

Developing our resources in the City is vital. The waste, recycle and organics programs play a huge part in making this a success.

Significant Variances (2022 proposed budget vs prior year actuals):

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

COVID-19? yes no

If yes, please review impacts:

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

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

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

360 WASTE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
4400 WASTE ADMIN					
G-360-4400-1310 BAG TAG REVENUE	-1,109,472	-768,040	-887,432	-783,400	-900,000
G-360-4400-1315 TIPPING FEE REVENUE	-1,452,205	-1,812,500	-1,334,071	-1,848,750	-1,700,000
G-360-4400-2100 F.T. SALARIES & WAGES	109,595	69,980	98,958	0	202,870
G-360-4400-2500 F.T. BENEFITS	32,582	19,400	29,759	0	59,680
G-360-4400-3010 CLOTHING	300	400	0	400	400
G-360-4400-3050 MATERIALS	77	200	185	200	200
G-360-4400-3070 OFFICE SUPPLIES AND PAPER	36	0	13	40	40
G-360-4400-3110 PRINTING	57	50	0	55	50
G-360-4400-4060 COURIER/FREIGHT	0	50	0	50	50
G-360-4400-4097 MEMBERSHIPS	1,099	900	1,171	900	900
G-360-4400-4110 TELEPHONE - BASIC	1,380	1,380	1,069	1,170	1,110
G-360-4400-4142 TRAINING - EXPENSES	212	3,600	0	3,000	3,000
G-360-4400-5010 BANK CHARGES/COLLECTION FEES	6,148	1,000	6,287	4,000	5,000
G-360-4400-7820 TRANSFER TO RESERVE FUNDS	484,960	484,960	370,995	494,660	598,400
G-360-4400-7900 INTERFUNCTIONAL TRANSFER	0	61,150	163,740	163,740	10,200
G-360-4400-9010 OFFICE EQUIPMENT AND FURNISHIN	0	300	0	300	200
G-360-4400-9040 TOOLS & SMALL EQUIPMENT	281	300	0	200	200
Total 4400 WASTE ADMIN	-1,924,950	-1,936,870	-1,549,326	-1,963,435	-1,717,700
4425 WASTE DISPOSAL					
G-360-4425-2100 F.T. SALARIES & WAGES	313,783	186,380	254,258	0	200,310
G-360-4425-2500 F.T. BENEFITS	87,858	53,720	71,191	0	59,170
G-360-4425-3010 CLOTHING	0	300	0	300	0
G-360-4425-3040 HYDRO	10,874	15,000	7,459	15,000	12,000
G-360-4425-3045 WATER / SEWAGE	408	330	245	330	330
G-360-4425-3047 SEWAGE- LEACHATE	0	176,900	0	180,440	184,000
G-360-4425-3050 MATERIALS	16,379	23,000	9,474	25,000	20,000
G-360-4425-3140 R & M - BUILDINGS & EQUIPMENT (E	12,742	5,100	1,409	5,500	6,000

360 WASTE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-360-4425-3180 VEHICLE - FUEL	49,383	75,000	52,956	75,000	62,000
G-360-4425-3190 VEHICLE - REPAIRS & EXPENSES	42,565	65,000	73,871	65,000	66,000
G-360-4425-4020 SERVICE CONTRACTS	107,439	30,000	38,286	35,000	38,000
G-360-4425-4040 CONSULTANTS	86,174	75,000	83,706	76,500	85,000
G-360-4425-4050 CONTRACTORS	36,052	92,000	0	92,500	90,000
G-360-4425-4060 COURIER/FREIGHT	0	50	0	25	0
G-360-4425-4095 MAINTENANCE CONTRACTS	0	0	133	0	0
G-360-4425-5010 BANK, COLLECTION AND CREDIT CAR	70	0	0	0	0
G-360-4425-5040 RENTAL OF MACHINERY & EQUIPMEN	673	20,000	1,032	10,000	0
G-360-4425-7820 TRANSFER TO RESERVE FUNDS	140,000	140,000	107,100	142,800	147,000
G-360-4425-7900 INTERFUNCTIONAL TRANSFER	0	139,650	387,350	387,350	0
Total 4425 WASTE DISPOSAL	904,400	1,097,430	1,088,470	1,110,745	969,810
4450 WASTE COLLECTION					
G-360-4450-1610 SALES	-6,102	-2,000	-7,075	-3,000	-4,000
G-360-4450-2100 F.T. SALARIES & WAGES	1,616	0	2,021	0	9,170
G-360-4450-2500 F.T. BENEFITS	452	0	566	0	2,710
G-360-4450-3050 MATERIALS	0	1,500	0	1,000	500
G-360-4450-4050 CONTRACTORS	376,483	325,000	281,308	331,500	338,130
G-360-4450-4060 COURIER/FREIGHT	0	50	0	50	50
Total 4450 WASTE COLLECTION	372,449	324,550	276,820	329,550	346,560
4475 WASTE RECYCLE					
G-360-4475-1130 ONTARIO GRANTS	-345,165	-327,000	-289,799	-275,000	-318,000
G-360-4475-1610 SALES	-2,929	-4,000	-4,007	-3,000	-3,000
G-360-4475-1770 RECOVERABLES	-38,268	-40,000	-40,946	-35,000	-36,000
G-360-4475-2100 F.T. SALARIES & WAGES	17,550	0	13,099	0	9,170
G-360-4475-2500 F.T. BENEFITS	4,818	0	3,411	0	2,710
G-360-4475-3050 MATERIALS	287,666	17,000	62,242	35,000	35,000
G-360-4475-3100 POSTAGE	41	0	1	25	25
G-360-4475-3190 VEHICLE - REPAIRS & EXPENSES	0	5,000	0	0	0
G-360-4475-4010 ADVERTISING	452	1,000	411	1,000	1,000

360 WASTE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-360-4475-4020 SERVICE CONTRACTS	240,912	15,000	218,515	15,000	185,000
G-360-4475-4050 CONTRACTORS	1,103,937	1,663,000	925,847	1,696,260	1,561,140
G-360-4475-4060 COURIER/FREIGHT	0	50	1,516	25	25
Total 4475 WASTE RECYCLE	1,269,014	1,330,050	890,290	1,434,310	1,437,070
TOTAL 360 WASTE	620,913	815,160	706,254	911,170	1,035,740



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G610 Social Services Administration

Department/Division Overview:

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

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

As integration of functions (i.e. intake, administrative, financial) and services within the department continues to move forward, we see benefit from the completion of renovations that enhance integration.

Key Activities for 2022:

As part of the 2022 priorities the department will continue to look for opportunities to streamline processes and maximize efficiencies within the Social Services Department.

How This Work Plan Reflects Council’s Strategic Priorities

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

The integration of administrative functions continues to maximize the service delivery potential for administrative and financial functions within Social Services. Further, the centralization of common office administration expenses will result in finding efficiencies within the department.

- Strengthening our Plans, Strategies and Partnerships.

Significant Variances (2022 proposed budget vs prior year actuals):

For 2022 the significant variances will result from expected increases to staff wages and a decrease to the photocopier expense.

Also in 2022, the implementation of the Community Safety and Well-being Plan has been added to this budget at an anticipated cost of \$17,000. This amount is not being charged back to the Housing, Ontario Works and Early Years and Child Care divisions.

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

COVID-19? yes no

If yes, please review impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

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

610 SOCIAL SERVICES ADMINISTRATION					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6100 SOCIAL SERVICES ADMINISTRATION					
G-610-6100-1900 INTERFUNCTIONAL TRANSFER	-1,681,574	-1,696,840	-1,043,199	-1,739,640	-1,728,360
G-610-6100-2100 FULL TIME SALARIES & WAGES	625,048	625,420	513,712	637,890	646,380
G-610-6100-2110 PART TIME SALARIES	14,576	0	0	0	0
G-610-6100-2500 F.T. BENEFITS	181,167	178,150	153,659	184,600	190,800
G-610-6100-2510 P.T. BENEFITS	2,463	0	0	0	0
G-610-6100-2700 OTHER PAYROLL EXPENSES	0	250	239	100	100
G-610-6100-3070 OFFICE SUPPLIES & PAPER	11,475	20,000	10,591	20,000	15,000
G-610-6100-3090 PHOTOCOPIER EXPENSE	11,515	16,000	9,205	16,000	10,200
G-610-6100-3100 POSTAGE	28,316	30,000	25,498	30,000	30,000
G-610-6100-3110 PRINTING	0	1,000	2,495	500	500
G-610-6100-3120 MEETING COSTS	255	1,000	118	750	750
G-610-6100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	400	0	0	0
G-610-6100-4036 CONFERENCES - EXPENSES	447	7,000	139	3,500	3,500
G-610-6100-4097 MEMBERSHIPS	8,556	10,000	8,791	10,000	10,000
G-610-6100-4110 TELEPHONE - BASIC	29,802	28,220	21,859	23,850	22,650
G-610-6100-4120 TELEPHONE - CELL PHONES	1,800	1,800	1,650	1,800	1,800
G-610-6100-4142 TRAINING - EXPENSES	3,816	10,000	120	5,000	5,000
G-610-6100-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	98	2,300	0	1,000	1,000
G-610-6100-5040 COMPUTER LEASE & EQUIP RENTAL	125,000	0	93,750	0	0
G-610-6100-5045 RENT	340,000	340,000	192,000	384,000	384,000
G-610-6100-7900 INTERFUNCTIONAL TRANSFER	285,329	410,300	392,109	410,650	413,680
G-610-6100-9010 OFFICE EQUIPMENT	11,911	15,000	216	10,000	10,000
Total 6100 SOCIAL SERVICES ADMINISTRATION	0	0	382,952	0	17,000
TOTAL 610 SOCIAL SERVICES ADMINISTRATION			382,952		17,000



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G611 Ontario Works

Department/Division Overview:

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

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

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

Ontario Works is primarily an employment assistance and financial support program. However, the Ontario Works Division is also responsible for the delivery of other programs which include The Homemakers and Nurses Services, under the Ministry of Health and Long-Term Care and the Community Homelessness Prevention Initiative (CHPI), under the Ministry of Municipal Affairs and Housing since 2013. As well as various other programs and services that are funded by the municipalities in our service area, such as the Emergency Planning.

As of January 2018, one hundred percent (100%) of the funding for the **Ontario Works Division** comes from the provincial Ministries. The Ministry of Children, Community and Social Services (MCCSS) funds the Ontario Works program with subsidized funding from the Ministry of Municipal Affairs and Housing (MMAH) for the Community Homelessness Prevention Initiative, and the Ministry of Health and Long-Term Care (MOHLTC) funding for the Homemakers and Nurses Services. The City of Stratford, the County of Perth and the Town of St. Marys share the remainder of the cost for other programs.

The program funding for Ontario Works programs and services is as follows:

- Ontario Works Intake and Case Management, which includes Eligibility Review and Enhanced Verification Process (Cost-share, 50% provincial MCSS and 50% municipal funding);

- Ontario Works Employment Supports (100% provincial - MCCSS);

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

- Community Homelessness Prevention Initiative (100% MMAH funding, however, all three municipalities have also agreed to contribute over and above the Ministry grant to this initiative);
- Homemakers and Nurses Services (80% provincial MOHLTC and 20% municipal funding);
- Emergency Planning (100% municipal funding);
- Community Social Investment Fund (100% municipal);
- Recreation Program (100% municipal);
- Shelterlink Operating Grant (100% municipal);
- St Marys Adult Learning Program (100% municipal);
- Social Planning Council (100% municipal);

Key Activities for 2022:

Employment Services Transformation

The Ontario Works division, as a member of a four-county consortium with Bruce County, Huron County and Grey County have applied to be the Employment and Training Service System Manager (SSM) for the Stratford-Bruce Peninsula economic region. If successful, the transition period for the new employment model begins in April 2022 and runs until April 2023. This new system requires development for the local area and working alongside our Consortium partners to implement a smooth and seamless transition between employment systems. If unsuccessful, the Ontario Works Division will still be greatly impacted, as OW Employment Supports are being uploaded as part of this program change. This will require regular meetings with the successful SSM to ensure a smooth transition and put processes in place that support the clients currently working with our office. The Employment Services Transformation is a major change in the way the OW division works and 2022 is a very important transition year, as it will lay the groundwork for years to come. Both management and staff will be working in conjunction with our Provincial counterparts to ensure the new model of service delivery is understood and staff are appropriately trained before launch in Q2 of 2023. Furthermore, we expect a substantial budget reduction in 2023 to the 100% Provincially funded envelope of the program therefore 2022 will be a time of planning and re-allocation of expenses to minimize the impact to the Social Services Department as a whole.

Social Assistance Recovery and Renewal

The Government of Ontario is expecting a significant increase in Ontario Works caseload as they work through the continued reform of Ontario's social assistance programs. Initial projections place the OW caseload at over 860 by April 2023. This is a 25% increase from the current caseload and reflects a significant increase in volume of work. Coupled with economic recovery from the COVID-19 pandemic and the ongoing EST transformation, this will greatly impact the day-to-day work of the Ontario Works division as well as the overall trajectory of where the Division is moving toward. The Social Assistance reform entails fairly substantial changes to the OW program and

though they will not be fully realized until 2024, the staff involvement in Provincial tables and ongoing engagement may increase as the province moves further along with their plan.

Addressing increases to Homelessness

The Ontario Works division is also responsible for the delivery of homelessness and housing stability services. Over the course of the past two years, we have seen a significant increase in the number of persons sleeping rough in our community, alongside increases in the number of people accessing emergency accommodations through local motels. This has placed increased stress on the homelessness system of care, as well as housing finding resources in the community. We continue to work with our community partners to address the increase in visible homelessness and are working toward implementation of a formal Coordinated Access System by the end of 2022. Coordinated Access ensures consistency across homelessness programs and that programs prioritize clients based on their match with the housing resource and the level of support they require. This will ideally lead to more successful housing outcomes and increased move-ins across the homelessness system of care, while reducing the strain on the emergency shelter system.

How This Work Plan Reflects Council's Strategic Priorities

This work plan focuses on encompassing Council's strategic priorities in all the work that we do. We continue to strengthen our plans and promote stronger partnerships across the community to best serve the clients accessing services in our community. Further to Council's Strategic Priorities, the Ontario Works Division is ensuring that the work plan reflects the City of Stratford's Housing and Homelessness Plan and Community Safety and Well-being Plan. As we work toward the implementation of Coordinated Access, we are focused on strengthening our plans, strategies and partnerships related to the provision of homelessness and housing-focused work in our community. By bringing community agencies together within the Coordinated Access system, we can make community-based plans that meet the goals set forth in our plan and that meet the needs of individuals and families across our catchment area.

We are focused on developing our resources and widening economic opportunities through our participation or management of the employment and training services in the Stratford-Bruce Peninsula economic region. As the Service System Manager, or as a stakeholder in the process, we can ensure the voices of Social Services clients are heard and their needs met while upholding Council's strategic priorities as representatives of the City of Stratford.

We also continue to focus on widening economic opportunities by providing the highest level of service possible to ensure we move our clients toward self-sufficiency through stable housing and employment.

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

Significant Variances (2022 proposed budget vs prior year actuals):

61SP: Increase of 60% - The increase to this line is a result of consolidating grants from multiple funding envelopes into one payment.

Consultants: Decrease of 16.67% - This line has been reduced as the initial start-up costs of Electronic Document Management have already been paid and ongoing costs are less year-over-year.

Cell Phones: Increase of 87.92% - Increase is a result of cell phones being provided for Ontario Works caseworkers to ensure ongoing communication with clients and meet the shifting needs of clients regarding communication methods and availability. As we begin the move back to community-based work, it is important for both client service and staff safety to have cell phones available for use in the community. Further to this, if there is another COVID-19 lockdown, staff are equipped to work from home with no service interruption, if required.

Mileage: Decrease of 80% - The Ontario Works Division continues to encourage the use of City vehicles for all travel. We do not anticipate increased mileage in 2022 due to the ongoing virtual nature of meetings and conferences.

Emergency Energy: This line is used for the Low-Income Energy Assistance program. Due to increased funding in 2021 and carry-forward of unused funds, this budget line will see an increase in 2022. These funds are strictly used for client payment to Festival Hydro related to energy arrears.

Social assistance payments 6121, 6122, 6123: Increase of 129.11% to 6121 - All Social Assistance payments being made through the Ontario Works division are being consolidated into one budget line, 6121. They have historically been separated into three budget lines – Stratford, Perth County and St Marys though the payments did not directly reflect what was paid for each of these areas. Due to the fact SA Payments are 100% Provincially funded, they are being consolidated at this time.

Ontario Works Wages: Decrease of 4.9% - This is attributed to the movement of one Social Services Outreach Worker to the Community Homelessness Prevention Initiative budget.

Ontario Works Employment Supports Wages: Increase of 2% - This increase is to account for the expected increase to staff wages.

61HI Ontario Grants: Increase of 3.02% - This is attributed to a slight increase in the Provincial allocation.

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

COVID-19? yes no

If yes, please review impacts:

- Continued COVID-19 self-isolation requirements could cause strain on the emergency shelter system once funding through the Social Services Relief Fund is ceased. Clients may still require isolation services in local motels, though the municipality will no longer be

receiving additional funding to support this need. The current emergency shelter system is already under strain, and an increase in COVID-19 cases in the County or within the population of clients experiencing homelessness could have a significant impact on the Division.

- An increase (or decrease, based on federal programming and decisions made regarding EI and CRB) in clients requiring services could lead to a dramatic workload increase in the Division and a requirement for further funding, positions, or overtime to meet the needs.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

None. The Ontario Works program acts as both an emergency financial assistance program and income support program that would be required if further waves of COVID-19 were experienced. Homelessness services are required to a greater extent during the pandemic, as 2020 and 2021 have demonstrated, and would be required to operate at a very high level to manage the clientele accessing services. These programs both directly impact the community safety and well-being of residents across Stratford, St Marys, and Perth County, and would be required to continue to operate with increased capacity should further impacts of COVID-19 be experienced.

611 ONTARIO WORKS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6111 SOCIAL SERVICES ADMINISTRATION					
G-611-6111-1130 ONTARIO GRANTS	-1,049,166	-1,048,300	-775,756	-1,048,300	-1,044,190
G-611-6111-1210 OTHER MUNICIPALITIES - PERTH	-525,319	-526,520	-424,035	-565,380	-530,970
G-611-6111-1220 OTHER MUNICIPALITIES - ST. MARYS	-86,534	-86,730	-67,170	-89,560	-83,950
G-611-6111-2100 FULL TIME SALARIES & WAGES	1,030,642	1,023,840	796,756	1,046,770	995,520
G-611-6111-2110 PART TIME SALARIES & WAGES	0	0	36,033	0	0
G-611-6111-2500 F.T. BENEFITS	298,360	308,810	260,759	317,330	307,830
G-611-6111-2510 P.T. BENEFITS	0	0	3,345	0	0
G-611-6111-2700 OTHER PAYROLL EXPENSES	553	500	1,145	500	500
G-611-6111-3070 OFFICE SUPPLIES AND PAPER	5,191	5,000	2,650	5,000	5,000
G-611-6111-3090 PHOTOCOPIER EXPENSE	3,786	0	2,733	0	0
G-611-6111-3100 POSTAGE	0	0	94	0	0
G-611-6111-3110 PRINTING	0	1,000	129	1,000	1,000
G-611-6111-3120 MEALS & MEETING COSTS	0	1,000	0	1,000	1,000
G-611-6111-4010 ADVERTISING	0	300	0	300	300
G-611-6111-4030 SOCIAL SERVICES-AUDIT	0	2,000	0	2,000	2,000
G-611-6111-4036 CONFERENCES - EXPENSES	871	3,000	0	1,500	1,500
G-611-6111-4040 CONSULTANTS	0	0	22,563	30,000	25,000
G-611-6111-4060 COURIER/FREIGHT	24	200	9	200	200
G-611-6111-4090 LEGAL	0	1,000	0	1,000	1,000
G-611-6111-4097 MEMBERSHIPS	30	0	755	0	0
G-611-6111-4120 TELEPHONE - CELL PHONES	4,227	4,080	5,137	2,400	4,510
G-611-6111-4142 TRAINING - EXPENSES	19,930	15,000	3,067	7,500	7,500
G-611-6111-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	601	10,000	19	5,000	1,000
G-611-6111-5010 BANK,COLLECTION AND CREDIT CARD CHA	0	0	4,623	0	0
G-611-6111-6021 ONTARIO DENTAL ASSOCIATION	0	0	610	0	0
G-611-6111-7900 ADMINISTRATION CHARGE	732,091	722,450	443,360	739,300	734,510
G-611-6111-9010 OFFICE EQUIPMENT AND FURNISHINGS	354	0	267	0	0
Total 6111 SOCIAL SERVICES ADMINISTRATION	435,641	436,630	317,093	457,560	429,260

611 ONTARIO WORKS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6121 ONTARIO WORKS - STRATFORD					
G-611-6121-1130 ONTARIO GRANTS	-2,701,075	-2,610,000	-3,844,916	-2,880,770	-6,600,000
G-611-6121-6020 SOCIAL ASSISTANCE PAYMENTS	2,701,075	2,610,000	3,844,916	2,880,770	6,600,000
Total 6121 ONTARIO WORKS - STRATFORD	0	0	0	0	0
6122 ONTARIO WORKS - PERTH					
G-611-6122-1130 ONTARIO GRANTS	-2,825,263	-2,730,000	0	-3,013,190	0
G-611-6122-6020 SOCIAL ASSISTANCE PAYMENTS	2,825,263	2,730,000	0	3,013,190	0
Total 6122 ONTARIO WORKS - PERTH	0	0	0	0	0
6123 ONTARIO WORKS - ST MARYS					
G-611-6123-1130 ONTARIO GRANTS	-548,494	-530,000	0	-584,980	0
G-611-6123-6020 SOCIAL ASSISTANCE PAYMENTS	548,494	530,000	0	584,980	0
Total 6123 ONTARIO WORKS - ST MARYS	0	0	0	0	0
6191 ONT WORKS EMPLOYMENT SUPPORT					
G-611-6191-1130 ONTARIO GRANTS	-551,200	-551,200	-413,401	-551,200	-551,200
G-611-6191-2100 FULL TIME SALARIES & WAGES	201,388	203,170	176,580	207,210	211,360
G-611-6191-2500 F.T. BENEFITS	58,300	56,870	48,567	59,170	61,570
G-611-6191-4020 SERVICE CONTRACTS	284,190	286,160	152,600	279,820	273,270
G-611-6191-5010 BANK/ COLLECTION CHARGES	3,752	5,000	0	5,000	5,000
G-611-6191-7900 INTERFUNCTIONAL TRANSFER	3,571	0	0	0	0
Total 6191 ONT WORKS EMPLOYMENT SUPPORT	1	0	-35,654	0	0
61EE ENERGY EMERGENCY					
G-611-61EE-1130 ONTARIO GRANTS	0	0	0	0	-30,000
G-611-61EE-1770 RECOVERABLES	-13,065	0	-22,265	0	0
G-611-61EE-6020 SOCIAL ASSISTANCE PAYMENTS	13,065	0	0	0	30,000
Total 61EE ENERGY EMERGENCY	0	0	-22,265	0	0
61EP EMERGENCY PLANNING					
G-611-61EP-1210 OTHER MUNICIPALITIES - PERTH	-5,123	-6,780	-5,153	-6,870	-6,860
G-611-61EP-1220 OTHER MUNICIPALITIES - ST. MARYS	-846	-1,120	-817	-1,090	-1,090
G-611-61EP-6010 GRANTS TO CHARITIES	10,200	13,500	0	13,500	13,500
Total 61EP EMERGENCY PLANNING	4,231	5,600	-5,970	5,540	5,550

611 ONTARIO WORKS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
61FB FUNERALS & BURIALS					
G-611-61FB-1210 OTHER MUNICIPLAITIES - PERTH	0	0	-1,913	-2,550	-2,540
G-611-61FB-1220 OTHER MUNICIPALITIES -ST. MARYS	0	0	-308	-410	-400
G-611-61FB-1770 RECOVERABLES	-7,500	0	-2,500	0	0
G-611-61FB-6020 SOCIAL ASSISTANCE PAYMENTS	12,713	0	5,085	5,000	5,000
Total 61FB FUNERALS & BURIALS	5,213	0	364	2,040	2,060
61HI HOMELESSNESS INITIATIVES					
G-611-61HI-1130 ONTARIO GRANTS	-532,742	-826,630	-755,161	-826,630	-851,600
G-611-61HI-1210 OTHER MUNICIPALITIES - PERTH	-54,720	-54,010	-41,857	-55,810	-56,220
G-611-61HI-1220 OTHER MUNICIPALITIES - ST. MARYS	-9,017	-8,900	-6,630	-8,840	-8,890
G-611-61HI-2100 FULL TIME SALARIES & WAGES	84,742	156,360	136,676	159,470	158,070
G-611-61HI-2500 F.T. BENEFITS	24,532	44,240	36,985	43,560	44,040
G-611-61HI-4120 TELEPHONE - CELL PHONES	1,650	1,800	1,100	1,200	1,200
G-611-61HI-4150 TRAVEL/MILEAGE	44	0	0	0	0
G-611-61HI-6020 SOCIAL ASSISTANCE PAYMENTS	479,468	680,000	650,930	680,000	707,000
G-611-61HI-7900 INTERFUNCTIONAL TRANSFER	51,401	51,910	31,296	52,200	51,850
Total 61HI HOMELESSNESS INITIATIVES	45,358	44,770	53,339	45,150	45,450
61HM HOMEMAKERS AND NURSING					
G-611-61HM-1130 ONTARIO GRANTS	-35,932	-36,000	-15,314	-36,000	-36,000
G-611-61HM-1210 OTHER MUNICIPALITIES - PERTH	-4,266	-4,520	-3,435	-4,580	-4,580
G-611-61HM-1220 OTHER MUNICIPALITIES - ST. MARYS	-708	-750	-547	-730	-720
G-611-61HM-6020 SOCIAL ASSISTANCE PAYMENTS	44,426	45,000	31,316	45,000	45,000
Total 61HM HOMEMAKERS AND NURSING	3,520	3,730	12,020	3,690	3,700
61NB COMMUNITY SOCIAL INVEST FUND					
G-611-61NB-1210 OTHER MUNICIPALITIES - PERTH	-1,214	-64,450	-48,983	-65,310	-35,600
G-611-61NB-1220 OTHER MUNICIPLAITIES - ST. MARYS	-200	-10,620	-7,763	-10,350	-5,630
G-611-61NB-6020 SOCIAL ASSISTANCE PAYMENTS	2,420	128,500	18,000	128,500	70,000
Total 61NB COMMUNITY SOCIAL INVEST FUND	1,006	53,430	-38,746	52,840	28,770

611 ONTARIO WORKS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
61RF RELIEF FUND					
G-611-61RF-1130 ONTARIO GRANTS	-948,345	0	-1,647,273	0	-309,920
G-611-61RF-1210 FEES AND CHARGES OTHER MUNICIPALITIE	47,559	0	0	0	0
G-611-61RF-1220 FEES AND CHARGES OTHER MUNICIPALITIE	7,851	0	0	0	0
G-611-61RF-4120 CELL PHONES	198	0	0	0	0
G-611-61RF-6020 SOCIAL ASSISTANCE PAYMENTS	853,333	0	1,654,060	0	309,920
Total 61RF RELIEF FUND	-39,404	0	6,787	0	0
61RP RECREATION PROGRAMS					
G-611-61RP-1130 ONTARIO GRANTS	-21,298	0	0	0	0
G-611-61RP-1210 OTHER MUNICIPALITIES - PERTH	-8,372	-32,600	-24,780	-33,040	-33,050
G-611-61RP-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,379	-5,370	-3,493	-5,240	-5,230
G-611-61RP-1770 RECOVERABLES	-32,610	0	-42,659	0	0
G-611-61RP-6020 SOCIAL ASSISTANCE PAYMENTS	70,600	65,000	135,223	65,000	65,000
Total 61RP RECREATION PROGRAMS	6,941	27,030	64,291	26,720	26,720
61SH SHELTERLINK OPERATING GRANT					
G-611-61SH-1210 OTHER MUNICIPALITIES - PERTH	-12,540	-12,540	-9,533	-12,710	-12,710
G-611-61SH-1220 OTHER MUNICIPALITIES - ST. MARYS	-2,070	-2,070	-1,952	-2,020	-2,010
G-611-61SH-6010 GRANTS TO CHARITIES	25,000	25,000	0	25,000	25,000
Total 61SH SHELTERLINK OPERATING GRANT	10,390	10,390	-11,485	10,270	10,280
61SM ST MARY'S ADULT LEARNING PROG					
G-611-61SM-1210 OTHER MUNICIPALITIES - PERTH	-6,240	-6,240	-4,740	-6,320	-7,120
G-611-61SM-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,030	-1,030	-758	-1,010	-1,130
G-611-61SM-6010 GRANTS TO CHARITIES	12,430	12,430	13,932	12,430	14,000
Total 61SM ST MARY'S ADULT LEARNING PROG	5,160	5,160	8,434	5,100	5,750
61SP SOCIAL PLANNING COUNCIL					
G-611-61SP-1210 OTHER MUNICIPALITIES - PERTH	-12,540	-12,540	-9,533	-12,710	-20,340
G-611-61SP-1220 OTHER MUNICIPALITIES - ST. MARYS	-2,070	-2,070	-1,515	-2,020	-3,220
G-611-61SP-6010 GRANTS TO CHARITIES	25,000	25,000	0	25,000	40,000
Total 61SP SOCIAL PLANNING COUNCIL	10,390	10,390	-11,048	10,270	16,440
TOTAL 611 ONTARIO WORKS	488,447	597,130	337,160	619,180	573,980



2022 OPERATING BUDGET – WORK PLAN

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

Department/Division Overview:

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

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

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

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

Key Activities for 2022:

Key activities for Anne Hathaway Day Care for 2022 will include rebuilding childcare capacity to increase parent revenue. This will be achieved through increased numbers in programs actively operating and the re-start of programs previously paused due to COVID regulations.

How This Work Plan Reflects Council’s Strategic Priorities

Anne Hathaway Day Care Centre deliver’s quality childcare programs that are fully inclusive of all children and families. Our services provide support for families in our community. This in turn fosters long term positive relationships and supports a sustainable caring community.

- Strengthening our Plans, Strategies and Partnerships

Significant Variances (2022 proposed budget vs prior year actuals):

The most significant change in this budget is in the Interfunctional transfer line, which has increased by 29.45% (\$20,700). This increase is offset slightly by the redistribution of \$7,000.00 from the Materials line in Regular Day Care Occupancy.

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

COVID-19? yes no

If yes, please review impacts:

Like most childcare programs, Anne Hathaway Day Care has experienced significant challenges due to COVID-19. Enhanced cleaning and safety precautions and daily screening measures has increased the need for supply staff coverage while lowering the overall number of staff available to meet ratios in childcare programs. This has resulted in lower numbers of children in attendance in each classroom and a reduction in overall number of programs offered.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

It is not anticipated that services could be reduced.

613 ANNE HATHAWAY DAY CARE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6300 DAY CARE ADMINISTRATION					
G-613-6300-1770 RECOVERABLES	0	0	0	-120,000	-225,000
G-613-6300-2100 F.T. SALARIES & WAGES	101,924	103,650	91,727	105,720	112,180
G-613-6300-2500 F.T. BENEFITS	29,506	34,970	30,807	36,030	38,990
G-613-6300-3070 OFFICE SUPPLIES AND PAPER	2,951	1,000	1,030	1,000	1,000
G-613-6300-3080 MISCELLANEOUS	1,653	0	0	0	0
G-613-6300-3090 PHOTOCOPIER EXPENSE	734	1,200	720	1,200	1,680
G-613-6300-3100 POSTAGE	0	50	0	50	50
G-613-6300-3110 PRINTING	0	100	0	100	100
G-613-6300-4010 ADVERTISING	714	1,000	0	1,000	1,000
G-613-6300-4097 MEMBERSHIPS	2,370	1,700	2,007	1,700	2,400
G-613-6300-4107 BUILDING MAINTENANCE	26,011	55,000	3,256	5,000	5,000
G-613-6300-4120 TELEPHONE - CELL PHONES	0	1,380	0	0	0
G-613-6300-4142 TRAINING - EXPENSES	1,585	1,500	335	1,500	1,600
G-613-6300-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	0	240	0	240	200
G-613-6300-5010 BANK, COLLECTION AND CREDIT CARD CHA	0	100	0	100	100
G-613-6300-7900 INTERFUNCTIONAL	0	0	70,300	70,300	91,000
G-613-6300-9010 OFFICE EQUIPMENT & FURNISHINGS	1,072	0	0	0	0
Total 6300 DAY CARE ADMINISTRATION	168,520	201,890	200,182	103,940	30,300
6302 REGULAR DAY CARE PROGRAMS					
G-613-6302-1320 DAY CARE REVENUE	-135,237	-728,650	-62,151	-563,390	-563,390
G-613-6302-1321 PARENT REVENUE	-396,073	-603,300	-449,434	-466,470	-466,470
G-613-6302-1770 RECOVERABLES	-1,086,117	-226,600	-601,585	-536,800	-536,800
G-613-6302-2100 FULL TIME SALARIES & WAGES	802,209	818,260	638,767	834,530	851,210
G-613-6302-2110 PART TIME SALARIES & WAGES	208,845	176,710	239,303	236,700	241,470
G-613-6302-2500 F.T. BENEFITS	232,231	250,680	197,453	249,670	259,750
G-613-6302-2510 P.T. BENEFITS	35,292	25,200	30,052	38,490	40,060
G-613-6302-3050 MATERIALS	525	0	989	0	0
G-613-6302-3065 AHDC CRAFT SUPPLIES	807	2,000	2,071	2,000	2,000

613 ANNE HATHAWAY DAY CARE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-613-6302-3066 TOYS	0	1,000	1,446	1,000	1,000
G-613-6302-3067 AHDC SPECIAL EVENTS	329	600	0	600	600
G-613-6302-4120 TELEPHONE - CELL PHONES	1,260	0	825	900	900
Total 6302 REGULAR DAY CARE PROGRAMS	-335,929	-284,100	-2,264	-202,770	-169,670
6304 REGULAR DAY CARE OCCUPANCY					
G-613-6304-3030 HEAT	3,195	4,700	2,259	4,700	3,500
G-613-6304-3040 HYDRO	5,881	5,500	4,340	5,500	6,000
G-613-6304-3045 WATER / SEWAGE	1,637	2,500	1,379	2,500	2,000
G-613-6304-3050 MATERIALS	804	7,000	0	7,000	0
G-613-6304-4105 SNOW REMOVAL	7,086	7,000	10,014	7,000	7,100
Total 6304 REGULAR DAY CARE OCCUPANCY	18,603	26,700	17,992	26,700	18,600
6306 REGULAR DAY CARE DIETARY					
G-613-6306-2100 FULL TIME SALARIES & WAGES	0	54,840	0	55,930	57,040
G-613-6306-2110 PART TIME SALARIES & WAGES	46,105	0	48,509	0	0
G-613-6306-2500 F.T. BENEFITS	0	17,780	1,048	18,550	19,300
G-613-6306-2510 P.T. BENEFITS	7,791	0	17,603	0	0
G-613-6306-3050 MATERIALS	23	1,000	89	1,000	100
G-613-6306-3070 OFFICE SUPPLIES AND PAPER	0	0	70	0	0
G-613-6306-3120 MEALS & MEETING COSTS	418	0	978	0	500
G-613-6306-3121 MEALS	36,234	45,000	36,345	45,000	45,000
Total 6306 REGULAR DAY CARE DIETARY	90,571	118,620	104,642	120,480	121,940
6308 PROGRAM ASSISTANTS					
G-613-6308-1770 RECOVERABLES	-48,773	-37,400	0	-58,930	-60,220
G-613-6308-2110 PART TIME SALARIES & WAGES	41,722	34,250	0	53,750	54,830
G-613-6308-2510 P.T. BENEFITS	7,051	3,150	0	5,180	5,390
Total 6308 PROGRAM ASSISTANTS	0	0	0	0	0
TOTAL 613 ANNE HATHAWAY DAY CARE CENTRE	-58,235	63,110	320,552	48,350	1,170



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G615 Housing

Department/Division Overview:

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

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

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

The Housing Division operates the Housing Access Centre, and as such is responsible for maintaining a Centralized Waiting List for rent-g geared-to-income housing in Stratford, Perth County and St. Marys. The Division is also responsible for overseeing community housing providers (e.g., public housing, non-profit housing corporations, housing co-operatives), and for delivering federally-provincially funded affordable housing programs, such as rent supplements, housing allowances, affordable home ownership, affordable housing development, and housing first initiatives. This includes administering the following provincial-federal programs:

- Canada Ontario Housing Benefit (COHB)
- Canada-Ontario Community Housing Initiative (COCHI)
- Home for Good (HFG)
- Investment in Affordable Housing (IAH) and IAH-Extension
- Ontario Priorities Housing Initiative (OPHI)
- Social Infrastructure Fund (SIF)
- Strong Communities Rent Supplement Program (SCRCP)

In addition, the Housing Division manages the day-to-day operation and administration of the Perth & Stratford Housing Corporation - 663 public housing units, comprised of 18 apartment buildings (499 units) and 164 family units, which are located throughout Stratford, Perth County and St. Marys.

Key Activities for 2022:

The Key Activities for the Housing Division in 2022 will be grounded in four strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** Building on the successful work of establishing a Coordinated Access System, the focus of activities in 2022 will be on working with local community partners to end homelessness.
2. **Creating Attainable Housing Options:** The key activities for 2022 will be on completing construction on Phase 2 of the Britannia Affordable Housing project, continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.
3. **Sustaining Community Housing:** Over the next few years, many community housing providers (private and municipal non-profits and cooperatives) are reaching the end of their original program obligations and/or mortgage. Legacy rent supplement agreements are also coming to an end. The end of operating agreement/mortgage issue has different implications for projects and units depending on what federal/provincial funding program they were originally developed under. For federal (section 95) providers, their obligation to provide subsidized units concludes with the end date of these agreements, along with government subsidies. Even though providers will no longer have to pay the mortgage once it matures, some of these housing projects may not be financially viable. This may be in part because projects face significant and costly capital repair expenditures as major building systems reach the end of their life cycle. Some may be viable but may not be able to continue to provide affordable units - especially rent-geared-to-income units - without ongoing funding after their operating agreement expires. A major focus of the Housing Division in 2022 will be working with our partners to explore how these vital community assets can be protected and retained as subsidized housing options over the long-term.
4. **Addressing a Diversity of Needs:** The key activities for 2022 will be facilitating partnerships with local health and social service partners to advance opportunities to create permanent supportive housing units for vulnerable population groups.

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

- Continuing to repair and revitalize the aging housing stock
- Developing an asset regeneration plan which will explore the disposal of singles and semis to raise capital to support intensification and supportive housing projects
- Updating the asbestos surveys of the portfolio
- Continuing to review and update housing policies, procedures, and forms

Upgrading security measures (video surveillance and electronic locking systems) throughout the portfolio, in accordance with the Connectivity Plan completed in 2020.

How This Work Plan Reflects Council’s Strategic Priorities

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

- **Strengthening our Plans, Strategies and Partnerships:** Collaboration and strong partnerships with service providers, service users, economic development groups, and local municipalities are needed for successfully addressing housing instability and homelessness locally.
- **Developing Our Resources:** Creating more affordable housing options through new construction and enhanced rent support programs will decrease the number of households that experience housing instability and homelessness in the communities of Stratford, Perth County, and St. Marys.

Significant Variances (2022 proposed budget vs prior year actuals):

We have seen a 44.12% increase in the cost to insure the Local Housing Corporation properties in 2022. Additionally the budgeted cost of capital repairs has increased as replacements or upgrades of systems which have reached or passed the end of their life cycle, such as fire monitoring systems and cameras.

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

COVID-19? yes no

If yes, please review impacts:

Housing is an essential service and will continue operations regardless of COVID-19. However, the cost to maintaining current service levels (e.g. cleaning, insurance, building materials) may see additional impacts.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

Capital repairs and routine maintenance which are not related to health and safety matters could be deferred for 2022 but will need to be addressed in upcoming years.

615 HOUSING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6604 HOUSING PROVIDERS					
G-615-6604-1130 ONTARIO GRANTS	-600,799	-600,800	-239,163	-478,330	-478,330
G-615-6604-1210 CMSM PAYMENT - PERTH	-523,046	-617,250	-456,458	-608,610	-627,120
G-615-6604-1220 CMSM PAYMENT - ST. MARYS	-86,153	-101,670	-72,308	-96,410	-99,160
G-615-6604-1230 CMSM PAYMENT - STRATFORD	-433,758	0	-369,412	0	0
G-615-6604-3120 MEETING COSTS	0	1,600	0	1,600	1,600
G-615-6604-4040 CONSULTANTS	3,334	10,000	0	10,000	10,000
G-615-6604-6020 SOCIAL ASSISTANCE PAYMENTS	1,812,787	1,820,000	827,228	1,664,300	1,700,000
Total 6604 HOUSING PROVIDERS	172,365	511,880	-310,113	492,550	506,990
6610 PUBLIC HOUSING ADMINISTRATION					
G-615-6610-1130 ONTARIO GRANTS	0	-44,700	0	0	0
G-615-6610-1210 CMSM PAYMENT - PERTH	-785,816	-927,350	-750,015	-1,000,020	-1,112,360
G-615-6610-1220 CMSM PAYMENT - ST. MARYS	-129,429	-152,740	-118,807	-158,410	-175,880
G-615-6610-1230 CMSM PAYMENT - STRATFORD	-651,687	0	-606,990	0	0
G-615-6610-2100 FULL TIME SALARIES & WAGES	839,729	913,140	754,432	939,880	964,540
G-615-6610-2110 PART TIME SALARIES & WAGES	0	0	405	0	0
G-615-6610-2500 F.T. BENEFITS	243,093	273,620	216,480	277,730	290,720
G-615-6610-2510 P.T. BENEFITS	34,310	36,000	13,606	36,000	30,650
G-615-6610-2700 OTHER PAYROLL EXPENSES	528	1,100	634	1,100	1,100
G-615-6610-3050 MATERIALS	0	0	27	0	0
G-615-6610-3070 OFFICE SUPPLIES AND PAPER	3,445	1,000	1,941	1,000	1,000
G-615-6610-3080 MISCELLANEOUS	3,442	0	2,031	0	93,500
G-615-6610-3110 PRINTING	4,705	1,250	1,459	1,250	500
G-615-6610-3120 MEALS & MEETING COSTS	762	5,000	53	2,500	2,500
G-615-6610-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	293	0	0
G-615-6610-3180 VEHICLE - FUEL	404	0	10	0	0
G-615-6610-4010 ADVERTISING	0	500	0	500	500
G-615-6610-4030 AUDIT	6,391	6,100	0	6,100	6,500
G-615-6610-4036 CONFERENCES - EXPENSES	1,998	5,000	0	2,500	2,500
G-615-6610-4060 COURIER/FREIGHT	10	150	36	150	150

615 HOUSING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-615-6610-4080 INSURANCE	153,962	130,000	80,164	170,000	245,000
G-615-6610-4090 LEGAL	30,534	5,000	14,440	10,000	20,000
G-615-6610-4097 MEMBERSHIPS	1,183	630	127	630	500
G-615-6610-4100 SERVICES - OTHER	21,523	0	0	0	0
G-615-6610-4110 TELEPHONE - BASIC	27,397	25,000	14,503	25,000	30,000
G-615-6610-4120 TELEPHONE - CELL PHONES	7,815	8,220	6,050	6,600	6,600
G-615-6610-4142 TRAINING - EXPENSES	5,643	18,500	8,432	14,500	10,000
G-615-6610-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	282	3,500	749	2,000	1,000
G-615-6610-5030 INTEREST ON LT DEBT	480	410	177	580	410
G-615-6610-5035 PRINCIPAL REPAYMENT ON LT DEBT	8,914	8,900	6,868	8,820	8,900
G-615-6610-5040 RENTAL OF BLDG, MACHINERY & EQUIP	37,996	26,100	30,475	26,100	38,000
G-615-6610-5060 VEHICLE LEASE	11,737	0	0	0	0
G-615-6610-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	-616,012	0	0
G-615-6610-7900 ADMINISTRATION CHARGE	413,777	424,730	271,502	434,810	432,950
G-615-6610-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	446	0	0
G-615-6610-9030 CAPITAL EXPENSES	1,380	0	0	0	0
Total 6610 PUBLIC HOUSING ADMINISTRATION	294,508	769,060	-666,484	809,320	899,280
6612 PUBLIC HOUSING RENT SUPP					
G-615-6612-1130 ONTARIO GRANTS	-464,867	-450,050	-232,434	-462,750	-464,870
G-615-6612-1150 RENTAL SUPPORT	0	-48,170	-104,723	-48,170	-44,480
G-615-6612-1210 CMSM PAYMENT - PERTH	-32,633	-38,510	-24,428	-32,570	-22,200
G-615-6612-1220 CMSM PAYMENT - ST. MARYS	-5,381	-6,350	-3,870	-5,160	-3,510
G-615-6612-1230 CMSM PAYMENT - STRATFORD	-27,048	0	-19,762	0	0
G-615-6612-3085 RENTAL SUPPORT PAYMENTS	0	575,000	276,487	575,000	553,000
G-615-6612-4100 SERVICES - OTHER	536,924	0	0	0	0
Total 6612 PUBLIC HOUSING RENT SUPP	6,995	31,920	-108,730	26,350	17,940
6614 PUBLIC HOUSING PROPERTIES					
G-615-6614-1130 ONTARIO GRANTS	-225,257	-227,080	0	-161,280	-85,560
G-615-6614-1210 CMSM PAYMENT - PERTH	-784,447	-925,730	-742,425	-989,900	-1,152,390
G-615-6614-1220 CMSM PAYMENT - ST. MARYS	-129,209	-152,480	-117,608	-156,810	-182,210
G-615-6614-1230 CMSM PAYMENT - STRATFORD	-650,535	0	-600,855	0	0

615 HOUSING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-615-6614-1405 USER FEES	-2,537,659	-2,451,000	-1,306,184	-2,469,000	-2,487,000
G-615-6614-1820 CONTRIBUTION FROM RESERVE FUNDS	-302,820	0	0	0	0
G-615-6614-3030 HEAT	133,701	145,000	67,632	130,000	135,000
G-615-6614-3040 HYDRO	445,837	500,000	223,326	490,000	450,000
G-615-6614-3045 WATER/SEWER	247,312	220,000	80,115	245,000	240,000
G-615-6614-3050 MATERIALS	1,539,493	1,314,100	727,709	1,690,000	1,725,000
G-615-6614-4092 TAXES	0	1,025,000	520,278	1,057,500	1,080,000
G-615-6614-4100 SERVICES - OTHER	1,039,144	0	0	0	0
G-615-6614-5040 RENTAL OF BLDG, MACHINERY & EQUIP	291,892	291,890	146,390	292,630	210,300
G-615-6614-7820 TRANSFER TO RESERVE FUNDS	210,000	1,028,000	504,750	673,000	998,500
G-615-6614-9030 EQUIPMENT PURCHASES	302,820	0	163,521	0	0
Total 6614 PUBLIC HOUSING PROPERTIES	-419,728	767,700	-333,351	801,140	931,640
66AH AFFORDABLE HOUSING					
G-615-66AH-1130 ONTARIO GRANTS	-387,288	-720,290	-288,318	-638,500	-1,064,800
G-615-66AH-1210 CMSM PAYMENT - PERTH	-602	-710	-653	-870	-1,120
G-615-66AH-1220 CMSM PAYMENT - ST. MARYS	-102	-120	-105	-140	-180
G-615-66AH-1230 CMSM PAYMENT - STRATFORD	-483	0	-518	0	0
G-615-66AH-1770 RECOVERABLES	-22,322	0	-59,048	0	0
G-615-66AH-1820 CONTRIBUTION FROM RESERVE FUND	-42,582	0	0	0	0
G-615-66AH-3085 RENTAL SUPPORT PAYMENTS	71,507	109,890	23,744	189,870	104,500
G-615-66AH-3086 HOUSING ALLOWANCE PAYMENTS	63,519	92,650	70,059	79,190	64,200
G-615-66AH-4090 LEGAL	0	500	712	500	1,000
G-615-66AH-4100 SERVICES - OTHER	86,481	0	-102,300	0	0
G-615-66AH-4120 TELEPHONE- CELL PHONES	975	900	1,100	1,200	1,200
G-615-66AH-4173 IAH - RENTAL PROJECT PAYMENTS	0	517,750	0	0	0
G-615-66AH-6020 SOCIAL ASSISTANCE PAYMENTS	117,570	0	201,150	369,440	896,100
G-615-66AH-7820 TRANSFER TO RESERVE FUNDS	60,593	0	161,348	0	0
Total 66AH AFFORDABLE HOUSING	-52,734	570	7,171	690	900

615 HOUSING					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
66HG HOME FOR GOOD INITIATIVE					
G-615-66HG-1130 ONTARIO GRANTS	-1,589,548	-1,730,950	-1,275,041	-1,571,230	-1,779,620
G-615-66HG-1820 CONTRIBUTION FROM RESERVE FUNDS	-224,273	0	0	0	0
G-615-66HG-2100 FULL TIME SALARIES & WAGES	211,225	142,050	123,274	144,890	218,240
G-615-66HG-2500 FULL TIME BENEFITS	61,148	39,200	29,195	40,750	62,610
G-615-66HG-3050 MATERIALS	134	0	0	0	0
G-615-66HG-3070 OFFICE SUPPLIES AND PAPER	318	3,500	2,405	3,500	3,500
G-615-66HG-3085 RENTAL SUPPORT PAYMENTS	0	70,400	38,649	68,480	68,480
G-615-66HG-3086 HOUSING ALLOWANCE PAYMENTS	0	105,000	72,095	152,180	152,180
G-615-66HG-4020 SERVICE CONTRACTS	1,034,745	924,630	972,469	732,710	846,800
G-615-66HG-4036 CONFERENCES - EXPENSES	2,993	0	0	0	0
G-615-66HG-4090 LEGAL	0	3,000	0	3,000	3,000
G-615-66HG-4100 SERVICES - OTHER	247,916	0	10,740	0	0
G-615-66HG-4120 TELEPHONE - CELL PHONES	1,650	1,800	1,100	1,200	1,200
G-615-66HG-4142 TRAINING - EXPENSES	0	20,000	22,585	20,000	20,000
G-615-66HG-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	112	1,000	0	1,000	1,000
G-615-66HG-4174 AFFORDABLE CAPITAL PROJECTS	104,657	159,720	95,936	159,720	159,720
G-615-66HG-6020 SOCIAL ASSISTANCE PAYMENTS	692	124,900	12,220	104,630	104,630
G-615-66HG-7820 TRANSFER TO RESERVE FUNDS	12,393	0	0	0	0
G-615-66HG-7900 INTERFUNCTIONAL TRANSFER	134,434	135,750	83,456	139,170	138,260
Total 66HG HOME FOR GOOD INITIATIVE	-1,404	0	189,083	0	0
TOTAL 615 HOUSING	2	2,081,130	-1,222,424	2,130,050	2,356,750



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G616 Child Services

Department/Division Overview:

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

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

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

Key Activities for 2022:

The Early Years and Child Care Division is responsible for leading and managing the local child care and early years system as well as providing financial support to both early years programs and families who qualify for financial assistance.

With the affects of the pandemic still lingering, it will be necessary to closely monitor funding changes filtering down from the province, while adjusting accordingly to fully utilize funds and maintain mandated services. Child care and early years programs need to be supported throughout 2022 in returning their capacity and revenue generation back to pre pandemic levels, in the meantime we will need to maximize our allocations to best support the community.

How This Work Plan Reflects Council’s Strategic Priorities

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

The division works in an integrated model with all children services providers in Perth County. The goal of the Children’s Services Network called Kids First, is making services work for young

children and their families in Huron-Perth. All programs, financial support and direct services are geared towards supporting families to meet their needs.

- Strengthening our Plans, Strategies and Partnerships

Significant Variances (2022 proposed budget vs prior year actuals):

There were no major changes to this budget for 2022 aside from a slight increase (1%) in overall revenue and wages, otherwise it's status quo from 2021.

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

COVID-19? yes no

If yes, please review impacts:

Child care programs have experienced significant disruption due to COVID-19. All but one service provider has resumed operations however child care and early years programs are not operating at their pre-pandemic capacities. As restrictions ease this should help increase at least partially, however staffing shortages across the province are also a major concern.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

It is not anticipated that services could be reduced

616 CHILD SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6194 O/W CHILD CARE - FORMAL					
G-616-6194-1130 ONTARIO GRANTS	-66,400	-66,400	-48,171	-66,400	-66,400
G-616-6194-1210 OTHER MUNICIPALITIES - PERTH	-8,330	-8,330	-6,330	-8,440	-8,450
G-616-6194-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,380	-1,380	-1,005	-1,340	-1,340
G-616-6194-6020 SOCIAL ASSISTANCE PAYMENTS	83,000	83,000	7,632	83,000	83,000
Total 6194 O/W CHILD CARE - FORMAL	6,890	6,890	-47,874	6,820	6,810
6195 O/W CHILD CARE - INFORMAL					
G-616-6195-1130 ONTARIO GRANTS	-14,400	-14,400	-10,446	-14,400	-14,400
G-616-6195-1210 OTHER MUNICIPALITIES - PERTH	-1,810	-1,810	-1,373	-1,830	-1,840
G-616-6195-1220 OTHER MUNICIPALITIES - ST. MARYS	-300	-300	-218	-290	-290
G-616-6195-6020 SOCIAL ASSISTANCE PAYMENTS	18,000	18,000	0	18,000	18,000
Total 6195 O/W CHILD CARE - INFORMAL	1,490	1,490	-12,037	1,480	1,470
6321 FEE SUBSIDY ELCC PRE-SCHOOL					
G-616-6321-1130 ONTARIO GRANTS	-1,315,420	-1,315,420	-954,271	-1,315,420	-1,315,420
G-616-6321-1210 OTHER MUNICIPALITIES - PERTH	-164,930	-164,930	-125,348	-167,130	-167,230
G-616-6321-1220 OTHER MUNICIPALITIES - ST. MARYS	-27,170	-27,170	-17,653	-26,480	-26,450
G-616-6321-1770 RECOVERABLE	-915	0	-11,439	0	0
G-616-6321-6020 SOCIAL ASSISTANCE PAYMENTS	854,365	853,450	20,056	853,450	853,450
G-616-6321-6025 WAGE SUBSIDY PAYMENTS	790,830	790,830	0	790,830	790,830
Total 6321 FEE SUBSIDY ELCC PRE-SCHOOL	136,760	136,760	-1,088,655	135,250	135,180
6325 SPECIAL CHILDCARE					
G-616-6325-1130 ONTARIO GRANTS	-19,003	0	-563,546	0	0
G-616-6325-6020 SOCIAL ASSISTANCE PAYMENTS	19,003	0	616,688	0	0
Total 6325 SPECIAL CHILDCARE	0	0	53,142	0	0
63CC CHILD CARE ADMINISTRATION					
G-616-63CC-1130 ONTARIO GRANTS	-195,900	-195,900	-142,115	-195,900	-249,940
G-616-63CC-1210 OTHER MUNICIPALITIES - PERTH	-43,770	-43,770	-40,110	-53,480	-25,900
G-616-63CC-1220 OTHER MUNICIPALITIES - ST. MARYS	-7,210	-7,210	-7,860	-8,480	-4,100

616 CHILD SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-616-63CC-2100 F.T. SALARIES & WAGES	142,932	157,380	127,356	160,520	159,910
G-616-63CC-2500 F.T. BENEFITS	41,377	44,500	41,049	52,920	53,770
G-616-63CC-3070 OFFICE SUPPLIES AND PAPER	1,110	500	1,569	500	500
G-616-63CC-3080 MISCELLANEOUS	286	0	15	0	0
G-616-63CC-3110 PRINTING	0	100	0	100	100
G-616-63CC-3120 MEALS & MEETING COSTS	0	300	0	300	300
G-616-63CC-3190 VEHICLES - REPAIRS & EXPENSES	6	0	0	0	0
G-616-63CC-4036 CONFERENCES - EXPENSES	1,148	1,750	0	1,750	1,750
G-616-63CC-4090 LEGAL	3,635	0	0	0	0
G-616-63CC-4097 MEMBERSHIPS	742	2,000	480	2,000	2,000
G-616-63CC-4110 TELEPHONE - BASIC	2,353	0	0	0	0
G-616-63CC-4120 CELL PHONES	497	0	0	0	0
G-616-63CC-4142 TRAINING - EXPENSES	274	4,000	2,539	4,000	4,000
G-616-63CC-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	227	750	0	750	750
G-616-63CC-7900 ADMINISTRATION CHARGE	88,286	71,880	52,944	78,290	77,790
G-616-63CC-9010 OFFICE EQUIPMENT AND FURNISHINGS	288	0	0	0	0
Total 63CC CHILD CARE ADMINISTRATION	36,281	36,280	35,867	43,270	20,930
63RC RESOURCE CENTRE					
G-616-63RC-1210 OTHER MUNICIPALITIES - PERTH	0	-61,980	-47,108	-62,810	-62,850
G-616-63RC-1220 OTHER MUNICIPALITIES - ST. MARYS	0	-10,210	-8,169	-9,950	-9,940
G-616-63RC-6020 SOCIAL ASSISTANCE PAYMENTS	0	123,580	0	123,580	123,580
Total 63RC RESOURCE CENTRE	0	51,390	-55,277	50,820	50,790
63SN SPECIAL NEEDS ADMINISTRATION					
G-616-63SN-1130 ONTARIO GRANT	-233,940	-233,940	-169,707	-233,940	-233,940
G-616-63SN-1210 OTHER MUNICIPALITIES - PERTH	-29,337	-29,340	-22,665	-30,220	-29,750
G-616-63SN-1220 OTHER MUNICIPALITIES - ST. MARYS	-4,840	-4,840	-3,593	-4,790	-4,710
G-616-63SN-2100 F.T. SALARIES & WAGES	137,566	139,960	122,444	142,760	145,600
G-616-63SN-2500 F.T. BENEFITS	39,824	38,790	35,132	40,340	41,960

616 CHILD SERVICES					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-616-63SN-4097 MEMBERSHIPS	50	0	0	0	0
G-616-63SN-6020 SOCIAL ASSISTANCE PAYMENTS	107,077	105,670	21,378	101,600	96,230
G-616-63SN-7900 INTERFUNCTIONAL TRANSFER	7,908	8,010	5,216	8,700	8,640
Total 63SN SPECIAL NEEDS ADMINISTRATION	24,308	24,310	-11,795	24,450	24,030
TOTAL 616 CHILD SERVICES	205,729	257,120	-1,126,629	262,090	239,210



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G617 Early Learning & Child Care

Department/Division Overview:

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

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

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

Key Activities for 2022:

The Early Years and Child Care Division is responsible for leading and managing the local child care and early years system as well as providing financial support to both early years programs and families who qualify for financial assistance.

With the affects of the pandemic still lingering, it will be necessary to closely monitor funding changes filtering down from the province, while adjusting accordingly to fully utilize funds and maintain mandated services. Child care and early years programs need to be supported throughout 2022 in returning their capacity and revenue generation back to pre pandemic levels, in the meantime we will need to maximize our allocations to best support the community.

Funding for EarlyON Child and Family Centres for 2022 has not been announced but is anticipated to continue at current levels. Likewise, additional funding has been announced but not confirmed for professional development and RECE recruitment initiatives.

How This Work Plan Reflects Council’s Strategic Priorities

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

The division works in an integrated model with all children services providers in Perth County. The goal of the Children’s Services Network called Kids First, is making services work for young children and their families in Huron-Perth. All programs, financial support and direct services are geared towards supporting families to meet their needs.

- Strengthening our Plans, Strategies and Partnerships

Significant Variances (2022 proposed budget vs prior year actuals):

The only significant change in this budget is in the Special Needs Programming Ontario Grants line showing an increase of 19.66% as an increase in funding from the province. However we see a decrease of 20.55% in Wage Subsidies under Child Care Programs as there was a decrease in provincial funding here. Wages also see a slight increase.

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

COVID-19? yes no

If yes, please review impacts:

Child care programs have experienced significant disruption due to COVID-19. All but one service provider has resumed operations however child care and early years programs are not operating at their pre-pandemic capacities. As restrictions ease this should help increase at least partially, however staffing shortages across the province are also a major concern.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

It is not anticipated that services could be reduced

617 EARLY LEARNING & CHILD CARE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
63WW CHILDCARE SMALL WATERWORKS					
G-617-63WW-1130 ONTARIO GRANTS	-2,670	-2,670	-1,935	-2,670	-2,670
G-617-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	2,670	2,670	0	2,670	2,670
Total 63WW CHILDCARE SMALL WATERWORKS	0	0	-1,935	0	0
6710 ADMINISTRATION/SPECIAL NEEDS					
G-617-6710-1130 ONTARIO GRANTS	-552,660	-552,660	-400,925	-552,660	-661,300
G-617-6710-1210 OTHER MUNICIPALITIES- PERTH COUNTY	-18,712	-18,550	-15,323	-20,430	-14,330
G-617-6710-1220 OTHER MUNICIPALITIES- ST MARYS	-3,087	-3,060	-2,430	-3,240	-2,270
G-617-6710-2100 F.T. SALARIES & WAGES	137,576	139,960	122,809	142,760	145,600
G-617-6710-2500 F.T. BENEFITS	39,827	42,320	37,385	40,340	41,960
G-617-6710-2700 OTHER PAYROLL EXPENSES	0	50	962	50	50
G-617-6710-3050 MATERIALS	3,039	41,000	4,639	41,000	41,000
G-617-6710-4120 CELL PHONES	1,967	900	2,750	3,000	3,000
G-617-6710-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	455	2,000	1,090	2,000	2,000
G-617-6710-6020 SOCIAL ASSISTANCE PAYMENTS	133,241	87,750	84,496	81,000	175,000
G-617-6710-7900 INTERFUNCTIONAL TRANSFERS	273,858	275,660	169,520	282,710	280,880
Total 6710 ADMINISTRATION/SPECIAL NEEDS	15,504	15,370	4,973	16,530	11,590
6715 WAGE ENHANCEMENTS					
G-617-6715-1130 ONTARIO GRANTS	-344,738	-606,860	-440,250	-606,860	-590,560
G-617-6715-6020 SOCIAL ASSISTANCE PAYMENTS	313,106	574,910	372,296	576,400	560,300
G-617-6715-7900 INTERFUNCTIONAL TRANSFER	31,631	31,950	18,256	30,460	30,260
Total 6715 WAGE ENHANCEMENTS	-1	0	-49,698	0	0
6770 CHILD CARE PROGRAMS					
G-617-6770-1130 ONTARIO GRANTS	-1,647,180	-1,647,180	-1,194,966	-1,647,180	-1,311,650
G-617-6770-6020 SOCIAL ASSISTANCE PAYMENTS	1,442,368	1,144,980	2,410,766	1,144,980	911,650
G-617-6770-6025 WAGE SUBSIDY PAYMENTS	204,812	502,200	157	502,200	400,000
Total 6770 CHILD CARE PROGRAMS	0	0	1,215,957	0	0

617 EARLY LEARNING & CHILD CARE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6780 CAPACITY FUNDING					
G-617-6780-1130 ONTARIO GRANTS	-38,880	-38,880	-28,203	-38,880	-38,880
G-617-6780-4020 SERVICE CONTRACTS	38,880	38,880	4,154	38,880	38,880
Total 6780 CAPACITY FUNDING	0	0	-24,049	0	0
6790 REPAIRS AND MAINTENANCE					
G-617-6790-1130 ONTARIO GRANTS	-13,170	-13,170	-9,561	-13,180	-13,180
G-617-6790-4020 SERVICE CONTRACTS	13,170	13,170	0	13,180	13,180
Total 6790 REPAIRS AND MAINTENANCE	0	0	-9,561	0	0
6792 ELCC 0-6 AGREEMENT					
G-617-6792-1130 ONTARIO GRANTS	-403,390	-403,390	-302,340	-403,390	-403,390
G-617-6792-4020 SERVICE CONTRACTS	403,390	322,370	0	322,370	322,370
G-617-6792-6020 SOCIAL ASSISTANCE PROGRAMS	0	81,020	0	81,020	81,020
Total 6792 ELCC 0-6 AGREEMENT	0	0	-302,340	0	0
67HC HOME CHILD CARE					
G-617-67HC-1130 ONTARIO GRANTS	-55,200	-55,200	-40,047	-55,200	-55,200
G-617-67HC-4020 SERVICE CONTRACTS	55,200	55,200	0	55,200	55,200
Total 67HC HOME CHILD CARE	0	0	-40,047	0	0
67IF INDIGENOUS FUNDING					
G-617-67IF-1130 ONTARIO GRANTS	-27,110	-27,110	-19,662	-27,110	-27,110
G-617-67IF-4020 SERVICE CONTRACTS	27,110	27,110	0	27,110	27,110
Total 67IF INDIGENOUS FUNDING	0	0	-19,662	0	0
67TF OEYCFC PLANNING					
G-617-67TF-1130 ONTARIO GRANTS-OEYCFC PLANNING	-747,886	-902,720	-676,908	-902,720	-902,720
G-617-67TF-2100 F.T. SALARIES & WAGES	146,447	146,440	121,982	149,370	152,350
G-617-67TF-2500 F.T. BENEFITS	42,395	40,050	35,464	41,610	43,290
G-617-67TF-3120 MEETING COSTS	0	2,000	509	2,000	2,000
G-617-67TF-4020 SERVICE CONTRACTS	33,562	63,090	24,841	63,090	63,090
G-617-67TF-4036 CONFERENCES - EXPENSES	0	2,000	0	2,000	2,000
G-617-67TF-4040 CONSULTANTS	14,231	10,000	14,195	10,000	10,000
G-617-67TF-4100 SERVICES - OTHER-OEYCFC PLANNING-	224	0	0	0	0

617 EARLY LEARNING & CHILD CARE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-617-67TF-4120 TELEPHONE - CELL PHONES	975	900	1,100	1,200	1,200
G-617-67TF-4150 TRAVEL/MILEAGE - EXCL CONFERENCES	351	2,000	0	2,000	2,000
G-617-67TF-6020 SOCIAL ASSISTANCE PAYMENTS	426,701	636,240	411,791	631,450	626,790
G-617-67TF-7900 INTERFUNCTIONAL TRANSFERS	83,000	0	0	0	0
Total 67TF OEYCFC PLANNING	0	0	-67,026	0	0
67XP EXPANSION					
G-617-67XP-1130 ONTARIO GRANTS	-1,008,750	-1,008,750	-731,800	-1,008,750	-1,008,750
G-617-67XP-1210 OTHER MUNICIPALITIES- PERTH COUNTY	-113,830	-113,830	-86,513	-115,350	-128,240
G-617-67XP-1220 OTHER MUNICIPALITIES- ST MARYS	-18,750	-18,750	-13,703	-18,270	-20,280
G-617-67XP-6020 SOCIAL ASSISTANCE PAYMENTS	1,235,720	1,235,720	502,167	1,235,720	1,260,940
Total 67XP EXPANSION	94,390	94,390	-329,849	93,350	103,670
Total 617 EARLY LEARNING & CHILD CARE	109,893	109,760	376,763	109,880	115,260



2022 OPERATING BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G618 Britannia St Apartments

Department/Division Overview:

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

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

Britannia St. Apartments

On November 1, 2019, the city opened the Britannia St. Apartments. The property contains 20 one-bedroom units and 15 two-bedroom units on two storeys. Two of the units are fully accessible and five are barrier free. The building includes an elevator (Limited Use, Limited Application, or LULA lift), laundry facilities, scooter storage and on-site vehicle and bicycle parking. Rents are set at 80% of approved alternate Average Market Rent for the Service Manager area.

Key Activities for 2022:

The key activities for 2022 are to support the operations and maintenance of the current property at 230 Britannia St. as well as completing the construction of Phase 2 which will include 27 additional units.

How This Work Plan Reflects Council’s Strategic Priorities

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

- **Strengthening our Plans, Strategies and Partnerships:** Collaboration and strong partnerships with service providers, service users, economic development groups, and local municipalities are needed for successfully addressing housing instability and homelessness locally.
- **Developing Our Resources:** Creating more affordable housing options through new construction and enhanced rent support programs will decrease the number of

households that experience housing instability and homelessness in the communities of Stratford, Perth County, and St. Marys.

Significant Variances (2022 proposed budget vs prior year actuals):

As a result of the additional units for Phase 2, all expenses are expected to increase in 2022. These additional expenses will be partially offset by increased user fees. We are anticipating an increase in the costs of utilities and insurance in 2022. Additionally, it is anticipated that there will be a 28.55% increase in property taxes.

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

COVID-19? yes no

If yes, please review impacts:

Housing is an essential service and will continue operations regardless of COVID-19. However, the cost to maintaining current service levels (e.g. cleaning, insurance, building materials) may see additional impacts.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

Capital repairs and routine maintenance which are not related to health and safety matters could be deferred for 2022 but will need to be addressed in upcoming years.

618 BRITANNIA ST APARTMENTS					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
6800 BRITANNIA ST APARTMENTS					
G-618-6800-1470 RENTAL REVENUE	-403,535	-400,000	-343,178	-400,280	-746,580
G-618-6800-3030 HEAT	5,053	2,500	3,201	4,000	8,780
G-618-6800-3040 HYDRO	6,254	6,000	4,566	5,100	11,010
G-618-6800-3045 WATER/SEWER	6,463	10,000	7,000	8,500	14,610
G-618-6800-3070 OFFICE SUPPLIES AND PAPER	23	0	17	200	100
G-618-6800-3120 MEETING COSTS	0	0	0	100	100
G-618-6800-4010 ADVERTISING	103	0	409	0	100
G-618-6800-4060 COURIER/FREIGHT	0	0	5	0	0
G-618-6800-4080 INSURANCE	0	9,000	0	10,000	20,000
G-618-6800-4090 LEGAL	165	0	3,779	0	1,000
G-618-6800-4092 PROPERTY TAXES	0	42,140	0	42,140	95,669
G-618-6800-4105 SNOW REMOVAL	4,951	12,000	3,028	7,000	9,500
G-618-6800-4106 LAWN MAINTENANCE	2,883	7,500	2,861	2,500	4,300
G-618-6800-4107 BUILDING MAINTENANCE	47,528	35,000	57,258	50,000	75,000
G-618-6800-4110 TELEPHONE - BASIC	1,931	0	1,509	1,900	3,900
G-618-6800-5030 MORTGAGE INTEREST PAYMENT	50,732	46,720	23,851	46,910	189,608
G-618-6800-5035 MORTGAGE PRINCIPAL PAYMENT	107,589	107,730	53,794	107,590	245,375
G-618-6800-7820 TRANSFER TO RESERVE FUND	169,860	121,410	85,755	114,340	183,340
Total 6800 BRITANNIA ST APARTMENTS	0	0	-96,145	0	115,812
Total 618 BRITANNIA ST APARTMENTS			-96,145		115,812



2022 OPERATING BUDGET – WORK PLAN

Department:	Library
Budget Division:	G411 Stratford Public Library

Department/Division Overview:

In 2021, the Library was able to return to regular hours and resume providing the majority of services in an in-person format.

Other notable achievements in 2021:

- Launch of Immigrant Services at the Library
- MakerSpace partnership with the Perth Community Futures Development Corporation
- Substantial increase in outreach to Teens; from June-August teenagers represented 35%+ of all program attendance at the Library
- Addition of 2 more parking spaces in the lot shared with St Andrews Church
- Preparation of a redesign of the Library's front garden space
- Addition of automated door openers at the rear entrance
- Formal implementation of fines-free borrowing

Unsurprisingly, some of the usage statistics for 2021 continue to be lower than 2019, however, use is steadily increasing as restrictions are eased and in Q4 is beginning to approach previous levels.

Key Activities for 2022:

In 2022, the Library has plans to:

- Complete the front garden rejuvenation; this will feature an outdoor programming space and two smaller seating spaces in addition to significant garden improvements
- Engage in a strategic plan update exercise
- Renovate the Library's washrooms to create accessible, functional, and attractive spaces
- Prepare for a space needs study

How This Work Plan Reflects Council's Strategic Priorities

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

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

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

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

Significant Variances (2022 proposed budget vs prior year actuals):

1. 2.0% COLA for staff wages and benefits; addition of small Health Spending Account for part-time staff.
2. PROPOSED increase of 5.25 hours per week to the existing Part-Time MakerSpace Assistant position (see supporting documentation).
3. Inclusion of funds for a Space Needs Study and Strategic Planning Exercise. 50% of the Space Needs Study may be recoverable through Development Charges.

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

COVID-19? yes no

If yes, please review impacts:

If the current public health measures remain in place during 2022, the following services will continue to operate at reduced/online capacity:

- Programs: early literary, technological skills development, lifelong learning
- MakerSpace: appointment-based OpenLabs
- Spaces for individual study
- Meeting room rentals

Other services such as access to the physical collections, staff assistance, and core technology are able to operate close to full capacity, and can be scaled back as needed depending on public health requirements.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department’s operations:

The Library has already created the framework for all of its services to be provided remotely and/or through contactless methods. The current model for in-person service meets or exceeds the guidelines provided by the regulatory bodies.

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

411 STRATFORD PUBLIC LIBRARY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7400 LIBRARY ADMINISTRATION					
G-411-7400-1120 CANADA GRANTS	0	-2,900	-8,074	-2,900	-2,900
G-411-7400-1130 ONTARIO GRANTS	-56,853	-57,000	0	-57,000	-57,200
G-411-7400-1210 FEES AND CHARGES OTHER MUNICIPALITIE	-40,630	-40,630	-20,722	-41,849	-42,670
G-411-7400-1405 USER FEES	-1,640	-5,500	-1,969	-4,500	-4,500
G-411-7400-1480 OTHER FINES	-4,912	-20,000	-1,151	-4,000	-3,000
G-411-7400-1570 DONATIONS	-5,920	-5,000	-4,185	-5,000	-5,000
G-411-7400-1770 RECOVERABLE	-123,543	-103,230	-170,640	-106,350	-100,110
G-411-7400-1820 CONTRIBUTION FROM RESERVE FUNDS	0	0	0	0	-110,000
G-411-7400-2100 FULL TIME SALARIES & WAGES	1,116,025	1,217,630	1,051,938	1,241,970	1,266,820
G-411-7400-2110 PART TIME SALARIES & WAGES	498,618	553,030	564,323	564,030	579,510
G-411-7400-2500 F.T. BENEFITS	271,339	306,950	257,973	308,130	312,780
G-411-7400-2510 P.T. BENEFITS	82,010	109,110	86,661	107,537	118,470
G-411-7400-2700 OTHER PAYROLL EXPENSES	2,154	2,100	1,983	2,000	2,000
G-411-7400-3030 HEAT	8,351	8,000	4,963	8,000	8,500
G-411-7400-3040 HYDRO	22,371	27,000	18,192	26,000	26,000
G-411-7400-3045 WATER / SEWAGE	852	1,150	1,663	1,300	1,300
G-411-7400-3070 OFFICE SUPPLIES	15,085	15,000	7,780	15,000	15,000
G-411-7400-3090 PHOTOCOPIER EXPENSE	3,460	8,000	3,948	8,000	5,930
G-411-7400-3100 POSTAGE	1,176	5,500	1,866	4,000	2,500
G-411-7400-3110 PRINTING	1,123	1,000	1,944	1,000	1,000
G-411-7400-3180 VEHICLE- FUEL	384	1,000	0	750	750
G-411-7400-3190 VEHICLE - REPAIRS & EXPENSES	1,146	2,000	309	2,000	2,000
G-411-7400-4010 ADVERTISING	9,888	12,000	14,155	13,000	13,000
G-411-7400-4040 CONSULTANTS	0	0	0	0	110,000
G-411-7400-4050 CONTRACTOR	1,444	15,500	7,604	15,500	15,500
G-411-7400-4060 COURIER/FREIGHT	1,503	1,500	1,559	1,800	1,800
G-411-7400-4080 INSURANCE	5,220	9,050	0	8,000	8,000
G-411-7400-4090 LEGAL	5,951	1,000	4,454	1,500	4,000
G-411-7400-4095 MAINTENANCE CONTRACTS	71,809	72,340	74,795	74,574	74,390

411 STRATFORD PUBLIC LIBRARY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-411-7400-4097 MEMBERSHIPS	2,371	3,030	2,321	2,470	2,470
G-411-7400-4110 TELEPHONE - BASIC	2,840	3,000	2,335	3,000	3,000
G-411-7400-4120 TELEPHONE - CELL PHONES	1,470	900	275	300	300
G-411-7400-4125 INTERNET	15,441	5,000	12,846	14,000	17,000
G-411-7400-4142 TRAINING EXPENSES	38,623	22,000	12,506	22,000	22,000
G-411-7400-4150 MILEAGE	1,150	4,000	148	4,000	3,000
G-411-7400-5010 BANK, COLLECTION AND CREDIT CARD CHA	853	900	681	1,000	1,000
G-411-7400-7820 TRANSFER TO RESERVE FUND	261,380	261,380	199,956	266,608	271,940
G-411-7400-9030 EQUIPMENT PURCHASES	21,740	18,000	23,513	18,000	18,000
Total 7400 LIBRARY ADMINISTRATION	2,232,279	2,452,810	2,153,950	2,513,870	2,582,580
7404 LIBRARY BOARD EXPENSES					
G-411-7404-3080 MISCELLANEOUS SERVICES	1,296	3,000	854	3,000	3,000
G-411-7404-3120 MEALS AND MEETING COSTS	124	1,000	0	1,000	1,000
G-411-7404-4036 CONFERENCE EXPENSES	1,514	2,000	0	2,000	2,000
Total 7404 LIBRARY BOARD EXPENSES	2,934	6,000	854	6,000	6,000
7406 LIBRARY OPERATIONS					
G-411-7406-7820 TRANSFER TO RESERVE FUNDS	4,690	4,690	3,561	4,747	4,750
Total 7406 LIBRARY OPERATIONS	4,690	4,690	3,561	4,747	4,750
7408 LIBRARY - ADULT PROGRAM					
G-411-7408-3060 LIBRARY BOOKS	119	0	188	0	0
G-411-7408-3065 CRAFT/PROGRAM SUPPLIES	3,307	4,000	25,043	4,000	5,000
Total 7408 LIBRARY - ADULT PROGRAM	3,426	4,000	25,231	4,000	5,000
7410 LIBRARY - YOUNG ADULT PROGRAM					
G-411-7410-3065 CRAFT/PROGRAM SUPPLIES	837	4,000	2,640	4,000	4,000
Total 7410 LIBRARY - YOUNG ADULT PROGRAM	837	4,000	2,640	4,000	4,000
7412 LIBRARY - CHILDREN PROGRAM					
G-411-7412-3065 CRAFT/PROGRAM SUPPLIES	2,458	4,000	3,961	4,000	4,000
Total 7412 LIBRARY - CHILDREN PROGRAM	2,458	4,000	3,961	4,000	4,000
7422 PUBLIC LIBRARY ON WHEELS					
G-411-7422-7820 TRANSFER TO RESERVE FUNDS	5,000	5,000	3,750	5,000	5,000
Total 7422 PUBLIC LIBRARY ON WHEELS	5,000	5,000	3,750	5,000	5,000

411 STRATFORD PUBLIC LIBRARY					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
7430 LIBRARY BUILDING & PROPERTY SERVICES					
G-411-7430-3050 MATERIALS	6,867	6,700	5,649	7,000	7,000
G-411-7430-4105 SNOW REMOVAL	3,651	9,000	6,046	7,000	6,500
G-411-7430-4106 LAWN MAINTENANCE	1,958	1,500	1,297	1,500	2,000
G-411-7430-4107 BUILDING MAINTENANCE	3,039	8,000	7,636	8,000	8,000
Total 7430 LIBRARY BUILDING & PROPERTY	15,515	25,200	20,628	23,500	23,500
7450 PCIN					
G-411-7450-1405 USER FEES	-209,428	-212,120	-215,540	-214,790	-213,080
G-411-7450-1770 RECOVERABLES	-46,699	0	0	0	0
G-411-7450-1820 CONTRIBUTION FROM RESERVE FUND	-25,814	0	0	0	0
G-411-7450-3180 VEHICLE FUEL	0	0	853	0	0
G-411-7450-3190 VEHICLES - REPAIRS & EXPENSES	0	0	38,000	0	0
G-411-7450-4050 CONTRACTORS	20,300	3,400	6,408	5,770	8,540
G-411-7450-4080 INSURANCE	562	0	0	0	0
G-411-7450-4095 MAINTENANCE CONTRACTS	177,549	208,720	181,103	209,020	204,540
G-411-7450-7810 TRANSFER TO RESERVES	11,017	0	0	0	0
G-411-7450-9020 VEHICLE PURCHASE	72,513	0	0	0	0
Total 7450 PCIN	0	0	10,824	0	0
Total 411 STRATFORD PUBLIC LIBRARY	2,267,139	2,505,700	2,225,399	2,565,117	2,634,830



2022 OPERATING BUDGET – WORK PLAN

Department:	Police
Budget Division:	G231 Stratford Police Services

Department/Division Overview:

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

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

Sworn Officers

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

Civilian Support Staff

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

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

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

The service actively seeks out and applies for available grants. In 2022 the service anticipates receiving up to \$423,870 in approved grants.

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

Key Activities for 2022:

The overall budget increase from 2021 to 2022 while taking into account the 2.0% wage increase, other collective bargaining terms of settlement, and proposed staffing augmentation, is presented at approximately 5.02%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2022 within the limits of those accounts. The service will be undertaking to following key activities in 2022:

1. Staffing increases in the form of:
 - a. Records Manager
 - b. Mental Health, Wellness, and Resiliency Coordinator
2. Radio system upgrade – continued from 2021
3. Administrative phone system upgrade – continued from 2021
4. Purchase and deployment of 3 cruisers for Stratford, one for St Marys and one for Perth South
5. Replacement of legacy portable radio units

How This Work Plan Reflects Council’s Strategic Priorities

This work plan is intended to mostly continue to provide policing services to the communities of Stratford, St Marys, and Perth South. As described in the Staffing Expansion requests, the new positions are intended to improve the quality of service provided to the communities we serve.

Significant Variances (2022 proposed budget vs prior year actuals):

G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS – Increase from (\$5,000) to (\$13,000) as cruisers expected to be traded in.

G-231-2200-1810 CONTRIBUTIONS FROM RESERVES – Increase from (\$106,800) to (\$272,230) as Five members retiring in 2022.

G-231-2200-2100 FULL TIME SALARIES & WAGES – Increased from \$8,869,367 to \$9,544,329 or 7.61%. Increase reflects proposed addition of:

- One Records Manager
- One Mental Health, Wellness, and Resiliency Coordinator

Note: the service intends on submitting a grant request to cover the costs of this position.

G-231-2200-2105 PAYROLL PREMIUMS – Decrease from \$478,039 to \$350,034 or 26.78%. Current usage supports a reduction in this line.

G-231-2200-2110 PART TIME SALARIES & WAGES – Increase from \$257,661 to \$280,658 or 8.9%. Increase to support Cell Guard and Matron program.

G-231-2200-2500 FULL TIME BENEFITS – Corresponding increasing from \$2,373,560 to \$2,481,451 or 4.6%.

G-231-2200-2700 OTHER PAYROLL EXPENSES – Increase from \$13,500 to \$45,178. Includes fitness credit costs. Also includes costs for hiring additional members, and replacing retirees (Psych, background, MFAP).

G-231-2200-3180 FUEL – Increase from \$110,020 to \$128,340. Increase related to increased fuel costs. Overall cost per litre will be offset with adoption of more hybrid vehicles in 2022.

G-231-2200-4095 MAINTENANCE CONTRACTS – Increase from \$55,608 to \$170,570. Increase due in part to redistribution of IT related costs such as equipment leasing. Moved from PRIDE IT line to this one. Increase also includes annualized BWC costs as well.

G-231-2200-4143 TRAINING – SUPPLIES – Increase from \$23,040 to \$48,520. Increase to permit purchase of training ammunition in 2022.

G-231-2206-7820 TRANSFER TO RESERVES – Contribution of \$23,050 towards a drone program for 2023.

G-231-2210-4100 SERVICES – OTHER – Decrease from \$259,221 to \$258,038. Note that PRIDE will be establishing a reserve contribution process for future projects. That cost, yet to be assigned a line item number, is \$17,896 for 2022.

G-231-2214-7810 TRANSFERS TO RESERVES (COMMUNICATIONS CENTRE) – Decrease from \$358,000 to \$120,450. Decrease due to radio system upgrade funded in 2021. Current budget allocation covers new phone servers \$20,450, \$50,000 towards NG911 costs, and \$50,000 to replace legacy portable radios.

G-231-2240-7810 TRANSFER TO RESERVES – PRIDE I.T. - Decrease from \$120,960 to \$65,000. Costs include \$50,000 for replacement VM server and \$15,000 for replacement Fusion server.

G-231-2240-9030 PRIDE CAPITAL/EQUIPMENT PURCHASES – Decrease from \$120,960 to \$100,224. Lease items moved to G-231-2200-4095 line.

G-231-2242-7810 TRANSFER TO RESERVES (CRUISERS - LOCKERS) – Increase from \$0 to \$388,050. This accounts for five replacement cruisers. Three for Stratford, one for St Marys and one for Perth South. One Stratford cruiser requires a radio repeater. All require new mobile workstations. St Marys and Perth South to cover their own costs – which is applied to the budget.

**Note: no cruisers were replaced in 2021 as the service was trying to keep budget down. \$15,000 to be used to replace existing lockers in women's change room.

G-231-2242-9010 OFFICE EQUIPMENT AND FURNISHINGS – Decrease from \$29,000 to \$5,000 as archive room modernization completed in 2021.

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

If yes, please review impacts:

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2022 challenges) on your department's operations:

231 STRATFORD POLICE SERVICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2200 POLICE ADMINISTRATION					
G-231-2200-1130 POLICE DEPART-ONTARIO GRANTS	-472,992	-287,000	-394,296	-423,870	-423,870
G-231-2200-1215 MUNICIPALITY - PERTH SOUTH	-556,680	-556,680	-520,285	-564,638	-667,866
G-231-2200-1220 MUNICIPALITY - ST. MARYS	-1,009,513	-1,045,300	-962,050	-1,088,282	-1,188,221
G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS	-12,327	-15,000	0	-5,000	-13,000
G-231-2200-1810 CONTRIBUTION FROM RESERVES	-243,471	-289,740	0	-106,800	-272,230
G-231-2200-1820 CONTRIBUTION FROM RESERVE FUND	0	0	-12,313	0	0
G-231-2200-2100 FULL TIME SALARIES & WAGES	8,544,338	8,911,119	7,880,002	8,869,367	9,544,329
G-231-2200-2105 PAYROLL PREMIUMS	326,217	367,967	222,624	478,039	350,034
G-231-2200-2110 PART TIME SALARIES & WAGES	182,766	188,843	253,099	257,660	280,658
G-231-2200-2500 FULL TIME BENEFITS	2,287,657	2,416,100	2,172,798	2,373,560	2,481,451
G-231-2200-2510 PART TIME BENEFITS	16,899	21,931	35,368	32,970	33,054
G-231-2200-2700 OTHER PAYROLL EXPENSES	15,736	13,500	9,946	13,500	45,178
G-231-2200-3010 CLOTHING	19,464	24,780	19,821	20,054	20,054
G-231-2200-3050 MATERIALS	85	500	822	500	500
G-231-2200-3070 OFFICE SUPPLIES AND PAPER	10,986	9,220	7,070	8,817	10,373
G-231-2200-3071 IDENTIFICATION SUPPLIES	21,771	4,900	18,353	4,898	4,898
G-231-2200-3090 PHOTOCOPIER EXPENSE	3,963	5,760	3,023	5,763	5,849
G-231-2200-3100 POSTAGE	2,060	920	2,423	922	951
G-231-2200-3110 PRINTING	1,749	4,000	1,592	2,500	2,500
G-231-2200-3120 MEETING COSTS	485	4,300	1,399	1,500	1,500
G-231-2200-3121 PRISONER MEALS	725	2,910	1,593	2,910	2,910
G-231-2200-3130 PUBLICATIONS & SUBSCRIPTIONS	448	2,100	708	1,500	1,000
G-231-2200-3140 RADIO SYSTEM MAINTENANCE	10,425	16,710	8,711	16,711	16,711
G-231-2200-3170 UNIFORMS	74,984	38,150	37,746	38,150	38,530
G-231-2200-3180 VEHICLE - FUEL	100,700	117,320	102,390	110,020	128,340
G-231-2200-3190 VEHICLE REPAIRS (LABOUR, PARTS, LICENCES)	87,522	42,640	67,325	60,506	60,506
G-231-2200-4010 ADVERTISING	424	1,000	1,138	500	750
G-231-2200-4035 CONFERENCES - ACCOMMODATIONS	2,618	6,700	1,962	3,000	3,000
G-231-2200-4036 CONFERENCE EXPENSES	1,436	2,000	0	2,000	2,000

231 STRATFORD POLICE SERVICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
G-231-2200-4037 CONFERENCES - REGISTRATION	3,781	6,400	775	2,000	2,000
G-231-2200-4038 CONFERENCES - TRAVEL/MILEAGE	875	1,000	0	500	500
G-231-2200-4050 CONTRACTORS	136,215	145,200	120,046	145,200	149,007
G-231-2200-4060 COURIER/FREIGHT	784	1,500	671	1,498	1,498
G-231-2200-4090 LEGAL	18,998	28,810	25,551	28,813	28,813
G-231-2200-4095 MAINTENANCE CONTRACTS	26,031	40,830	27,483	55,608	170,570
G-231-2200-4097 MEMBERSHIPS	2,604	5,500	650	2,500	2,500
G-231-2200-4100 SERVICES OTHER	10,916	0	0	0	0
G-231-2200-4110 TELEPHONE - BASIC	39,523	42,640	41,761	42,643	43,795
G-231-2200-4140 TRAINING - MEMBERSHIPS	737	200	0	200	200
G-231-2200-4141 TRAINING - MILEAGE	230	6,690	240	1,498	1,498
G-231-2200-4142 TRAINING - EXPENSES	62,199	59,500	64,335	44,495	44,495
G-231-2200-4143 TRAINING - SUPPLIES	2,602	23,040	19,802	23,040	48,520
G-231-2200-5010 BANK CHARGES & COLLECTION FEES	579	0	427	0	0
G-231-2200-5030 INTEREST ON LTD	5,284	4,560	2,095	6,220	4,560
G-231-2200-5035 PRINCIPAL ON LTD	91,063	90,920	70,127	90,130	90,920
G-231-2200-5040 LEASED OFFICE EQUIP	12,003	11,500	11,845	13,700	14,000
G-231-2200-7820 TRANSFER TO RESERVE FUND	185,000	31,170	0	0	0
G-231-2200-9030 EQUIPMENT PURCHASES	0	0	5,156	0	0
Total 2200 POLICE ADMINISTRATION	10,017,899	10,509,110	9,351,933	10,574,802	11,072,765
2202 BICYCLE AUCTION SALE					
G-231-2202-1610 BICYCLE AUCTION SALE RECEIPTS	-2,154	-2,000	-2,696	-2,000	-2,000
G-231-2202-4100 SERVICES - OTHER	1,534	5,000	0	5,000	5,000
G-231-2202-7820 TRANSFER TO RESERVE FUNDS	2,000	2,000	1,500	2,000	2,000
Total 2202 BICYCLE AUCTION SALE	1,380	5,000	-1,196	5,000	5,000
2204 TAXI LICENCING					
G-231-2204-1440 TAXI LICENCING REVENUE	-8,825	-17,000	-12,700	-17,000	-17,000
G-231-2204-3050 MATERIALS	705	430	201	600	600
G-231-2204-4100 SERVICES - OTHER	0	200	369	200	400
Total 2204 TAXI LICENCING	-8,120	-16,370	-12,130	-16,200	-16,000

231 STRATFORD POLICE SERVICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2206 LAW ENFORCEMENT EQUIPMENT					
G-231-2206-3050 MATERIALS - LAW ENFORCEMENT	62,881	27,370	10,824	27,372	27,372
G-231-2206-3051 MATERIALS-CONTAINMENT	12,777	23,050	21,294	23,050	23,050
G-231-2206-7810 TRANSFER TO RESERVES	0	0	15,000	20,000	0
G-231-2206-7820 TRANSFER TO RESERVE FUNDS	135,000	135,000	0	0	0
Total 2206 LAW ENFORCEMENT EQUIPMENT	210,658	185,420	47,118	70,422	50,422
2208 INVESTIGATIONS					
G-231-2208-1770 RECOVERABLES	0	0	-28,720	0	0
G-231-2208-3050 MATERIALS-CISO PROJECTS / INVESTIGATIONS	30,382	35,150	45,422	35,151	35,151
G-231-2208-4001 MEMORIAL DONATIONS	0	6,050	1,036	6,051	6,051
Total 2208 INVESTIGATIONS	30,382	41,200	17,738	41,202	41,202
2209 POLICE CANINE UNIT					
G-231-2209-4100 CANINE UNIT	3,748	8,300	6,360	8,298	8,298
Total 2209 POLICE CANINE UNIT	3,748	8,300	6,360	8,298	8,298
2210 PRIDE OPERATING					
G-231-2210-4100 SERVICES - OTHER	285,380	242,990	177,570	259,221	258,038
G-231-2210-7820 TRANSFER TO RESERVE FUND	0	0	0	0	17,900
Total 2210 PRIDE OPERATING	285,380	242,990	177,570	259,221	275,938
2212 POLICE RADIOS					
G-231-2212-3050 POLICE RADIO MATERIALS	5,574	19,760	2,470	19,758	19,758
G-231-2212-4100 SERVICES - OTHER	2,556	2,300	2,602	2,305	2,305
Total 2212 POLICE RADIOS	8,130	22,060	5,072	22,063	22,063
2214 COMMUNICATIONS CENTRE					
G-231-2214-1405 COMMUNICATIONS REVENUE	-52,863	-40,000	-51,830	-40,000	-40,000
G-231-2214-7810 TRANSFER TO RESERVES	0	68,400	268,500	358,000	0
G-231-2214-7820 TRANSFER TO RESERVE FUNDS	68,400	0	0	0	120,450
G-231-2214-9030 EQUIPMENT PURCHASES	11,570	13,250	7,059	8,413	8,413
Total 2214 COMMUNICATIONS CENTRE	27,107	41,650	223,729	326,413	88,863
2216 COMMUNITY SERVICES & YOUTH PRG					
G-231-2216-3050 MATERIALS - COMMUNITY SERVICES	-137	5,760	183	5,763	5,763
Total 2216 COMMUNITY SERVICES & YOUTH PRG	-137	5,760	183	5,763	5,763

231 STRATFORD POLICE SERVICE					
	2020	2020	2021	2021	2022
	ACTUALS	BUDGET	YTD	BUDGET	DRAFT
			November		BUDGET
2218 POLICE SERVICES BOARD					
G-231-2218-2100 SALARIES & WAGES - POLICE SERVICE BOARD	18,538	22,440	13,375	22,442	22,442
G-231-2218-2500 FULL TIME BENEFITS	947	1,870	663	1,869	1,869
G-231-2218-3100 POSTAGE	0	0	176	0	0
G-231-2218-4100 SERVICES - OTHER	7,080	16,320	43,185	16,322	16,322
Total 2218 POLICE SERVICES BOARD	26,565	40,630	57,399	40,633	40,633
2240 PRIDE CAPITAL					
G-231-2240-1810 CONTRIBUTION FROM RESERVES-PRIDE CAPITAL	0	0	0	-120,960	0
G-231-2240-7810 TRANSFER TO RESERVES - PRIDE CAPITAL	0	0	90,720	120,960	0
G-231-2240-9030 EQUIPMENT PURCHASES - PRIDE CAPITAL	133,283	100,220	160,064	120,960	100,224
Total 2240 PRIDE CAPITAL	133,283	100,220	250,784	120,960	100,224
2242 POLICE CAPITAL					
G-231-2242-5040 LEASE/EXP 154 DOWNIE/WAREHOUSE	57,441	64,640	50,001	64,640	64,640
G-231-2242-5060 VEHICLE LEASE	32,130	50,000	28,624	37,000	37,000
G-231-2242-7810 TRANSFER TO RESERVES	0	0	0	0	388,050
G-231-2242-7820 TRANSFER TO RESERVE FUNDS	168,000	168,000	0	0	0
G-231-2242-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,404	6,000	47,940	29,000	5,000
Total 2242 POLICE CAPITAL	258,975	288,640	126,565	130,640	494,690
2250 PARKS PATROL					
G-231-2250-2110 PT SALARIES	45,939	31,750	36,072	61,800	56,250
G-231-2250-2500 F.T. BENEFITS	443	0	559	0	0
G-231-2250-2510 P.T BENEFITS	4,120	2,710	2,861	5,540	5,625
Total 2250 PARKS PATROL	50,502	34,460	39,492	67,340	61,875
TOTAL 231 STRATFORD POLICE SERVICE	11,045,752	11,509,070	10,290,617	11,656,557	12,251,736