



CITY OF STRATFORD

DRAFT 2022 BUDGET

EXPANSION REQUESTS

2022 Budget Impacts
Service Enhancements / Expansions Summary
City of Stratford

\$ 63,457,400

Budget Division	Description	Department	FTE	2022 Net Cost - Total less estimated revenue	Net Cost % of 2021 Tax Levy
Staffing Requests					
CAO:	Manager Inclusion, Equity, Indigenous Initiatives	CAO's Office	1.0	\$ 148,793	0.23%
	Coordinator Equity, Inclusion, Accessibility Initiatives	CAO's Office	1.0	\$ 74,858	0.12%
Community Services:					
Recreation	Custodian	Community Services	2.0	\$ 42,624	0.07%
Transit	Transit Supervisor Weekends	Community Services	0.5	\$ 49,200	0.08%
Infrastructure & Development Services:					
Development Services	Clerk Secretary II (Planning)	IDS	1.0	\$ 20,334	0.03%
Library:					
MakerSpace	MakerSpace Assistant	Library	0.2	\$ 12,184	0.02%
Social Services:					
Housing	Public Housing Review Officer	Social Services	1.0	\$ 38,440	0.06%
Police:	Records Manager	Police	1.0	\$ 85,700	0.14%
	Mental Health, Wellness, and Resiliency Coordinator	Police	1.0	\$ 700	0.00%
	TOTAL - Staffing Requests		8.7	\$ 472,833	0.75%

2022 Budget Impacts
Service Enhancements / Expansions Summary
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\$ 63,457,400

Budget Division	Description	Department	FTE	2022 Net Cost - Total less estimated revenue	Net Cost % of 2021 Tax Levy
Service Enhancements					
Community Services:					
Recreation	Municipal Partnership Program	Community Services	0.0	\$ 50,000	0.08%
Recreation	Municipal Cultural Plan	Community Services	0.0	\$ 140,000	0.22%
Infrastructure & Development Services:					
Sanitary	Sewer Acoustic Inspection Program	IDS	0.0	\$ 14,100	user pay
	TOTAL - Service Enhancements		0.0	\$ 204,100	0.32%
TOTAL - ALL ENHANCEMENTS				\$ 676,933	1.07%



2022 BUSINESS CASE - QUALITATIVE

Department:	CAO Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Manager of Inclusion, Equity and Indigenous Initiatives

Program Expansion Introduction and Overview:

The Corporation of the City of Stratford is embarking on creating a Diversity, Equity, and Inclusion Plan for the City of Stratford. The City requires an additional full-time Manager dedicated to leading the development and execution of the Corporation's initiatives of advancing equity, diversity and inclusion within the City's workplace while also building community connections and alliances. The Manager will provide consultation and be the key point of contact and subject matter expert for staff, council and applicable community stakeholders on matters of policy interpretation, practice and legislative compliance concerning accessibility, anti-racism, diversity, equity, inclusion and indigeneity.

Analysis of Current Business Process:

At present the Corporation does not possess a single dedicated internal expert resource to guide decision makers in matters concerning anti-racism, diversity, equity, inclusion, accessibility, and indigeneity.

The Corporation relies on both internal staff expertise, consultants, and external stakeholders to interpret and respond to community concerns, societal and cultural conventions and legislative compliance. Current internal resources are limited. Response across the organization is often not cohesive nor consistent and can vary in interpretation and guidance. The Corporation struggles with appropriate direction at times and currently does not have the capacity to fully establish an external network for consultation that can be accessed by all stakeholders. The necessary community outreach that is paramount to success is limited by a lack of dedicated resources. At present there is a gap in expertise and resources. The current approach to diversity, equity and inclusion initiatives is fragmented at best.

Background:

In order to carry out this work the Corporation must have dedicated internal resources that possesses the expertise, time and resources.

Cultivating and supporting an equitable, diverse and inclusive workforce is important for organizational success. Substantial research has demonstrated the value of a diverse workforce to better support the needs of distinct groups within the community for greater collective wellbeing.

How This Position Reflects Council's Strategic Priorities:

This is aligned with the Corporation's priority of strengthening our partnerships with the community, with a focus on distinct and diverse groups to make plans for collective priorities including culture, heritage, anti-racism and discrimination initiatives, wellness and community safety.

This is also consistent with the City's commitment to widening our economic opportunities by strengthening Stratford's economy by developing, attracting, and retaining a diversity of business and talent.

As this position would oversee accessibility initiatives it would support the Corporations priority to be compliant with various facets of AODA legislation.

Program Expansion Benefits:

Introduction of a dedicated expert resource for Inclusion, Equity and Indigenous initiatives would benefit the Corporation, staff and community stakeholders with initiatives to shift mindsets, behaviors, and practices towards more equitable, diverse, and inclusive teams and organizations and communities.

By investing in this resource, the City will be promoting fair and respectful treatment of all people.

Program Expansion Costs:

The expansion would require salary and benefits for a new position. The total cost for this position is calculated at approx. \$148,793 and involves the creation of one FTE position which will impact the 2022 budget.

Impact on Future Operating Budgets:

This is a full-time position which will impact future operating budgets.

Alternatives:

The City could contract this expertise although it would prove challenging in the realm of an on-going commitment to enact and nurture a culture change that is sustainable. A contracted resource would also not be effective in building the networks with stakeholders within the community as it would be difficult to establish trust and the connection required for this initiative to succeed. Corporate consistency and appropriate resources will be key to achieving this initiative.

Business Case - Quantitative Staff		
Department:	CAO's Office	
Division:	G111 CAO's Office	
FTE Position Title/Description:	Manager of Inclusion, Equity and Indigenous Initiatives	
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	107,203	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	107,203	
Total Benefits	31,090	
1. Total Compensation	\$ 138,293	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies	4,000	Photocopier shredding etc.
Cell Phone - annual	600	
Office furniture and equipment	1,500	
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ 6,100	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)	2,800	
I.T. reserve contribution (annual)	700	
Licensing Fee (annual)	900	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 4,400	
Total Expenditures	\$ 148,793	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 148,793	
2022 Budget FTE impact	1.00	



2022 BUSINESS CASE - QUALITATIVE

Department:	CAO Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Coordinator of Equity, Inclusion and Accessibility Initiatives

Program Expansion Introduction and Overview:

The Corporation of the City of Stratford is embarking on creating a Diversity, Equity, and Inclusion Plan for the City of Stratford. The City requires an additional full-time Coordinator dedicated to supporting the Manager of Inclusion, Equity and Indigenous initiatives with programs aimed at advancing equity, diversity and inclusion within the City’s workplace and also building community connection and alliance. The Coordinator will support the Manager and the Corporation’s stakeholders with administration of programs and legislative compliance concerning accessibility, anti-racism, diversity, equity, inclusion. A key focus for the Coordinator will be providing support and guidance to all stakeholders on AODA legislated requirements.

Analysis of Current Business Process:

At present, the Corporation does not possess a single dedicated internal expert resource to guide decision makers in matters concerning anti-racism, diversity, equity, inclusion, accessibility, and indigeneity.

The Corporation relies on both internal staff expertise, consultants, and external stakeholders to interpret and respond to community concerns, societal and cultural conventions and legislative compliance. Current internal resources are limited. Response across the organization is often not cohesive nor consistent and can vary in interpretation and guidance. The Corporation struggles with appropriate direction at times and currently does not have the capacity to fully establish an external network for consultation that can be accessed by all stakeholders. The necessary community outreach that is paramount to success is limited by a lack of dedicated resources. At present there is a gap in expertise and resources. The current approach to diversity, equity and inclusion initiatives is fragmented at best.

Background:

In order to carry out this work the Corporation must have dedicated internal resources that possesses the expertise, time and resources.

Cultivating and supporting an equitable, diverse and inclusive workforce is important for organizational success. Substantial research has demonstrated the value of a diverse workforce to better support the needs of distinct groups within the community for greater collective wellbeing.

How This Position Reflects Council's Strategic Priorities:

This is aligned with the Corporation's priority of strengthening our partnerships with the community, with a focus on distinct and diverse groups to make plans for collective priorities including culture, heritage, anti-racism and discrimination initiatives, wellness and community safety.

This is also consistent with the City's commitment to widening our economic opportunities by strengthening Stratford's economy by developing, attracting, and retaining a diversity of business and talent.

This position supports the Manager with all initiatives while also ensuring and supporting the Corporation's priority to be compliant with various facets of AODA legislation. This will include supporting departments that are tasked to design transportation options that are accessible to people of all levels of ability, tracking AODA compliance and training records.

Program Expansion Benefits:

Introduction of a dedicated expert resource for Inclusion, Equity and Indigenous initiatives would benefit the Corporation, staff and community stakeholders with initiatives to shift mindsets, behaviors, and practices towards more equitable, diverse, and inclusive teams and organizations and communities.

By investing in this resource, the City will be promoting fair and respectful treatment of all people.

Program Expansion Costs:

The expansion would require salary and benefits for a new position. The total net cost for this position is calculated at approx. \$74,858 for 2022 and involves the creation of one FTE position which will impact the 2022 budget.

Impact on Future Operating Budgets:

This is a full-time position which will impact future operating budgets.

Alternatives:

The City could contract this expertise although it would prove challenging in the realm of an on-going commitment to enact and nurture a culture change that is sustainable. A contracted resource would also not be effective in building the networks with stakeholders within the community as it would be difficult to establish trust and the connection required for this initiative to succeed. Corporate consistency and appropriate resources will be key to achieving this initiative. In regard to AODA requirements, having an internal support resource would benefit the entire organization's efforts to maintain compliance.

Business Case - Quantitative Staff		
Department:	CAO's Office	
Division:	G111 CAO's Office	
FTE Position Title/Description:	Coordinator of Equity, Inclusion and Accessibility Initiatives	
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	75,158	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	75,158	
Total Benefits	21,800	
1. Total Compensation	\$ 96,958	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment	1,500	
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ 1,500	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)	2,800	
I.T. reserve contribution (annual)	700	
Licensing Fee (annual)	900	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 4,400	
Total Expenditures	\$ 102,858	
Estimated Revenues	2022	Explanation
Internal Recoveries	- 28,000	previously budgeted in G310 and if proceeding, will not need
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	-\$ 28,000	
2022 Budget Impact \$	\$ 74,858	
2022 Budget FTE impact	1.00	



2022 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Facilities
Description of New Service/Employee:	Permanent Full-Time Custodian – Community Services (2)

Program Expansion Introduction and Overview:

The Community Services Department presently has a compliment of three Full-Time Custodians and seven Part-Time Custodians. Two of the Part-Time Custodians are currently redeployed to the IDS Department for contract positions. The department is looking to create two additional Full-Time Custodian positions and to remove three Part-Time Custodian positions. The creation of two additional Full-Time Custodians will permit the department to appropriately schedule staff at all facilities for the hours of operation. An increased compliment of full-time custodial staff will result in enhanced facility preventative maintenance while expanding the custodial and hygiene services.

Analysis of Current Business Process:

One of the current Full-Time Custodians is solely scheduled at the Agriplex while the other two Full-Time Custodians rotate between the Agriplex and Rotary Complex Community Hall facilities. The Part-Time Custodians are scheduled as required at each facility to cover the remaining facility operational hours. Due to availability issues of the Part-Time Custodians, the Manager of Facilities and Supervisor of Facility Maintenance are frequently making custodial staff scheduling revisions. The Rotary Complex Community Halls are regularly booked on short notice which results in additional staffing requirements.

Background:

The ability to attain and retain skilled part-time staff is difficult for the department. The consistent turnover of part-time staff is challenging for managing staff and often leaves the department short handed with limited notice.

In 2018 the department took over operations of the Agriplex facility which operates 16 hours daily with extended hours on Saturdays to support the Stratford Farmers Market. This facility alone requires three Full-Time Custodians and additional Part-Time Custodians to properly staff during operational hours. Part-Time Custodians are required to cover annual vacation and time off requests for the full-time staff.

The department annually budgets for a total of 3,425 custodial hours. These hours are based on the facility operational hours as well as required custodial service at additional facilities. Creating

two additional full-time positions and eliminating part time positions will not impact the annual budgeted custodial hours.

How This Position Reflects Council’s Strategic Priorities:

Will enable us to keep facilities open by staffing facilities accordingly to optimize the availability of the facilities and increasing the flexibility within the facilities.

Program Expansion Benefits:

Will improve the department’s consistency in providing service to our customers. Will allow the facilities to be appropriately staffed to permit rentals and special events.

The department has experienced a consistent turnover in part time staff over the past ten years, due to the part-time nature of this work. Additional full-time positions will retain current custodial staff while supporting the department to keep a full required compliment of custodial staff.

Program Expansion Costs:

Wages are currently allocated in the part-time budget. There will be a slight increase in costs as the full-time employees receive 28% benefits instead of the 9% in lieu of for part-time.

Impact On Future Operating Budgets:

There will be a slight increase in costs as the full-time employees receive 28% benefits instead of the 9% in lieu of for part-time employees.

Alternatives:

Remain status quo with the current compliment of full-time and part-time custodial staff.

Business Case - Quantitative Staff		
Department:		Community Services
Division:		Recreation
FTE Position Title/Description:		Full-time Custodian (2)
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	109,574	\$54,787.20 x 2 custodians
Number of months budgeted	12	
Number of FTE's	2.00	
Total Wages	109,574	
Total Benefits	30,680	
1. Total Compensation	\$ 140,254	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 140,254	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure	79,440	Eliminating two PT Custodian positions
Reduction in Expenditure	18,190	Decreasing number hours that remaining PT Custodians will work.
External Recoveries		
Total Revenues	\$ 97,630	
2022 Budget Impact \$	\$ 42,624	
2022 Budget FTE impact	2.00	



2022 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G750 Transit
Description of New Service/Position:	Part time Supervisor - Weekends

Program Expansion Introduction and Overview:

In July 2020 Sunday on-demand was introduced as it was for Saturdays in February 2021. These were introduced as cost saving measures while maintaining a Public Transit positive service delivery. Transit also runs a 16-hour service day Monday to Friday with supervisory interjection required to troubleshoot service delivery issues, scheduling of Staff and monitoring all aspects of the evening operation.

Analysis of Current Business Process:

When Transit switched to on-demand service on Sundays and then to Saturdays earlier this year the department has recognized some substantial cost savings. Due to the nature of operating an on-demand platform there are numerous supervisory tasks that require staff's attention every weekend (call taking to book rides on Saturday 7am-7pm, staff training on service, management overseeing of potential service issues, etc.). To ensure the smooth, seamless operations on weekends, staff has been working an average of six days a week since February 2021 and sometimes even seven days a week to ensure transit service on weekends meets the needs of the public.

As mentioned above, transit operates a 16-hour service day Monday to Friday which also requires management interaction after typical business hours (after 4:30pm).

Background:

Transit has a substantial operating window and offers service:

Monday to Friday 6am to 10pm
Saturdays 6am to 8pm
Sunday 9:30am to 6pm

Aside from the usual management interaction during business hours Monday to Friday, there are numerous events or issues that are frequently brought to management's attention after hours and which also includes the weekend on-demand service that this department provides service to its customers. The two supervisory transit staff find it difficult to balance their time when their entire focus is all about providing a positive customer service contact and the direction of staff which is seven days a week.

Supervisory staff also manages the Mobility service, PC Connect, funded transit projects/implementation and has interactions with maintenance and garage staff.

How This Position Reflects Council’s Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Program Expansion Benefits:

To better serve the citizens of Stratford who rely on transit to get to work, shopping, events and schools in the safest way possible and to the best of our abilities.

Program Expansion Costs:

\$49,200.00 annually

Impact on Future Operating Budgets:

N/A

Alternatives:

To continue with the two supervisory staff managing a seven-day a week operation.

Business Case - Quantitative Staff

Department:
Division (cost centre):
FTE Position Title/Description:

Community Services
 Transit
 PT Transit Supervisor - Weekends

	2022	Explanation
Estimated Expenditures - Annualized		
Compensation:		
• Wages (annualized)	\$72,000	
• # of Months budgeted	12	
• # of FTE's	0.5	
• Total Wages	36,000	
• Total Benefits	7,200	
• Prof Trade/Membership		
Total Compensation	\$ 43,200	
Purchased Goods (indicate if annual or one-time cost):		
• Reference material		
• Office supplies		
• Cell Phone (annual)		
• Office furniture & equipment	\$1,000	one time cost
• Uniforms		
• Other (provide explanation)		
Total Purchased Goods	\$ 1,000	
Purchased Services (incidate if annual or one-time cost):		
• Mileage		
• Recruitment Costs		
• Mandatory Training/Tuition		
• Other (provide explanation)		
Total Purchased Services:	\$ -	
Minor Capital Expenses (indicate if annual or one-time cost):		
• Vehicle		
• Furniture		
• Equipment		
• Software		
• CellPhone	\$600	
• Computer (one-time)	\$2,800	
• I.T. reserve contribution (annual)	\$700	
• Licensing Fee (annual)	\$900	
• Other (provide explanation)		
Total Purchased Services:	\$ 5,000	
Total Expenditures	\$ 49,200	

Estimated Revenues (please provide a detailed explanation of revenues). Please enter as a negative amount:		
• Internal Recoveries		
• Partnership contribution		
• Grants		
• Reduction in expenditure (i.e. overtime - provide explanation)		
• External recoveries		
Total Revenue	\$ -	

	2022
Budget \$ impact:	49,200
Budget FTE impact:	0.5



2022 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G251 Development Services
Description of New Service/Position:	Request to increase Clerk Secretary II position from Part-Time (25 hours/week) to Full-Time (35 hours/week).

Program Expansion Introduction and Overview:

Infrastructure and Development Services is looking to expand capacity within the current part time Clerk Secretary II position, supporting the Planning Division. Historically, this part time position is allotted 25 hours per week. Changes to the requirements under the Planning Act, the introduction of the City of Stratford Pre-Consultation By-law, and an increase in the number of development applications has led to consistent overtime hours necessary to meet deadlines and respond to resident and developer inquiries.

Further, the draft Comprehensive Zoning By-law contains provisions related to Short Term Rental Accommodations. These provisions will require a Licensing By-law and related Clerk Secretary II staff support to administer the by-law.

The increase to full time hours would allow expansion and modernization to take place, while supporting development in the City and improving customer service and response times.

Analysis of Current Business Process:

The current business process includes the part time Clerk Secretary II supporting Planning functions and the work of two planners and the Manager of Planning. The Clerk Secretary II is responsible for a number of planning related customer service and clerical related roles within Development Services. This includes receipt of applications and the preparation of notices as per the Planning Act (Notice of Application, Notice of Consideration, Notice of Passing). The Clerk Secretary also supports the Committee of Adjustment including the preparation of the agendas, minutes and notices of decision.

In addition to customer service related tasks, the Clerk Secretary II is responsible for key statutory elements of the development application review process including drafting Notice of Application and Notice of Passing. Additionally, this position is responsible for the internal and external circulation of development applications and compiling/tracking comments received through the circulation process. Changes to Planning Act in 2019 through Bill 108 (More Homes More Choices Act), City of Stratford Pre-Consultation By-law (140-2019) and an increasing volume of development applications require additional hours for this position to complete these tasks in a manner that contribute to the Corporation meeting the statutory timelines of the Planning Act and to provide a high level of customer service. Failure to adhere to statutory timelines leaves the Corporation open to risk of appeal to the Ontario Land Tribunal.

From January through the end of September, 2021, the Clerk Secretary II has accrued, on average, 2.37 hours of overtime weekly to maintain the current workload. Additional overtime would be required to implement and administer the Short Term Rental Accommodations Licensing By-law, as well as to meet the demands of the growing number of development and pre-consultation applications, while maintaining customer service expectations and achieving deadlines prescribed by the Planning Act.

Background:

There have been a number of recent process and legislative changes that have impacted the scope of work associated with the Development Services (Planning) division and the Clerk Secretary II position, including Planning Act changes, the City's Presubmission Consultation By-law and the pending Short Term Rental Accommodation Zoning and Licensing By-law provisions.

In 2019, the Province amended the Planning Act through Bill 108, the More Homes More Choice Act. A key change was the reduction in decision timeframe for Planning applications. For Official Plan Amendments and Draft Plan of Subdivisions, the decision timeframe was reduced from 180 days to 120 days. For Zoning By-law Amendments, the timeframe was reduced from 120 days to 90 days. Adherence to these decision timeframes requires that once an application is received and deemed complete, the Notice of Application and related circulations (as prescribed by the Planning Act) are completed in an expedient manner. In addition to the compressed decision time, the City is experiencing a consistent increase in the volume of development applications received each year. Additional hours for the Clerk Secretary II position will create additional capacity to adhere to the requirements of the Planning Act to reflect the compressed decision timeframe and increase in applications.

Also in 2019, City of Stratford Council passed By-law 140-2019 (Pre-Consultation By-law). This by-law requires applicants to formally consult with the City prior to making an application for Site Plan, Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Subdivision and Draft Plan of Condominium. The Clerk Secretary II is responsible for receiving the applications for pre-consultation, circulation of the applications to the review committee and compiling comments as they are received. The pre-consultation process has been well subscribed with 22 applications in 2020 and 41 to date in 2021. This has resulted in additional responsibilities on this part time position. Success of the pre-consultation process is measured as a quick turnaround of comments to the applicant to ensure that the process adds value and does not delay the formal submission of applications and moving the Clerk Secretary II to a full-time position will meet the growing demand of this process.

The draft Comprehensive Zoning By-law contains provisions related to Short Term Rental Accommodations. These provisions will require a Licensing By-law and staff resources including Clerk Secretary II tasks to support the implementation of the Licensing By-law.

In addition to the legislative and process changes, the increase for the position from 25 hours to 35 hours per week would assist with the modernization of service delivery within the Planning division. This would include initiatives such as posting of development applications to the City's website to improve public access and accessibility, further efforts to reduce paper and digitize the development application circulation process, and the creation of a tracking system for development applications to monitor volume, units created and timeframes.

How This Position Reflects Council's Strategic Priorities:

Strengthening Our Plans, Strategies, and Partnerships – Additional capacity in this role will provide an opportunity for Planning Act applications to be posted to the City's website to improve public awareness and accessibility of ongoing applications and improve access to information on development proposals.

Developing Our Resources – Increased capacity in this role will permit the digitization of development applications and related circulations and will enable the development and management of a formal tracking system for development applications.

Widening Our Economic Opportunities – The increased capacity to process planning applications will support Stratford's initiatives to increase affordable housing options within the City.

Program Expansion Benefits:

Increased capacity for this position will allow the Development Services Division (Planning) to modernize service delivery through the digitization of the development application circulation process and to improve access to members of the public for current and ongoing development proposals.

The expansion will also assist in ensuring that the City is adhering to Planning Act requirements, and is able to effectively administer programs resulting from the Pre-Consultation By-law and the Draft Comprehensive Zoning By-law. Further, increased capacity will support a high level of customer service through response time and assist with general departmental administrative functions. This will reduce overtime hours accrued, both for this Clerk Secretary II position and for other departmental staff and increase capacity to respond to resident and developer inquiries relating to Zoning Compliance Letters.

Program Expansion Costs:

The expansion would require wages and benefits for an additional 10 hours a week, with the current hourly wage for the Clerk Secretary II position of \$32.96/hour. The total cost to move this position to full time hours is \$20,334, based on 2021 wages.

Impact on Future Operating Budgets:

The adjustment to this position would have similar recurring impacts on future budgets as this need is a long-term requirement.

Alternatives:

Without the increase to full time hours, the possible alternatives would include:

- An increase in overtime hours for the Clerk Secretary II position
- Shifting the increased workload to the two Planners

Business Case - Quantitative Staff		
Department:	IDS	
Division:	Development Services(Planning)	
FTE Position Title/Description:	Clerk Secretary II	
Estimated Annual Expenditures	2022	Explanation
<u>1. Compensation:</u>		
Wages - annual	17,134	10 additional hours @ 32.95/hour
Number of months budgeted	12	
Number of FTE's	1.00	Increasing an existing PT position (25 hours/week) to 35 hours/week
Total Wages	17,134	
Total Benefits	3,200	
1. Total Compensation	\$ 20,334	
<u>2. Purchased Goods (indicate if annual or one time cost):</u>		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	existing position, no purchased goods required.
<u>3. Purchased Services: (indicate if annual or one time cost)</u>		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	existing position, no purchased services required.
<u>4. Minor Capital Expenses: (indicate if annual or one time cost)</u>		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ -	required.
Total Expenditures	\$ 20,334	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 20,334	
2022 Budget FTE impact	0.4	



2022 BUSINESS CASE - QUALITATIVE

Department:	Library
Budget Division:	G411 Stratford Public Library
Description of New Service/Position:	Additional Hours for MakerSpace Assistant position

Program Expansion Introduction and Overview:

The Library's MakerSpace was launched in November 2017, piloting OpenLabs and programs for people of all ages to develop their skills with digital technologies, support their entrepreneurial efforts, and engage in lifelong learning.

Despite only being open 12 hours a week, in 2018 and 2019 the MakerSpace saw 1,340 users each year for tasks such as 3D-printing machine and tool prototypes, vinyl cutting for marketing, and education in coding and robotics. Community volunteers were crucial in assisting this many people, and continue to be used where possible during the COVID-19 pandemic.

In 2020/21, the Perth Community Futures Development Corporation contributed \$60,000 towards the staff, equipment, and marketing costs. Additional OpenLabs, and educational opportunities are being offered to and used by the community as a result.

In 2022, the PCFDC will continue to play a role as a funding partner (amount not finalized); Stratford Public Library is seeking the ability to support this project further with a small increase to the permanently funded hours for this position from 0.45FTE to 0.60FTE.

Analysis of Current Business Process:

This position is currently at 0.45FTE. This limits the ability of the library to meet the growing community request for MakerSpace assistance. Physical-distancing restrictions related to the COVID-19 pandemic have severely restricted the number of people who can access the space.

Grant funds have been used to supplement this position for 2020/21, and will continue in 2022.

Background:

Originally a 15.75-hour per week position created in 2019. The role of the MakerSpace has expanded as the demand for experiential learning and small business support has grown.

Outcomes of participation in programs include:

- 1) Changes in skills: people who attend OpenLabs or MakerSpace programs are able to complete tasks that they need for school, business, and personal goals.

- 2) Changes in quality of life: Increased ability to complete tasks supports personal success through attainment of educational, professional, and personal goals.

How This Position Reflects Council's Strategic Priorities:

Widening our Economic Opportunities; supporting skills development.

The Library is able to leverage the high quality of its programs and its broad reach within the community to encourage people to development the competencies that are needed in the knowledge economy.

Program Expansion Benefits:

1. Expanded services to meet demand; additional OpenLab hours and programs
2. Positive long-term outcomes for all ages in developing digital-based skills to participate in the digital economy
3. Support for small businesses with tools, staff assistance, research, and referrals to other community/government resources

Program Expansion Costs:

Total cost of increase to salary and benefits: \$12,184.

Impact on Future Operating Budgets:

Future cost-of-living increases.

Alternatives:

Status quo.

Business Case - Quantitative Staff		
Department:	Library	
Division:		
FTE Position Title/Description:	MakerSpace Assistant	
Estimated Annual Expenditures	2022	Explanation
<u>1. Compensation:</u>		
Wages - annual	10,014	
Number of months budgeted	12	
Number of FTE's	0.15	
Total Wages	10,014	
Total Benefits	2,170	
1. Total Compensation	\$ 12,184	
<u>2. Purchased Goods (indicate if annual or one time cost):</u>		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
<u>3. Purchased Services: (indicate if annual or one time cost)</u>		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
<u>4. Minor Capital Expenses: (indicate if annual or one time cost)</u>		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 12,184	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 12,184	No City IT cost
2022 Budget FTE impact	0	



2022 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G615 Housing
Description of New Service/Position:	Public Housing Review Officer

Program Expansion Introduction and Overview:

From 2001 – 2018 the as part of the City of Stratford’s Service Manager role, the Housing Division has served as Landlord for the Perth & Stratford Housing Corporation which has a total of 633 units. In 2019 phase 1 of the Britannia Affordable Housing Project was completed which added 35 units. It is projected that by the end of 2022, phase 2 will be complete, and an additional 27 units will be added. The introduction of Affordable Housing has resulted in an increase of over 9% or 62 units to provide services to.

Analysis of Current Business Process:

The Public Housing Review Officer position provides property management services which include lease signings, unit inspections, fire drills, as well as follow up on H&S concerns, arrears, complaints and make referrals to Outreach on an as-needed basis. Public Housing Review Officers also follow up on outstanding Annual Reviews to avoid loss of eligibility for rent-geared-to-income assistance which may result in an economic eviction if unaddressed. Arrears balances may encompass unpaid rent, subsidy overpayments, maintenance charge backs, legal fees, or a combination thereof. Public Housing Review Officers reach out to tenants by phone, email, written correspondence, and door knocks to negotiate repayment agreements and offer additional supports. Review Officers follow up on any known/reported health & safety issues by completing unit re-inspections, meeting with tenants and their supports, and offering accommodation, if applicable Public Housing Review Officers investigate complaints and make every attempt to address issues. As a last resort, Public Housing Review Officers file applications with the Landlord & Tenant Board and prepare and present at all hearings on behalf of the Housing Division to collect arrears and deal with anti-social and/or illegal behaviours.

Background:

The Social Services Intake Team was reduced by one Full-Time position in 2021. The Social Services Outreach program at one time also provided a dedicated Full-Time position to supporting tenancies in the Perth & Stratford Housing Corporation. Since about 2017 Outreach positions provide housing stability support to all Perth-Stratford residents as well as support to the City’s Homelessness response. All the while the demographics and needs of households on the Centralized Wait List have changed, from which all vacancies of the Perth & Stratford Housing Corporation are filled. For example, approximately 1/3 of the current wait list has homelessness priority and may need additional supports in maintaining their tenancies. The percentage of households with this priority has been steadily increasing over the years.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

This additional position ensures that additional assets such as two affordable builds are well looked after and leverages staffing with the aim of supporting successful tenancies for all our tenants both in public and affordable housing.

Program Expansion Benefits:

The introduction of an additional staff member in the Public Housing Review Officer position would allow the Housing Division to make some strategic changes that would leverage our existing resources. A smaller number of units per Public Housing Review Officer would enable the position to both provide enhanced services as well as take on additional tasks for the units within their portfolios thereby reducing some pressure points elsewhere in the Social Service Department such as Intake and Outreach.

Additional personnel would allow the Public Housing Review Officers to complete their own offers, which is currently being done by Social Services Intake. It would also allow them to offer unit viewings to tentative tenants which may result in improved success of tenancies. A smaller portfolio per Public Housing Review Officer would also mean that that more time could be spent on eviction prevention and ideally reduce the number of referrals to Outreach. It would also translate into increased presence and visibility at our properties and improved ability to both support tenants and follow up on concerns. We are also hopeful that it may even allow time for some community development and programming.

Program Expansion Costs:

The cost is the position salary and benefits for a Public Housing Review Officer, \$88,300. There are additional ongoing costs of approximately \$2,200 for office expenses such as cell phone and IT charges. Finally, initial \$200 office supply and \$2,800 computer costs are anticipated. However, some Housing Division costs may be offset (decreased) such as legal costs, Landlord Tenant Board filing fees, and unit/property damages.

Impact on Future Operating Budgets:

The program expansion will cost an additional \$93,500 annually to the salaries, wages, benefits, and office expenditures line of the Housing Division budget. These costs would be offset by the municipal cost share payments received from the Town of St. Marys and County of Perth.

Alternatives:

Local Governments are being expected to do more with less, as there are no alternate sources of funding for this position. If this staff position is not funded, then the Social Services Department will continue to provide services to the best of our abilities, however it may impact service delivery as the resources have not increased with additional workload.

Business Case - Quantitative Staff		
Department:	Social Services	
Division:	Housing	
FTE Position Title/Description:	Public Housing Review Officer	
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	68,160	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	68,160	
Total Benefits	20,140	
1. Total Compensation	\$ 88,300	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies	200	One time cost
Cell Phone - annual	600	
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ 800	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)	2,800	
I.T. reserve contribution (annual)	700	
Licensing Fee (annual)	900	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 4,400	
Total Expenditures	\$ 93,500	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries	- 55,060	Municipal Cost Sharing, Stratford cost is 41.11%
Total Revenues	-\$ 55,060	
2022 Budget Impact \$	\$ 38,440	
2022 Budget FTE impact	0	



2022 BUSINESS CASE - QUALITATIVE

Department:	Police
Budget Division:	G231 Stratford Police Service
Description of New Service/Position:	Records Manager

Program Expansion Introduction and Overview:

The Police Service has proposed the addition of a new Records Manager to the service. This civilian position will be responsible for the majority of service records including NICHE RMS, CAD, CPIC, 911 and NG911, Freedom of Information, Records Checks, and Criminal Files. The position will oversee civilian staff members who use the records and provide support and direction as a manager.

The position will be established as a one-year pilot which will allow the service to assess the merits of the role and, if approved as a permanent addition, provide feedback on the position.

Analysis of Current Business Process:

- The increased operational demand coupled with the downloaded duties of the Resource Coordinator, and the expansion of the service has resulted in gaps in the area of records management. Additionally, future projects such as NG911, digital evidence management, Inter-NICHE will require that coordinated records management be a critical feature of the service.
- Further, the oversight of some key policing functions (e.g. Freedom of Information) is compromised without direct supervision and management. The new NG911 system mandated by the CRTC will also require consistent management and oversight as the system is implemented and developed in daily use.
- We currently employ civilians in the following positions - NICHE Coordinator/Records Clerk/Clerks/Clerk-Communicators which totals 23 employees; all supervised by multiple police officers at various ranks. All supervision is done by officers who lack the required knowledge or expertise in civilian work and or records management and were assigned as a secondary role. As an example, the Training Sergeant acts as the supervisor for most of the civilian members. At present his time is spent supervising duties that are not directly related to training. Consequently, he is not able to spend as much time training as he could be.
- The addition of a Records Manager will ensure that all service records are collected, maintained, disclosed, and retained in a manner that is consistent with MFIPA and local service policies.

- The Records Manager will become the service subject matter expert in areas such as Freedom of Information, Records Checks, CPIC, NG911, Niche, Inter-Niche, records retention, records destruction, and information sharing.
- The existing Clerk workgroup would continue in their daily functions, performing the initial FOI or Records Check work for example, but final review and approval would flow through the Records Manager.
- Once the Records Manager position is fully established, the Clerk workload could become less specialized and move to a more generalized workflow system. In this scenario the Clerks would equally share the group workload versus being somewhat specialized in their current roles. This level of generalization will provide a high level of redundancy or backup capacity and greater work diversity. These concepts would serve the service well.
- It is proposed that the Records Manager commence in January 2022. This civilian employee would become part of the service's Senior Officer Police Association (SOPA) as a member under the new name *Records Manager* to close the identified gaps. The rationale for this is the nature of the duties would require the incumbent to have access to confidential personnel files of the civilian members of the service. Thus, it would be inappropriate for the incumbent to be part of the regular association. Note that the previous Resource Coordinator was part of the Senior Officers Police Association.
- The Records Manager would work a traditional work week Monday to Friday 8:00am – 4:00pm. The Records Manager will supervise his/her civilian members in relation to daily duties and job performance. Additionally, they would provide high level oversight of the communications centre. The responsibility for incident response would still fall to the Duty NCO.

Background:

- The position of the Resource Coordinator within the service was in place until August 2015 and had proven effective in support, management, appraisal, and daily operations of the civilians at the police service. In 2015 it was decided to close the position when the incumbent retired.
- With the shuttering of the Resource Coordinator position, those duties were dispersed across the service.
- Many tasks such as Freedom of Information Coordinator, CPIC Operations Manager, Records Check Manager, and Radio System/Information Technology oversight were re-assigned to members of the service who already had existing fulltime duties.
- Thus, these otherwise important functions became secondary responsibilities for some members of the service. With the disbursement of these duties gaps and inconsistencies have emerged.
- Over the last six years as the landscape of policing has changed, so have the responsibilities, demands and operational risks associated to the civilian side of policing. As policing has become more complex even day-to-day tasks are becoming more complex and demanding of our civilian staff, clerks, and communicators.
- Further, the oversight of some key policing functions (e.g. Freedom of Information) is compromised without direct supervision and coordination from a knowledgeable manager.

How This Position Reflects Council’s Strategic Priorities:

The addition of this position will ensure that the service is better positioned to manage the ever increasing source of records collected and maintained by the police service. Enhanced records management will also support improved communication between the service and its various partners.

Program Expansion Benefits:

- Enhanced supervision of civilian staff by acting as a subject matter expert in the areas of records management.
- Records management continuity
- Growth opportunity for civilian members of the service
- Reduced liability and exposure as it relates to records collection, use, redaction, sharing, and retention
- Coordinate services 911 and future NG911 deployment

Program Expansion Costs:

Base Salary	\$85,000/yr (approximately)
Benefits	\$22,950/yr (approx. 27% of base salary)
Overtime	\$ 3,400/yr (based on service average)
Total to be budgeted:	\$111,350 (for 2022 calendar year)

Note: A final salary grid with stepped classes will need to be developed in concert with SOPA.

Impact on Future Operating Budgets:

Position was approved by the Police Service Board as a one year pilot. During the pilot, the efficacy and value of the position is to be evaluated. Once the evaluation is complete a decision will be made to continue with the position or not.

Alternatives:

The alternative would be to abandon the position request and operate as status quo.

Business Case - Quantitative Staff		
Department:	Stratford Police Service	
Division:		
FTE Position Title/Description:	Records Manager	
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	85,000	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	85,000	
Total Benefits		
1. Total Compensation	\$ 85,000	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material	-	
Office Supplies	-	
Cell Phone - annual	700	
Office furniture and equipment	-	Will assume existing office
Uniforms	N/A	
Other (provide explanation)	-	
2. Total Purchased Goods	\$ 700	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage	-	
Recruitment Costs	-	Internal candidate expected
Mandatory Training/Tuition	-	
Other (provide explanation)		
3. Total Purchased Services	\$ -	Training TBD and funded through existing funds
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle	-	
Furniture	-	
Equipment	-	
Software	-	
Hardware	-	
Computer (one time)	-	Will use existing equipment
I.T. reserve contribution (annual)	-	Will use existing equipment
Licensing Fee (annual)	-	Will use existing equipment
Other (provide explanation)	-	
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 85,700	
Estimated Revenues	2022	Explanation
Internal Recoveries	-	
Partnership Contribution	-	
Grants	-	
Reduction in Expenditure	-	
External Recoveries	-	
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 85,700	
2022 Budget FTE impact	0	



2022 BUSINESS CASE - QUALITATIVE

Department:	Police
Budget Division:	G231 Stratford Police Service
Description of New Service/Position:	Mental Health, Wellness, and Resiliency Coordinator

Program Expansion Introduction and Overview:

The Police Services Board has approved the service to recruit a Mental Health, Wellness, and Resiliency Coordinator. The position is intended to provide support to the members of the service. Support would include emotional support and potentially training to assist frontline operations.

This program would work in parallel with the existing Mobile Crisis Rapid Response Team (MCRRT).

Analysis of Current Business Process:

- One of the unanticipated results of the implementation of the MCRRT program was the benefit derived by the police service members while interacting with the mental health case workers who comprised the MCRRT. As the trust between the members and the MCRRT workers grew it created an environment where the members could share their personal and professional experiences and struggles with the confidence that confidentiality was going to be maintained. The membership had not had this level of access or familiarity with mental health case workers before and the response was very positive.
- In a recent news article about mental health support for police after the homicide of OPP Constable Mark Hovingh, the Chief of United Chiefs and Councils of Manitoulin (UCCM) Police recounted his early days as a young constable and being told by his coach officer "... it was okay to have mental health issues, but never tell anyone." Even though a lot has been done to change our attitudes toward mental illness that stigma still exists and creates a culture of suffering in silence.
- The SPS has not had the same experience with officer suicide or absenteeism from PTSD like other services but as leaders we need to learn from the experiences of others. We need to recognize that policing is a difficult job and to be proactive in putting programs in place that create a positive, open environment that reduces stigma and prioritizes support rather than wait until the tragedy happens and then react.
- The SPS currently has a number of mental health and resiliency programs in place to support its members but there is a lack of centralized co-ordination to fully integrate the programs into the culture of the organization.

Background:

- Policing has been going through a period of significant transformation with mental health and resilience playing a significant role in that process.
- There have been a number of studies and independent reviews conducted in the recent past that have highlighted and explored the issues facing police services, police officers and civilian staff, and police leaders.
- The Ontario Provincial Police Independent Review Panel began its' work of conducting a comprehensive overview of legislation, policies, practices, morale, and culture in 2019 and also included surveys, roundtable discussions, individual conversations with both current and former members and conversations with the family members of those officers who had died by suicide. In identifying the overview of the issues identified in the final report the panel states:

“There is an ever-present tension between the operational reality of sustaining the public safety mandate across Ontario in an environment of increasing demands on limited resources and organization capacity and the physical and psychological health, wellness, resilience and workplace experience of individuals who serve that mandate. Wellness issues, including those stemming from dangerous and difficult work, staff shortages and work-related stress, have resulted in unprecedented numbers of officers off-duty and way from the frontlines.”

- The report goes on to identify some key themes:
- Leadership and organizational responsibility for wellness and positive workplace culture is required.
- Leadership is a critical element in workplace culture.
- Mental health services should be accessible and credible.
- Positive workplace culture requires trusted oversight and dialogue.
- The Stratford Police Services Board has been very proactive in its response to mental health and wellness within the service having recently supported the implementation of the Mobile Crisis Rapid Response Team (MCRRT) model in co-operation with the Huron Perth Health Alliance, the inclusion of Homewood Health for the delivery of services including an Employee and Family Assistance Program, and the recent financial support for the members to encourage healthy living through the last Collective Bargaining process.
- The pilot would run from January 1, 2022 to December 31, 2022 with quarterly progress reports provided to the Board. At the conclusion of the pilot the Board could decide whether to support the program on a permanent basis and build the funding for the position into the base budget, extend the pilot for another year or conclude the pilot and not support the continuation of the position.
- During the period of the pilot program the position would directly report to Inspector Jason Clarke.
- The initial implementation of the MCRRT program within the SPS began in October 2019 with MacGregor Austin-Olsen as the sole mental health crisis worker assigned. As the program evolved the HPHA implemented minimum qualifications for the MCRRT positions which, after 2 years of successfully integrating into the service and community and being the face of the MCRRT program in Stratford, effectively removed Austin-Olsen from the role.

- After MacGregor's transition out of the MCRRT program a number of SPS members put forward letters of support for MacGregor in the role and expressed confidence for the work that he was doing and effectively placed responsibility on the success of the program to date on him.
- In discussions with HPHA Chief Executive Officer Andrew Williams, he is willing to support a Leave of Absence without pay for Austin-Olsen to support the implementation of this new position within the SPS.
- Austin-Olsen is currently enrolled in a Masters of Social Work program which will be completed on his own time.

How This Position Reflects Council's Strategic Priorities:

The addition of this position will ensure that the service is better positioned to provide support to the members of the service and the community it serves. The adoption of this position is in line with the City of Stratford Values – specifically "Caring", "Progress", and "Innovation."

Program Expansion Benefits:

- The primary role of the Mental Health, Wellness and Resilience Co-ordinator would focus on education, awareness and training but would also have the following responsibilities:
- Implementation of a Mental Health/Addiction Strategy for SPS
- Liaison for Mental Health and Addiction programs for the SPS (MCRRT, Mobile Community Outreach, Connection Centre, etc)
- Liaison to stakeholders on behalf of SPS (Social Services, Victim Services, United Way, Choices for Change, Victims Assistance, etc)
- Provide support to those involved in traumatic incidents (acts of violence including sexual assault/serious traffic incidents/sudden deaths/etc)
- Research and report on Overdose Response models currently in use in policing and assist in implementation
- Support the implementation of a Mental Health/Addiction (therapeutic) Court in Stratford
- Provide support and oversight to the SPS Peer Support Program and facilitate Operational Debriefs and Critical Incident Debriefs
- Liaise with Homewood re: officer psychological supports
- Participate in committees that have a mental health/addiction component i.e., Situation Table/Community Equity Action Team/Advocate Response Team/Community Safety and Well Being Action Team/Human Services and Justice Coordinating Committee
- Provide subject matter expertise to policies, protocols and training (i.e., Transfer of Care protocols/Annual In-Service Training presentations/Information Sharing Agreements/De-escalation training, etc)
- Analyze community, national and international trends re police and mental health/addiction response and make recommendations for enhancements to existing programs
- Prepare and present to community groups on the SPS response to Mental Health and Addiction in our communities
- Providing support to retirees and their families with education, awareness and system navigation.
- Other duties TBD

Program Expansion Costs:

Base Salary	\$85,000/yr (approximately)
Benefits	\$22,950/yr (approx. 27% of base salary)
Overtime	\$ 3,400/yr (based on service average)
Total to be budgeted:	\$111,350 (for 2022 calendar year)

Note: A final salary grid with stepped classes will need to be developed in concert with SOPA.

Impact on Future Operating Budgets:

Position was approved by the Police Service Board as a one-year pilot. During the pilot, the efficacy and value of the position is to be evaluated. Once the evaluation is complete a decision will be made to continue with the position or not. During this period the service will be making application for grant funding to cover the costs of the program. In the event that a grant request is unsuccessful, the position has been funded in the 2022 operating budget.

Alternatives:

The alternative would be to abandon the position request and operate as status quo.

Business Case - Quantitative Staff		
Department:	Stratford Police Service	
Division:		
FTE Position Title/Description:	Mental Health Wellness and Resiliency Coordinator	
Estimated Annual Expenditures	2022	Explanation
1. Compensation:		
Wages - annual	85,000	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	85,000	
Total Benefits		
1. Total Compensation	\$ 85,000	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material	-	
Office Supplies	-	
Cell Phone - annual	700	
Office furniture and equipment	-	Work location TBD
Uniforms	-	
Other (provide explanation)	-	
2. Total Purchased Goods	\$ 700	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage	-	
Recruitment Costs	-	Seconded candidate expected
Mandatory Training/Tuition	-	No anticipated cost to the service at this time
Other (provide explanation)		
3. Total Purchased Services	\$ -	Training TBD and funded through existing funds
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle	-	
Furniture	-	
Equipment	-	
Software	-	
Hardware	-	
Computer (one time)	-	Will use existing equipment
I.T. reserve contribution (annual)	-	Will use existing equipment
Licensing Fee (annual)	-	Will use existing equipment
Other (provide explanation)	-	
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 85,700	
Estimated Revenues	2022	Explanation
Internal Recoveries	-	
Partnership Contribution	-	
Grants	- 85,000	To be applied for in 2022
Reduction in Expenditure	-	
External Recoveries	-	
Total Revenues	-\$ 85,000	
2022 Budget Impact \$	\$ 700	If grant approved
2022 Budget FTE impact	0	



2022 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Program
Description of New Service/Position:	Municipal Partnership Program

Program Expansion Introduction and Overview:

Like most municipalities across Canada, the City of Stratford is proactively seeking ways to make investments in the quality of life of residents, while at the same time minimizing the financial impacts on taxpayers. To that end, the city owns and operates a wide variety of “assets” (i.e. physical buildings, programs, services, special events) that could be leveraged through increased sponsorship and/or marketing opportunities with the private sector and other organizations, to help generate new revenue for the municipality.

Analysis of Current Business Process:

Historically, the city’s approach to selling sponsorships and marketing opportunities has focused on basic cost-recovery versus maximizing revenue through partnerships sold at fair market value. Currently, the city does not have a comprehensive sponsorship policy or program, and no specific strategy focused on exploring and capitalizing on partnership opportunities when they make sound business sense.

Background:

At the October 4, 2021, Finance and Labour Relations Committee meeting, a request to consider the following was made, to become part of the 2022 budget deliberations:

- #10 - THAT further consideration be given to the development of a Municipal Partnership Program (MPP) during 2022 Budget deliberations.

Staff are in support of the development of a MPP, and are recommending a two-phased approach to initiate the program:

Phase 1 – Taking Inventory of Municipal Assets & Resource Recommendations

1. Contract a vendor to develop an inventory of municipal assets to supply sponsorship/marketing opportunities.
2. Provide sales values and initial revenue projections for each type of asset.
3. Outline a set of guiding principles for future sponsorship agreements.
4. Provide recommendations on the implementation of a full Municipal Partnership Program including the resourcing and staff required to host and operate a successful program.

Phase 2 – Contract a Vendor to Coordinate the Inventory and Sales of the Municipal Partnership Program

Most successful Municipal Partnership Programs employ a contracted vendor to coordinate the activities within a MPP. The contracted vendor would be responsible for implementing, coordinating, and selling the program including seeking opportunities for new marketing partnerships. It is possible that this resource would be paid a percentage of the sponsorships secured, and that in any given year, the municipality would obtain more income on its marketing partnerships than the contracted expense to coordinate the program.

How This Position Reflects Council’s Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

Revenue-generating opportunities that could be considered include naming rights, signage, product placement, advertising on vehicular assets and web, cooperative-branding, exclusivity agreements, supplier agreements, loyalty programs, and event sponsorships.

As the municipality has experienced lost sponsorship revenue and opportunities due to COVID 19, mainly having impacts on the closure of community facilities, a coordinated and unified approach to identifying, costing and selling marketing partnerships for the benefit of the municipality is required. To support these efforts, a corporate-wide policy and guiding document to help plan, implement, manage, monitor and control existing and future sponsorships would be included as part of the program strategy.

Securing marketing sponsorships minimizes financial impacts on the taxpayer, grows reserves for the future repair and/or replacement of facilities, and connects the private and public sectors.

Program Expansion Costs:

Phase 1 (inventory of assets and program development) of the Municipal Partnership Program is expected to cost approximately \$50,000 and would be completed within the first 6-months of the program launch by a contracted service.

Phase 2 (the sale and security of partnerships) would be completed by a contracted vendor and is proposed to completely recover the expense of Phase 1 within the 12-month project period, demonstrating a budget impact of zero dollars. Phase 2 costs and new program revenues are expected to run into the 2023 operating budget year.

It's expected that Phase 1 of this project would provide further recommendations on how Phase 2 could be resourced and what a fair contractor compensation package would be to assist the MPP on an annual basis. Phase 2 costs are projected to be \$50,000.

Impact on Future Operating Budgets:

When fully operational (in year two and beyond of the MPP), it is expected that sponsorship sales would continue via a contracted service paid within a commission structure, and that a net profit to the municipality would be secured each year. This would be considered Phase 3 of the MPP.

As an example, if the MPP brought in \$100,000 in marketing revenue annually, the expense to coordinate and sell the program could be \$55,000, providing a \$45,000 net profit to the municipality each year.

Alternatives:

The municipality lacks resources to develop a marketing partnership policy, and to strategically sell and secure sponsorship revenue.

The alternative to investing in a Municipal Partnership Program would be a less proactive and experienced strategy to costing and selling partnerships, including waiting on organizations to approach the city to consider a future partnership.

Business Case - Quantitative Non Staff		
Department:	Community Services	
Division:	Recreation	
Title/Description:	Municipal Partnership Program	
Estimated Annual Expenditures	2022	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
1. Total Purchased Goods		
2. Purchased Services: (indicate if annual or one time cost)		
Phase 1 - Inventory (1-time cost)	- 50,000	Contracted service to inventory municipal assets, payable in 2022.
Phase 2 - Sales (1-time cost)	- 50,000	Contracted service to sell partnerships within the first year, being 2023.
Phase 3 - On-going sales (annual cost)	- 55,000	Contracted service to coordinate and sell partnerships annually, being 2023.
2. Total Purchased Services	-\$ 155,000	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	-\$ 155,000	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		It is expected that revenues will start to be captured in the 2023 operating budget year, projected at \$100,000.
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 50,000	



2022 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Program
Description of New Service/Position:	Municipal Cultural Plan (MCP)

Program Expansion Introduction and Overview:

Municipal cultural planning is generally defined as the strategic and integrated planning and use of cultural resources for economic and community development. It is a process through which the collective creativity of a community is leveraged to build community prosperity.

Analysis of Current Business Process:

The municipality does not have a Municipal Cultural Plan (MCP) or internal resources dedicated to cultural initiatives.

Background:

At the October 4, 2021, Finance and Labour Relations Committee meeting, a request to consider the following was made, to become part of the 2022 budget deliberations:

- #4 - THAT further consideration be given to the investigation and development of a Municipal Cultural Plan.

Cultural planning is a 'whole system' model of cultural development that breaks new ground by:

- Identifying local cultural resources
- Forging stronger alliances across arts, heritage, culture and creative industries
- Connecting for-profit and not-for-profit cultural initiatives and activities
- Mobilizing business and community partnerships

The process would begin by identifying and spatially mapping a wide range of heritage and cultural resources. The information would then inform an assessment of the capacity and readiness of cultural organizations to pursue cultural development and strategies. With this information, a plan of implementation for future cultural programming would be created.

How This Position Reflects Council's Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

A MCP would inventory current cultural facilities and programs within the City of Stratford, and would further identify the need for improved and/or additional access to cultural initiatives.

Program Expansion Costs:

To create the MCP, the municipality would require an experienced consulting team to develop action-oriented recommendations that are achievable and identify how the plan would be resourced.

Staff anticipate the 1-time cost of the MCP to be \$65,000.

Impact on Future Operating Budgets:

Once completed, the MCP would require a staff resource to coordinate and manage cultural services. Currently, no staff position within the city is dedicated to these efforts.

Staff anticipate this resource to cost the municipality \$75,000 annually.

Alternatives:

That the City does not have a Municipal Cultural Plan or strategy. However, there are other Stratford organizations within the cultural industries sector that could embark on a local cultural plan.

Business Case - Quantitative Non Staff		
Department:	Community Services	
Division:	Recreation	
Title/Description:	Municipal Cultural Plan (MCP)	
Estimated Annual Expenditures	2022	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
1. Total Purchased Goods		
2. Purchased Services: (indicate if annual or one time cost)		
1-time cost	65,000	Contracted service to create MCP
Annual cost	75,000	Staff resource to coordinate and serve the MCP.
2. Total Purchased Services	\$ 140,000	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 140,000	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	\$ -	
2022 Budget Impact \$	\$ 140,000	Includes 1-time and annual costs



2022 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G330 Sanitary
Description of New Service/Employee:	Sewer Acoustic Inspection Program

Program Expansion Introduction and Overview:

Environmental Services is looking to shift the direction of its sewer inspection program from a 5-year full system flush to 2 year full system acoustic audio inspection.

Analysis of Current Business Process:

The wastewater collection staff currently flushes every sewermain in the collection system regardless of its condition, every 5 years. This practice results in approximately 20% of the system being flushed per year. The process involves dispatching the sewer vactor and 2 operators to a predetermined area on a grid map and flushing the pipe. We also currently have a maintenance inspection program that is completed separately.

Background:

This flushing procedure has been historically consistent with most municipalities in North America. In the last 10 years there has been a shift in the practice which focuses more on pipe assessment rather than pipe flushing. More municipalities are looking at ways of decreasing their carbon footprint while reducing operating costs at the same time. Technologies like acoustic audio assessment have been increasing in popularity amongst Ontario municipalities over the last half decade.

Program Expansion Benefits:

The implementation of an acoustic inspection program will have the following benefits:

- Significant reduction in carbon footprint:
 - Replacing 5 weekdays utilizing the large sewer vactor with a normal service van
- Increased health and safety:
 - Operators no longer having to use heavy equipment (vactor) to the same extent
- Increased staff efficiency:
 - An acoustic pipe inspection can be completed in less than 5 minutes. Flushing a sewer pipe can take an average of 20 mins.
 - The entire wastewater collection system can be inspected in 2 years with acoustic technology opposed to 5 years with typical flushing procedures.
- Digitized record keeping with acoustic software. This will eliminate the paper-based map system.

Program Expansion Costs:

There is a one-time cost to purchase the Sewer Line Rapid Assessment Tool (SL-RAT) which will be approximately \$45,000. This cost will be offset almost immediately when considering the operating efficiency of the new technology, less usage of the sewer vactor and reduced resource usage for staff.

Impact On Future Operating Budgets:

There is an annual \$1000 fee for the software that comes with the technology for data collection. Internal staff has indicated that the data collection can be done in house and there will not be a need for this external fee. This may take time to develop so the external software will likely be used for the first 2 years. There are also equipment maintenance costs which will be factored into the service contracts for wastewater collection (G-330-4150-4020).

Alternatives:

Current flushing program will remain in place.

Business Case - Quantitative Non Staff		
Department:	Infrastructure & Development Services	
Division:	G330 Sanitary	
Title/Description:	Sewer Acoustic Inspection Program	
Estimated Annual Expenditures	2022	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Sewer Line Rapid Assessment Tool	45,000	one time cost - HST Included in cost estimate
1. Total Purchased Goods	\$ 45,000	
2. Purchased Services: (indicate if annual or one time cost)		
2. Total Purchased Services		
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software	850	Program software annual cost
Hardware	250	Battery Replacements (Approx. every 5 years)
Other (provide explanation)	500	Training from supplier (approx. every 5 years)
3. Total Minor Capital Expenses	\$ 1,600	
Total Expenditures	\$ 46,600	
Estimated Revenues	2022	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
		On average, City staff uses conventional sewer flushing methods for 4-5 months of the year. This new sewer inspection technology will allow us to inspect the system approx. 4x faster than existing methods. This will result in an annual savings in staff labour resources as noted (2 operators/day). This savings in staff time will allow us to re-allocate those resources to other maintenance programs that are in need of staff attention e.g. Manhole structure repair and maintenance.
Reduction in Expenditure	- 32,500	
External Recoveries		
Other (provide explanation)		
Total Revenues	-\$ 32,500	
2022 Budget Impact \$	\$ 14,100	

COUNCIL REFERRALS TO 2022 BUDGET

Item #	Referral Date	Council Resolution	Responsibility	2022 Pre-Budget Meeting October 4/2021	Current Status
1	November 23/2020and that Council endorse the need for one additional staff resource for property/resident management services in the 2022 operating budget of the Housing Division.	Social Services	That further consideration be given to endorsing the need for one additional staff resource for property/resident management services in the 2022 operating budget of the Housing Division during 2022 budget deliberations.	See expansion request Public Housing Review Officer – included in G615 Housing 2022 budget
2	December 9/2020- budget meeting	...that retaining a consultant to develop a tourism strategy for the City, be referred to the 2022 budget.	Corporate Services	That no further consideration be given to retaining a consultant to develop a tourism strategy for the City during 2022 budget deliberations.	N/A
3	December 21/2020	...and that the facility rental fees in the amount of \$40,000 be funded through the 2022 Community Grants Program for use of the Rotary Recreation Complex for the 2022 Canadian Junior Curling Championship.	Community Services	That further consideration be given to facility rental fees in the amount of \$40,000 being funded through the 2022 Community Grants Program for use of the Rotary Recreation Complex for the 2022 Canadian Junior Curling Championship.	\$40,000 included in G721 Recreation Facilities revenue, to be paid through G872 Community Grant fee waiver. (to Dec 20 Finance Committee for potential use of reserve funds)
4	March 8/2021	...that the investigation and development of a Municipal Cultural Plan be referred to the 2022 budget.	Community Services	That further consideration be given to the investigation and development of a Municipal Cultural Plan during 2022 budget deliberations.	See expansion request Municipal Cultural Plan - \$65,000 included in G721 Recreation Programs special projects.

Item #	Referral Date	Council Resolution	Responsibility	2022 Pre-Budget Meeting October 4/2021	Current Status
5	April 26/2021	That the request for the City to commit 2% of annual capital budget spending to active transportation, as outlined in the petition submitted by Geoff Love, be referred to the 2022 budget...	Infrastructure and Development Services	That the tracking of annual spending on active transportation be referred to staff and to the Active Transportation Committee's Annual Report Card.	Completed-updated annual spending provided to the Chair of ATAC.
6	May 25/2021	That the development of a green standards policy, including the development of programs to offset associated costs such as a reduction in development charges or property tax relief, be referred to the 2022 budget.	Infrastructure and Development Services	That the development of a green standards policy be referred to staff to consider as part of the City's Climate Action Plan and response planning.	Forecasted \$140,000 for 2023 for Green Building Policy Development Standards and Green Building Standards-Community Improvement Plan-internal climate change working group planned for 2022 to develop strategy for this and other related climate change initiatives.
7	May 25/2021	...and that additional resources to implement and sustain the Community Safety and Well-being Plan as outlined in Report COU21-057 be referred to the 2022 budget process.	Social Services	That further consideration be given for additional resources to implement and sustain the Community Safety and Well-being Plan as outlined in Report COU21-057 during 2022 budget deliberations.	2022 cost is \$17,000 and is included in G610 Social Services Administration budget as a net tax levy impact.

Item #	Referral Date	Council Resolution	Responsibility	2022 Pre-Budget Meeting October 4/2021	Current Status
8	June 28/2021	...and that Council refer the Asset Management Financial Strategy to the 2022 Budget deliberations.	Corporate Services	That further consideration be given to the Asset Management Financial Strategy during 2022 budget deliberations.	2022 draft capital budgets include initial attempts to link to the Asset Management Financial Strategy, however, to fully implement, further discussion will be required, particularly around the infrastructure deficit and levels of service.
9	June 28/2021	...and that the rates proposed be considered during the formation of the 2022 Budget. (re: waste management rate study)	Infrastructure and Development Services	No motion – this is part of the annual budgeting process under updating of the Fees & Charges By-Law	N/A
10	July 12/2021	...and that the development of a Municipal Partnership program be referred to the 2022 Budget deliberations.	Community Services	That further consideration be given to the development of a Municipal Partnership Program during 2022 budget deliberations.	See expansion request Municipal Partnership Plan - \$50,000 included in G721 Recreation Programs special projects.

Item #	Referral Date	Council Resolution	Responsibility	2022 Pre-Budget Meeting October 4/2021	Current Status
11	July 26/2021	That the request from the Stratford General Hospital Foundation for funding in the amount of \$5 Million over 10 years for their Catalyst for Campaign Launch be referred to the Finance and Labour Relations Sub-committee... (for future year budget consideration)	Corporate Services	<u>November 22/2021 Council resolution:</u> That the request from the Stratford General Hospital Foundation for support of its Catalyst for Campaign Launch in the amount of \$5 million over 10 years be supported in principle, with payments to commence following completion of the City's commitment to the Stratford Rotary Hospice.	Will be brought forward for 2024 budget.
12	July 26/2021	...and that the acceptance of the successful proposal be subject to Council approval as part of the 2022 budget deliberations (re: RFP to retain a fundraising Campaign Manager for the Grand Trunk Community Hub)	Chief Administrative Officer	That further consideration be given to the acceptance of the successful proposal to retain a Fundraising Campaign Manager for the Grand Trunk Community Hub during 2022 budget deliberations.	\$150,000 has been included in the G111 CAO's 2022 Operating Budget. RFP to be issued once 2022 budget is approved.
13	August 9/2021	...and that funding of \$150,000 for the accessibility renovation to the Stratford Public Library using Capital Facilities Reserve be referred to the 2022 budget deliberations.	Infrastructure and Development Services	That further consideration be given to the funding of \$150,000 for the accessibility renovation to the Stratford Public Library using Capital Facilities Reserve during 2022 Budget deliberations.	\$280,000 included in 2022 capital request

Item #	Referral Date	Council Resolution	Responsibility	2022 Pre-Budget Meeting October 4/2021	Current Status
14	September 27/2021	That the request from the St. Marys Healthcare Foundation for funding in the amount of \$54,000 towards their Patient Room Renewal Project at the St. Marys Memorial Hospital be referred to the 2022 budget deliberations.	Corporate Services	November 8/2021 Finance & Labour <u>Relations Committee recommendation:</u> That the request from the St. Marys Healthcare Foundation for funding in the amount of \$54,000 towards their Patient Room Renewal Project at the St. Marys Memorial Hospital, be deferred until the St. Marys Healthcare Foundation has received a decision on funding from the Town of St. Marys.	Town of St. Marys has advised City of its decision - staff are preparing a report back to Council shortly.
15	October 12/2021	That the development of a Strategic Master Plan for Recreational Services be referred to staff and to the 2022 budget deliberations.	Community Services	That no further consideration be given to the development of a Strategic Master Plan for Recreational Services during 2022 budget deliberations	N/A
16	September 29/2021 ITS Sub-committee	That a one-year contract position for an overnight parking enforcement officer be referred to the 2022 budget deliberations.	Corporate Services	That no further consideration be given to a one-year contract position for an overnight Parking Enforcement Officer during 2022 budget deliberations. That the development of an overnight parking enforcement strategy be referred to staff in coordination with Stratford Police Services.	A follow-up report will be prepared by staff regarding an overnight parking enforcement strategy.