



# **Draft 2021 Budget**

## **Finance and Labour Relations Committee**



<b>2021 DRAFT BUDGET SUMMARY</b> as at Nov 20, 2020						
	2019	2019	2020	2020	2021 DRAFT	%
	ACTUALS	BUDGET	YTD ACTUALS	BUDGET	BUDGET	Inc/Dec
<b>MAYOR/COUNCIL/CAO</b>						
101 MAYOR'S OFFICE	96,898	89,530	81,322	105,600	106,025	0.40%
102 CITY COUNCIL	332,867	238,720	288,472	376,220	379,802	0.95%
111 CHIEF ADMINISTRATIVE OFFICER	704,430	677,900	336,096	692,400	705,590	1.90%
<b>COMMUNITY SERVICES</b>						
711 PARKS	1,928,912	2,110,620	1,551,162	2,476,710	2,038,922	-17.68%
721 RECREATION	4,412,844	4,410,710	3,646,746	4,096,640	4,611,440	12.57%
731 CEMETERY	53,846	188,520	235,465	266,910	241,800	-9.41%
750 TRANSIT	1,656,571	1,711,730	1,121,160	1,847,230	2,054,063	11.20%
751 PARALLEL TRANSIT	372,556	478,730	366,376	367,260	381,630	3.91%
<b>CORPORATE SERVICES</b>						
100 TAXATION (includes General Revenues for 2019, 2020 YTD)	-61,611,173	-61,606,670	-63,712,462	-62,200,510	-63,567,913	2.20%
100 GENERAL REVENUES				-2,387,400	-1,909,390	-20.02%
121 CITY CLERK	507,479	511,240	436,668	530,610	535,930	1.00%
131 FINANCE & TREASURY	1,273,818	1,333,000	875,697	1,179,620	1,227,950	4.10%
134 INFORMATION TECHNOLOGY	1,015,072	965,470	1,080,961	1,443,930	1,476,030	2.22%
135 PARKING	-349,998	-350,000	-149,285	-575,000	-575,000	0.00%
136 CROSSING GUARDS	217,147	238,990	99,593	225,480	227,415	0.86%
139 GENERAL GOVERNMENT	3,588,351	2,090,450	876,205	2,534,710	2,290,935	-9.62%
513 INDUSTRIAL LAND SERVICING	3,485		-927,370			
810 REQUISITIONS FROM OTHERS	8,403,138	8,481,630	6,375,562	8,837,000	8,947,140	1.25%
820 COMMITTEES OF COUNCIL	90,142	105,970	-39,891	105,400	109,245	3.65%
872 COMMUNITY SUPPORT & GRANTS	794,710	905,380	560,316	904,050	729,050	-19.36%
<b>FIRE</b>						
211 FIRE	7,693,223	7,609,110	6,314,259	7,646,020	7,897,470	3.29%
512 STRATFORD MUNICIPAL AIRPORT	172,544	175,140	133,593	178,230	195,050	9.44%
<b>HUMAN RESOURCES</b>						
112 HUMAN RESOURCES	605,577	614,810	505,812	627,940	646,540	2.96%

	2019	2019	2020	2020	2021 DRAFT	%
	ACTUALS	BUDGET	YTD ACTUALS	BUDGET	BUDGET	Inc/Dec
<b>INFRASTRUCTURE &amp; DEVELOPMENT SERVICES</b>						
141 CITY BUILDINGS	581,711	549,390	612,689	735,370	715,208	-2.74%
251 DEVELOPMENT SERVICES	363,773	381,600	582,430	342,090	635,545	85.78%
310 ENGINEERING	1,026,581	1,041,460	985,509	975,920	1,227,385	25.77%
315 FLEET	1,826,103	1,872,880	1,408,768	1,925,830	1,931,440	0.29%
320 ROADS	5,220,908	5,293,320	4,785,672	5,629,820	5,708,323	1.39%
330 SANITARY	1		-543,216			
340 STORM	3,174,436	3,172,290	2,478,691	3,173,740	2,729,981	-13.98%
350 WATER	3		-136,756			
360 WASTE	-1		601,022	815,160	911,170	11.78%
<b>SOCIAL SERVICES</b>						
610 SOCIAL SERVICES ADMINISTRATION			300,361			
611 ONTARIO WORKS	589,304	638,160	-613,439	597,130	619,180	3.69%
613 ANNE HATHAWAY DAY CARE CENTRE	7,844	6,570	681,770	63,110	48,350	-23.39%
615 HOUSING	1	2,035,450	-736,168	2,081,130	2,130,050	2.35%
616 CHILDREN SERVICES	252,981	330,260	-1,574,591	257,120	262,090	1.93%
617 EARLY LEARNING & CHILD CARE			-2,127,711	109,760	109,880	0.11%
618 BRITANNIA ST APARTMENTS	130,418		-214,936			
<b>STRATFORD PUBLIC LIBRARY</b>						
411 STRATFORD PUBLIC LIBRARY	2,419,066	2,449,130	1,923,323	2,505,700	2,565,117	2.37%
<b>STRATFORD POLICE SERVICE</b>						
231 STRATFORD POLICE SERVICE	10,460,657	11,248,510	9,575,312	11,509,070	11,656,557	1.28%
<b>TOTAL CITY OF STRATFORD</b>	<b>-1,983,775</b>	<b>0</b>	<b>-21,954,813</b>	<b>0</b>	<b>0</b>	

<b>101 MAYOR'S OFFICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1011 ELECTED REPS. ADMINISTRATION</b>					
G-101-1011-2100 F.T. SALARIES & WAGES	77,492	66,680	67,754	82,840	80,235
G-101-1011-2500 F.T. BENEFITS	4,229	3,500	7,717	5,970	8,520
G-101-1011-3070 OFFICE SUPPLIES AND PAPER	44	100	0	100	100
G-101-1011-3100 POSTAGE	142	150	43	150	150
G-101-1011-4010 ADVERTISING	1,826	2,500	907	2,500	2,000
G-101-1011-4036 CONFERENCES - EXPENSES	1,034	7,300	0	6,300	6,300
G-101-1011-4060 COURIER/FREIGHT	43	100	0	100	100
G-101-1011-4120 TELEPHONE - CELL PHONES	2,656	2,800	2,086	240	720
G-101-1011-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONI	2,328	2,000	817	2,000	2,000
G-101-1011-4160 SPECIAL PROJECTS	5,116	4,000	1,848	5,000	5,000
G-101-1011-4164 SPECIAL EVENTS	0	0	150	0	0
G-101-1011-9010 OFFICE EQUIPMENT AND FURNISHINGS	1,988	400	0	400	900
<b>Total 1011 ELECTED REPS. ADMINISTRATION</b>	96,898	89,530	81,322	105,600	106,025
<b>Total 101 MAYOR'S OFFICE</b>	<b>96,898</b>	<b>89,530</b>	<b>81,322</b>	<b>105,600</b>	<b>106,025</b>
					<b>0.40%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Other</b>
<b>Budget Division:</b>	<b>G101 Mayor's Office</b>

### **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 2020:**

Specifics are not known at this time.

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

### **Significant Variances (2021 proposed budget vs prior year actuals):**

Any variances would be due to the pandemic.

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

**COVID-19?**  yes       no

### **If yes, please review impacts:**

Events and meetings will not take place. Meetings will be held virtually or by phone call.

### **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:**

Some priorities and services will automatically be cancelled or postponed.

<b>102 CITY COUNCIL</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1021 COUNCIL ADMINISTRATION</b>					
G-102-1021-1770 RECOVERABLES	0	0	-1,560	0	0
G-102-1021-1810 CONTRIBUTION FROM RESERVE	0	-38,000	10,044	-38,000	-30,000
G-102-1021-2100 F.T. SALARIES & WAGES	227,552	141,510	187,795	263,310	229,657
G-102-1021-2500 F.T. BENEFITS	9,928	4,760	46,249	18,960	56,995
G-102-1021-3050 MATERIALS	1,079	1,500	20	1,500	1,500
G-102-1021-3070 OFFICE SUPPLIES AND PAPER	0	150	0	150	150
G-102-1021-3080 MISC EXPENSE - PROMOTIONAL MATERIAL	4,569	5,000	950	5,000	5,000
G-102-1021-3120 MEALS & MEETING COSTS	10,664	7,000	2,862	7,000	7,000
G-102-1021-4036 CONFERENCES - DETAIL BY COUNCILLOR	18,059	16,000	2,325	16,000	16,000
G-102-1021-4040 CONSULTANTS	12,026	38,000	204	38,000	30,000
G-102-1021-4097 MEMBERSHIPS	16,851	15,700	15,826	17,200	17,200
G-102-1021-4150 TRAVEL/MILEAGE - DETAIL BY COUNCILLOR	217	200	568	200	200
G-102-1021-7810 TRANSFER TO RESERVE	10,000	10,000	10,000	10,000	10,000
<b>Total 1021 COUNCIL ADMINISTRATION</b>	<b>310,945</b>	<b>201,820</b>	<b>275,283</b>	<b>339,320</b>	<b>343,702</b>
<b>1031 PUBLIC RECEPTIONS</b>					
G-102-1031-3050 MATERIALS - LONG SERVICE AWARDS	2,199	2,400	2,400	2,400	1,600
G-102-1031-3081 BLUE JAYS DAY	-1,012	2,000	0	2,000	2,000
G-102-1031-4001 MEMORIAL DONATIONS	500	500	200	500	500
G-102-1031-4164 SPECIAL EVENTS	20,235	32,000	10,589	32,000	32,000
<b>Total 1031 PUBLIC RECEPTIONS</b>	<b>21,922</b>	<b>36,900</b>	<b>13,189</b>	<b>36,900</b>	<b>36,100</b>
<b>Total 102 CITY COUNCIL</b>	<b>332,867</b>	<b>238,720</b>	<b>288,472</b>	<b>376,220</b>	<b>379,802</b>
					<b>0.95%</b>



## 2020 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Other</b>
<b>Budget Division:</b>	<b>G102 City Council</b>

### **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 2021:**

Most expenses are similar year to year, however, most expenses have been decreased this year due to COVID-19.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

The membership fees for AMO and FCM continually increase each year. Expenses will be less if the pandemic continues into 2021.

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

**COVID 19?**  yes       no

### **If yes, please review impacts:**

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

### **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:**

Some priorities and services will automatically be cancelled or postponed.

<b>111 CHIEF ADMINISTRATIVE OFFICER</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1111 ADMINISTRATION</b>					
G-111-1111-1130 ONTARIO GRANTS	-102,516	0	-346,367	0	0
G-111-1111-1810 CONTRIBUTION FROM RESERVES	-25,000	-40,000	-2,798	-99,660	-245,000
G-111-1111-1820 CONTRIBUTION FROM RESERVE FUNDS	-22,715	0	0	0	0
G-111-1111-2100 F.T. SALARIES & WAGES	480,100	494,950	421,943	502,730	504,890
G-111-1111-2500 F.T. BENEFITS	143,505	144,380	122,279	141,690	148,290
G-111-1111-2510 P.T. BENEFITS	0	0	2	0	0
G-111-1111-3050 MATERIALS	0	300	0	300	300
G-111-1111-3070 OFFICE SUPPLIES AND PAPER	1,121	1,800	800	1,800	1,800
G-111-1111-3080 MISCELLANEOUS	45	200	15	250	250
G-111-1111-3090 PHOTOCOPIER EXPENSE	2,530	3,000	2,089	3,300	3,300
G-111-1111-3100 POSTAGE	31	200	3	100	100
G-111-1111-3120 MEALS & MEETING COSTS	852	1,400	33	1,400	1,200
G-111-1111-3130 PUBLICATIONS & SUBSCRIPTIONS	202	270	234	270	270
G-111-1111-4020 SERVICE CONTRACTS	1,081	1,500	595	1,500	1,800
G-111-1111-4035 CONFERENCES- ACCOMMODATIONS	2,508	2,000	0	2,000	1,500
G-111-1111-4036 CONFERENCES - EXPENSES	63	400	0	400	400
G-111-1111-4037 CONFERENCES - REGISTRATION	1,164	2,500	915	2,500	2,500
G-111-1111-4038 CONFERENCES - TRAVEL/MILEAGE	822	2,000	0	2,000	1,500
G-111-1111-4040 CONSULTANTS	50,181	40,000	0	40,000	190,000
G-111-1111-4060 COURIER/FREIGHT	16	150	0	70	70
G-111-1111-4090 LEGAL	550	5,000	1,117	5,000	5,000
G-111-1111-4097 MEMBERSHIPS	1,837	3,500	1,608	3,500	2,500
G-111-1111-4110 TELEPHONE - BASIC	2,200	2,200	1,595	1,740	1,470
G-111-1111-4120 TELEPHONE - CELL PHONES	3,569	3,600	3,200	3,600	3,000
G-111-1111-4125 INTERNET	0	900	0	0	0
G-111-1111-4142 TRAINING - EXPENSES	450	4,200	0	4,200	4,200
G-111-1111-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	258	750	0	750	750



<b>111 CHIEF ADMINISTRATIVE OFFICER</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-111-1111-4160 SPECIAL PROJECTS	48,902	0	117,033	59,660	62,200
G-111-1111-4164 SPECIAL EVENTS	1,691	1,600	1,800	1,800	1,800
G-111-1111-7810 TRANSFER TO RESERVES	110,983	0	10,000	10,000	10,000
G-111-1111-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	1,100	0	1,500	1,500
<b>Total 1111 ADMINISTRATION</b>	704,430	677,900	336,096	692,400	705,590
<b>Total 111 CAO'S OFFICE</b>	<b>704,430</b>	<b>677,900</b>	<b>336,096</b>	<b>692,400</b>	<b>705,590</b>
					1.90%



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>CAO Office</b>
<b>Budget Division:</b>	<b>G111 Chief Administrative Officer</b>

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

The Office of the Chief Administrative Officer is responsible for the overall management of the municipal corporation, coordinating professional and administrative advice to City Council, implementation of the decisions of Council, and corporate communications.

### **Key Activities for 2021:**

- Community Transportation System Pilot Project
- Participation in COVID-19 Recovery strategies and plans
- Advance recommendations from Service Delivery Review
- Advance key infrastructure initiatives
- Advance Strategic Priorities of Council
- Leadership development and other corporate capacity-building initiatives with City staff
- Property sale and disposition
- Completion of Wayfinding signage (not completed in 2020)

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

The 2021 Work Plan aligns with Council’s Strategic Priorities to provide services to support a sustainable, caring community with exceptional quality of life.

#### **Mobility, Accessibility and Design Excellence**

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

#### **Strengthening our Plans, Strategies and Partnerships**

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

#### **Developing our Resources**

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

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

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

**Significant Variances (2021 proposed budget vs prior year actuals):**

- Special Projects
- Increase in benefits cost from service provider
- Funds for property sale and disposition activities not previously identified in CAO's budget

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

- Requirement to maintain essential services and administrative services, including communications
- Additional activities and projects related to implementation of Provincial and Public Health guidelines and the City's response to COVID-19

**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 2020 the City identified essential and critical services and level of services that must be operated. CLT will assess the level of services based on the circumstances of a future wave in conjunction with restrictions in place from the Province and Huron Perth Public Health and make determinations with respect to where resources need to be allocated to ensure the continuation of essential and critical municipal services and operations.

<b>711 PARKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7100 PARKS OPERATIONS</b>					
G-711-7100-1470 RENTALS AND LEASES	-132,440	-140,000	-21,066	-140,000	-140,000
G-711-7100-1570 DONATIONS	-20,000	-8,000	-15,900	-8,000	-8,000
G-711-7100-1770 RECOVERABLES	-5,731	-5,300	-14	-5,300	-5,300
G-711-7100-1810 CONTRIBUTION FROM RESERVES	0	-32,000	0	0	0
G-711-7100-2100 F.T. SALARIES & WAGES	528,747	526,000	416,862	770,590	788,560
G-711-7100-2110 PART TIME SALARIES & WAGES	309,026	339,420	36,441	344,430	85,350
G-711-7100-2500 F.T. BENEFITS	143,528	150,420	116,680	217,990	236,222
G-711-7100-2510 P.T. BENEFITS	29,602	40,090	4,524	34,740	14,140
G-711-7100-2700 OTHER PAYROLL EXPENSES	513	0	36	0	0
G-711-7100-3010 CLOTHING	3,691	2,000	2,728	2,000	2,000
G-711-7100-3030 HEAT	5,055	7,000	4,130	6,000	6,000
G-711-7100-3040 HYDRO	24,767	30,000	13,184	25,000	25,000
G-711-7100-3045 WATER / SEWAGE	27,499	23,000	9,799	23,000	28,000
G-711-7100-3050 MATERIALS	44,429	100,000	26,874	100,000	100,000
G-711-7100-3053 PLANT MATERIALS	94,606	100,000	58,626	100,000	43,000
G-711-7100-3070 OFFICE SUPPLIES AND PAPER	128	0	0	100	100
G-711-7100-3090 PHOTOCOPIER EXPENSE	2,199	2,000	1,322	2,000	2,200
G-711-7100-3100 POSTAGE	350	500	334	500	500
G-711-7100-3140 REPAIRS & MAINTENANCE BLDGS & EQUIP	11,642	6,000	5,424	6,000	6,000
G-711-7100-3180 VEHICLE - FUEL	1,331	30,000	0	3,000	3,000
G-711-7100-3190 VEHICLE-REPAIRS AND MAINTENANCE	7,241	25,000	4,710	10,000	10,000
G-711-7100-4035 CONFERENCE - ACCOMODATIONS	2,053	1,000	0	0	0
G-711-7100-4036 CONFERENCES- EXPENSES	3,282	2,000	396	1,500	2,500
G-711-7100-4038 CONFERENCES -/TRAVEL MILEAGE	58	0	0	0	0
G-711-7100-4040 CONSULTANTS	4,070	2,000	3,663	3,000	4,000
G-711-7100-4045 PARKS- SWAN CARE	3,041	6,000	2,774	4,000	6,000
G-711-7100-4050 CONTRACTORS	62,752	42,000	48,376	58,000	60,000
G-711-7100-4095 MAINTENANCE CONTRACTS	57,596	120,000	41,947	120,000	80,000
G-711-7100-4097 MEMBERSHIPS	1,398	1,000	1,654	1,000	1,700
G-711-7100-4106 LAWN MAINTENANCE	239,851	235,000	322,191	317,000	320,000

<b>711 PARKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-711-7100-4107 BUILDING MAINTENANCE	820	6,000	128	6,000	6,000
G-711-7100-4120 TELEPHONE - CELL PHONES	3,915	3,850	3,187	4,980	1,800
G-711-7100-4140 TRAINING/SAFETY	7,750	11,000	6,366	11,000	11,000
G-711-7100-4155 FACILITY IMPROVEMENTS	16,885	33,000	0	30,000	30,000
G-711-7100-7820 TRANSFER TO RESERVE FUNDS	71,000	64,000	100,000	100,000	0
<b>Total 7100 PARKS OPERATIONS</b>	<b>1,550,654</b>	<b>1,722,980</b>	<b>1,195,376</b>	<b>2,148,530</b>	<b>1,719,772</b>
<b>8400 FORESTRY</b>					
G-711-8400-1405 USER FEES INCL TREE PLANTING REVENUE	-36,000	-25,000	-21,600	-25,000	-25,000
G-711-8400-1570 DONATIONS	-11,300	-8,000	-700	-8,000	-8,000
G-711-8400-1770 RECOVERABLES	-105,812	-100,000	-63,400	-100,000	-100,000
G-711-8400-2100 F.T. SALARIES & WAGES	159,140	147,750	138,396	69,940	71,300
G-711-8400-2110 PART TIME SALARIES & WAGES	8,020	10,940	0	11,100	0
G-711-8400-2500 F.T. BENEFITS	48,574	40,990	42,900	19,160	20,850
G-711-8400-2510 P.T. BENEFITS	706	960	0	980	0
G-711-8400-3050 MATERIALS	52,669	75,000	25,803	75,000	75,000
G-711-8400-4095 MAINTENANCE CONTRACTS	262,261	245,000	234,387	285,000	285,000
<b>Total 8400 FORESTRY</b>	<b>378,258</b>	<b>387,640</b>	<b>355,786</b>	<b>328,180</b>	<b>319,150</b>
<b>Total 711 PARKS</b>	<b>1,928,912</b>	<b>2,110,620</b>	<b>1,551,162</b>	<b>2,476,710</b>	<b>2,038,922</b>
					<b>-17.68%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

**Department/Division Overview:**

The Parks & Forestry Division is responsible for the maintenance of 45 city parks (25 neighborhood, 16 city parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout city as well as horticulture and maintenance of all city gardens. In addition, this division is also responsible for garbage collection in the parks and facilities on a daily basis 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 2021:**

- Implementation of new play structure (replacement) at Optimist Park on Brunswick St.

**How This Work Plan Reflects Council’s Strategic Priorities**

- Continue optimizing the current physical playground assets

**Significant Variances (2021 proposed budget vs prior year actuals):**

- Increase in Conference budget to allow arborist staff to keep their required certifications

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

As per below.

**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:**

- Installation and maintenance of floral displays as in 2020
- Reduction in seasonal staffing as in 2020

<b>721 RECREATION</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7200 RECREATION PROGRAMS</b>					
G-721-7200-1130 ONTARIO GRANTS	-52,727	-52,000	-42,700	-47,700	-47,700
G-721-7200-1330 ADVERTISING REVENUE	-29,306	-35,000	-18,520	-35,000	-23,000
G-721-7200-1350 REVENUE - RECREATION PROGRAMS	-191,153	-180,300	-2,480	-182,500	-145,500
G-721-7200-1355 REVENUE- ACTIVE ADULTS	0	0	21,184	0	0
G-721-7200-1460 RECREATIONAL FACILITY RENTAL INCOME	-214	0	0	0	0
G-721-7200-1770 RECOVERABLES	-3,170	0	0	0	0
G-721-7200-2100 F.T. SALARIES & WAGES	302,883	334,420	256,142	340,340	290,570
G-721-7200-2110 PART TIME SALARIES & WAGES	85,524	129,600	3,009	129,600	131,820
G-721-7200-2500 F.T. BENEFITS	88,004	99,630	75,813	100,550	89,300
G-721-7200-2510 P.T. BENEFITS	5,554	10,770	165	10,810	10,780
G-721-7200-2700 OTHER PAYROLL EXPENSES	36	0	0	0	0
G-721-7200-3010 CLOTHING	2,145	5,500	0	0	0
G-721-7200-3030 HEAT	2,090	2,500	1,192	2,500	2,500
G-721-7200-3040 HYDRO	2,506	3,400	1,222	3,500	3,000
G-721-7200-3045 WATER/SEWAGE	440	500	496	500	500
G-721-7200-3050 MATERIALS	16,312	16,800	2,688	12,500	12,500
G-721-7200-3070 OFFICE SUPPLIES & PAPER	719	0	0	0	0
G-721-7200-3082 GOLF TOURNAMENT	0	0	181	0	0
G-721-7200-3090 PHOTOCOPIER EXPENSE	2,108	4,000	777	4,000	4,000
G-721-7200-3120 MEAL & MEETING COSTS---Meeting Costs	1,722	750	0	1,500	1,500
G-721-7200-4010 ADVERTISING	40,019	44,000	24,605	39,000	44,000
G-721-7200-4035 CONFERENCES - ACCOMMODATIONS	1,036	6,000	0	0	3,000
G-721-7200-4036 CONFERENCES - EXPENSES	2,837	1,000	0	0	3,000
G-721-7200-4037 CONFERENCES - REGISTRATION	2,648	6,500	0	0	2,000
G-721-7200-4038 CONFERENCES - TRAVEL/MILEAGE	2,294	2,500	0	0	0
G-721-7200-4040 CONSULTANTS	69,481	57,520	28,903	57,520	52,250
G-721-7200-4095 MAINTENANCE CONTRACTS	19,977	20,000	53	22,000	25,000
G-721-7200-4097 MEMBERSHIPS	3,055	2,500	1,169	2,500	2,500
G-721-7200-4120 TELEPHONE - CELL PHONES	4,251	4,100	3,575	4,620	3,000
G-721-7200-4142 TRAINING - EXPENSES	519	1,000	0	1,000	1,000



<b>721 RECREATION</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-721-7200-4150 MILEAGE	2,079	4,500	737	1,000	3,500
G-721-7200-4164 SPECIAL EVENTS	35,979	10,600	2,636	40,600	40,600
G-721-7200-5045 RENT EXPENSE	43,554	45,500	39,798	46,870	49,000
<b>Total 7200 RECREATION PROGRAMS</b>	461,202	546,290	400,645	555,710	559,120
<b>7300 RECREATION FACILITIES</b>					
G-721-7300-1350 RECREATION PROGRAM REVENUE	0	-40,000	-19,136	-41,200	-42,440
G-721-7300-1440 APPLICATION FEES- SPECIAL EVENTS	-600	0	0	0	0
G-721-7300-1460 RECREATIONAL FACILITY RENTAL INCOME	-428,146	-278,000	-138,466	-284,020	-246,900
G-721-7300-1461 REVENUE- ICE RENTALS	-1,297,210	-1,326,200	-447,718	-1,367,110	-1,077,060
G-721-7300-1462 REVENUE- HALL RENTALS	-143,292	-206,000	-10,563	-212,180	-118,000
G-721-7300-1463 REVENUE - LIONS POOL	-129,439	-140,000	-28,037	-144,200	-118,830
G-721-7300-1770 RECOVERABLES	-120,000	-296,960	0	-296,960	-296,960
G-721-7300-1810 CONTRIBUTION FROM RESERVE	0	-121,350	0	-121,350	-121,000
G-721-7300-1820 CONTRIBUTION FROM RESERVE FUNDS	-121,346	0	0	0	0
G-721-7300-2100 F.T. SALARIES & WAGES	1,153,894	1,152,600	953,190	1,228,720	1,310,260
G-721-7300-2110 PART TIME SALARIES & WAGES	600,009	592,960	209,277	494,630	557,060
G-721-7300-2500 F.T. BENEFITS	295,410	310,000	273,230	345,960	403,800
G-721-7300-2510 P.T. BENEFITS	70,202	84,320	27,155	66,700	65,970
G-721-7300-2700 OTHER PAYROLL EXPENSES	1,615	0	647	0	0
G-721-7300-3010 CLOTHING	17,426	13,500	6,609	17,500	18,030
G-721-7300-3030 HEAT	130,218	161,960	82,144	130,000	162,760
G-721-7300-3040 HYDRO	721,424	760,000	306,820	630,000	760,000
G-721-7300-3045 WATER/SEWAGE	114,562	129,060	31,809	130,000	133,970
G-721-7300-3050 MATERIALS	112,721	67,000	95,123	98,000	100,940
G-721-7300-3070 OFFICE SUPPLIES AND PAPER	3,524	2,500	2,038	2,750	3,500
G-721-7300-3100 POSTAGE	83	0	40	0	0
G-721-7300-3120 MEALS AND MEETING COSTS	165	0	0	0	0
G-721-7300-3140 R & M - BUILDINGS & EQUIPMENT	4,938	0	0	0	0
G-721-7300-3180 VEHICLE - FUEL	11,634	25,500	4,688	12,000	13,000
G-721-7300-3190 VEHICLE - REPAIRS AND MAINTENANCE	13,992	9,000	6,039	13,500	6,250
G-721-7300-4010 ADVERTISING	4	1,000	0	700	0

<b>721 RECREATION</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-721-7300-4040 CONSULTANTS	6,510	0	0	0	0
G-721-7300-4050 CONTRACTORS	119,903	113,000	147,152	110,000	120,000
G-721-7300-4095 MAINTENANCE CONTRACTS	268,480	232,000	199,639	230,000	248,000
G-721-7300-4097 MEMBERSHIPS	748	0	100	0	7,730
G-721-7300-4100 SERVICES - OTHER	0	0	108	0	0
G-721-7300-4107 BUILDING MAINTENANCE	237,272	321,700	181,130	342,500	343,720
G-721-7300-4110 TELEPHONE - BASIC	41,037	38,720	29,904	30,940	26,140
G-721-7300-4120 TELEPHONE- CELLULAR/AIRCARDS	5,985	6,000	5,310	6,780	4,860
G-721-7300-4124 CABLE/SATELLITE	3,404	3,200	2,986	3,300	3,300
G-721-7300-4140 TRAINING- REGISTRATION	2,474	4,300	472	4,300	4,000
G-721-7300-4142 TRAINING - EXPENSES	2,920	1,000	0	2,400	2,000
G-721-7300-4150 TRAVEL/MILEAGE	141	0	0	0	0
G-721-7300-4155 FACILITY IMPROVEMENTS	39,681	50,000	20,693	50,000	70,000
G-721-7300-5030 INTEREST ON LTD	608,064	610,700	287,468	561,130	517,330
G-721-7300-5035 PRINCIPAL ON LTD	1,016,233	1,016,500	517,250	1,017,140	1,016,890
G-721-7300-7820 TRANSFER TO RESERVE FUNDS	587,002	566,410	499,000	479,000	174,000
<b>Total 7300 RECREATION FACILITIES</b>	<b>3,951,642</b>	<b>3,864,420</b>	<b>3,246,101</b>	<b>3,540,930</b>	<b>4,052,320</b>
<b>Total 721 RECREATION</b>	<b>4,412,844</b>	<b>4,410,710</b>	<b>3,646,746</b>	<b>4,096,640</b>	<b>4,611,440</b>
					<b>12.57%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

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

<b>Service</b>	<b>Particulars</b>	<b>Allocation</b>
Child & Youth Programs	Summer day camps, P.A. day camps, holiday break camps.	Staff time, program materials, labour.
Stratford Youth Centre	Lease of facility, agreement to support program services offered through 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, and staff time.
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	Advertising costs and staff time.

	promoting programs and services delivered through the department's 5 divisions.	
Public Access Defibrillation	Management and evaluation of the City's AED program.	Staff time.

**Key Activities for 2021:**

- Continue to provide services listed above in a cost and resource-effective manner.

**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.

**Developing our Resources**

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

**Significant Variances (2021 proposed budget vs prior year actuals):**

- It is expected revenues from the child and youth day camp program may be reduced in 2021 due to COVID-19 pandemic indoor gathering limits
- It is expected revenues from the marketing and digital advertising display program may be reduced in 2021 due to the COVID-19 pandemic and the potential closures of recreation facilities to which advertising display screens reside
- Extra expenses for cleaning and custodial services

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

- There is the potential that day camps may have to operate on limited participant capacities due to indoor gathering limits
- Active adult programs, in person, would be cancelled due to a facility closure
- Parades and outdoor events may be effected or cancelled due to outdoor gathering limits

**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 a facility closure affecting active adult programs, we could move to provide online active adult programming via Facebook Lives (as we did from March – September 2020) to ensure our senior community continues to receive information, entertainment, fitness, yoga and cooking classes as an extended, physically-distanced participation tool.

While this is not a reduction in service, it is an example of pivoting services from in-person to online so that community engagement continues.

- Day camps could be hosted by another service provider in the community (as they were in the summer of 2020), provided government employment subsidies support the business case to consider the temporary transfer.



## 2021 OPERATING BUDGET – WORK PLAN

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

### **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 2021:**

Facility energy management and energy savings is a continued goal for staff. Capital projects including the replacement of the Allman Arena cooling tower and upgrading to LED lighting at the Rotary Complex and Agriplex will generate facility energy savings.

The purchase of an electric model ice resurfacer will present several benefits including operational cost savings, a reduction in emissions which will result in facility energy savings, and a decrease in maintenance and fuel costs.

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

Community Facilities Division works to continuously reinvent our outputs in order to achieve more with the same investment. Our staff is challenged to come up with new ways to use less energy on a daily basis in order keep its resources sustainable for the foreseeable future.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

An increase to the staff training expenses is necessary due to the hiring of new employees. Employees will be required to gain certification in Basic Refrigeration, Safe Operation of Ice Resurfacers, Certified Pool Operator, and Ball Diamond Maintenance.

A slight increase to the facility improvement expenses will help upgrade areas in community facilities that are in need of replacement including flooring and fixtures. Installing touch free dispensers and fixtures in facility washrooms and changerooms would help to stop the spread of COVID-19.

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

Additional cleaning and disinfecting procedures have been implemented in response to the COVID-19 pandemic including cleaning breaks between ice rentals. These breaks are required for disinfecting common touch point areas in the dressing rooms, player's benches, and spectator areas between ice rentals. The cleaning breaks will result in a decrease in the amount of ice rental time and revenue for all arena facilities.

**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:**

A future wave of COVID-19 would most likely force government and public health orders on the closing of public indoor facilities. This would mean a decrease in facility utility operational expenses such as hydro, heat, and fuel, as well as reduced contractor maintenance expenses.

<b>731 CEMETERY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>5500 CEMETERY OPERATIONS</b>					
G-731-5500-1470 RENTALS AND LEASES - BURIALS	-475,866	-320,000	-288,446	-320,000	-380,000
G-731-5500-1820 CONTRIBUTION FROM RESERVE FUND	-31,411	0	0	0	-31,410
G-731-5500-1830 CONTRIBUTION FROM TRUST FUNDS	-64,162	-65,000	0	-65,000	-65,000
G-731-5500-2100 F.T. SALARIES & WAGES	276,108	260,730	234,476	264,690	269,900
G-731-5500-2110 PART TIME SALARIES & WAGES	44,904	54,680	7,646	55,480	33,950
G-731-5500-2500 F.T. BENEFITS	78,616	73,380	69,758	74,660	80,620
G-731-5500-2510 P.T. BENEFITS	3,930	4,960	679	5,070	3,130
G-731-5500-2700 OTHER PAYROLL EXPENSES	36	0	0	0	0
G-731-5500-3010 CLOTHING	1,349	2,000	879	2,000	2,000
G-731-5500-3030 HEAT	3,321	3,500	2,315	3,800	3,800
G-731-5500-3040 HYDRO	4,914	8,500	2,906	8,500	7,000
G-731-5500-3045 WATER / SEWAGE	7,835	4,000	703	4,500	8,000
G-731-5500-3050 MATERIALS	28,261	30,000	32,160	30,000	30,000
G-731-5500-3070 OFFICE SUPPLIES AND PAPER	530	500	170	500	500
G-731-5500-3090 PHOTOCOPIER EXPENSE	730	1,000	601	1,000	1,000
G-731-5500-3100 POSTAGE	290	300	253	300	300
G-731-5500-3140 R & M BUILDING & EQUIPMENT	2,738	10,000	5,400	8,000	6,000
G-731-5500-3180 VEHICLE -FUEL	26,652	18,000	17,316	20,000	30,000
G-731-5500-3190 VEHICLE REPAIRS, MTSE	7,520	16,000	990	16,000	16,000
G-731-5500-4050 CONTRACTORS	21,452	5,000	663	5,000	10,000
G-731-5500-4107 BUIDLING MAINTENANCE	3,395	0	0	0	0
G-731-5500-4120 TELEPHONE - CELL PHONES	1,014	960	820	900	600
G-731-5500-4140 TRAINING	264	0	0	0	0
G-731-5500-5010 BANK, COLLECTION, CREDIT CARD FEES	15	0	0	0	0
G-731-5500-5030 INTEREST ON LTD	4,221	4,190	3,036	3,520	3,540
G-731-5500-5035 PRINCIPAL ON LTD	27,190	27,330	23,140	27,990	27,870
G-731-5500-7810 TRANSFER TO RESERVES	0	0	0	0	64,000
G-731-5500-7820 TRANSFER TO RESERVE FUNDS	80,000	48,490	120,000	120,000	120,000
<b>Total 5500 CEMETERY OPERATIONS</b>	<b>53,846</b>	<b>188,520</b>	<b>235,465</b>	<b>266,910</b>	<b>241,800</b>
<b>Total 731 CEMETERY</b>	<b>53,846</b>	<b>188,520</b>	<b>235,465</b>	<b>266,910</b>	<b>241,800</b>
	21				-9.41%





## 2021 OPERATING BUDGET – WORK PLAN

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

### **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 2021:**

- Cemetery roadwork in various sections

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

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

### **Significant Variances (2021 proposed budget vs prior year actuals):**

None.

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

**COVID-19?**  yes       no

### **If yes, please review impacts:**

As per below.

**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:**

- Installation and maintenance of floral displays as in 2020
- Reduction in seasonal staffing as in 2020

<b>750 TRANSIT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3300 TRANSIT OPERATING</b>					
G-750-3300-1130 ONTARIO GRANTS	0	0	-487,861	0	0
G-750-3300-1395 TRANSIT FARES	-181,863	-210,000	-62,081	-115,000	-108,000
G-750-3300-1470 TRANSIT BUS PASSES	-566,321	-630,000	-236,837	-635,000	-520,000
G-750-3300-1475 TRANSIT BUS TICKETS	-35,803	0	-31,891	-90,000	-81,000
G-750-3300-1610 SALES- ADVERTISING	-17,121	0	-15,455	0	-15,000
G-750-3300-2100 F.T. SALARIES & WAGES	1,018,515	1,114,560	908,408	1,184,440	1,207,070
G-750-3300-2110 PART TIME SALARIES & WAGES	527,387	495,710	334,018	439,030	516,510
G-750-3300-2500 F.T. BENEFITS	340,102	373,180	298,056	402,090	428,330
G-750-3300-2510 P.T. BENEFITS	118,285	130,270	71,608	118,110	119,720
G-750-3300-2700 OTHER PAYROLL EXPENSES	1,508	6,200	1,554	6,500	6,500
G-750-3300-3010 CLOTHING	12,948	12,000	9,364	12,500	12,500
G-750-3300-3020 GOODS PURCHASED FOR RESALE	14,803	27,000	0	30,000	20,000
G-750-3300-3030 HEAT	8,616	18,500	7,251	18,500	15,000
G-750-3300-3040 HYDRO	20,348	30,000	17,305	30,000	25,000
G-750-3300-3045 WATER/SEWAGE	5,127	9,500	3,187	10,500	8,000
G-750-3300-3070 OFFICE SUPPLIES AND PAPER	1,861	1,800	1,619	2,000	2,000
G-750-3300-3090 PHOTOCOPIER EXPENSE	1,725	1,500	1,118	1,800	2,000
G-750-3300-3100 POSTAGE	45	100	25	150	150
G-750-3300-3110 PRINTING	275	0	0	8,000	5,000
G-750-3300-3140 R&M - BUILDINGS AND EQUIPMENT (EXCLU	8,860	12,500	12,091	14,500	15,000
G-750-3300-3170 UNIFORMS	3,057	3,500	0	3,850	4,000
G-750-3300-4010 ADVERTISING	476	2,000	0	1,000	2,000
G-750-3300-4020 SERVICE CONTRACTS	14,126	0	5,880	15,000	15,000
G-750-3300-4036 CONFERENCES - EXPENSES	1,062	1,500	0	1,500	1,500
G-750-3300-4038 CONFERENCE - MILEAGE/TRAVEL	188	250	0	250	250
G-750-3300-4060 COURIER/FREIGHT	7,557	2,000	215	7,000	2,500
G-750-3300-4095 ANNUAL SERVICE CONTRACTS	984	0	0	0	55,000
G-750-3300-4097 MEMBERSHIPS	4,756	4,500	4,074	5,000	5,000
G-750-3300-4100 SERVICES - OTHER	0	0	36	0	0
G-750-3300-4105 SNOW REMOVAL	65,508	25,000	37,041	75,000	75,000

<b>750 TRANSIT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-750-3300-4107 BUIDLING MAINTENANCE	4,708	3,500	3,913	10,000	10,000
G-750-3300-4120 TELEPHONE - CELL PHONES	2,624	3,500	3,300	3,660	8,100
G-750-3300-4142 TRAINING - EXPENSES	0	0	0	0	1,000
G-750-3300-5010 BANK, COLLECTION AND CREDIT CARD CH/	30	0	30	0	0
G-750-3300-5030 INTEREST ON LTD	37,619	34,630	17,903	32,320	32,520
G-750-3300-5035 PRINCIPAL ON LTD	74,579	74,530	37,289	74,530	74,580
G-750-3300-5040 RENTAL OF BUILDING, MACHINERY & EQUI	0	4,000	0	0	0
G-750-3300-7820 TRANSFER TO RESERVE FUND	160,000	160,000	180,000	180,000	0
<b>Total 3300 REGULAR TRANSIT OPERATING</b>	<b>1,656,571</b>	<b>1,711,730</b>	<b>1,121,160</b>	<b>1,847,230</b>	<b>1,945,230</b>
<b>3310 COMMUNITY TRANSPORTATION</b>					
G-750-3310-1130 ONTARIO GRANTS	0	0	0	0	-375,821
G-750-3310-1395 FARE REVENUE	0	0	0	0	-10,000
G-750-3310-1770 RECOVERABLES	0	0	0	0	-217,665
G-750-3310-4010 ADVERTISING	0	0	0	0	37,650
G-750-3310-4020 SERVICE CONTRACT	0	0	0	0	659,405
G-750-3310-4090 LEGAL	0	0	0	0	15,264
<b>Total 3310 COMMUNITY TRANSPORTATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>108,833</b>
<b>Total 750 TRANSIT</b>	<b>1,656,571</b>	<b>1,711,730</b>	<b>1,121,160</b>	<b>1,847,230</b>	<b>2,054,063</b>
					<b>11.20%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

This department provides transit services on 7 routes not including 3 school specials that run at am/pm peak times.

### **Key Activities for 2021:**

To continue to monitor repairs to rolling stock as fleet ages and mechanical issues become more frequent. 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. Recruiting of new Staff requiring specific skillset will be critical as many of the existing workforce will be reaching retirement status. Capital expenditures also include 2 new 40-foot buses, 15 new accessible bus stop all of which are funded and approved through ICIP. Will also continue to monitor the slow, gradual return of ridership depending on future pandemic additional waves of Covid-19.

### **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 technology that was introduced in 2020 (Sunday On Demand and gps-avl-real time information) and continue to promote a Customer focused positive service experience.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

The significant budget changes from 2020 will be the continued deep cleaning costs (labour and supplies). We will continue to monitor in 2021 and take advantage of any cost reductions (labor) and service delivery increases throughout the year as per continued past practice.

	Current 2020	Proposed 2021	Notes
Full Time Staff	16	16	
Part Time Staff	14	14	
Seasonal/Casual			

	Current 2020	Proposed 2021	Notes
Other			
Total	30	30	

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

Reduced ridership and reduced fares.

**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:**

Service cuts could be implemented. Hourly service or an on demand model could be investigated and introduced. If Schools closed a substantial savings would be recognized as 4 School Special routes would not operate.

<b>751 PARALLEL TRANSIT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3350 PARALLEL TRANSIT</b>					
G-751-3350-1395 TRANSIT FARES	-49,017	-50,000	-16,523	-50,000	-36,500
G-751-3350-1765 GAIN ON DISPOSAL OF ASSETS	-2,790	0	0	0	0
G-751-3350-2100 F.T. SALARIES & WAGES	175,752	247,740	183,351	151,610	157,450
G-751-3350-2110 PART TIME SALARIES & WAGES	137,176	144,310	90,603	147,370	153,430
G-751-3350-2500 F.T. BENEFITS	60,356	77,450	60,634	49,460	53,730
G-751-3350-2510 P.T. BENEFITS	28,214	37,240	21,044	34,340	38,720
G-751-3350-2700 OTHER PAYROLL EXPENSES	766	1,350	290	1,500	1,500
G-751-3350-3010 CLOTHING	4,888	4,500	4,132	4,500	4,500
G-751-3350-3070 OFFICE SUPPLIES AND PAPER	1,250	1,200	387	1,400	1,400
G-751-3350-3100 POSTAGE	49	150	34	200	200
G-751-3350-3110 PRINTING	0	0	0	500	500
G-751-3350-3140 R&M - BUILDINGS AND EQUIPMENT (EXCLU	20	0	850	1,500	2,000
G-751-3350-4010 ADVERTISING	0	1,000	0	1,000	1,000
G-751-3350-4036 CONFERENCES - EXPENSES	1,092	1,500	0	1,500	1,500
G-751-3350-4097 MEMBERSHIPS	1,476	1,500	1,119	1,600	1,600
G-751-3350-4120 TELEPHONE - CELL PHONES	534	540	455	480	300
G-751-3350-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONI	0	250	0	300	300
G-751-3350-7820 TRANSFER TO RESERVE FUND	12,790	10,000	20,000	20,000	0
<b>Total 3350 PARALLEL TRANSIT</b>	<b>372,556</b>	<b>478,730</b>	<b>366,376</b>	<b>367,260</b>	<b>381,630</b>
<b>Total 751 PARALLEL TRANSIT</b>	<b>372,556</b>	<b>478,730</b>	<b>366,376</b>	<b>367,260</b>	<b>381,630</b>
					<b>3.91%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

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

### **Key Activities for 2021:**

To continue to monitor repairs to rolling stock as fleet ages and mechanical issues become more frequent (a 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. 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 (2021 proposed budget vs prior year actuals):**

The significant budget changes from 2020 will be the continued deep cleaning costs (labour and supplies). We will continue to monitor in 2021 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.

	Current 2020	Proposed 2021	Notes
Full Time Staff	3	3	
Part Time Staff	7	7	
Seasonal/Casual			
Other			



	Current 2020	Proposed 2021	Notes
Total	7	7	

**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.

**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:**

Service cuts could be implemented. A new on demand model could be introduced in 2021 dependant on up to date information regarding status of the Pandemic.

<b>100 TAXATION AND GENERAL REVENUES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1010 TAXATION, GENERAL GRANTS, FEST</b>					
G-100-1010-1010 REG RESIDENTIAL & FARM	-43,194,092	-43,360,250	-45,168,326	-45,534,700	-46,404,577
G-100-1010-1020 REG COMMERCIAL & INDUSTRIAL	-16,026,115	-15,859,970	-17,032,189	-16,665,810	-17,163,336
G-100-1010-1042 TAXATION - AREA OPENINGS	-19,530	-19,000	-22,070	-19,500	-19,500
G-100-1010-1050 TAXATION - STRATFORD GENERAL HOSPITAL	-22,200	-22,200	-22,200	-22,000	-22,000
G-100-1010-1055 TAXATION- UNIVERSITY OF WATERLOO	-18,675	-15,600	-34,125	-15,600	-34,000
G-100-1010-1060 TAXATION - PERTH COUNTY JAIL	-3,750	-3,750	-3,750	-3,750	-3,750
G-100-1010-1070 TAXATION - RAILWAYS	-6,124	-5,900	-6,124	-5,900	-5,910
G-100-1010-1080 EDUCATION PORTION PIL	-170,647	-170,000	-169,783	-170,650	-169,780
G-100-1010-1710 FESTIVAL HYDRO DIVIDENDS/INTEREST	-2,150,040	-2,150,000	-1,253,895	-2,150,000	-1,654,450
<b>Total 1010 TAXATION, GENERAL GRANTS, FEST</b>	<b>-61,611,173</b>	<b>-61,606,670</b>	<b>-63,712,462</b>	<b>-64,587,910</b>	<b>-65,477,303</b>
<b>Total 100 TAXATION AND GENERAL REVENUES</b>	<b>-61,611,173</b>	<b>-61,606,670</b>	<b>-63,712,462</b>	<b>-64,587,910</b>	<b>-65,477,303</b>
					<b>1.38%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

This division contains taxation revenue in accordance with our returned roll and payment in lieu 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 our 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 2021:

Dividends were deferred for the last 3 quarters of 2020. It is unknown when these dividends will be received. We received the first quarter amount of \$195,165 and the 2019 top up amount of \$210,480.

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
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	785,665	686,100	686,100	686,100	280,828
FHI Preferred Share Dividend	305,000	305,000	305,000	305,000	124,817
FHSI Common Share Dividend	0	0	0	0	0
<b>TOTALS</b>	<b>\$2,249,565</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>	<b>\$1,564,545</b>

### Significant Variances (2021 proposed budget vs prior year actuals):

In 2021 we are budgeting for half of the annual dividends.

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

**COVID-19?**  **yes**       **no**

**If yes, please review impacts:**

Dividends could be impacted further.

<b>121 CITY CLERK</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1126 CITY CLERK'S ADMINISTRATION</b>					
G-121-1126-1405 CLERKS USER FEES- RENTALS/FOI/COMMIS	-19,100	-20,000	-13,868	-17,000	-17,000
G-121-1126-1434 CLERKS - ADMIN FEE	-579	-1,500	-271	-1,000	-1,000
G-121-1126-1435 CLERK - COMMISSIONING	-3,725	-3,900	-1,000	-3,900	-3,900
G-121-1126-1437 CLERK - FREEDOM OF INFORMATION	-1,228	-750	-371	-1,000	-1,000
G-121-1126-1438 CLERK- CIVIL CEREMONY	-16,121	-14,500	-7,955	-14,000	-14,000
G-121-1126-1439 CLERK - ENCROACHMENT FEE	-551	-16,000	-1,097	-16,500	-16,500
G-121-1126-1441 CLERK - MARRIAGE LICENCE	-13,175	-31,000	-10,875	-30,000	-30,000
G-121-1126-1442 CLERK - LOTTERY LICENCE	-52,624	-55,000	-20,743	-54,000	-54,000
G-121-1126-1443 CLERK - PET LICENCING	-1,507	-2,400	-1,316	-2,200	-2,000
G-121-1126-1444 CLERK - BUSINESS LICENCES	-30,974	-37,500	-6,617	-32,000	-32,000
G-121-1126-1900 INTERFUNCTIONAL TRANSFERS	0	0	0	-32,000	0
G-121-1126-2100 F.T. SALARIES & WAGES	396,658	401,050	276,731	434,970	414,500
G-121-1126-2110 PART TIME SALARIES & WAGES	-3,489	0	16,468	0	0
G-121-1126-2500 F.T. BENEFITS	105,435	120,170	84,030	133,250	129,310
G-121-1126-2510 P.T. BENEFITS	-1,385	0	4,730	0	0
G-121-1126-2550 HONORARIUMS	-1,500	0	0	0	0
G-121-1126-3050 MATERIALS	799	14,000	473	15,600	13,600
G-121-1126-3070 OFFICE SUPPLIES AND PAPER	2,882	3,100	3,639	3,100	3,200
G-121-1126-3090 PHOTOCOPIER EXPENSE	4,447	6,000	3,054	6,000	6,000
G-121-1126-3100 POSTAGE	3,976	4,000	696	4,000	4,000
G-121-1126-3110 PRINTING	433	1,500	0	1,000	1,000
G-121-1126-3130 PUBLICATIONS & SUBSCRIPTIONS	1,082	1,500	1,190	1,500	1,500
G-121-1126-4020 SERVICE CONTRACTS	0	6,600	0	0	0
G-121-1126-4035 CONFERENCES- ACCOMMODATIONS	933	1,500	0	1,500	1,500
G-121-1126-4036 CONFERENCES - EXPENSES	5	300	0	300	300
G-121-1126-4037 CONFERENCES - REGISTRATION	717	1,500	0	1,500	1,500
G-121-1126-4038 CONFERENCES- TRAVEL/MILEAGE	163	600	0	600	600
G-121-1126-4040 CONSULTANTS	6,421	0	5,128	0	0
G-121-1126-4060 COURIER/FREIGHT	2,775	3,200	2,762	3,200	3,200
G-121-1126-4090 LEGAL	36,852	27,000	13,453	30,000	30,000

<b>121 CITY CLERK</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-121-1126-4097 MEMBERSHIPS	806	1,800	824	1,500	1,500
G-121-1126-4110 TELEPHONE	2,870	2,870	1,595	1,740	1,470
G-121-1126-4120 CELL PHONES	892	900	775	900	600
G-121-1126-4130 TOWN CRIER	24,433	25,000	27,758	25,000	25,000
G-121-1126-4140 TRAINING - REGISTRATION	422	5,500	178	5,500	5,500
G-121-1126-4141 TRAINING - MILEAGE	0	600	0	500	500
G-121-1126-4142 TRAINING - EXPENSES	0	500	0	500	500
G-121-1126-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONI	61	500	53	500	500
G-121-1126-4164 SPECIAL EVENTS	0	1,600	0	0	0
G-121-1126-5010 BANK, COLLECTIONS, OVER/SHORT	38	0	5	50	50
G-121-1126-9010 OFFICE EQUIPMENT AND FURNISHINGS	3,382	1,500	0	1,500	1,500
<b>Total 1126 CITY CLERK'S ADMINISTRATION</b>	<b>450,524</b>	<b>450,240</b>	<b>379,429</b>	<b>470,610</b>	<b>475,930</b>
<b>1128 ELECTION SERVICES</b>					
G-121-1128-1770 RECOVERABLES	-356	0	0	0	0
G-121-1128-1810 TRANSFER FROM RESERVES	-3,100	0	0	0	0
G-121-1128-3050 MATERIALS	5,411	6,000	2,239	5,000	5,000
G-121-1128-7810 TRANSFER TO RESERVES	55,000	55,000	55,000	55,000	55,000
<b>Total 1128 ELECTION SERVICES</b>	<b>56,955</b>	<b>61,000</b>	<b>57,239</b>	<b>60,000</b>	<b>60,000</b>
<b>Total 121 CITY CLERK</b>	<b>507,479</b>	<b>511,240</b>	<b>436,668</b>	<b>530,610</b>	<b>535,930</b>
					<b>1.00%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

The Clerk’s Office 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 2021:**

- Implementation of a new records management system.
- Continue implementation of web casting initiative for Council, Committee and Sub-committee meetings. This initiative was to be completed in 2020 but was put on hold as a result of the COVID-19 pandemic.
- Continuing 2022 Municipal Election preparation.
- Providing support to the Office of the Integrity Commissioner.
- Identifying additional records for routine disclosure to the public.
- 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 (2021 proposed budget vs prior year actuals):**

There is a continuing trend of revenue loss as a result of service and demand changes.

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

If restrictions are put in place by the Provincial Government it could impact the ability to perform civil ceremonies, issue marriage licences and commission documents. Lottery licencing could also be affected as a result of restrictions. This will result in a loss of revenue for the City Clerk budget.

**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:**

The majority of services provided by the Clerk's Office are legislated or produce revenue for the City. If there are school closures in the future, crossing guard services could be reduced which would reduce the City's cost to provide this service. Parking enforcement services could also be reduced, however this could also impact revenue.



<b>131 FINANCE and TREASURY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1132 TREASURY ADMINISTRATION</b>					
G-131-1132-1360 INTEREST ON A/R ACCOUNTS	-4,360	-3,600	-3,954	-6,000	-4,000
G-131-1132-1380 TAX CERTIFICATES	-29,250	-24,000	-23,845	-25,000	-24,000
G-131-1132-1570 DONATIONS	-4,620	0	0	0	0
G-131-1132-1770 RECOVERABLES	-4,943	-4,690	-9,436	-4,760	-4,760
G-131-1132-1810 CONTRIBUTION FROM RESERVE	0	-82,020	0	-88,000	-50,000
G-131-1132-1900 INTERFUNCTIONAL TRANSFERS	-219,750	-219,750	-320,550	-320,550	-320,550
G-131-1132-2100 F.T. SALARIES & WAGES	972,185	985,870	807,339	1,008,800	1,032,440
G-131-1132-2110 PART TIME SALARIES & WAGES	22,032	32,000	15,244	0	0
G-131-1132-2500 F.T. BENEFITS	282,623	289,490	219,772	283,000	300,590
G-131-1132-2510 P.T. BENEFITS	2,417	8,000	1,385	0	0
G-131-1132-2700 OTHER PAYROLL EXPENSES	125	150	0	0	0
G-131-1132-3050 MATERIALS	4,873	0	1,261	5,000	5,000
G-131-1132-3070 OFFICE SUPPLIES AND PAPER	13,160	10,900	8,847	15,900	15,900
G-131-1132-3090 PHOTOCOPIER EXPENSE	4,816	4,300	2,884	4,500	4,500
G-131-1132-3100 POSTAGE	26,828	32,000	23,823	28,000	32,000
G-131-1132-3120 MEETING COSTS	613	1,000	0	1,000	1,000
G-131-1132-3130 PUBLICATIONS & SUBSCRIPTIONS	1,350	1,750	190	1,250	1,250
G-131-1132-4010 ADVERTISING	0	0	254	0	250
G-131-1132-4020 SERVICE CONTRACTS	0	1,500	0	0	550
G-131-1132-4030 AUDIT	64,000	64,000	0	55,000	52,500
G-131-1132-4040 CONSULTANTS	95,021	151,000	114,706	145,000	125,000
G-131-1132-4095 MAINTENANCE CONTRACTS	12,053	37,200	11,152	38,000	22,860
G-131-1132-4097 MEMBERSHIPS	5,762	7,060	4,613	6,500	6,500
G-131-1132-4110 TELEPHONE - BASIC	16,832	7,940	9,305	4,880	4,120
G-131-1132-4120 TELEPHONE - CELL PHONES	892	900	775	900	600
G-131-1132-4140 TRAINING	7,156	24,000	1,493	16,000	16,000
G-131-1132-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	0	500	41	200	200
G-131-1132-9010 OFFICE EQUIPMENT AND FURNISHINGS	3,367	7,500	10,423	10,000	10,000
<b>Total 1132 TREASURY ADMINISTRATION</b>	<b>1,273,182</b>	<b>1,333,000</b>	<b>875,722</b>	<b>1,179,620</b>	<b>1,227,950</b>

<b>131 FINANCE and TREASURY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1136 TAX SERVICES ADMINISTRATION</b>					
G-131-1136-4090 LEGAL	636	0	-25	0	0
<b>Total 1136 TAX SERVICES ADMINISTRATION</b>	636	0	-25	0	0
<b>Total 131 FINANCE &amp; TREASURY</b>	<b>1,273,818</b>	<b>1,333,000</b>	<b>875,697</b>	<b>1,179,620</b>	<b>1,227,950</b>
					4.10%



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G131 Financial &amp; Treasury</b>

### Department/Division Overview:

The Finance & Treasury division is part of the Corporate Services Department, and includes six core functions: Finance, Taxation, Purchasing, Payroll, Customer Switchboard and Budget. Corporate Services administration is also included in this budget. Being service-oriented, approximately 82% of total expenditures are salaries and benefits.

### Key Activities for 2021:

Recruitment will be a key activity in early 2021 as we replace 3 positions. This will involve training and development as the year progresses.

### How This Work Plan Reflects Council’s Strategic Priorities

We will continue to be fair, transparent and hold the public’s best financial interest in all of our policies and procedures.

### Significant Variances (2021 proposed budget vs prior year actuals):

A decrease in consultants as the asset management plan is nearing completion.

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

COVID-19?  yes  no

### 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:

Training and conferences can be reduced.

<b>134 INFORMATION TECHNOLOGY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1230 IT ADMINISTRATION</b>					
G-134-1230-1770 RECOVERABLES	0	0	-752	0	0
G-134-1230-2100 F.T. SALARIES & WAGES	297,922	239,890	277,810	319,100	325,470
G-134-1230-2110 P.T. SALARIES AND WAGES	38,228	38,130	29,492	37,600	38,800
G-134-1230-2500 F.T. BENEFITS	79,402	66,700	75,313	87,720	90,960
G-134-1230-2510 P.T. BENEFITS	7,359	8,020	7,024	9,630	10,080
G-134-1230-2700 OTHER PAYROLL EXPENSES	0	150	0	0	0
G-134-1230-3070 OFFICE SUPPLIES AND PAPER	542	1,000	175	600	1,000
G-134-1230-3120 MEALS & MEETING COSTS	0	280	0	0	0
G-134-1230-4020 SERVICE CONTRACTS	207,377	248,700	206,522	248,700	248,700
G-134-1230-4035 CONFERENCES - ACCOMMODATIONS	756	5,100	0	10,000	6,000
G-134-1230-4036 CONFERENCES - EXPENSES	0	200	0	0	0
G-134-1230-4037 CONFERENCES - REGISTRATION	1,342	5,200	0	0	5,900
G-134-1230-4038 CONFERENCES - TRAVEL/MILEAGE	376	2,600	0	0	2,300
G-134-1230-4097 MEMBERSHIPS	15	12,100	454	4,000	4,000
G-134-1230-4140 TRAINING - REGISTRATION	254	6,000	0	6,000	6,000
<b>Total 1230 IT ADMINISTRATION</b>	<b>633,573</b>	<b>634,070</b>	<b>596,038</b>	<b>723,350</b>	<b>739,210</b>
<b>1232 IT SERVICES - OUTSIDE AGENCIES</b>					
G-134-1232-1770 RECOVERABLES	-8,400	0	-7,700	0	0
<b>Total 1232 IT SERVICES - OUTSIDE AGENCIES</b>	<b>-8,400</b>	<b>0</b>	<b>-7,700</b>	<b>0</b>	<b>0</b>
<b>1234 IT MAINTENANCE &amp; SUPPORT</b>					
G-134-1234-1405 USER FEES	-224	0	0	0	0
G-134-1234-1425 IT MAINTENANCE	-4,819	0	-4,418	0	0
G-134-1234-1770 RECOVERABLES	-16,720	-8,400	-34,935	-9,620	-8,100
G-134-1234-1900 INTERFUNCTIONAL TRANSFER (REVENUE)	-180,145	-205,600	-126,264	-176,600	-186,800
G-134-1234-3090 PHOTOCOPIES	225	650	91	650	650
G-134-1234-4040 CONSULTANTS	67,986	60,000	0	60,000	60,000
G-134-1234-4095 SUPPORT & MAINTENANCE CONTRACTS	250,033	217,800	429,512	621,990	631,990
G-134-1234-4110 TELEPHONE - BASIC	1,760	1,760	1,274	1,390	1,170
G-134-1234-4115 TELEPHONE - LONG DISTANCE	1,091	0	977	0	0
G-134-1234-4120 TELEPHONE - CELL PHONES	-1,729	1,980	-49,483	-13,140	2,000

<b>134 INFORMATION TECHNOLOGY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-134-1234-4122 DATA TELECOMMUNICATIONS	60,540	66,540	46,148	66,540	66,540
G-134-1234-4125 INTERNET	12,211	13,800	10,176	13,800	13,800
G-134-1234-7820 TRANSFER TO RESERVE FUNDS	155,570	155,570	155,570	155,570	155,570
G-134-1234-9030 EQUIPMENT PURCHASES FOR OTHER DEPT	44,120	27,300	63,975	0	0
<b>Total 1234 IT MAINTENANCE &amp; SUPPORT</b>	389,899	331,400	492,623	720,580	736,820
<b>Total 134 INFORMATION TECHNOLOGY</b>	<b>1,015,072</b>	<b>965,470</b>	<b>1,080,961</b>	<b>1,443,930</b>	<b>1,476,030</b>
					<b>2.22%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

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

### **Key Activities for 2021:**

- Network Enhancements
- Security Enhancements
- Citizen Portal

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

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

### **Significant Variances (2021 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 request for remote work
- Increase in request for remote hosted solutions
- Increase in security requirements
- Increase in audits and logging

**If yes, please review impacts:**

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

**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:**

IT services, resources and usage will increase with future waves of COVID-19.

<b>135 PARKING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3411 PARKING CONTROL ADMINISTRATION</b>					
G-135-3411-1335 PARKING REVENUE - PERMITS	-932,115	-948,140	-315,858	-1,930,000	-1,930,000
G-135-3411-1480 PARKING TICKET/FINES/HOOD RENTAL	-132,036	-170,000	-82,800	-170,000	-170,000
G-135-3411-2100 F.T. SALARIES & WAGES	81,738	79,420	74,084	55,510	82,965
G-135-3411-2500 F.T. BENEFITS	29,927	27,990	27,454	21,100	29,440
G-135-3411-3040 HYDRO	363	500	288	500	2,000
G-135-3411-3050 MATERIALS	9,034	5,200	1,783	7,200	7,200
G-135-3411-3070 OFFICE SUPPLIES AND PAPER	7,618	6,500	2,232	8,700	8,700
G-135-3411-3090 PHOTOCOPIER EXPENSE	0	1,000	0	1,000	1,000
G-135-3411-3100 POSTAGE	2,456	3,500	1,704	3,500	3,500
G-135-3411-3180 VEHICLE - FUEL	889	0	1,349	0	0
G-135-3411-4010 ADVERTISING	0	1,500	382	1,000	1,000
G-135-3411-4020 SERVICE CONTRACTS	0	0	4,058	0	0
G-135-3411-4040 CONSULTANTS	0	10,000	0	10,000	10,000
G-135-3411-4050 CONTRACTORS	126,049	188,140	78,844	187,570	194,000
G-135-3411-4060 COURIER FES	0	0	43	0	0
G-135-3411-4090 LEGAL	448	3,000	0	3,000	3,000
G-135-3411-4095 MAINTENANCE CONTRACTS	35,186	19,900	21,829	76,800	79,700
G-135-3411-4110 TELEPHONE	880	880	642	700	590
G-135-3411-4120 TELEPHONE - CELL PHONE	3,247	4,150	2,979	3,600	3,250
G-135-3411-5010 BANK, COLLECTION, CREDIT CARD FEES	6,466	5,650	3,902	7,700	10,720
G-135-3411-7820 TRANSFER TO RESERVE FUNDS	240,807	216,810	0	929,420	917,635
G-135-3411-7900 INTERFUNCTIONAL TRANSFER	115,291	128,500	0	137,200	105,300
<b>Total 3411 PARKING CONTROL ADMINISTRATION</b>	<b>-403,752</b>	<b>-415,500</b>	<b>-177,085</b>	<b>-645,500</b>	<b>-640,000</b>



<b>135 PARKING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3450 PARKING LOT FACILITIES</b>					
G-135-3450-2100 F.T. SALARIES & WAGES	75	0	0	0	0
G-135-3450-2500 F.T. BENEFITS	21	0	0	0	0
G-135-3450-3050 MATERIALS	69	10,000	0	10,000	10,000
G-135-3450-4050 CONTRACTORS	18,083	20,000	300	25,000	25,000
G-135-3450-5040 RENTAL OF BLDG, MACHINERY & EQUIPME	35,500	35,500	27,500	35,500	30,000
G-135-3450-7850 CITY OWNED RENTAL EXPENSE	6	0	0	0	0
<b>Total 3450 PARKING LOT FACILITIES</b>	53,754	65,500	27,800	70,500	65,000
<b>Total 135 PARKING</b>	<b>-349,998</b>	<b>-350,000</b>	<b>-149,285</b>	<b>-575,000</b>	<b>-575,000</b>
					<b>0.00%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

The Parking Division 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 Downtown Parking Study was undertaken in 2016 and staff continues to work with the Infrastructure and Development Services Department and Information Technology to implement changes to downtown parking operations including use of technology, upgrading infrastructure and signage.

### **Key Activities for 2021:**

- Complete asphalt replacement in the Downie Lot.
- Continue implementation of the Smart Parking Project and review of the analytics gathered to guide changes to parking time limits and rates.
- Continue implementation of mobile parking payment system in the downtown core. This project was paused as a result of COVID-19.
- Continue review of the Erie Street parking lot improvement project, including finalizing a design and issuing a tender subject to Council direction.

### **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. The goal of this work plan is to improve upon current assets while also implementing additional technologies to improve the “parking experience”.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

This is a status quo budget. There are additional fees being charged to the City following the installation of credit/debit tap readers to the pay by plate machines.

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

If a decision is made to provide free parking in 2021 it will greatly affect the amount of revenue collected and the amount of funds transferred to the reserve account.

<b>136 CROSSING GUARDS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3192 CROSSING GUARD PROTECTION</b>					
G-136-3192-3050 MATERIALS	944	1,630	0	1,600	1,600
G-136-3192-4040 CONSULTANTS	0	5,000	0	0	0
G-136-3192-4050 CONTRACTORS	202,836	230,360	99,470	218,880	220,815
G-136-3192-9030 EQUIPMENT PURCHASES	13,367	2,000	123	5,000	5,000
<b>Total 3192 CROSSING GUARD PROTECTION</b>	<b>217,147</b>	<b>238,990</b>	<b>99,593</b>	<b>225,480</b>	<b>227,415</b>
<b>Total 136 CROSSING GUARDS</b>	<b>217,147</b>	<b>238,990</b>	<b>99,593</b>	<b>225,480</b>	<b>227,415</b>
					<b>0.86%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### **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 2021:**

Continuing to provide status quo service.

### **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 (2021 proposed budget vs prior year actuals):**

There are no significant variances to be reported.

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

**COVID-19?**  yes       no

### **If yes, please review impacts:**

If schools are shut down, then the need for crossing guard services will decrease.

<b>139 GENERAL GOVERNMENT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1240 TAXES - INTEREST, SUPPS, ADJUST</b>					
G-139-1240-1045 SUPPLEMENTARIES	-1,752,989	-1,100,000	-1,077,363	-1,000,000	-1,000,000
G-139-1240-1510 PENALTIES AND INTEREST ON TAXES	-420,968	-420,000	-410,298	-402,000	-420,000
G-139-1240-5050 PROPERTY TAX ADJUSTMENTS	1,646,824	1,100,000	1,600,758	1,000,000	1,000,000
<b>Total 1240 TAXES - INTEREST, SUPPS, ADJUST</b>	<b>-527,133</b>	<b>-420,000</b>	<b>113,097</b>	<b>-402,000</b>	<b>-420,000</b>
<b>1241 DEBT SERVICING</b>					
G-139-1241-1570 DONATIONS	-35,240	0	-200	0	0
G-139-1241-5010 BANK, COLLECTION, CREDIT CARD CHARGE	65,832	0	283	0	0
G-139-1241-5030 INTEREST ON LONG-TERM DEBT	355,327	429,300	454,550	507,490	511,220
G-139-1241-5035 PRINCIPAL REPAYMENT LT DEBT	926,622	1,115,320	1,368,484	1,497,840	1,462,140
G-139-1241-5036 UNFINANCED CAPITAL PAYMENT	1,000,000	0	0	0	0
<b>Total 1241 DEBT SERVICING</b>	<b>2,312,541</b>	<b>1,544,620</b>	<b>1,823,117</b>	<b>2,005,330</b>	<b>1,973,360</b>
<b>1242 CASH MANAGEMENT</b>					
G-139-1242-1560 INVESTMENT AND INTEREST INCOME	-325,622	-318,260	-162,458	-320,520	-249,750
<b>Total 1242 CASH MANAGEMENT</b>	<b>-325,622</b>	<b>-318,260</b>	<b>-162,458</b>	<b>-320,520</b>	<b>-249,750</b>
<b>1244 PROVINCIAL OFFENCES ACT</b>					
G-139-1244-1250 POA REVENUE	-126,040	-168,740	-41,868	-151,030	-125,000
G-139-1244-5010 BANK, COLLECTION & CREDIT CARD CHARGE	12,598	16,600	6,130	16,600	15,000
<b>Total 1244 PROVINCIAL OFFENCES ACT</b>	<b>-113,442</b>	<b>-152,140</b>	<b>-35,738</b>	<b>-134,430</b>	<b>-110,000</b>
<b>1247 EMERGENCY EVENTS</b>					
G-139-1247-1770 RECOVERABLES	0	0	-57,000	0	0
G-139-1247-2100 F.T. SALARIES & WAGES	13,501	0	0	0	0
G-139-1247-2500 F.T. BENEFITS	1,209	0	0	0	0
G-139-1247-3050 MATERIALS	1,315	0	92,641	0	0
G-139-1247-3120 MEETING COSTS	0	0	1,185	0	0
G-139-1247-4010 ADVERTISING	0	0	1,287	0	0
G-139-1247-4040 CONSULTANTS	423,201	0	14,063	0	0
G-139-1247-4050 CONTRACTOR	0	0	8,955	0	0
G-139-1247-4060 COURIER/FREIGHT	0	0	444	0	0

<b>139 GENERAL GOVERNMENT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-139-1247-4090 LEGAL	155,457	0	1,389	0	0
G-139-1247-4107 BUILDING MAINTENANCE	0	0	5,217	0	0
G-139-1247-4110 TELEPHONES	0	0	1,697	0	0
<b>Total 1247 EMERGENCY EVENTS</b>	594,683	0	69,878	0	0
<b>1248 OTHER FINANCIAL SERVICES</b>					
G-139-1248-1130 ONTARIO GRANTS	-1,589,870	0	-2,728,232	0	0
G-139-1248-1750 SALES OF LAND	-45,087	0	0	0	0
G-139-1248-1770 MISC. OTHER REVENUE	-650,732	-14,230	-419,918	-14,130	-14,100
G-139-1248-1810 CONTRIBUTION FROM RESERVES	-645,812	0	0	0	-500,000
G-139-1248-1900 INTERFUNCTIONAL TRANSFERS	-110,000	-119,940	-111,960	-111,960	-114,210
G-139-1248-4040 CONSULTANTS	4,325	0	0	0	0
G-139-1248-4080 INSURANCE PREMIUMS	544,777	553,900	610,078	606,920	763,135
G-139-1248-4081 INSURANCE CLAIMS - ADJUSTER FEES	6,439	10,000	9,231	8,000	10,000
G-139-1248-4085 INSURANCE CLAIMS	110,016	170,000	75,887	216,000	175,000
G-139-1248-4090 LEGAL	88,693	165,000	45,541	85,000	85,000
G-139-1248-4100 SERVICES - OTHER	105	0	0	0	0
G-139-1248-4164 SPECIAL EVENTS/PROJECTS	85,219	0	102,069	0	100,000
G-139-1248-5010 BANK, COLLECTION & CREDIT CARD CHARGES	40,243	46,500	26,834	46,500	42,500
G-139-1248-7810 TRANSFER TO RESERVES	2,300,468	625,000	550,000	550,000	550,000
G-139-1248-7820 TRANSFER TO RESERVE FUNDS	1,508,540	0	908,779	0	0
<b>Total 1248 OTHER FINANCIAL SERVICES</b>	1,647,324	1,436,230	-931,691	1,386,330	1,097,325
<b>Total 139 GENERAL GOVERNMENT</b>	<b>3,588,351</b>	<b>2,090,450</b>	<b>876,205</b>	<b>2,534,710</b>	<b>2,290,935</b>
					<b>-9.62%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

This budget reflects general corporate revenue and expenditures.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

Insurance premiums have increased by 25%. Investment income has decreased due to low interest rates.

In 2021 there is a \$500,000 transfer from the tax stabilization reserve to reduce the overall Corporate increase. The tax stabilization currently has a balance of \$1,727,405.

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

**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:**

There are no entries that can be reduced to mitigate impacts of future waves of COVID-19.



<b>513 INDUSTRIAL LAND SERVICING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>5130 ADMINISTRATION</b>					
G-513-5130-1750 LAND SALES	-3,000	-2,758,000	-1,572,300	-2,390,000	0
G-513-5130-1820 CONTRIBUTION FROM RESERVE FUND	-478,888	-409,910	0	-400,540	-391,080
G-513-5130-4050 CONTRACTORS	68,905	0	0	0	0
G-513-5130-4090 LEGAL	6,245	137,900	22,396	0	0
G-513-5130-5030 INTEREST ON LTD	79,256	78,970	37,254	68,800	59,290
G-513-5130-5035 PRINCIPAL ON LTD	330,967	330,940	177,019	331,740	331,790
G-513-5130-7820 TRANSFER TO RESERVE FUND	0	2,620,100	408,261	2,390,000	0
<b>Total 5130 ADMINISTRATION</b>	<b>3,485</b>	<b>0</b>	<b>-927,370</b>	<b>0</b>	<b>0</b>
<b>Total 513 INDUSTRIAL LAND SERVICING</b>	<b>3,485</b>		<b>-927,370</b>		



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

This department 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 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 2021:

There are about 2 lots left with a cost of \$347,650 in land held for resale. Development of more lots would be a priority.

### How This Work Plan Reflects Council’s Strategic Priorities

- Developing our resources
- Widening our economic opportunities

### Significant Variances (2021 proposed budget vs prior year actuals):

No significant variances.

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

COVID-19?  yes  no

### 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:

This is a net zero budget, there is nothing to reduce.

<b>810 REQUISITIONS FROM OTHERS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1142 PROPERTY ASSESSMENT SERVICES</b>					
G-810-1142-6030 MPAC	408,440	408,440	411,531	420,690	412,000
Total 1142 PROPERTY ASSESSMENT SERVICES	408,440	408,440	411,531	420,690	412,000
<b>5100 HURON PERTH PUBLIC HEALTH</b>					
G-810-5100-6035 EXTERNAL AGENCIES	662,976	662,980	669,217	717,540	731,890
Total 5100 PERTH DISTRICT HEALTH UNIT	662,976	662,980	669,217	717,540	731,890
<b>5300 AMBULANCE SERVICES</b>					
G-810-5300-6035 EXTERNAL AGENCIES	2,667,850	2,667,850	2,480,129	2,705,600	2,759,710
Total 5300 AMBULANCE SERVICES	2,667,850	2,667,850	2,480,129	2,705,600	2,759,710
<b>6200 SPRUCE LODGE</b>					
G-810-6200-6035 EXTERNAL AGENCIES	490,209	490,210	445,720	534,870	545,570
Total 6200 SPRUCE LODGE	490,209	490,210	445,720	534,870	545,570
<b>7500 STRATFORD/PERTH ARCHIVES</b>					
G-810-7500-6035 EXTERNAL AGENCIES	320,710	320,710	303,165	330,730	337,340
Total 7500 STRATFORD/PERTH ARCHIVES	320,710	320,710	303,165	330,730	337,340
<b>7504 STRATFORD PERTH MUSEUM</b>					
G-810-7504-6035 EXTERNAL AGENCIES	147,800	147,800	150,600	150,600	153,610
Total 7504 STRATFORD PERTH MUSEUM	147,800	147,800	150,600	150,600	153,610
<b>8217 STRATFORD TOURISM ALLIANCE</b>					
G-810-8217-2100 F.T. SALARIES & WAGES	0	0	6,653	0	0
G-810-8217-2500 F.T. BENEFITS	0	0	2,256	0	0
G-810-8217-6035 EXTERNAL AGENCIES	560,000	560,000	560,000	560,000	540,000
G-810-8217-7900 INTERFUNCTIONAL	48,780	48,780	0	49,520	50,510
Total 8217 STRATFORD TOURISM ALLIANCE	608,780	608,780	568,909	609,520	590,510
<b>8219 ANNEXATION AGREEMENT</b>					
G-810-8219-6035 EXTERNAL AGENCIES	800,735	693,000	773,090	816,000	850,000
Total 8219 ANNEXATION AGREEMENT	800,735	693,000	773,090	816,000	850,000

<b>810 REQUISITIONS FROM OTHERS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>8221 COUNTY ROADS AGREEMENT</b>					
G-810-8221-6035 EXTERNAL AGENCIES	1,686,428	1,872,650	0	1,928,830	1,967,410
Total 8221 COUNTY ROADS AGREEMENT	1,686,428	1,872,650	0	1,928,830	1,967,410
<b>8222 SEED CO</b>					
G-810-8222-6035 EXTERNAL AGENCIES	609,210	609,210	573,201	622,620	599,100
Total 8222 SEED CO	609,210	609,210	573,201	622,620	599,100
<b>Total 810 REQUISITIONS FROM OTHERS</b>	<b>8,403,138</b>	<b>8,481,630</b>	<b>6,375,562</b>	<b>8,837,000</b>	<b>8,947,140</b>
					<b>1.25%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

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

### Key Activities for 2021:

#### Municipal Property Assessment Services (MPAC):

- Cost is based on legislated provincial assessment apportionment. MPAC is keeping their 2021 request at the 2020 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.

#### 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.

#### Stratford Tourism Alliance (STA):

- STA has requested the same level of funding from the City as 2020 (\$560,000) - the remaining amount in this budget (\$50,520) represents City costs to provide custodial services for STA location at 47 Downie St. The City made a request to find additional savings and they were able to reduce their request to \$540,000, a 3.57% reduction from their 2020 budget.

#### Annexation Agreement:

- Compensation payments are made under two annexation agreements to 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 the same funding as 2020 consisting of \$514,415 for provision of economic development services and \$108,205 for Stratford-Perth Centre for Business operations. The City made a request to find additional savings and they were able to reduce their total request to \$599,100, a 3.78% reduction from their 2020 budget.

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

**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:**

Outside agencies will be requested to reduce their expenses.

<b>820 COMMITTEES OF COUNCIL</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7260 ACTIVE TRANSPORTATION</b>					
G-820-7260-1120 CANADA GRANT - GREEN COMMUNITIES	-7,962	0	-52,038	-35,000	0
G-820-7260-1810 CONTRIBUTION FROM RESERVES	-9,393	-9,390	0	0	0
G-820-7260-2100 F.T. SALARIES & WAGES	0	0	0	30,610	0
G-820-7260-2110 PART TIME SALARIES & WAGES	24,208	5,000	14,333	5,000	5,000
G-820-7260-2500 F.T. BENEFITS	192	0	132	2,960	0
G-820-7260-2510 P.T. BENEFITS	3,200	1,480	1,299	1,480	1,400
G-820-7260-3050 MATERIALS	44	1,000	6,494	8,000	5,000
G-820-7260-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-7260-3120 MEETING COSTS	0	500	0	0	0
G-820-7260-4036 CONFERENCES - EXPENSES	0	1,000	0	0	0
G-820-7260-4130 TOWN CRIER	300	300	0	450	450
G-820-7260-4160 SPECIAL PROJECTS	2,702	15,000	1,758	4,390	3,000
G-820-7260-7900 INTERFUNCTIONAL	1,600	0	0	0	0
<b>Total 7260 ACTIVE TRANSPORTATION</b>	<b>15,191</b>	<b>15,190</b>	<b>-28,022</b>	<b>18,340</b>	<b>15,300</b>
<b>7502 HERITAGE STFD (LACAC)</b>					
G-820-7502-1810 CONTRIBUTIONS FROM RESERVES	-4,350	-4,350	0	0	0
G-820-7502-2110 PART TIME SALARIES & WAGES	4,930	4,930	0	5,060	6,040
G-820-7502-2510 P.T. BENEFITS	1,400	1,400	0	1,510	1,840
G-820-7502-3050 MATERIALS	2,017	4,400	150	11,730	7,450
G-820-7502-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-7502-3100 POSTAGE	0	0	2	0	0
G-820-7502-4020 SERVICE CONTRACTS	0	9,000	0	0	0
G-820-7502-4036 CONFERENCES - EXPENSES	0	3,000	0	0	0
G-820-7502-4097 MEMBERSHIPS	75	700	75	0	225
G-820-7502-4130 TOWN CRIER	300	300	0	450	450
<b>Total 7502 HERITAGE STFD (LACAC)</b>	<b>4,672</b>	<b>19,680</b>	<b>227</b>	<b>19,200</b>	<b>16,455</b>

<b>820 COMMITTEES OF COUNCIL</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7508 SHARED SERVICES COMMITTEE</b>					
G-820-7508-2110 PART TIME SALARIES & WAGES	250	250	0	290	290
G-820-7508-2510 P.T. BENEFITS	90	90	0	90	90
<b>Total 7508 SHARED SERVICES COMMITTEE</b>	340	340	0	380	380
<b>7513 ELECTION AUDIT COMPLIANCE COMM</b>					
G-820-7513-2550 HONORARIUM	1,500	1,500	0	0	0
<b>Total 7513 ELECTION AUDIT COMPLIANCE COMM</b>	1,500	1,500	0	0	0
<b>7514 ACCESSIBILITY ADVISORY COMMITY</b>					
G-820-7514-2110 PART TIME SALARIES & WAGES	4,600	4,600	0	4,660	5,930
G-820-7514-2510 P.T. BENEFITS	1,360	1,360	0	1,390	1,810
G-820-7514-3050 MATERIALS	7	700	190	2,520	420
G-820-7514-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-7514-3120 MEETING COSTS	792	300	0	0	900
G-820-7514-4130 TOWN CRIER	300	300	0	450	450
G-820-7514-4160 SPECIAL PROJECTS	2,017	1,800	0	0	1,200
<b>Total 7514 ACCESSIBILITY ADVISORY COMMITY</b>	9,376	9,360	190	9,470	11,160
<b>7516 ENVIRONMENTAL STUDY COMMITTEE</b>					
G-820-7516-1810 CONTRIBUTION FROM RESERVES	-1,946	-1,950	0	0	0
G-820-7516-2110 PART TIME SALARIES & WAGES	4,370	4,370	0	4,400	5,660
G-820-7516-2510 P.T. BENEFITS	1,300	1,300	0	1,310	1,730
G-820-7516-3050 MATERIALS	2,934	3,750	75	17,500	17,500
G-820-7516-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-7516-3120 MEETING COSTS	0	500	0	0	0
G-820-7516-4020 SERVICE CONTRACTS	10,000	10,000	0	0	0
G-820-7516-4130 TOWN CRIER	300	300	0	450	450
G-820-7516-4160 SPECIAL PROJECTS	5,297	4,250	0	0	0
<b>Total 7516 ENVIRONMENTAL STUDY COMMITTEE</b>	22,555	22,820	75	24,110	25,790



<b>820 COMMITTEES OF COUNCIL</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7517 STFD YOUTH ADVISORY COMMITTEE</b>					
G-820-7517-2110 PT WAGES	1,100	1,100	0	0	0
G-820-7517-2510 PT BENEFITS	400	400	0	0	0
G-820-7517-3050 MATERIALS	0	500	0	1,600	0
G-820-7517-3070 OFFICE SUPPLIES & PAPER	100	100	0	0	0
G-820-7517-4130 TOWN CRIER	300	300	0	0	0
<b>Total 7517 STFD YOUTH ADVISORY COMMITTEE</b>	<b>1,900</b>	<b>2,400</b>	<b>0</b>	<b>1,600</b>	<b>0</b>
<b>7520 CHRISTMAS DECORATIONS</b>					
G-820-7520-4050 CONTRACTORS	2,519	0	0	0	0
G-820-7520-4107 BUILDING MAINTENANCE	120	0	0	0	0
<b>Total 7520 CHRISTMAS DECORATIONS</b>	<b>2,639</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7521 STFD TOWN &amp; GOWN COMMITTEE</b>					
G-820-7521-2110 PART TIME SALARIES & WAGES	3,670	3,670	0	3,710	4,080
G-820-7521-2510 P.T. BENEFITS	1,100	1,100	0	1,100	1,240
G-820-7521-3050 MATERIALS	0	200	1,033	3,870	200
G-820-7521-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-7521-3120 MEETING COSTS	0	100	0	0	100
G-820-7521-4036 CONFERENCES-EXPENSES	843	1,700	0	0	0
G-820-7521-4097 MEMBERSHIPS	0	300	0	0	300
G-820-7521-4130 TOWN CRIER	300	300	0	450	450
G-820-7521-4160 SPECIAL PROJECTS	0	0	0	0	3,270
G-820-7521-4167 HOSTED CONFERENCE EXPENSES	877	700	0	0	0
<b>Total 7521 STFD TOWN &amp; GOWN COMMITTEE</b>	<b>7,090</b>	<b>8,370</b>	<b>1,033</b>	<b>9,580</b>	<b>10,090</b>
<b>7529 AD HOC CITIZENS COMMITTEE</b>					
G-820-7529-3050 MATERIALS	89	500	0	0	0
<b>Total 7529 AD HOC CITIZENS COMMITTEE</b>	<b>89</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>820 COMMITTEES OF COUNCIL</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7536 STRATFORDS OF THE WORLD</b>					
G-820-7536-1405 REGISTRATION REVENUE	138	0	-17,825	-26,000	-23,395
G-820-7536-1810 CONTRIBUTION FROM RESERVES	-4,756	-4,200	0	-7,340	-7,340
G-820-7536-2110 PART TIME SALARIES & WAGES	1,840	1,840	0	1,870	2,490
G-820-7536-2510 P.T. BENEFITS	550	550	0	560	760
G-820-7536-3050 MATERIALS	42	250	0	0	0
G-820-7536-3070 OFFICE SUPPLIES AND PAPER	457	300	0	300	300
G-820-7536-3120 MEETING COSTS	0	250	0	0	0
G-820-7536-4010 ADVERTISING	382	0	0	0	0
G-820-7536-4130 TOWN CRIER	300	300	0	300	300
G-820-7536-4167 HOSTED CONFERENCES	4,837	4,500	2,455	43,000	40,735
<b>Total 7536 STRATFORDS OF THE WORLD</b>	<b>3,790</b>	<b>3,790</b>	<b>-15,370</b>	<b>12,690</b>	<b>13,850</b>
<b>8252 COMMUNITIES IN BLOOM</b>					
G-820-8252-1570 DONATION REVENUE	-350	0	0	0	0
G-820-8252-1770 RECOVERBLES	-100	0	0	0	0
G-820-8252-1810 CONTRIBUTION FROM RESERVES	0	0	0	-6,360	0
G-820-8252-2110 PART TIME SALARIES & WAGES	4,400	4,400	0	4,460	4,840
G-820-8252-2510 P.T. BENEFITS	1,320	1,320	0	1,330	1,480
G-820-8252-3050 MATERIALS	2,874	4,500	1,642	9,000	4,500
G-820-8252-3070 OFFICE SUPPLIES AND PAPER	300	300	0	450	450
G-820-8252-3120 MEETING COSTS	0	500	0	0	500
G-820-8252-4010 ADVERTISING	128	1,000	334	0	0
G-820-8252-4020 SERVICE CONTRACTS	700	700	0	700	0
G-820-8252-4038 CONFERENCES - TRAVEL/MILEAGE	66	0	0	0	0
G-820-8252-4130 TOWN CRIER	300	300	0	450	450
G-820-8252-4160 SPECIAL PROJECTS	11,362	9,000	0	0	4,000
<b>Total 8252 COMMUNITIES IN BLOOM</b>	<b>21,000</b>	<b>22,020</b>	<b>1,976</b>	<b>10,030</b>	<b>16,220</b>
<b>Total 820 COMMITTEES OF COUNCIL</b>	<b>90,142</b>	<b>105,970</b>	<b>-39,891</b>	<b>105,400</b>	<b>109,245</b>
					<b>3.65%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Corporate Services</b>
<b>Budget Division:</b>	<b>G820 Committees of Council</b>

### Department/Division Overview:

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

### Key Activities for 2021:

A brief summary is outlined below. 2020 Annual Reports for each Advisory Committee were presented to the Finance and Labour Relations Sub-committee on November 17, 2020.

### Highlights of 2021 Advisory Committee Budget Requests:

Expenses for each committee includes salaries, benefits, office supplies and advertising. These represent costs incurred in G-121 Clerks office budget.

Committee budget requests are as follows.

#### Active Transportation Advisory Committee (ATAC):

ATAC is requesting \$8,000. This includes \$5,000 for TJ Dolan head signage, installation and education event and \$3,000 for active transportation map and report card design.

Clerk’s office costs for this committee total an additional \$7,300.

#### Heritage Stratford Advisory Committee (HSAC):

HSAC is requesting \$7,675 as follows:

- \$700 for heritage designations
- \$250 for JA Award
- \$1,500 for conferences
- \$5,000 for research
- \$225 membership- Architectural Conservancy of Ontario

Clerk’s office costs for this committee total an additional \$8,780.

#### Shared Services Committee:

This committee only has a minimal budget for recording secretary services in the amount of \$380.

**Accessibility Advisory Committee (AAC):**

ACC is requesting \$2,520. This is made up of \$420 for miscellaneous materials, \$900 for meeting costs and \$1,200 for special projects.

Clerk's office costs for this committee total an additional \$8,640.

**Energy & Environment Advisory Committee (E&E):**

E&E is requesting \$17,500 for Avon River work and educational material for public promotions.

Clerk's office costs for this committee total an additional \$8,290.

**Stratford Town & Gown Advisory Committee (T&G):**

T&G is requesting \$3,870 as follows:

- \$200 for materials
- \$100 for meetings
- \$300 for memberships
- \$2,000 for student events
- \$1,270 for the symposium

Clerk's office costs for this committee total an additional \$6,220.

**Stratfords of the World (SOTW):**

The Stratfords of the World reunion was deferred from 2020 to 2021. The budget for the event is \$40,735 of which \$7,340 will come from reserves and \$23,395 will come from registrations. This results in a net budget request of \$10,000.

Clerk's office costs for this committee total an additional \$3,850.

**Communities in Bloom (CIB):**

CIB is requesting \$9,000 which includes:

- \$500 for meeting costs
- \$4,500 for materials
- \$4,000 for special projects

Clerk's office costs for this committee total an additional \$7,220.

**Significant Variances (2021 proposed budget vs prior year actuals):**

There is no budget for the Stratford Youth Advisory Committee in 2021.

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

**COVID-19?**  **yes**       **no**

**If yes, please review impacts:**

Potential events may be cancelled or deferred.

<b>872 COMMUNITY SUPPORT &amp; GRANTS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7643 MULTI YEAR GRANTS</b>					
G-872-7643-6010 MULTI YEAR GRANTS	0	0	327,800	327,800	252,800
<b>Total 7643 MULTI YEAR GRANTS</b>	0	0	327,800	327,800	252,800
<b>7644 ANNUAL GRANTS</b>					
G-872-7644-6010 ANNUAL GRANTS	516,087	560,870	156,738	233,070	133,070
<b>Total 7644 ANNUAL GRANTS</b>	516,087	560,870	156,738	233,070	133,070
<b>7645 FEE WAIVERS</b>					
G-872-7645-6010 FEE WAIVERS	278,623	344,510	75,778	343,180	343,180
<b>Total 7645 FEE WAIVERS</b>	278,623	344,510	75,778	343,180	343,180
<b>Total 872 COMMUNITY SUPPORT &amp; GRANTS</b>	<b>794,710</b>	<b>905,380</b>	<b>560,316</b>	<b>904,050</b>	<b>729,050</b>
					<b>-19.36%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

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

### Key Activities for 2021:

Closing date for accepting 2021 multi-year grant applications was September 25, 2020. The 2021 budgeted amount for these grants is reduced from \$327,800 to 252,800, a savings of \$75,000. The reduction is in our payment to the Stratford Perth Rotary Hospice. There are two payments left of \$250,000 each in 2021 and 2022. We're reducing each payment to \$175,000/year and adding a payment of \$150,000 in 2023.

Closing date for 2021 one-time grant applications will be November 27, 2020. The Evaluation Team will meet after the City's 2021 budget is finalized to review these applications and make its recommendations to Finance & Labour Relations Committee within the total 2021 approved budget. The 2021 annual grants budget has been reduced from \$233,070 to \$133,070, a savings of \$100,000.

Also in this budget are fee waivers totalling \$343,180. These represent interest free loans and various community supports provided by City departments.

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

COVID-19?  yes       no

### If yes, please review impacts:

Events may be cancelled and grants returned.

<b>211 FIRE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2100 FIRE PROTECTION ADMINISTRATION</b>					
G-211-2100-1405 USER FEES	-132,147	-134,970	-140,206	-167,670	-167,670
G-211-2100-1765 GAIN ON DISPOSAL OF ASSETS	0	0	-5,196	0	0
G-211-2100-2100 F.T. SALARIES & WAGES	5,787,017	5,652,930	4,763,183	5,776,100	5,935,570
G-211-2100-2500 F.T. BENEFITS	1,513,844	1,586,620	1,351,506	1,633,670	1,731,260
G-211-2100-3011 PERSONAL PROTECTIVE EQUIPMENT	28,015	20,000	39,320	20,000	35,000
G-211-2100-3030 HEAT	6,149	7,500	3,266	7,500	7,500
G-211-2100-3040 HYDRO	11,440	14,000	6,995	14,000	14,000
G-211-2100-3045 WATER/SEWAGE	2,100	2,000	1,529	2,000	2,000
G-211-2100-3050 MATERIALS	650	0	5,267	6,000	5,000
G-211-2100-3052 MATERIALS -EMERGENCY MANAGEMENT	1,159	5,000	259	5,000	3,500
G-211-2100-3070 OFFICE SUPPLIES AND PAPER	3,568	3,000	2,206	3,000	3,000
G-211-2100-3090 PHOTOCOPIER EXPENSE	2,416	5,000	1,120	5,000	5,000
G-211-2100-3100 POSTAGE	275	500	132	500	500
G-211-2100-3110 PRINTING	235	1,000	244	1,000	1,000
G-211-2100-3120 MEETING COSTS	1,263	1,000	506	1,000	1,000
G-211-2100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	1,000	0	1,000	0
G-211-2100-3140 REPAIR & MAINTENANCE-Building & Equipment	9,482	10,000	10,894	10,000	9,000
G-211-2100-3170 UNIFORMS	28,565	20,000	16,933	20,000	20,000
G-211-2100-3180 VEHICLES- FUEL	25,324	21,000	14,093	25,000	25,000
G-211-2100-3190 VEHICLES - REPAIRS & MAINTENANCE	52,067	50,000	63,777	50,000	50,000
G-211-2100-4010 ADVERTISING	1,409	1,700	0	1,700	1,700
G-211-2100-4020 SERVICE CONTRACTS	42,872	25,200	20,051	25,200	25,200
G-211-2100-4036 CONFERENCES - EXPENSES	502	12,000	884	5,000	4,000
G-211-2100-4050 CONTRACTORS	13,602	15,000	11,751	15,000	15,000
G-211-2100-4097 MEMBERSHIPS	3,287	3,500	2,656	3,500	3,500
G-211-2100-4105 SNOW REMOVAL	10,781	4,000	7,302	4,000	8,000
G-211-2100-4110 TELEPHONE - BASIC	22,930	22,930	16,610	18,120	15,310
G-211-2100-4120 CELL PHONES	4,253	4,200	3,750	5,400	3,600
G-211-2100-4142 TRAINING - EXPENSES	12,341	20,000	3,429	20,000	10,000
G-211-2100-4155 FACILITY IMPROVEMENTS	8,593	4,000	0	4,000	2,000



<b>211 FIRE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-211-2100-4164 SPECIAL EVENTS	2,482	5,000	0	5,000	2,500
G-211-2100-5065 PROVINCIAL PROGRAMS	5,254	5,000	-609	5,000	5,000
G-211-2100-7810 TRANSFER TO RESERVES	0	200,000	0	0	0
G-211-2100-7820 TRANSFER TO RESERVE FUNDS	200,000	0	100,000	100,000	100,000
G-211-2100-7900 INTERFUNCTIONAL TRANSFERS	0	0	4,658	0	0
G-211-2100-9010 OFFICE EQUIPMENT & FURNISHINGS	1,234	1,000	2,049	1,000	1,000
G-211-2100-9030 EQUIPMENT PURCHASES	9,327	10,000	2,413	10,000	10,000
G-211-2100-9040 TOOLS & SMALL EQUIPMENT	12,934	10,000	3,487	10,000	10,000
<b>Total 2100 FIRE PROTECTION ADMINISTRATION</b>	<b>7,693,223</b>	<b>7,609,110</b>	<b>6,314,259</b>	<b>7,646,020</b>	<b>7,897,470</b>
<b>Total 211 FIRE</b>	<b>7,693,223</b>	<b>7,609,110</b>	<b>6,314,259</b>	<b>7,646,020</b>	<b>7,897,470</b>
					<b>3.29%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

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

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

### **Key Activities for 2021:**

Maintain current service levels,

### **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 (2021 proposed budget vs prior year actuals):**

No increases other than standard salary and benefit annual increases.

2020-2021

Revenue: No change

Salary: increase of \$159,470 over 2020

Benefits: increase of \$97,590 over 2020

Phones (Landline & Mobiles)/Subscriptions: decrease of \$5,610 over 2020

This budget represents a 3.29% increase over 2020 based on salary, benefits, and reductions

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

**COVID-19?**  yes       no

### **If yes, please review impacts:**

1. When Covid-19 began in March, medical dispatching operations in London placed all fire departments in Southern Ontario onto a single dispatching plan to only the most immediate threat to life emergencies to alleviate call volume and exposure.
2. Fire Inspections will be on an as needed basis

3. School class fire education will be impacted
4. Open burn permits will be shut down

**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. Medical response as outlined above
2. Fire inspections
3. In-class school fire education
4. Open burn permits

<b>512 STRATFORD MUNICIPAL AIRPORT</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3602 AIRPORT ADMINISTRATION</b>					
G-512-3602-1335 PARKING REVENUE	-67	-16,320	0	-16,320	0
G-512-3602-1405 USER FEES	-2,150	-2,200	-25	-2,200	-2,200
G-512-3602-1450 FARM LAND LEASE REVENUE	-16,012	-12,000	-12,262	-12,000	-12,000
G-512-3602-1470 RENTALS AND LEASES	-49,435	-43,290	-42,751	-43,800	-43,800
G-512-3602-1610 SALES	-278,908	-176,500	-137,177	-185,325	-185,325
G-512-3602-3020 GOODS PURCHASED FOR RESALE	209,060	136,810	111,520	143,650	143,650
G-512-3602-3030 HEAT	3,725	5,000	3,479	5,000	5,000
G-512-3602-3040 HYDRO	12,675	10,000	8,802	10,000	10,000
G-512-3602-3050 MATERIALS	7	0	0	0	0
G-512-3602-3100 POSTAGE	73	100	60	100	100
G-512-3602-3140 R&M- BUILDINGS & EQUIPMENT	1,157	16,740	1,768	17,000	17,000
G-512-3602-3180 VEHICLE - FUEL	1,906	2,000	1,356	2,000	2,000
G-512-3602-3190 VEHICLE - REPAIRS & EXPENSES	33	2,000	0	2,200	2,200
G-512-3602-4010 ADVERTISING	0	1,000	0	500	500
G-512-3602-4020 SERVICE CONTRACTS	102,048	85,000	77,793	85,000	85,500
G-512-3602-4040 CONSULTANTS	0	0	0	5,000	5,000
G-512-3602-4050 CONTRACTORS	43,544	37,800	19,777	37,800	37,800
G-512-3602-4080 INSURANCE	4,671	4,500	4,909	4,900	4,900
G-512-3602-4092 PROPERTY TAXES	14,255	15,000	10,506	15,000	15,000
G-512-3602-4097 MEMBERSHIPS	1,741	1,500	1,342	1,700	1,700
G-512-3602-4105 SNOW REMOVAL	4,140	10,500	2,933	10,500	10,500
G-512-3602-4108 TREE TRIMMING	15,000	10,000	0	10,000	10,000
G-512-3602-4110 TELEPHONE - BASIC	1,260	1,800	992	1,800	1,800
G-512-3602-4125 INTERNET	604	700	571	725	725
G-512-3602-4155 FACILITY IMPROVEMENTS	927	5,000	0	5,000	5,000
G-512-3602-7810 TRANSFER TO RESERVE	0	80,000	0	0	0
G-512-3602-7820 TRANSFER TO RESERVE FUNDS	80,000	0	80,000	80,000	80,000
G-512-3602-9030 EQUIPMENT PURCHASES	22,290	0	0	0	0
<b>Total 3602 AIRPORT ADMINISTRATION</b>	172,544	175,140	133,593	178,230	195,050
<b>Total 512 STRATFORD MUNICIPAL AIRPORT</b>	<b>172,544</b>	<b>175,140</b>	<b>133,593</b>	<b>178,230</b>	<b>195,050</b>
	73				9.44%



## 2021 OPERATING BUDGET – WORK PLAN

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

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

The Stratford Municipal Airport 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 2021:**

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 (2021 proposed budget vs prior year actuals):**

\$500 increase to service contracts

Property tax collection: \$16,320 increase to operational budget over 2020. Property tax collected by the City was identified to be entered twice in the 2020 budget. The second entry needs to be removed for 2021 and into the future.

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

**COVID-19?**  yes  no

### **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.

<b>112 HUMAN RESOURCES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1210 ADMINISTRATION</b>					
G-112-1210-2100 F.T. SALARIES & WAGES	373,198	370,450	323,606	376,030	383,550
G-112-1210-2110 PART TIME WAGES	0	0	31,847	0	0
G-112-1210-2500 F.T. BENEFITS	108,508	110,800	97,087	112,140	122,610
G-112-1210-2510 PART TIME BENEFITS	0	0	2,957	0	0
G-112-1210-3070 OFFICE SUPPLIES AND PAPER	1,950	2,500	1,345	2,000	2,000
G-112-1210-3090 PHOTOCOPIER EXPENSE	3,333	2,500	1,883	3,000	3,000
G-112-1210-3100 POSTAGE	48	200	33	100	100
G-112-1210-3120 MEALS & MEETING COSTS	59	0	34	100	100
G-112-1210-3130 PUBLICATIONS & SUBSCRIPTIONS	0	1,000	0	500	250
G-112-1210-4010 ADVERTISING	5,616	6,000	6,028	6,000	6,000
G-112-1210-4035 CONFERENCES - ACCOMMODATIONS	834	4,300	0	2,300	2,300
G-112-1210-4036 CONFERENCES - EXPENSES	48	1,200	0	1,000	1,000
G-112-1210-4037 CONFERENCES - REGISTRATION	1,647	7,100	0	5,000	5,000
G-112-1210-4038 CONFERENCES - TRAVEL/MILEAGE	1,306	3,600	103	1,600	1,600
G-112-1210-4090 LEGAL	1,246	0	0	0	0
G-112-1210-4097 MEMBERSHIPS	3,708	1,610	3,382	2,800	3,230
G-112-1210-4110 TELEPHONE - BASIC	1,900	1,900	1,283	1,400	1,200
G-112-1210-4120 TELEPHONE - CELL PHONES	4,187	4,200	3,870	3,600	4,200
G-112-1210-9010 OFFICE EQUIPMENT AND FURNISHINGS	488	2,000	0	2,000	2,000
<b>Total 1210 PERSONNEL ADMINISTRATION</b>	<b>508,076</b>	<b>519,360</b>	<b>473,458</b>	<b>519,570</b>	<b>538,140</b>
<b>1212 LABOUR RELATIONS</b>					
G-112-1212-3070 OFFICE SUPPLIES AND PAPER	8	0	180	0	150
G-112-1212-3110 PRINTING	335	600	0	600	600
G-112-1212-3120 MEALS AND MEETING COSTS	2,692	5,000	614	2,000	2,000
G-112-1212-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	30	0	0
G-112-1212-4040 CONSULTANTS	181	0	5,951	0	0
G-112-1212-4090 LEGAL	31,261	17,000	7,484	30,620	30,500
<b>Total 1212 LABOUR RELATIONS</b>	<b>34,477</b>	<b>22,600</b>	<b>14,259</b>	<b>33,220</b>	<b>33,250</b>

<b>112 HUMAN RESOURCES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1214 TRAINING</b>					
G-112-1214-4140 TRAINING REGISTRATION - CORPORATE	23,202	31,000	0	31,000	31,000
G-112-1214-4142 HEALTH & SAFETY EXPENSES	12,409	17,850	1,852	12,850	12,850
<b>Total 1214 TRAINING</b>	<b>35,611</b>	<b>48,850</b>	<b>1,852</b>	<b>43,850</b>	<b>43,850</b>
<b>1216 BENEFIT ADMINISTRATION</b>					
G-112-1216-4040 CONSULTANTS	27,413	24,000	16,243	31,300	31,300
<b>Total 1216 BENEFIT ADMINISTRATION</b>	<b>27,413</b>	<b>24,000</b>	<b>16,243</b>	<b>31,300</b>	<b>31,300</b>
<b>Total 112 HUMAN RESOURCES</b>	<b>605,577</b>	<b>614,810</b>	<b>505,812</b>	<b>627,940</b>	<b>646,540</b>
					<b>2.96%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

The Human Resources 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 and Organizational Development 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 2021:

- Continued development of talent management strategy aimed at engaging and retaining staff:
  - Development and implementation of comprehensive attraction and retention strategy supported by Council inclusive of implementation of key market, engagement and survey information;
  - Foster and actively incorporate thoughtful leadership by embedding competencies into further organizational development initiatives and practice with input from the Corporate Leadership Team;
  - 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 CUPE1385 (Inside Union – expires December 31, 2020) and CUPE 197 (Outside Union – expires December 31, 2020); Transit (IBEW 636 -expires April 30, 2021) and Water (IBEW 636 – expires April 30, 2021)
- Completion of negotiations and/or implementation of negotiated settlements including Stratford Professional Firefighters Association (SPFFA) Local 534 and Parallel Transit (IBEW 636).
- Implement technological improvement through the acquisition of a Learning Management Systems (LMS) that can support the Corporation in the provision of professional development and the efficient and effective execution of training and development functions, business systems and records. This also ensures greater oversight and compliance with statutory requirements.
- Continual improvement and maintenance of Health & Safety Program including:
  - Implementation of Safe Driver Training;
  - Update to Job Hazard Assessments;
  - Refresh and train on Musculoskeletal Disorder Prevention (MSD) and supporting Ergonomic Program;
  - Evacuation Planning with Project Team for City Buildings;
  - Refresh to Early and Safe Return to Work Program;
  - H&S Responsibility Training for new Corporate Management Team members;
  - 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 diversity of talent is integral to moving beyond our current state and fostering innovation for future growth. Additionally, a focus on technological improvement of a Learning Management System (LMS) is an essential and wise use of resources for future sustainability given limited resources available to meet the needs of a dynamic training and development environment requiring increased accountability, compliance and monitoring.

### **Significant Variances (2021 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

### **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:**

Training, conferences and meeting costs could be reduced.

<b>141 CITY BUILDINGS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>1250 ADMINISTRATION-CITY BUILDINGS</b>					
G-141-1250-2100 F.T. SALARIES	0	0	0	327,520	524,260
G-141-1250-2110 P.T. SALARIES	0	0	0	41,600	36,270
G-141-1250-2500 F.T. BENEFITS	0	0	0	94,600	155,370
G-141-1250-2510 P.T. BENEFITS	0	0	0	6,440	3,180
G-141-1250-3170 UNIFORMS	0	0	0	0	3,000
G-141-1250-4142 TRAINING EXPENSES	0	0	0	0	3,000
G-141-1250-7820 TRANSFER TO RESERVE FUNDS	0	0	220,000	220,000	220,000
<b>Total 1250 ADMINISTRATION-CITY BUILDINGS</b>	0	0	220,000	690,160	945,080
<b>1255 CITY HALL</b>					
G-141-1255-1470 RENTALS AND LEASES	-11,535	-18,000	-1,777	-18,000	-10,000
G-141-1255-1770 RECOVERABLES	-1,507	0	0	0	0
G-141-1255-2100 F.T. SALARIES & WAGES	103,649	112,650	57,991	0	0
G-141-1255-2110 PART TIME SALARIES & WAGES	19,427	29,500	44,172	0	0
G-141-1255-2500 F.T. BENEFITS	26,544	32,710	15,470	0	0
G-141-1255-2510 P.T. BENEFITS	3,371	4,690	8,581	0	0
G-141-1255-2700 OTHER PAYROLL EXPENSES	50	0	0	0	0
G-141-1255-3030 HEAT	12,885	10,000	8,970	12,000	12,000
G-141-1255-3040 HYDRO	72,008	71,500	53,833	71,500	72,000
G-141-1255-3045 WATER / SEWAGE	4,533	5,200	2,427	5,200	5,500
G-141-1255-3050 MATERIALS	14,088	13,570	11,596	13,570	15,000
G-141-1255-3170 UNIFORMS	306	300	0	600	0
G-141-1255-4050 CONTRACTORS	10,112	5,430	7,563	5,430	12,000
G-141-1255-4105 SNOW REMOVAL	19,873	4,640	10,837	10,000	18,000
G-141-1255-4107 BUILDING MAINTENANCE	49,068	45,000	43,640	55,000	55,000
G-141-1255-4120 TELEPHONE - CELL PHONES	6,809	2,800	2,550	2,820	2,700
G-141-1255-4124 CABLE/SATELLITE	1,840	0	1,227	0	2,000
G-141-1255-4142 TRAINING EXPENSES	128	750	0	750	0

<b>141 CITY BUILDINGS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-141-1255-7820 TRANSFER TO RESERVE FUNDS	168,200	168,200	0	0	0
G-141-1255-7900 INTERFUNCTIONAL	299	0	0	0	0
G-141-1255-9030 EQUIPMENT PURCHASES	1,007	1,000	0	0	2,000
<b>Total 1255 CITY HALL</b>	501,155	489,940	267,080	158,870	186,200
<b>1256 270 WATER ST- NORMAL SCHOOL</b>					
G-141-1256-1470 RENTALS & LEASES	-85,000	-85,000	-47,500	-85,000	-105,000
G-141-1256-4107 BUILDING MAINTENANCE	11,117	30,000	13,246	30,000	35,000
G-141-1256-7810 TRANSFER TO RESERVES	0	55,000	0	0	0
G-141-1256-7820 TRANSFER TO RESERVE FUNDS	73,883	0	0	50,000	70,000
G-141-1256-9060 FACILITIES/BUILDINGS	0	0	0	5,000	0
<b>Total 1256 270 WATER ST- NORMAL SCHOOL</b>	0	0	-34,254	0	0
<b>1257 MARKET SQUARE</b>					
G-141-1257-3045 WATER/SEWER	0	5,000	0	5,000	0
G-141-1257-3050 MATERIALS	0	250	0	250	1,000
G-141-1257-4105 MARKET SQUARE- SNOW REMOVAL	0	500	0	4,500	5,000
G-141-1257-4107 BUILDING MAINTENANCE/CUSTODIAL	687	2,000	1,450	2,000	2,000
G-141-1257-9010 MARKET SQUARE-FURNISHINGS	64	0	108	0	500
<b>Total 1257 MARKET SQUARE</b>	751	7,750	1,558	11,750	8,500
<b>1266 82 ERIE ST</b>					
G-141-1266-1470 RENTALS AND LEASES REVENUE	0	0	0	-340,000	-404,000
G-141-1266-1900 INTERFUNCTIONAL TRANSFERS	-361,232	-361,230	-276,500	-21,500	-21,500
G-141-1266-2100 F.T. SALARIES & WAGES	100,821	100,820	164,838	0	0
G-141-1266-2110 PART TIME SALARIES & WAGES	15,564	0	8,868	0	0
G-141-1266-2500 F.T. BENEFITS	23,487	29,410	42,427	0	0
G-141-1266-2510 P.T. BENEFITS	2,154	0	1,873	0	0
G-141-1266-3030 HEAT	6,700	8,000	4,167	7,500	8,000
G-141-1266-3040 HYDRO	57,786	65,000	42,476	57,000	60,000
G-141-1266-3045 WATER / SEWAGE	2,118	1,700	1,315	1,700	1,800
G-141-1266-3050 MATERIALS	8,182	6,700	6,781	6,700	7,000
G-141-1266-3170 UNIFORMS	362	300	0	300	300
G-141-1266-3180 VEHICLE - FUEL	0	150	0	150	150

<b>141 CITY BUILDINGS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-141-1266-3190 VEHICLE - REPAIRS & EXPENSES	372	1,100	0	1,100	1,100
G-141-1266-4100 SERVICES - OTHER	461	0	0	0	0
G-141-1266-4105 SNOW REMOVAL	7,753	2,400	2,137	4,500	6,000
G-141-1266-4107 BUILDING MAINTENANCE	34,540	26,000	13,457	28,000	30,000
G-141-1266-4110 TELEPHONE	2,050	2,050	0	0	0
G-141-1266-4142 TRAINING EXPENSES	0	1,020	0	1,020	0
G-141-1266-7820 TRANSFER TO RESERVE FUNDS	40,000	40,000	0	0	0
G-141-1266-9030 EQUIPMENT PURCHASES	1,038	0	290	0	2,000
G-141-1266-9060 FACILITIES/BUILDINGS	0	0	0	8,000	0
<b>Total 1266 82 ERIE ST</b>	-57,844	-76,580	12,129	-245,530	-309,150
<b>2230 ADMIN OF JUSTICE BLDG</b>					
G-141-2230-1470 RENTALS AND LEASES - JUSTICE BUILDING	-241,047	-228,470	-235,563	-240,140	-245,342
G-141-2230-1770 RECOVERABLES	-600	0	-12,727	0	-96,000
G-141-2230-2100 F.T. SALARIES & WAGES	111,239	124,131	130,471	132,030	0
G-141-2230-2110 PART TIME SALARIES & WAGES	10,736	0	38,495	0	0
G-141-2230-2500 F.T. BENEFITS	30,597	36,579	32,214	34,360	0
G-141-2230-2510 P.T. BENEFITS	1,558	0	7,461	0	0
G-141-2230-3030 HEAT	8,263	10,500	4,308	9,300	10,500
G-141-2230-3040 HYDRO	67,345	70,000	51,603	63,000	70,000
G-141-2230-3045 WATER / SEWAGE	3,137	2,880	1,948	2,880	2,880
G-141-2230-3050 MATERIALS	10,726	9,600	8,898	9,600	12,000
G-141-2230-3170 UNIFORMS	0	300	0	600	0
G-141-2230-4100 SERVICES - OTHER	0	0	15,888	0	0
G-141-2230-4105 SNOW REMOVAL	11,928	2,840	5,987	6,000	10,000
G-141-2230-4107 BUILDING MAINTENANCE	44,927	53,000	18,183	50,000	60,000
G-141-2230-4142 TRAINING EXPENSES	0	250	0	250	0
G-141-2230-9030 EQUIPMENT PURCHASES	1,376	1,540	0	1,500	2,000
G-141-2230-9060 FACILITIES/ BUILDINGS	0	0	0	5,000	0
<b>Total 2230 ADMIN OF JUSTICE BLDG</b>	60,185	83,150	67,166	74,380	-173,962

<b>141 CITY BUILDINGS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2252 154 DOWNIE ST</b>					
G-141-2252-2100 F.T. SALARIES & WAGES	13,745	0	12,941	0	0
G-141-2252-2500 F.T. BENEFITS	3,391	0	2,096	0	0
G-141-2252-3050 MATERIALS	0	1,100	0	0	1,000
<b>Total 2252 154 DOWNIE ST</b>	17,136	1,100	15,037	0	1,000
<b>6390 ANNE HATHAWAY BLDG</b>					
G-141-6390-3050 MATERIALS	0	0	1,938	0	3,000
G-141-6390-4100 OTHER SERVICES	0	0	483	0	0
G-141-6390-4107 BUILDING MAINTENANCE	1,782	1,500	2,564	2,500	3,000
<b>Total 6390 ANNE HATHAWAY BLDG</b>	1,782	1,500	4,985	2,500	6,000
<b>8216 47 DOWNIE STREET</b>					
G-141-8216-1900 INTERFUNCTIONAL	-48,780	-48,780	0	-49,520	-50,510
G-141-8216-2100 F.T. SALARIES & WAGES	17,127	13,520	14,246	0	0
G-141-8216-2110 PART TIME SALARIES & WAGES	269	0	280	0	0
G-141-8216-2500 F.T. BENEFITS	4,561	4,048	3,705	0	0
G-141-8216-2510 P. T. BENEFITS	11	0	12	0	0
G-141-8216-3030 HEAT	2,842	3,260	1,983	3,260	3,500
G-141-8216-3040 HYDRO	3,850	4,700	2,634	4,700	5,000
G-141-8216-3045 WATER / SEWAGE	575	650	353	650	650
G-141-8216-3050 MATERIALS	1,154	1,500	482	1,500	1,500
G-141-8216-4105 SNOW REMOVAL	3,875	1,050	2,773	3,000	4,000
G-141-8216-4107 BUILDING MAINTENANCE	4,150	5,000	3,843	30,000	37,500
G-141-8216-4142 TRAINING EXPENSES	0	250	0	250	0
G-141-8216-9030 EQUIPMENT PURCHASES	0	0	0	0	1,000
G-141-8216-9060 FACILITIES/BUILDINGS	0	0	0	5,000	0
<b>Total 8216 47 DOWNIE STREET</b>	-10,366	-14,802	30,311	-1,160	2,640
<b>8290 246 RAILWAY AVE</b>					
G-141-8290-3040 HYDRO	389	500	193	400	400
G-141-8290-4107 BUILDING MAINTENANCE	2,772	4,900	0	1,000	1,000
<b>Total 8290 246 RAILWAY AVE</b>	3,161	5,400	193	1,400	1,400

<b>141 CITY BUILDINGS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>8292 LIBRARY</b>					
G-141-8292-2100 F.T. SALARIES & WAGES	7,889	6,989	5,646	0	0
G-141-8292-2500 F.T. BENEFITS	2,389	1,943	1,815	0	0
G-141-8292-4100 SERVICES - OTHER	0	0	144	0	0
G-141-8292-4105 SNOW REMOVAL	16,347	3,000	5,616	9,000	9,500
G-141-8292-4107 BUILDING MAINTENANCE	39,126	40,000	15,263	25,000	38,000
G-141-8292-9060 FACILITIES/BUILDINGS	0	0	0	9,000	0
<b>Total 8292 LIBRARY</b>	65,751	51,932	28,484	43,000	47,500
<b>Total 141 CITY BUILDINGS</b>	<b>581,711</b>	<b>549,390</b>	<b>612,689</b>	<b>735,370</b>	<b>715,208</b>
					<b>-2.74%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G141 City Buildings</b>

### **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 2021:**

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 ensure that more costly repairs are averted for future budgets.

### **Significant Variances (2021 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.

### **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.

### **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:**

Reduction in maintenance on buildings.

<b>251 DEVELOPMENT SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2400 BUILDING INSPECTION ADMIN</b>					
G-251-2400-1325 ZONING INFO LETTERS	-4,890	0	-5,607	-4,500	-5,000
G-251-2400-1440 BUILDING PERMITS	-434,081	-809,660	-319,279	-731,750	-650,000
G-251-2400-1810 CONTRIBUTIONS FROM RESERVES	-310,012	-39,530	0	-151,240	0
G-251-2400-2100 F.T. SALARIES & WAGES	371,197	411,480	354,792	456,580	833,320
G-251-2400-2110 PART TIME SALARIES & WAGES	22,314	22,700	4,177	17,470	99,530
G-251-2400-2500 F.T. BENEFITS	118,498	132,660	105,991	130,950	245,230
G-251-2400-2510 P.T. BENEFITS	3,361	3,240	1,861	1,460	19,020
G-251-2400-3050 MATERIALS	6,754	6,250	2,771	6,200	6,200
G-251-2400-3090 PHOTOCOPIER EXPENSE	1,577	2,000	786	2,000	2,000
G-251-2400-3100 POSTAGE	1,712	1,500	1,227	1,500	1,500
G-251-2400-3180 VEHICLE - FUEL	1,292	1,800	636	1,800	1,800
G-251-2400-3190 VEHICLE REPAIR & EXPENSE	1,206	5,600	98	2,800	2,800
G-251-2400-4010 ADVERTISING	1,178	1,300	0	1,600	2,000
G-251-2400-4040 CONSULTANTS	21,061	40,000	3,022	40,000	75,000
G-251-2400-4050 CONTRACTORS - CLEAN UP	0	1,500	1,140	1,500	1,500
G-251-2400-4090 LEGAL	43,304	45,000	4,819	45,000	45,000
G-251-2400-4095 SUPPORT & MAINTENANCE CONTRACTS	35,631	42,000	20,113	45,000	15,000
G-251-2400-4097 MEMBERSHIPS	3,981	4,150	1,228	4,600	4,600
G-251-2400-4110 TELEPHONE	2,210	2,210	5,683	6,200	5,240
G-251-2400-4120 TELEPHONE - CELL PHONES	3,167	4,100	2,900	4,080	3,000
G-251-2400-4140 TRAINING - REGISTRATION	21,304	21,750	6,104	22,000	22,000
G-251-2400-5010 COLLECTIONS & BANK CHARGES	2,286	1,500	2,202	1,500	2,000
G-251-2400-7900 INTERFUNCTIONAL TRANSFERS	86,950	98,450	95,250	95,250	95,250
<b>Total 2400 BUILDING INSPECTION ADMIN</b>	<b>0</b>	<b>0</b>	<b>289,914</b>	<b>0</b>	<b>826,990</b>
<b>2406 BY-LAW ENFORCEMENT</b>					
G-251-2406-1325 BYLAW -LETTERS OF CONFORMITY	-3,539	-3,000	-1,380	-3,000	-3,500
G-251-2406-1405 BY-LAW -SIGN & POOL PERMITS	-23,999	-19,000	-17,780	-20,000	-22,000
G-251-2406-1440 BY-LAW - TRADE LICENCES	-20,379	-22,890	-14,212	-19,000	-20,000
G-251-2406-1445 BY-LAW- BED & BREAKFAST LICENCES	-27,233	-30,000	-1,594	-31,000	-31,000
G-251-2406-1900 REVENUE TRANSFER FROM WATER	-51,300	-51,300	-52,070	-52,070	-53,110



<b>251 DEVELOPMENT SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-251-2406-2100 F.T. SALARIES	187,400	196,330	138,359	140,660	0
G-251-2406-2110 PART TIME SALARIES	5,595	6,390	3,087	0	0
G-251-2406-2500 F.T. BENEFITS	52,978	54,190	40,662	38,810	0
G-251-2406-2510 P.T. BENEFITS	1,933	1,910	1,408	0	0
G-251-2406-3050 MATERIALS	5,438	3,300	2,816	4,500	4,500
G-251-2406-3090 PHOTOCOPIER	1,577	1,650	785	1,650	1,650
G-251-2406-3100 POSTAGE	1,735	1,500	709	1,500	1,500
G-251-2406-3180 VEHICLE - FUEL	1,350	1,000	861	0	0
G-251-2406-3190 VEHICLES - REPAIRS & EXPENSE	0	500	0	0	0
G-251-2406-4050 CONTRACTORS - CLEAN UP	251	5,500	561	5,500	5,500
G-251-2406-4090 LEGAL	869	0	0	0	0
G-251-2406-4097 MEMBERSHIPS	321	650	213	650	650
G-251-2406-4110 TELEPHONE - BASIC	880	880	1,265	1,380	1,170
G-251-2406-4120 TELEPHONE - CELL PHONES	1,894	1,920	1,640	1,800	1,200
G-251-2406-4140 TRAINING	1,197	4,000	0	4,000	4,000
G-251-2406-5010 COLLECTIONS & BANK CHARGES	1,135	0	1,101	0	0
G-251-2406-7810 TRANSFER TO RESERVE	0	3,400	0	0	0
G-251-2406-7820 TRANSFER TO RESERVE FUND	3,400	0	3,500	3,500	0
<b>Total 2406 BY-LAW ENFORCEMENT</b>	<b>141,503</b>	<b>156,930</b>	<b>109,931</b>	<b>78,880</b>	<b>-109,440</b>
<b>8110 PLANNING AND ZONING</b>					
G-251-8110-1325 ZONING INFORMATION REPORTS	-1,769	-6,070	-690	-1,700	-1,700
G-251-8110-1375 SITE PLAN AGREEMENT REVENUE	-41,293	-50,000	-27,943	-66,650	-45,000
G-251-8110-1405 SUBDIVISION/CONDO APPLICATION FEES	-40,204	-20,000	-2,904	-36,000	-20,000
G-251-8110-1420 ZONING APPLICATION FEES	-27,464	-18,000	-19,531	-21,750	-21,000
G-251-8110-1430 PART LOT CONTROL FEES	-1,718	-2,500	-572	-1,500	-750
G-251-8110-1447 OFFICIAL PLAN AMENDMENTS	0	-4,700	0	-7,310	-1,500
G-251-8110-1610 PUBLICATION SALES	-283	-200	-695	-200	-300
G-251-8110-2100 F.T. SALARIES	160,478	148,500	118,674	272,480	0
G-251-8110-2110 P.T. SALARIES	19,758	17,040	12,571	41,600	0
G-251-8110-2500 F.T. BENEFITS	40,317	39,960	32,648	72,810	0
G-251-8110-2510 P.T. BENEFITS	5,115	5,090	3,756	12,060	0

<b>251 DEVELOPMENT SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-251-8110-3050 MATERIALS	3,975	2,580	1,440	2,630	2,630
G-251-8110-3090 PHOTOCOPIER	1,208	900	524	920	920
G-251-8110-3100 POSTAGE	981	1,020	354	1,020	1,000
G-251-8110-4040 CONSULTANTS	2,164	10,400	5,520	10,400	10,000
G-251-8110-4060 COURIER/FREIGHT	4	0	0	50	50
G-251-8110-4090 LEGAL	1,033	0	0	0	0
G-251-8110-4097 MEMBERSHIPS	2,263	1,700	15	2,570	2,500
G-251-8110-4110 TELEPHONE	2,225	2,200	2,521	2,750	2,320
G-251-8110-4120 TELEPHONE - CELL PHONES	892	900	775	900	600
G-251-8110-4140 TRAINING	4,226	6,000	402	6,000	6,000
G-251-8110-5010 COLLECTIONS AND BANK CHARGES	1,136	0	1,101	990	1,000
G-251-8110-5030 INTEREST ON LTD	137	120	76	70	105
G-251-8110-5035 PRINCIPAL ON LTD	1,571	1,570	1,347	1,620	1,600
G-251-8110-7810 TRANSFER TO RESERVE	10,000	10,000	10,000	10,000	10,000
<b>Total 8110 PLANNING AND ZONING</b>	<b>144,752</b>	<b>146,510</b>	<b>139,389</b>	<b>303,760</b>	<b>-51,525</b>
<b>8116 COMMITTEE OF ADJUSTMENT</b>					
G-251-8116-1405 APPLICATION FEES	-33,899	-39,290	-34,723	-45,000	-35,000
G-251-8116-2100 F.T. SALARIES & WAGES	71,568	76,220	49,561	0	0
G-251-8116-2110 PART TIME SALARIES	10,870	12,780	6,173	0	0
G-251-8116-2500 F.T. BENEFITS	20,628	20,580	16,869	0	0
G-251-8116-2510 P.T. BENEFITS	3,837	3,820	2,817	0	0
G-251-8116-3050 MATERIALS	2,684	2,080	772	2,425	2,400
G-251-8116-3090 PHOTOCOPIER	1,051	1,100	524	1,125	1,120
G-251-8116-3100 POSTAGE	779	870	1,203	900	1,000
<b>Total 8116 COMMITTEE OF ADJUSTMENT</b>	<b>77,518</b>	<b>78,160</b>	<b>43,196</b>	<b>-40,550</b>	<b>-30,480</b>
<b>Total 251 DEVELOPMENT SERVICES</b>	<b>363,773</b>	<b>381,600</b>	<b>582,430</b>	<b>342,090</b>	<b>635,545</b>
					<b>85.78%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G251 Development Services</b>

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

Often referred to as the Building and Planning Department, the Development Services Division of the Infrastructure and Development Services Department 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 cover 100% of the costs of processing building permit applications.

### **Key Activities for 2021:**

- Approval and implementation of updated fee structure for Building Services.
- Implementation of the CityWide permits application from PSD work towards implementation of Public Portal, Licencing module and planning module.
- Building Inspector and By-Law Officer training for certifications.
- Implementation of the new Comprehensive Zoning By-law.

### **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 publics best interest at heart.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

Revenue was weakened in 2020 by COVID construction shutdowns and shortages in materials as well as delays in the approval of subdivision agreements causing a slowdown in the issuance of permits for new single detached dwellings.

We anticipate with many lots coming available and revised permitting fees approved to 2021 that revenue will pick up in 2021, however, we are unsure as to the building activity.

For 2021 there will be no building reserves to draw upon as there was in 2020. Accordingly, we have shown a significant reduction in revenue.

There is no funding to hire students in 2021.

**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.

**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:**

A reduction in building and development activity would result in a reduction of inspections and plan reviews.

<b>310 ENGINEERING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3000 ENGINEERING ADMIN</b>					
G-310-3000-1360 SERVICE CHARGE REVENUE	-26,463	-20,000	-25,185	-20,000	-23,000
G-310-3000-1365 APPLICATION REVIEW REVENUE	-7,800	-4,000	-16,805	-4,000	-6,000
G-310-3000-1610 SALES	-157	-500	-38	-250	-100
G-310-3000-1770 RECOVERABLES	-374,194	-595,820	-168,059	-695,000	-427,000
G-310-3000-1810 CONTRIBUTION FROM RESERVES	0	0	0	-60,000	0
G-310-3000-1850 CITY OWNED RENTAL	-1,927	-17,000	0	0	0
G-310-3000-1900 INTERFUNCTIONAL TRANSFERS	-179,500	-179,500	-183,100	-183,100	-186,800
G-310-3000-2100 F.T. SALARIES & WAGES	1,153,892	1,301,190	1,130,594	1,397,880	1,256,860
G-310-3000-2110 PART TIME SALARIES & WAGES	28,943	13,250	33,620	22,930	89,030
G-310-3000-2500 F.T. BENEFITS	324,274	368,290	300,115	360,190	371,120
G-310-3000-2510 P.T. BENEFITS	1,876	1,010	3,056	1,850	7,490
G-310-3000-2700 OTHER PAYROLL EXPENSES	50	1,600	0	1,600	250
G-310-3000-3010 CLOTHING	3,468	2,100	941	2,200	2,000
G-310-3000-3050 MATERIALS	1,932	3,000	1,794	3,000	2,300
G-310-3000-3070 OFFICE SUPPLIES AND PAPER	2,789	3,100	1,879	3,100	3,000
G-310-3000-3090 PHOTOCOPIER EXPENSE	5,022	7,000	3,751	7,000	6,500
G-310-3000-3100 POSTAGE	316	300	162	300	250
G-310-3000-3110 PRINTING	261	700	286	700	350
G-310-3000-3120 MEALS & MEETING COSTS	298	400	389	400	400
G-310-3000-3130 PUBLICATIONS & SUBSCRIPTIONS	108	300	121	300	250
G-310-3000-4020 SERVICE CONTRACTS	24,431	34,000	3,111	31,000	28,000
G-310-3000-4040 CONSULTANTS	1,159	5,000	0	0	0
G-310-3000-4060 COURIER/FREIGHT	84	100	57	100	100
G-310-3000-4095 SUPPORT & MAINTENANCE CONTRACTS	24,198	46,000	860	46,000	46,000
G-310-3000-4097 MEMBERSHIPS	6,179	5,310	4,811	6,590	6,935
G-310-3000-4110 TELEPHONE - BASIC	8,380	8,380	11,898	12,980	10,970
G-310-3000-4120 TELEPHONE - CELL PHONES	6,867	7,350	7,718	10,200	8,280
G-310-3000-4142 TRAINING - EXPENSES	16,711	26,000	9,234	21,500	22,000
G-310-3000-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	0	750	59	750	500
G-310-3000-5040 RENTAL OF MACHINERY & EQUIPMENT	0	2,000	0	1,000	1,000

<b>310 ENGINEERING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-310-3000-7820 TRANSFER TO RESERVE FUNDS	16,350	16,350	1,100	1,100	1,100
G-310-3000-7850 CITY OWNED RENTAL EXPENSE	16,151	6,100	0	0	0
G-310-3000-7900 INTERFUNCTIONAL TRANSFERS	4,034	8,400	0	0	0
G-310-3000-9010 OFFICE EQUIPMENT AND FURNISHINGS	2,686	4,600	41	4,600	4,600
G-310-3000-9040 TOOLS & SMALL EQUIPMENT	343	1,000	202	1,000	1,000
<b>Total 3000 ENGINEERING ADMIN</b>	<b>1,060,761</b>	<b>1,056,760</b>	<b>1,122,612</b>	<b>975,920</b>	<b>1,227,385</b>
<b>3010 SPECIAL PROJECTS - WIGHTMAN</b>					
G-310-3010-1770 RECOVERABLES	-86,451	-100,000	-137,728	0	0
G-310-3010-2100 F.T. SALARIES	0	62,850	0	0	0
G-310-3010-2110 PART TIME SALARIES	67,166	8,150	0	0	0
G-310-3010-2500 F.T. BENEFITS	0	6,030	0	0	0
G-310-3010-2510 PART TIME BENEFITS	6,717	670	0	0	0
G-310-3010-3050 MATERIALS	124	1,000	2,725	0	0
G-310-3010-4120 CELL PHONES	1,500	2,000	0	0	0
G-310-3010-7850 CITY OWNED RENTAL EXPENSE	10,685	3,000	0	0	0
G-310-3010-9040 TOOLS AND SMALL EQUIPMENT	258	1,000	0	0	0
<b>Total 3010 SPECIAL PROJECTS - WIGHTMAN</b>	<b>-1</b>	<b>-15,300</b>	<b>-135,003</b>	<b>0</b>	<b>0</b>
<b>3025 ENGINEERING OPERATIONS</b>					
G-310-3025-1360 SERVICE CHARGE REVENUE	0	0	-2,100	0	0
G-310-3025-1850 CITY OWN RENTAL REVENUE	-34,179	0	0	0	0
<b>Total 3025 ENGINEERING OPERATIONS</b>	<b>-34,179</b>	<b>0</b>	<b>-2,100</b>	<b>0</b>	<b>0</b>
<b>Total 310 ENGINEERING</b>	<b>1,026,581</b>	<b>1,041,460</b>	<b>985,509</b>	<b>975,920</b>	<b>1,227,385</b>
					<b>25.77%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G310 Engineering</b>

### **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 & distribution system, sanitary collection & treatment system, storm collection & treatment system, garbage collection & landfill, recyclables pickup, and site plan and subdivision development approval.

### **Key Activities for 2021:**

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

Design and construction of infrastructure to service the recently annexed lands for industrial expansion in the City.

Managing the Renewable Natural Gas and Queen St. storm sewer project.

### **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 includes LID measures where appropriate.

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 (2021 proposed budget vs prior year actuals):**

Wightman only provided \$300,000 in total to assist with locate costs for the project based on a 3-year program. It is estimated that this project will continue for up to 5 years. There is a reduction in charge back to the capital reserves for engineering staff and a corresponding reduction in contribution to capital in the storm budget.

There is no funding for students in 2021.

The 2021 Capital Budget has a \$1,090,000 reduction in spending as it is assumed the City will not receive Ontario Community Infrastructure Funding.

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

In 2020 we saw a reduction in activity by the utility contractors in the spring which resulted in fewer locate requests.

**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:**

If we see a reduction in locate request's we would not higher students to assist with locates as we did in 2020. We would also delay the hiring of the temporary locator.



<b>315 FLEET</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3050 FLEET DIVISION ADMINISTRATION</b>					
G-315-3050-1765 GAIN OF DISPOSAL OF ASSETS	-69,715	0	-28,381	0	-30,000
G-315-3050-1770 RECOVERABLE	0	-34,830	0	0	0
G-315-3050-1900 INTERFUNCTIONAL	-32,835	0	0	-48,000	-48,950
G-315-3050-2100 F.T. SALARIES	456,933	572,920	130,011	88,630	0
G-315-3050-2110 PART TIME SALARIES	37,220	0	3,946	0	0
G-315-3050-2500 F.T. BENEFITS	131,237	169,480	36,551	25,280	0
G-315-3050-2510 P.T. BENEFITS	7,627	0	734	0	0
G-315-3050-2700 OTHER PAYROLL EXPENSES	941	0	61	500	500
G-315-3050-3010 CLOTHING	8,078	7,440	6,349	7,800	7,800
G-315-3050-3011 PERSONAL PROTECTIVE EQUIPMENT	608	1,000	234	1,050	1,000
G-315-3050-3050 MATERIALS	5,711	3,000	1,539	5,100	4,500
G-315-3050-3090 PHOTOCOPIER	175	300	172	300	200
G-315-3050-3180 FUEL	573,524	546,500	333,583	568,000	579,360
G-315-3050-3190 VEHICLES - REPAIRS & EXPENSES	544,009	468,730	532,704	478,650	516,560
G-315-3050-4050 CONTRACTORS	0	40,000	0	40,000	20,000
G-315-3050-4095 MAINTENANCE CONTRACT - GPS	24,084	58,000	27,379	60,000	60,000
G-315-3050-4097 MEMBERSHIPS	275	350	473	350	350
G-315-3050-4110 TELEPHONE	3,090	3,090	1,265	1,380	1,170
G-315-3050-4142 TRAINING - EXPENSES	254	2,500	135	2,500	2,000
G-315-3050-7820 TRANSFER TO RESERVE FUND	89,315	19,600	63,981	35,600	36,310
G-315-3050-9040 TOOLS AND SMALL EQUIPMENT	10,613	14,800	5,521	15,100	15,100
<b>Total 3050 FLEET DIVISION ADMINISTRATION</b>	<b>1,791,144</b>	<b>1,872,880</b>	<b>1,116,257</b>	<b>1,282,240</b>	<b>1,165,900</b>
<b>3055 FLEET OPERATIONS</b>					
G-315-3055-1405 USER FEES	0	0	-379	0	0
G-315-3055-2100 F.T. SALARIES & WAGES	6,338	0	106,608	478,670	570,970
G-315-3055-2110 P.T. SALARIES	0	0	0	22,420	22,870
G-315-3055-2500 F.T. BENEFITS	1,775	0	29,850	138,140	169,520
G-315-3055-2510 P.T. BENEFITS	0	0	0	4,360	2,180

<b>315 FLEET</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-315-3055-3180 VEHICLE - FUEL	11,841	0	80,475	0	0
G-315-3055-3190 VEHICLE - REPAIRS & EXPENSES	14,914	0	75,957	0	0
G-315-3055-9040 TOOLS & SMALL EQUIPMENT	91	0	0	0	0
<b>Total 3055 FLEET OPERATIONS</b>	34,959	0	292,511	643,590	765,540
<b>Total 315 FLEET</b>	<b>1,826,103</b>	<b>1,872,880</b>	<b>1,408,768</b>	<b>1,925,830</b>	<b>1,931,440</b>
					<b>0.29%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G315 Fleet</b>

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

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

Fleet staff is based at the Public Works yard and Transit shop. 3 mechanics located at Public Works facility, 2 at Transit facility, as well as a Fleet Supervisor at Public Works.

Funding for this budget is from the tax base and user pay accounts.

### **Key Activities for 2021:**

Full review of current City fleet. Initiate replacement program for 2021.

Create Corporate wide preventative maintenance schedule to ensure proper timing of all annuals, safeties, and repairs.

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

Implementing a strict replacement program for all fleet would confirm that we are dedicated to developing our resources. Exploring alternative options including electric vehicles.

### **Significant Variances (2021 proposed budget vs prior year actuals):**

The Fleet capital budget will need to increase in 2021 to offset the loss of acquisitions in 2020.

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

**COVID-19?**  yes       no

### **If yes, please review impacts:**

An additional cleaner is required to clean the transit buses.

### **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:**

Reduction in maintenance activities.

<b>320 ROADS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3100 ROAD ADMIN</b>					
G-320-3100-1760 SALE OF EQUIPMENT	0	0	-185	0	0
G-320-3100-1765 GAIN ON DISPOSAL OF ASSETS	-27,710	0	0	0	0
G-320-3100-1770 RECOVERABLES	-1,400	-21,000	121	-21,000	-1,000
G-320-3100-1900 INTERFUNCTIONAL TRANSFER	0	0	0	-61,150	0
G-320-3100-2100 F.T. SALARIES & WAGES	311,541	171,730	447,265	284,670	0
G-320-3100-2110 PART TIME SALARIES & WAGES	32,019	0	26,973	32,950	33,600
G-320-3100-2500 F.T. BENEFITS	101,690	75,560	125,663	118,360	0
G-320-3100-2510 P.T. BENEFITS	11,057	0	9,205	11,940	12,480
G-320-3100-2700 OTHER PAYROLL EXPENSES	1,252	4,100	1,887	4,100	0
G-320-3100-3010 CLOTHING	27,773	28,000	15,837	30,600	31,000
G-320-3100-3050 MATERIALS	13,228	35,000	34,307	20,300	22,000
G-320-3100-3070 OFFICE SUPPLIES AND PAPER	2,005	1,200	996	1,200	1,000
G-320-3100-3090 PHOTOCOPIER EXPENSE	2,429	3,400	1,418	3,000	2,000
G-320-3100-3110 PRINTING	39	100	0	100	100
G-320-3100-3120 MEALS AND MEETING COSTS	0	250	230	250	300
G-320-3100-3140 R & M - BUILDINGS & EQUIPMENT	0	0	1,772	0	0
G-320-3100-3190 VEHICLE - REPAIRS & EXPENSES	357	2,500	1,742	3,000	0
G-320-3100-4020 SERVICE CONTRACTS	6,988	0	6,449	0	0
G-320-3100-4050 CONTRACTORS	436	1,000	0	1,000	0
G-320-3100-4060 COURIER/FREIGHT	9	0	0	0	0
G-320-3100-4097 MEMBERSHIPS	602	1,140	1,547	1,140	1,625
G-320-3100-4110 TELEPHONE - BASIC	1,770	1,770	2,521	2,750	2,320
G-320-3100-4120 TELEPHONE - CELL PHONES	6,651	6,800	5,940	6,660	5,040
G-320-3100-4142 TRAINING - EXPENSES	10,171	12,000	7,257	15,250	12,000
G-320-3100-5010 BANK, COLLECTION AND CREDIT CARD CH/	486	0	309	0	0
G-320-3100-5030 INTEREST ON LTD	65,524	61,910	39,251	47,970	47,776
G-320-3100-5035 PRINCIPAL ON LTD	483,860	485,100	395,989	493,920	491,167
G-320-3100-7820 TRANSFER TO RESERVE FUNDS	1,285,710	1,258,000	1,308,000	1,308,000	1,336,800
G-320-3100-7850 CITY OWNED RENTAL EXPENSE	1,144	3,500	0	0	0

<b>320 ROADS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-320-3100-7900 INTERFUNCTIONAL TRANSFER	2,617	0	0	0	0
G-320-3100-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	1,500	304	2,000	2,000
G-320-3100-9040 TOOLS & SMALL EQUIPMENT	22,796	18,500	17,244	20,000	20,000
<b>Total 3100 ROAD ADMIN</b>	<b>2,363,044</b>	<b>2,152,060</b>	<b>2,452,042</b>	<b>2,327,010</b>	<b>2,020,208</b>
<b>3125 ROAD OPERATIONS</b>					
G-320-3125-1405 USER FEES	-1,905	-1,500	0	-2,000	-2,000
G-320-3125-1770 RECOVERABLES	-95,296	-22,000	-43,280	-43,000	-43,000
G-320-3125-1850 CITY OWN RENTAL REVENUE	-557,768	-600,000	0	0	0
G-320-3125-1900 INTERFUNCTIONAL TRANSFERS	-42,832	-40,000	0	-246,860	-597,090
G-320-3125-2100 F.T. SALARIES & WAGES	674,181	879,590	381,613	1,389,030	1,951,175
G-320-3125-2500 F.T. BENEFITS	152,676	276,180	106,849	374,590	565,130
G-320-3125-3030 HEAT	12,595	14,000	8,898	12,000	12,300
G-320-3125-3040 HYDRO	21,301	24,300	15,731	21,000	21,000
G-320-3125-3045 WATER / SEWAGE	3,310	3,000	2,215	2,700	2,800
G-320-3125-3050 MATERIALS	115,790	135,000	82,426	140,000	97,800
G-320-3125-3100 POSTAGE	554	0	0	0	0
G-320-3125-3140 R & M - BUILDINGS & EQUIPMENT	18,887	22,000	4,646	20,000	20,000
G-320-3125-3180 VEHICLE - FUEL	11,769	0	0	0	0
G-320-3125-4020 SERVICE CONTRACTS	53,573	20,000	3,734	22,000	22,000
G-320-3125-4050 CONTRACTORS	139,402	147,000	52,425	67,000	25,000
G-320-3125-4060 COURIER/FREIGHT	12	100	169	100	100
G-320-3125-4095 MAINTENANCE CONTRACTS	0	0	12,978	0	0
G-320-3125-5040 RENTAL OF BLDG, MACHINERY & EQUIP	54	0	354	0	0
G-320-3125-7810 TRANSFER TO RESERVES	0	350,000	0	0	0
G-320-3125-7820 TRANSFER TO RESERVE FUNDS	350,000	0	357,000	357,000	364,100
G-320-3125-7850 CITY OWNED RENTAL EXPENSE	217,606	210,000	0	0	0
G-320-3125-7900 INTERFUNCTIONAL	342	0	0	0	0
<b>Total 3125 ROAD OPERATIONS</b>	<b>1,074,251</b>	<b>1,417,670</b>	<b>985,758</b>	<b>2,113,560</b>	<b>2,439,315</b>

<b>320 ROADS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3150 ROAD WINTER</b>					
G-320-3150-1900 INTERFUNCTIONAL TRANSFERS	-70,287	-88,500	0	-66,000	-71,000
G-320-3150-2100 F.T. SALARIES & WAGES	310,099	269,210	208,364	0	0
G-320-3150-2500 F.T. BENEFITS	85,173	65,150	58,341	0	0
G-320-3150-3040 HYDRO	3,422	6,000	2,379	4,300	4,500
G-320-3150-3050 MATERIALS	219,861	210,000	153,489	300,000	275,000
G-320-3150-3140 R & M - BUILDINGS & EQUIPMENT	942	1,500	0	2,000	2,000
G-320-3150-3190 VEHICLE - REPAIRS & EXPENSES	1,197	0	24	0	0
G-320-3150-4010 ADVERTISING	0	250	0	200	100
G-320-3150-4020 SERVICE CONTRACTS	31,868	53,500	20,288	54,600	55,000
G-320-3150-4050 CONTRACTORS	172,022	220,000	120,301	225,000	200,000
G-320-3150-4095 MAINTENANCE CONTRACTS	3,041	5,000	3,041	5,000	5,000
G-320-3150-5040 RENTAL OF MACHINERY & EQUIPMENT	10,368	20,000	20,712	20,000	25,000
G-320-3150-7850 CITY OWNED RENTAL EXPENSE	309,121	250,000	0	0	0
<b>Total 3150 ROAD WINTER</b>	<b>1,076,827</b>	<b>1,012,110</b>	<b>586,939</b>	<b>545,100</b>	<b>495,600</b>
<b>3175 RAILWAY CROSSINGS</b>					
G-320-3175-2100 F.T. SALARIES & WAGES	1,606	0	0	0	0
G-320-3175-2500 F.T. BENEFITS	450	0	0	0	0
G-320-3175-3050 MATERIALS	80	0	0	0	0
G-320-3175-4095 MAINTENANCE CONTRACTS	52,208	53,280	47,877	59,350	60,540
G-320-3175-7850 CITY OWNED RENTAL EQUIPMENT	272	0	0	0	0
<b>Total 3175 RAILWAY CROSSINGS</b>	<b>54,616</b>	<b>53,280</b>	<b>47,877</b>	<b>59,350</b>	<b>60,540</b>
<b>3176 TRAFFIC</b>					
G-320-3176-1770 RECOVERABLES	0	0	-812	0	0
G-320-3176-3050 MATERIALS	0	0	4,740	0	5,500
G-320-3176-4020 SERVICE CONTRACTS	0	0	33,389	0	35,000
G-320-3176-4060 COURIER/FREIGHT	0	0	174	0	0
G-320-3176-4095 MAINTENANCE CONTRACTS	0	0	407	0	0
<b>Total 3176 TRAFFIC</b>	<b>0</b>	<b>0</b>	<b>37,898</b>	<b>0</b>	<b>40,500</b>

<b>320 ROADS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>3177 TRAFFIC SIGNS</b>					
G-320-3177-2100 F.T. SALARIES & WAGES	0	0	27,147	0	0
G-320-3177-2500 F.T. BENEFITS	0	0	7,601	0	0
G-320-3177-3050 MATERIALS	0	0	4,730	0	2,500
G-320-3177-4050 CONTRACTORS	0	0	9,982	0	0
<b>Total 3177 TRAFFIC SIGNS</b>	0	0	49,460	0	2,500
<b>3178 ROAD PAINTING</b>					
G-320-3178-2100 F.T. SALARIES & WAGES	0	0	72,763	0	0
G-320-3178-2500 F.T. BENEFITS	0	0	20,373	0	0
G-320-3178-3050 MATERIALS	0	0	21,285	0	23,000
G-320-3178-4050 CONTRACTORS	0	0	29,617	0	31,000
<b>Total 3178 ROAD PAINTING</b>	0	0	144,038	0	54,000
<b>3500 STREET LIGHTS</b>					
G-320-3500-1770 RECOVERABLES	-2,540	-1,500	-925	-1,500	-800
G-320-3500-2100 F.T. SALARIES & WAGES	0	0	135	0	0
G-320-3500-2500 F.T. BENEFITS	0	0	38	0	0
G-320-3500-3040 HYDRO	250,591	280,000	189,680	230,000	237,660
G-320-3500-4020 SERVICE CONTRACTS	143,635	120,000	76,023	123,000	123,000
G-320-3500-4108 TREE TRIMMING & REMOVAL	51,640	52,000	0	0	0
G-320-3500-7820 TRANSFER TO RESERVE FUNDS	90,000	90,000	110,000	110,000	110,000
<b>Total 3500 STREET LIGHTS</b>	533,326	540,500	374,951	461,500	469,860
<b>3510 ANIMAL CONTROL</b>					
G-320-3510-4020 SERVICE CONTRACTS	0	0	4,526	0	0
G-320-3510-4050 CONTRACTORS- ANIMAL CONTROL	118,844	117,700	102,183	123,300	125,800
<b>Total 3510 ANIMAL CONTROL</b>	118,844	117,700	106,709	123,300	125,800
<b>Total 320 ROADS</b>	<b>5,220,908</b>	<b>5,293,320</b>	<b>4,785,672</b>	<b>5,629,820</b>	<b>5,708,323</b>
					<b>1.39%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G320 Roads</b>

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

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

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

Funding for this budget is entirely through tax base.

### **Key Activities for 2021:**

Continuing to provide repairs on all City streets. Focusing on hot asphalt overlay for poor conditioned roadways.

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

Continue to implement shouldering program.

Implement structured ditching program.

### **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 (2021 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:**

COVID-19 forced the Public Works Department to split the work force into three different shifts. This allowed the department to follow proper COVID-19 guidelines. However, reducing the number of staff available throughout the day limited the number of tasks being completed in the day.

**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:**

- Grass mowing operations
- Street Sweeping (as needed)

<b>330 SANITARY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>4100 SANITARY ADMIN</b>					
G-330-4100-1370 SEWAGE SURCHARGE REVENUE	-6,964,104	-6,752,000	-5,495,541	-6,950,000	-7,228,000
G-330-4100-1820 CONTRIBUTION FROM RESERVE FUNDS	0	-212,800	0	0	0
G-330-4100-2100 F.T. SALARIES & WAGES	12,551	47,900	60,785	0	0
G-330-4100-2500 F.T. BENEFITS	5,145	19,600	18,512	0	0
G-330-4100-2700 OTHER PAYROLL EXPENSES	240	300	912	300	450
G-330-4100-3010 CLOTHING	5,726	1,500	1,103	2,400	2,400
G-330-4100-3050 MATERIALS	1,911	2,000	324	2,000	1,500
G-330-4100-3120 MEALS & MEETING COSTS	134	0	0	0	0
G-330-4100-4020 SERVICE CONTRACTS	4,440	4,000	3,817	4,400	4,900
G-330-4100-4050 CONTRACTORS	0	1,500	312	5,000	2,500
G-330-4100-4097 MEMBERSHIPS	868	900	561	900	700
G-330-4100-4110 TELEPHONE - BASIC	1,760	1,760	0	0	0
G-330-4100-4142 TRAINING - EXPENSES	6,687	12,000	1,448	12,000	8,000
G-330-4100-5030 INTEREST ON LTD	700,925	756,610	331,450	634,750	590,770
G-330-4100-5035 PRINCIPAL ON LTD	2,088,217	2,233,530	1,083,078	2,092,360	2,152,999
G-330-4100-7810 TRANSFER TO RESERVES	399,086	1,604,340	0	1,816,080	2,176,991
G-330-4100-7820 TRANSFER TO RESERVE FUNDS	1,735,308	0	1,816,080	0	0
G-330-4100-7850 CITY OWNED RENTAL EXPENSE	220	1,500	0	0	0
G-330-4100-7900 INTERFUNCTIONAL TRANSFER	0	0	0	10,200	10,400
G-330-4100-9040 TOOLS & SMALL EQUIPMENT	2,135	4,000	3,287	5,000	4,000
<b>Total 4100 SANITARY ADMIN</b>	<b>-1,998,751</b>	<b>-2,273,360</b>	<b>-2,173,872</b>	<b>-2,364,610</b>	<b>-2,272,390</b>
<b>4125 SANITARY TREAT</b>					
G-330-4125-1770 RECOVERABLES	-130,900	-10,000	-91,815	-10,000	-90,000
G-330-4125-2100 F.T. SALARIES & WAGES	0	0	38	0	0
G-330-4125-3040 HYDRO	341,590	499,920	351,667	440,000	440,000
G-330-4125-4020 SERVICE CONTRACTS	20,434	25,000	154	25,000	35,000
G-330-4125-4040 CONSULTANTS	71,455	0	15,095	25,000	25,000
G-330-4125-4050 CONTRACTORS - OCWA	893,486	978,600	832,385	998,100	1,018,060
G-330-4125-4090 LEGAL	13,465	5,000	4,264	5,000	5,000
G-330-4125-4095 MAINTENANCE CONTRACTS	81,701	0	977	0	0
<b>Total 4125 SANITARY TREAT</b>	<b>1,291,231</b>	<b>1,498,520</b>	<b>1,112,765</b>	<b>1,483,100</b>	<b>1,433,060</b>

<b>330 SANITARY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>4150 SANITARY COLLECT</b>					
G-330-4150-1770 RECOVERABLES	-10,208	-10,000	-6,961	-10,000	-10,000
G-330-4150-1850 CITY OWN RENTAL REVENUE	-107,560	-100,000	0	0	0
G-330-4150-2100 F.T. SALARIES & WAGES	283,016	308,140	198,838	323,950	332,240
G-330-4150-2500 F.T. BENEFITS	79,245	84,270	55,674	82,940	84,850
G-330-4150-3040 HYDRO	34,805	48,300	24,425	33,000	33,660
G-330-4150-3045 WATER / SEWAGE	466	400	369	400	410
G-330-4150-3050 MATERIALS	32,239	30,000	19,855	50,000	35,000
G-330-4150-3140 R & M - BUILDINGS & EQUIPMENT (EXCLUD	0	35,000	209	15,000	7,500
G-330-4150-3180 VEHICLE - FUEL	21,706	12,000	535	18,000	18,000
G-330-4150-3190 VEHICLE - REPAIRS & EXPENSES	56,719	30,000	23,753	40,000	40,000
G-330-4150-4020 SERVICE CONTRACTS	36,226	50,000	16,172	56,500	29,450
G-330-4150-4040 CONSULTANTS	44,572	8,000	8,812	8,000	8,000
G-330-4150-4050 CONTRACTORS	10,078	45,000	0	87,500	80,000
G-330-4150-4060 COURIER/FREIGHT	83	50	0	200	100
G-330-4150-4110 TELEPHONE - BASIC	1,760	1,760	0	0	0
G-330-4150-4120 TELEPHONE - CELL PHONES	1,860	1,920	1,810	1,620	2,220
G-330-4150-5040 RENTAL OF BLDG, MACHINERY & EQUIPME	147	0	0	0	0
G-330-4150-7810 TRANSFER TO RESERVES	0	105,000	0	0	0
G-330-4150-7820 TRANSFER TO RESERVE FUNDS	105,000	0	107,100	107,100	109,250
G-330-4150-7850 CITY OWNED RENTAL EXPENSE	47,232	59,000	0	0	0
G-330-4150-7900 INTERFUNCTIONAL TRANSFERS	69,820	66,000	67,300	67,300	68,650
G-330-4150-9040 TOOLS & SMALL EQUIPMENT	315	0	0	0	0
<b>Total 4150 SANITARY COLLECT</b>	<b>707,521</b>	<b>774,840</b>	<b>517,891</b>	<b>881,510</b>	<b>839,330</b>
<b>Total 330 SANITARY</b>	<b>1</b>		<b>-543,216</b>		



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G330 Sanitary</b>

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

The City wastewater collection system consists of 10 wastewater pumping stations, approximately 170 km of sanitary main and 2,100 manholes. There is one flow meter installed at Vivian Pumping station, but no other flow meters exist. For 7 of the 10 stations, existing SCADA historians record data for regulatory purposes regarding operational parameters.

The treatment system is operated by the Ontario Clean Water Agency

### **Key Activities for 2021:**

- Sewer flushing of local mains – goal of 40,000 meters (25%) (all labour costs)
- Trunk Sewer contract for cleaning and camera work (contract services)
- Data Management consulting (contract services)
- SCADA Integration Services (contract)
- SCADA/PLC Upgrades

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

Developing our Resources – The Wastewater 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 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 (2021 proposed budget vs prior year actuals):**

None.

### **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. This would be for loss of service.

<b>340 STORM</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>4200 STORM ADMIN</b>					
G-340-4200-2100 F.T. SALARIES & WAGES	35	0	0	0	0
G-340-4200-3040 HYDRO	1,855	3,000	1,501	3,000	3,000
G-340-4200-4050 CONTRACTORS	311	0	0	0	0
G-340-4200-5030 INTEREST ON LTD	252,065	246,470	112,025	211,370	180,661
G-340-4200-5035 PRINCIPAL ON LTD	1,271,106	1,250,650	593,386	1,068,960	1,001,295
G-340-4200-7820 TRANSFER TO RESERVE FUND	1,408,000	1,408,000	1,588,000	1,588,000	1,331,000
G-340-4200-9040 SMALL TOOLS & EQUIPMENT	30	200	311	200	225
<b>Total 4200 STORM ADMIN</b>	<b>2,933,402</b>	<b>2,908,320</b>	<b>2,295,223</b>	<b>2,871,530</b>	<b>2,516,181</b>
<b>4225 STORM TREAT</b>					
G-340-4225-1770 RECOVERABLES	0	-43,000	0	-15,000	0
G-340-4225-2100 F.T. SALARIES & WAGES	8,448	18,450	11,000	0	0
G-340-4225-2500 F.T. BENEFITS	2,366	6,350	3,080	0	0
G-340-4225-3050 MATERIALS	8,031	17,000	22,042	18,000	18,500
G-340-4225-4020 SERVICE CONTRACTS	1,206	3,000	28,751	3,000	2,500
G-340-4225-4050 CONTRACTORS	29,990	95,000	2,370	108,000	65,000
G-340-4225-5040 RENTAL OF MACHINERY & EQUIPMENT	694	2,000	223	1,500	600
G-340-4225-7850 CITY OWNED RENTAL EXPENSE	3,263	9,000	0	8,500	0
G-340-4225-7900 INTERFUNCTIONAL TRANSFER	0	0	0	59,160	0
G-340-4225-9040 TOOLS & SMALL EQUIPMENT	291	0	0	0	0
<b>Total 4225 STORM TREAT</b>	<b>54,289</b>	<b>107,800</b>	<b>67,466</b>	<b>183,160</b>	<b>86,600</b>
<b>4250 STORM COLLECT</b>					
G-340-4250-1130 ONTARIO GRANTS	-15,264	0	0	0	-5,000
G-340-4250-1770 RECOVERABLES	-3,385	0	0	0	0
G-340-4250-2100 F.T. SALARIES & WAGES	61,913	92,510	74,366	0	0
G-340-4250-2500 F.T. BENEFITS	17,336	28,660	21,476	0	0
G-340-4250-3050 MATERIALS	12,909	12,000	827	15,000	12,000
G-340-4250-3180 VEHICLES - FUEL	0	0	316	0	0
G-340-4250-4020 SERVICE CONTRACTS	34,537	5,000	11,709	10,000	15,000
G-340-4250-4040 CONSULTANTS	15,457	0	5,993	0	25,000

<b>340 STORM</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-340-4250-4050 CONTRACTORS	25,429	0	1,138	50,000	80,000
G-340-4250-5040 RENTAL OF BLDG, MACHINERY & EQUIPME	538	0	177	0	200
G-340-4250-7850 CITY OWNED RENTAL EXPENSE	37,275	18,000	0	20,000	0
G-340-4250-7900 INTERFUNCTIONAL TRANSFER	0	0	0	24,050	0
<b>Total 4250 STORM COLLECT</b>	186,745	156,170	116,002	119,050	127,200
<b>Total 340 STORM</b>	<b>3,174,436</b>	<b>3,172,290</b>	<b>2,478,691</b>	<b>3,173,740</b>	<b>2,729,981</b>
					<b>-13.98%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G340 Storm</b>

**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 St. Also, at this location is 2 Supervisors and 1 Manager of Public Works.

Funding for this budget is entirely through tax base.

**Key Activities for 2021:**

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

Continue to repair an aging storm infrastructure within the City.

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

**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 (2021 proposed budget vs prior year actuals):**

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

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

**COVID-19?**  yes       no



**If yes, please review impacts:**

COVID-19 forced the Public Works Department to split the work force into three different shifts. This allowed the department to follow proper COVID-19 guidelines. However, reducing the number of staff available throughout the day limited the number of tasks being completed in the day.

**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:**

- Cath basin cleaning
- Storm flushing (as needed)
- Ditch cleaning (as needed)

<b>350 WATER</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>4300 WATER ADMIN</b>					
G-350-4300-1410 WATER REVENUE	-4,710,241	-4,502,000	-3,691,856	-4,634,000	-4,819,400
G-350-4300-2100 F.T. SALARIES & WAGES	430,541	336,880	356,873	0	990,980
G-350-4300-2110 PART TIME SALARIES & WAGES	6,240	0	0	0	0
G-350-4300-2500 F.T. BENEFITS	131,057	115,330	116,460	21,950	304,800
G-350-4300-2510 P.T. BENEFITS	547	0	0	0	0
G-350-4300-2700 OTHER PAYROLL EXPENSES	32,178	2,000	1,385	2,000	1,000
G-350-4300-3010 CLOTHING	8,172	5,100	6,702	7,000	7,150
G-350-4300-3050 MATERIALS	3,038	5,000	1,207	3,500	3,500
G-350-4300-3070 OFFICE SUPPLIES AND PAPER	762	1,200	440	800	800
G-350-4300-3090 PHOTOCOPIER EXPENSE	418	280	246	300	320
G-350-4300-3100 POSTAGE	491	1,000	263	500	500
G-350-4300-3110 PRINTING	171	900	330	700	500
G-350-4300-3120 MEALS & MEETING COSTS	66	220	174	300	300
G-350-4300-4010 ADVERTISING	0	0	122	0	150
G-350-4300-4020 SERVICE CONTRACTS	7,233	3,500	7,220	3,500	6,000
G-350-4300-4040 CONSULTANTS	2,615	5,100	64	5,100	5,000
G-350-4300-4050 CONTRACTORS	551,769	545,000	401,154	545,000	555,900
G-350-4300-4060 COURIER/FREIGHT	115	100	0	100	100
G-350-4300-4090 LEGAL	305	1,000	0	1,000	750
G-350-4300-4097 MEMBERSHIPS	3,662	3,830	3,771	5,400	4,150
G-350-4300-4101 CONSERVATION AUTHORITY LEVY	417,599	417,600	394,709	394,710	402,600
G-350-4300-4107 BUILDING MAINTENANCE	341	0	0	0	0
G-350-4300-4110 TELEPHONE - BASIC	5,290	5,290	1,888	2,060	1,740
G-350-4300-4120 TELEPHONE - CELL PHONES	7,951	8,000	6,990	7,680	5,940
G-350-4300-4142 TRAINING - EXPENSES	24,550	35,000	11,496	36,000	36,000
G-350-4300-5030 INTEREST ON LTD	255	230	152	150	210
G-350-4300-5035 PRINCIPAL ON LTD	3,142	3,150	2,691	3,230	3,206
G-350-4300-7810 TRANSFER TO RESERVES	276,813	733,420	0	0	0
G-350-4300-7820 TRANSFER TO RESERVE FUNDS	733,420	0	771,160	771,160	1,035,884
G-350-4300-7850 CITY OWNED RENTAL EXPENSE	345	1,250	0	0	0

<b>350 WATER</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-350-4300-7900 INTERFUNCTIONAL TRANSFERS	179,500	189,500	183,100	193,300	197,000
G-350-4300-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	500	0	1,000	500
G-350-4300-9040 TOOLS & SMALL EQUIPMENT	3,036	5,000	1,043	5,000	3,500
<b>Total 4300 WATER ADMIN</b>	<b>-1,878,619</b>	<b>-2,076,620</b>	<b>-1,422,216</b>	<b>-2,622,560</b>	<b>-1,250,920</b>
<b>4325 WATER SUPPLY</b>					
G-350-4325-1405 USER FEES	-2,400	-2,400	-2,400	0	-2,640
G-350-4325-1770 RECOVERABLES	-1,363	0	-13,185	0	0
G-350-4325-2100 F.T. SALARIES & WAGES	142,440	154,160	147,939	0	0
G-350-4325-2110 PART TIME SALARIES & WAGES	0	2,180	0	0	0
G-350-4325-2500 F.T. BENEFITS	40,422	42,860	41,422	0	0
G-350-4325-2510 P.T. BENEFITS	0	180	0	0	0
G-350-4325-3040 HYDRO	286,756	325,000	180,820	270,000	275,400
G-350-4325-3050 MATERIALS	141,473	120,000	126,277	120,000	122,400
G-350-4325-3120 MEALS & MEETING COSTS	62	500	8	500	250
G-350-4325-3140 R & M - BUILDINGS & EQUIPMENT	0	15,000	1,368	15,000	10,000
G-350-4325-3180 VEHICLE - FUEL	97	2,000	0	2,000	2,000
G-350-4325-4020 SERVICE CONTRACTS	212,978	213,000	63,489	230,000	220,420
G-350-4325-4040 CONSULTANTS	18,563	15,000	26,986	30,000	20,000
G-350-4325-4050 CONTRACTORS	13,317	30,000	8,890	30,000	21,000
G-350-4325-4060 COURIER/FREIGHT	66	200	306	200	200
G-350-4325-4095 MAINTENANCE CONTRACTS	0	0	1,750	0	0
G-350-4325-4110 TELEPHONE - BASIC	5,290	5,290	0	0	0
G-350-4325-7850 CITY OWNED RENTAL EXPENSE	27,797	35,000	0	35,000	0
G-350-4325-7900 INTERFUNCTIONAL	2,600	0	0	0	0
G-350-4325-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	0	499	0	0
<b>Total 4325 WATER SUPPLY</b>	<b>888,098</b>	<b>957,970</b>	<b>584,169</b>	<b>732,700</b>	<b>669,030</b>
<b>4350 WATER DISTRIBUTION</b>					
G-350-4350-1405 USER FEES	-2,264	-2,220	-2,310	-2,300	-2,350
G-350-4350-1770 RECOVERABLES	-24,413	-6,000	-15,477	-8,000	-10,000
G-350-4350-1850 CITY OWN RENTAL REVENUE	-156,650	-170,000	0	0	0
G-350-4350-2100 F.T. SALARIES & WAGES	375,977	462,480	259,795	971,620	0

<b>350 WATER</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-350-4350-2110 PART TIME SALARIES & WAGES	0	6,550	0	9,360	9,360
G-350-4350-2500 F.T. BENEFITS	104,213	128,590	73,252	267,450	0
G-350-4350-2510 P.T. BENEFITS	0	550	0	800	780
G-350-4350-3040 HYDRO	7,977	10,080	4,350	6,700	6,830
G-350-4350-3050 MATERIALS	196,333	230,000	133,207	230,000	230,000
G-350-4350-3100 POSTAGE	37	0	0	0	0
G-350-4350-3120 MEALS & MEETING COSTS	1,178	820	297	1,000	1,000
G-350-4350-3180 VEHICLE - FUEL	31,982	35,000	18,226	35,000	35,000
G-350-4350-3190 VEHICLE - REPAIRS & EXPENSES	30,350	20,000	27,363	30,000	30,000
G-350-4350-4020 SERVICE CONTRACTS	85,562	63,000	25,631	78,500	58,500
G-350-4350-4040 CONSUTANTS	3,235	0	1,156	5,000	5,000
G-350-4350-4050 CONTRACTORS	45,875	60,000	27,659	117,000	67,000
G-350-4350-4060 COURIER/FREIGHT	65	0	0	0	0
G-350-4350-4095 MAINTENANCE CONTRACTS	0	5,000	0	0	0
G-350-4350-5040 RENTAL OF BLDG MACHINERY & EQUIPMEN	729	0	372	0	0
G-350-4350-7810 TRANSFER TO RESERVES	0	50,000	0	0	0
G-350-4350-7820 TRANSFER TO RESERVE FUNDS	50,000	0	51,000	51,000	52,100
G-350-4350-7850 CITY OWNED RENTAL EXPENSE	145,038	129,500	0	0	0
G-350-4350-7900 INTERFUNCTIONAL TRANSFER	95,300	95,300	96,730	96,730	98,670
G-350-4350-9040 TOOLS & SMALL EQUIPMENT	0	0	40	0	0
<b>Total 4350 WATER DISTRIBUTION</b>	990,524	1,118,650	701,291	1,889,860	581,890
<b>Total 350 WATER</b>	<b>3</b>		<b>-136,756</b>		



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G350 Water</b>

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

The City of Stratford water supply consists of 11 production wells, 6 treated water entry points and 2 elevated towers. For all of 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 materials is based on 30 mainbreaks, 10 valve replacements, and maintenance of an average of \$33 per hydrant. These numbers may vary from year to year.

### **Key Activities for 2021:**

- Water Meter Changeout Program – goal of 600 (5%)
- Large Meter Changeout Program and Calibration
- Data Management Consulting
- SCADA – update sites automation hardware
- Valve Exercising – Goal of 400 valves per year
- Valve Replacements – 5 replacements per year
- Valve Maintenance – 50% per year valve turning
- Hydrant Maintenance – repairs and replacement
- Promotion of Tap Water

### **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 (2021 proposed budget vs prior year actuals):**

None.

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

**COVID-19?**  yes       no

**If yes, please review impacts:**

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

**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.

<b>360 WASTE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>4400 WASTE ADMIN</b>					
G-360-4400-1310 BAG TAG REVENUE	-996,344	-730,000	-872,883	-768,040	-783,400
G-360-4400-1315 TIPPING FEE REVENUE	-1,750,597	-1,777,000	-1,286,729	-1,812,500	-1,848,750
G-360-4400-2100 F.T. SALARIES & WAGES	119,229	113,960	94,924	69,980	0
G-360-4400-2500 F.T. BENEFITS	34,607	31,990	29,117	19,400	0
G-360-4400-3010 CLOTHING	274	400	224	400	400
G-360-4400-3050 MATERIALS	63	200	77	200	200
G-360-4400-3070 OFFICE SUPPLIES AND PAPER	0	0	36	0	40
G-360-4400-3110 PRINTING	0	50	57	50	55
G-360-4400-4060 COURIER/FREIGHT	0	50	0	50	50
G-360-4400-4097 MEMBERSHIPS	733	850	728	900	900
G-360-4400-4110 TELEPHONE - BASIC	3,090	3,090	1,265	1,380	1,170
G-360-4400-4142 TRAINING - EXPENSES	2,968	3,600	85	3,600	3,000
G-360-4400-5010 BANK CHARGES/COLLECTION FEES	914	1,000	4,989	1,000	4,000
G-360-4400-7810 CONTRIBUTION TO RESERVES	0	143,400	0	0	0
G-360-4400-7820 TRANSFER TO RESERVE FUNDS	651,976	0	484,960	484,960	494,660
G-360-4400-7900 INTERFUNCTIONAL TRANSFER	0	0	0	61,150	163,740
G-360-4400-9010 OFFICE EQUIPMENT AND FURNISHINGS	16	300	0	300	300
G-360-4400-9040 TOOLS & SMALL EQUIPMENT	33	300	193	300	200
<b>Total 4400 WASTE ADMIN</b>	<b>-1,933,038</b>	<b>-2,207,810</b>	<b>-1,542,957</b>	<b>-1,936,870</b>	<b>-1,963,435</b>
<b>4425 WASTE DISPOSAL</b>					
G-360-4425-1770 RECOVERABLES	-752	0	0	0	0
G-360-4425-1850 CITY OWN RENTAL REVENUE	-341,229	-305,000	0	0	0
G-360-4425-2100 F.T. SALARIES & WAGES	342,039	341,140	260,443	186,380	0
G-360-4425-2500 F.T. BENEFITS	95,771	91,670	72,923	53,720	0
G-360-4425-3010 CLOTHING	0	300	0	300	300
G-360-4425-3040 HYDRO	11,722	16,000	8,185	15,000	15,000
G-360-4425-3045 WATER / SEWAGE	384	320	305	330	330
G-360-4425-3047 SEWAGE- LEACHATE	0	173,400	0	176,900	180,440
G-360-4425-3050 MATERIALS	32,455	22,500	13,990	23,000	25,000
G-360-4425-3140 R & M - BUILDINGS & EQUIPMENT (EXCLUD	7,478	5,000	11,600	5,100	5,500

<b>360 WASTE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-360-4425-3180 VEHICLE - FUEL	61,215	75,000	39,086	75,000	75,000
G-360-4425-3190 VEHICLE - REPAIRS & EXPENSES	51,325	65,000	32,788	65,000	65,000
G-360-4425-4020 SERVICE CONTRACTS	44,385	23,000	89,641	30,000	35,000
G-360-4425-4040 CONSULTANTS	66,997	73,500	75,723	75,000	76,500
G-360-4425-4050 CONTRACTORS	98,187	90,000	36,052	92,000	92,500
G-360-4425-4060 COURIER/FREIGHT	0	50	0	50	25
G-360-4425-5010 BANK, COLLECTION AND CREDIT CARD CH/	0	0	70	0	0
G-360-4425-5040 RENTAL OF MACHINERY & EQUIPMENT	0	20,000	673	20,000	10,000
G-360-4425-7810 TRANSFER TO RESERVES	0	137,000	0	0	0
G-360-4425-7820 TRANSFER TO RESERVE FUNDS	137,000	0	140,000	140,000	142,800
G-360-4425-7850 CITY OWNED RENTAL EXPENSE	363,535	360,000	0	0	0
G-360-4425-7900 INTERFUNCTIONAL TRANSFER	0	0	0	139,650	387,350
<b>Total 4425 WASTE DISPOSAL</b>	<b>970,512</b>	<b>1,188,880</b>	<b>781,479</b>	<b>1,097,430</b>	<b>1,110,745</b>
<b>4450 WASTE COLLECTION</b>					
G-360-4450-1310 BAG TAGS REVENUE	-3,510	0	0	0	0
G-360-4450-1610 SALES	-4,182	-1,500	-5,112	-2,000	-3,000
G-360-4450-2100 F.T. SALARIES & WAGES	365	0	924	0	0
G-360-4450-2500 F.T. BENEFITS	102	0	259	0	0
G-360-4450-3050 MATERIALS	345	1,500	0	1,500	1,000
G-360-4450-4050 CONTRACTORS	349,657	290,000	322,368	325,000	331,500
G-360-4450-4060 COURIER/FREIGHT	0	50	0	50	50
G-360-4450-5040 RENTAL OF BLDG, MACH & EQUIPMENT	13,636	0	0	0	0
G-360-4450-7850 CITY OWNED RENTAL EXPENSE	301	500	0	0	0
<b>Total 4450 WASTE COLLECTION</b>	<b>356,714</b>	<b>290,550</b>	<b>318,439</b>	<b>324,550</b>	<b>329,550</b>
<b>4475 WASTE RECYCLE</b>					
G-360-4475-1130 ONTARIO GRANTS	-314,811	-300,500	-265,728	-327,000	-275,000
G-360-4475-1610 SALES	-4,555	-4,000	-2,391	-4,000	-3,000
G-360-4475-1770 RECOVERABLES	-36,044	-20,000	-30,553	-40,000	-35,000
G-360-4475-2100 F.T. SALARIES & WAGES	13,926	8,690	16,628	0	0
G-360-4475-2500 F.T. BENEFITS	3,835	2,640	4,560	0	0
G-360-4475-3050 MATERIALS	9,688	18,000	284,015	17,000	35,000



<b>360 WASTE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-360-4475-3100 POSTAGE	0	0	41	0	25
G-360-4475-3190 VEHICLE - REPAIRS & EXPENSES	4,140	0	0	5,000	0
G-360-4475-4010 ADVERTISING	0	1,000	452	1,000	1,000
G-360-4475-4020 SERVICE CONTRACTS	175,481	35,500	209,823	15,000	15,000
G-360-4475-4050 CONTRACTORS	751,915	975,000	827,214	1,663,000	1,696,260
G-360-4475-4060 COURIER/FREIGHT	16	50	0	50	25
G-360-4475-7850 CITY OWNED RENTAL EXPENSE	2,220	12,000	0	0	0
<b>Total 4475 WASTE RECYCLE</b>	605,811	728,380	1,044,061	1,330,050	1,434,310
<b>Total 360 WASTE</b>	<b>-1</b>		<b>601,022</b>	<b>815,160</b>	<b>911,170</b>
					<b>11.78%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Infrastructure &amp; Development Services</b>
<b>Budget Division:</b>	<b>G360 Waste</b>

### **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 St. While the Waste Reduction Coordinator works from 303 King St.

Funding for this budget is entirely through Waste rates.

### **Key Activities for 2021:**

A functional review of the Landfill is required to maximize space usage as well as efficiencies for our recycling depot.

Purchase of lands adjacent to landfill to provide a buffer.

Extend the City's organics program to multi residential properties.

The budget only includes 3 Household Hazardous Waste events at the Rotary Complex.

### **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 (2021 proposed budget vs prior year actuals):**

Expanding the organics program will ultimately increase our collection and disposal costs.

### **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.

**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:**

- Close Landfill site to the public (open for contractors only) and reduce operating hours.
- At the Landfill site, close recycle depot and textile recycling
- Curbside collections only for residents
- Saturday closure of the landfill

<b>610 SOCIAL SERVICES ADMINISTRATION</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6100 SOCIAL SERVICES ADMINISTRATION</b>					
G-610-6100-1900 INTERFUNCTIONAL TRANSFER	0	0	-1,307,041	-1,696,840	-1,739,640
G-610-6100-2100 F.T. SALARIES & WAGES	0	0	546,006	625,420	637,890
G-610-6100-2110 PART TIME SALARIES	0	0	14,576	0	0
G-610-6100-2500 F.T. BENEFITS	0	0	160,253	178,150	184,600
G-610-6100-2510 P.T. BENEFITS	0	0	1,420	0	0
G-610-6100-2700 OTHER PAYROLL EXPENSES	0	0	190,000	250	100
G-610-6100-3070 OFFICE SUPPLIES & PAPER	0	0	9,852	20,000	20,000
G-610-6100-3090 PHOTOCOPIER EXPENSE	0	0	9,538	16,000	16,000
G-610-6100-3100 POSTAGE	0	0	22,333	30,000	30,000
G-610-6100-3110 PRINTING	0	0	0	1,000	500
G-610-6100-3120 MEETING COSTS	0	0	255	1,000	750
G-610-6100-3130 PUBLICATIONS & SUBSCRIPTIONS	0	0	0	400	0
G-610-6100-4036 CONFERENCES - EXPENSES	0	0	447	7,000	3,500
G-610-6100-4097 MEMBERSHIPS	0	0	8,556	10,000	10,000
G-610-6100-4110 TELEPHONE - BASIC	0	0	25,868	28,220	23,850
G-610-6100-4120 TELEPHONE - CELL PHONES	0	0	1,650	1,800	1,800
G-610-6100-4142 TRAINING - EXPENSES	0	0	0	10,000	5,000
G-610-6100-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONI	0	0	98	2,300	1,000
G-610-6100-5040 COMPUTER LEASE & EQUIP RENTAL	0	0	93,750	0	0
G-610-6100-5045 RENT	0	0	255,000	340,000	384,000
G-610-6100-7900 INTERFUNCTIONAL TRANSFER	0	0	267,800	410,300	410,650
G-610-6100-9010 OFFICE EQUIPMENT	0	0	0	15,000	10,000
<b>Total 6100 SOCIAL SERVICES ADMINISTRATION</b>	0	0	300,361	0	0
<b>Total 610 SOCIAL SERVICES ADMINISTRATION</b>			<b>300,361</b>		



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

The Social Services Department 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.

As integration of functions (i.e. intake, administrative, financial) and services within the department continues to move forward, we see benefit in the completion of renovations to enhance that integration. 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 these centralized expenditures will be reallocated to the Housing, Ontario Works and Early Years and Child Care divisions via Interfunctional Transfers.

### Key Activities for 2021:

As part of the 2021 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 (2021 proposed budget vs prior year actuals):**

2020 was the first budget year for the Social Services Administrative Division. Variances to common expenditures will be noted within the work plans of the other Social Services work plans. For 2021 the one significant variance is reflected in the increased rental costs. This is a result of the renovated space increasing the total square footage occupied by the Social Services department. Increased rental costs will be directly offset by increased revenue to the Infrastructure and Development Services (Department 141) budget.

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

**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:**

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.

<b>611 ONTARIO WORKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6111 SOCIAL SERVICES ADMINISTRATION</b>					
G-611-6111-1130 ONTARIO GRANTS	-1,024,759	-1,092,320	-964,986	-1,048,300	-1,048,300
G-611-6111-1210 OTHER MUNICIPALITIES - PERTH	-504,181	-537,420	-482,643	-526,520	-565,380
G-611-6111-1220 OTHER MUNICIPALITIES - ST. MARYS	-87,412	-93,170	-79,503	-86,730	-89,560
G-611-6111-2100 F.T. SALARIES & WAGES	1,223,535	1,330,170	848,955	1,023,840	1,046,770
G-611-6111-2110 PART TIME SALARIES & WAGES	18,287	0	0	0	0
G-611-6111-2500 F.T. BENEFITS	346,618	395,360	263,754	308,810	317,330
G-611-6111-2510 P.T. BENEFITS	2,679	0	0	0	0
G-611-6111-2700 OTHER PAYROLL EXPENSES	815	200	329	500	500
G-611-6111-3050 MATERIALS	245	0	0	0	0
G-611-6111-3070 OFFICE SUPPLIES AND PAPER	21,958	20,200	4,954	5,000	5,000
G-611-6111-3080 MISCELLANEOUS	175	0	0	0	0
G-611-6111-3090 PHOTOCOPIER EXPENSE	9,629	9,000	3,786	0	0
G-611-6111-3100 POSTAGE	18,544	20,000	0	0	0
G-611-6111-3110 PRINTING	866	1,000	0	1,000	1,000
G-611-6111-3120 MEALS & MEETING COSTS	1,221	3,000	0	1,000	1,000
G-611-6111-3130 PUBLICATIONS & SUBSCRIPTIONS	0	150	0	0	0
G-611-6111-4010 ADVERTISING	0	500	0	300	300
G-611-6111-4030 SOCIAL SERVICES-AUDIT	2,000	2,000	0	2,000	2,000
G-611-6111-4036 CONFERENCES - EXPENSES	5,644	10,000	82	3,000	1,500
G-611-6111-4040 CONSULTANTS	654	0	0	0	30,000
G-611-6111-4060 COURIER/FREIGHT	151	250	24	200	200
G-611-6111-4090 LEGAL	23,406	0	0	1,000	1,000
G-611-6111-4097 MEMBERSHIPS	515	10,000	30	0	0
G-611-6111-4110 TELEPHONE - BASIC	12,525	12,950	0	0	0
G-611-6111-4120 TELEPHONE - CELL PHONES	4,736	6,890	4,027	4,080	2,400
G-611-6111-4142 TRAINING - EXPENSES	9,296	26,000	2,224	15,000	7,500
G-611-6111-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	14,844	9,500	561	10,000	5,000
G-611-6111-5010 BANK, COLLECTION & CREDIT CARD CHARGES	5,448	0	2,936	0	0
G-611-6111-5040 COMPUTER LEASE & EQUIP RENTAL	72,242	64,610	0	0	0
G-611-6111-5045 RENT	164,980	164,980	0	0	0

<b>611 ONTARIO WORKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-611-6111-6021 ONTARIO DENTAL ASSOCIATION	1,524	0	445	0	0
G-611-6111-7900 ADMINISTRATION CHARGE	86,175	81,370	591,436	722,450	739,300
G-611-6111-9010 OFFICE EQUIPMENT AND FURNISHINGS	806	6,500	0	0	0
G-611-6111-9030 EQUIPMENT PURCHASES	0	10,000	0	0	0
<b>Total 6111 SOCIAL SERVICES ADMINISTRATION</b>	433,166	461,720	196,411	436,630	457,560
<b>6121 ONTARIO WORKS - STRATFORD</b>					
G-611-6121-1130 ONTARIO GRANTS	-2,647,245	-2,577,420	-2,304,951	-2,610,000	-2,880,770
G-611-6121-6020 SOCIAL ASSISTANCE PAYMENTS	2,647,245	2,577,420	2,304,951	2,610,000	2,880,770
<b>Total 6121 ONTARIO WORKS - STRATFORD</b>	0	0	0	0	0
<b>6122 ONTARIO WORKS - PERTH</b>					
G-611-6122-1130 ONTARIO GRANTS	-2,770,595	-2,697,510	-2,410,926	-2,730,000	-3,013,190
G-611-6122-6020 SOCIAL ASSISTANCE PAYMENTS	2,770,595	2,697,510	2,410,926	2,730,000	3,013,190
<b>Total 6122 ONTARIO WORKS - PERTH</b>	0	0	0	0	0
<b>6123 ONTARIO WORKS - ST MARYS</b>					
G-611-6123-1130 ONTARIO GRANTS	-541,069	-526,800	-468,055	-530,000	-584,980
G-611-6123-6020 SOCIAL ASSISTANCE PAYMENTS	541,069	526,800	468,055	530,000	584,980
<b>Total 6123 ONTARIO WORKS - ST MARYS</b>	0	0	0	0	0
<b>6191 ONT WORKS EMPLOYMENT SUPPORT</b>					
G-611-6191-1130 ONTARIO GRANTS	-551,200	-541,600	-502,891	-551,200	-551,200
G-611-6191-2100 F.T. SALARIES & WAGES	280,796	200,160	172,273	203,170	207,210
G-611-6191-2500 F.T. BENEFITS	79,547	56,300	46,519	56,870	59,170
G-611-6191-4020 SERVICE CONTRACTS	190,857	285,140	106,367	286,160	279,820
G-611-6191-4100 SERVICES - OTHER	0	0	10,276	0	0
G-611-6191-5010 BANK/ COLLECTION CHARGES	0	0	0	5,000	5,000
<b>Total 6191 ONT WORKS EMPLOYMENT SUPPORT</b>	0	0	-167,456	0	0
<b>61AT ADDICTION TREATMENT</b>					
G-611-61AT-1130 ONTARIO GRANTS	-82,075	-140,700	0	0	0
G-611-61AT-2100 F.T. SALARIES & WAGES	44,844	80,920	0	0	0
G-611-61AT-2500 F.T. BENEFITS	12,704	22,970	0	0	0



<b>611 ONTARIO WORKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-611-61AT-4020 SERVICE CONTRACTS	24,298	36,560	0	0	0
G-611-61AT-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	229	250	0	0	0
<b>Total 61AT ADDICTION TREATMENT</b>	0	0	0	0	0
<b>61EE ENERGY EMERGENCY</b>					
G-611-61EE-1770 RECOVERABLES	0	0	-10,716	0	0
<b>Total 61EE ENERGY EMERGENCY</b>	0	0	-10,716	0	0
<b>61EP EMERGENCY PLANNING</b>					
G-611-61EP-1210 OTHER MUNICIPALITIES - PERTH	-5,018	-6,640	-6,215	-6,780	-6,870
G-611-61EP-1220 OTHER MUNICIPALITIES - ST. MARYS	-870	-1,150	-1,027	-1,120	-1,090
G-611-61EP-6010 GRANTS TO CHARITIES	10,200	13,500	0	13,500	13,500
<b>Total 61EP EMERGENCY PLANNING</b>	4,312	5,710	-7,242	5,600	5,540
<b>61FB FUNERALS &amp; BURIALS</b>					
G-611-61FB-1210 OTHER MUNICIPALITIES - PERTH	0	0	0	0	-2,550
G-611-61FB-1220 OTHER MUNICIPALITIES -ST. MARYS	0	0	0	0	-410
G-611-61FB-1770 RECOVERABLES	0	0	-7,500	0	0
G-611-61FB-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	12,713	0	5,000
<b>Total 61FB FUNERALS &amp; BURIALS</b>	0	0	5,213	0	2,040
<b>61HI HOMELESSNESS INITIATIVES</b>					
G-611-61HI-1130 ONTARIO GRANTS	-737,322	-826,630	-650,571	-826,630	-826,630
G-611-61HI-1210 OTHER MUNICIPALITIES - PERTH	-53,374	-68,480	-49,509	-54,010	-55,810
G-611-61HI-1220 OTHER MUNICIPALITIES - ST. MARYS	-9,254	-11,870	-8,158	-8,900	-8,840
G-611-61HI-2100 F.T. SALARIES & WAGES	194,948	225,270	134,005	156,360	159,470
G-611-61HI-2500 F.T. BENEFITS	55,227	63,730	35,188	44,240	43,560
G-611-61HI-4110 TELEPHONE - BASIC	1,000	1,000	0	0	0
G-611-61HI-4120 TELEPHONE - CELL PHONES	0	820	1,550	1,800	1,200
G-611-61HI-4150 TRAVEL/MILEAGE	189	0	44	0	0
G-611-61HI-6020 SOCIAL ASSISTANCE PAYMENTS	594,442	675,000	354,991	680,000	680,000
G-611-61HI-7900 INTERFUNCTIONAL TRANSFER	0	0	42,479	51,910	52,200
<b>Total 61HI HOMELESSNESS INITIATIVES</b>	45,856	58,840	-139,981	44,770	45,150

<b>611 ONTARIO WORKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>61HM HOMEMAKERS AND NURSING</b>					
G-611-61HM-1130 ONTARIO GRANTS	-38,617	-34,800	-8,960	-36,000	-36,000
G-611-61HM-1210 OTHER MUNICIPALITIES - PERTH	-6,531	-4,280	-4,143	-4,520	-4,580
G-611-61HM-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,132	-740	-688	-750	-730
G-611-61HM-6020 SOCIAL ASSISTANCE PAYMENTS	51,892	43,500	33,459	45,000	45,000
<b>Total 61HM HOMEMAKERS AND NURSING</b>	5,612	3,680	19,668	3,730	3,690
<b>61NB COMMUNITY SOCIAL INVEST FUND</b>					
G-611-61NB-1210 OTHER MUNICIPALITIES - PERTH	-57,995	-63,250	-59,079	-64,450	-65,310
G-611-61NB-1220 OTHER MUNICIPLAITIES - ST. MARYS	-10,055	-10,960	-9,735	-10,620	-10,350
G-611-61NB-6020 SOCIAL ASSISTANCE PAYMENTS	117,875	128,550	2,420	128,500	128,500
<b>Total 61NB COMMUNITY SOCIAL INVEST FUND</b>	49,825	54,340	-66,394	53,430	52,840
<b>61RF RELIEF FUND</b>					
G-611-61RF-1130 ONTARIO GRANTS	0	0	-1,043,100	0	0
G-611-61RF-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	702,226	0	0
<b>Total 61RF RELIEF FUND</b>	0	0	-340,874	0	0
<b>61RP RECREATION PROGRAMS</b>					
G-611-61RP-1130 ONTARIO GRANTS	0	0	-23,367	0	0
G-611-61RP-1210 OTHER MUNICIPALITIES - PERTH	-28,101	-31,980	-29,883	-32,600	-33,040
G-611-61RP-1220 OTHER MUNICIPALITIES - ST. MARYS	-4,872	-5,540	-4,923	-5,370	-5,240
G-611-61RP-1770 RECOVERABLES	0	0	-134,903	0	0
G-611-61RP-6020 SOCIAL ASSISTANCE PAYMENTS	57,117	65,000	62,028	65,000	65,000
<b>Total 61RP RECREATION PROGRAMS</b>	24,144	27,480	-131,048	27,030	26,720
<b>61SH SHELTERLINK OPERATING GRANT</b>					
G-611-61SH-1210 OTHER MUNICIPALITIES - PERTH	-12,300	-12,300	-11,495	-12,540	-12,710
G-611-61SH-1220 OTHER MUNICIPALITIES - ST. MARYS	-2,133	-2,130	-1,898	-2,070	-2,020
G-611-61SH-6010 GRANTS TO CHARITIES	25,000	25,000	50,000	25,000	25,000
<b>Total 61SH SHELTERLINK OPERATING GRANT</b>	10,567	10,570	36,607	10,390	10,270
<b>61SM ST MARY'S ADULT LEARNING PROG</b>					
G-611-61SM-1210 OTHER MUNICIPALITIES - PERTH	-6,117	-6,120	-5,720	-6,240	-6,320
G-611-61SM-1220 OTHER MUNICIPALITIES - ST. MARYS	-1,060	-1,060	-944	-1,030	-1,010

<b>611 ONTARIO WORKS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-611-61SM-6010 GRANTS TO CHARITIES	0	12,430	12,430	12,430	12,430
G-611-61SM-6020 SOCIAL ASSISTANCE PAYMENTS	12,432	0	0	0	0
<b>Total 61SM ST MARY'S ADULT LEARNING PROG</b>	5,255	5,250	5,766	5,160	5,100
<b>61SP SOCIAL PLANNING COUNCIL</b>					
G-611-61SP-1210 OTHER MUNICIPALITIES - PERTH	-12,300	-12,300	-11,495	-12,540	-12,710
G-611-61SP-1220 OTHER MUNICIPALITIES - ST. MARYS	-2,133	-2,130	-1,898	-2,070	-2,020
G-611-61SP-6010 GRANTS TO CHARITIES	25,000	25,000	0	25,000	25,000
<b>Total 61SP SOCIAL PLANNING COUNCIL</b>	10,567	10,570	-13,393	10,390	10,270
<b>Total 611 ONTARIO WORKS</b>	<b>589,304</b>	<b>638,160</b>	<b>-613,439</b>	<b>597,130</b>	619,180
<b>Total 611 ONTARIO WORKS</b>	589,304	638,160	-613,439	597,130	<b>619,180</b>
					<b>3.69%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for such provincial programs as Public 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 addition to the 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 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, under the Ministry of Municipal Affairs and Housing since 2013. As well there are various other programs and services that are funded by the municipalities in our service area, such as 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 (CHPI), 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 for 2018, 50% provincial MCCSS and 50% municipal funding);

- Ontario Works Employment Supports (Cost-share for 2018, 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 2021:**

The Key Activities that will be the focus of 2021 encompass the implementation and roll-out of two major initiatives:

The Homeless Individuals and Families Information System (HIFIS 4) has been an ongoing project for the Social Services Department, in conjunction with IT. The project will be reaching roll-out phase in 2021 which includes initial implementation for City staff, followed by a gradual roll-out to partner agencies within the community. This program will help streamline services, provide a singular database for information regarding clients accessing homelessness services and improve coordination and data collection across the community and homelessness sector.

The Electronic Document Management (EDM) program will be implemented in conjunction with the Ministry of Children, Community and Social Services. This project aims to digitize all files related to Ontario Works and streamline the delivery of documents into a digital format. This project will require initial start-up costs to digitize all documents, followed by ongoing costs each month based on the method we choose to use for document scanning: in-house versus third party procurement.

These two projects are major initiatives that will require a lot of human resources to implement and roll out if we hope for them to be successful. We anticipate HIFIS to launch in the first half of 2020 and EDM to be our focus for the second half of 2021.

### **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. We continue to prioritize this work and the implementation of HIFIS 4 demonstrates an ongoing commitment to better data sharing and communication between homelessness service providers.

We focus on developing our resources through the provision of the EDM initiative, which focuses on optimizing digital resources to enhance the services being provided to clients across our service manager area and increase efficiencies for Ontario Works staff by reducing the reliance on paper files.

We 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 (2021 proposed budget vs prior year actuals):**

**Office Admin: Decrease by 18.87%** - Due to the decreased cell phone cost and the re-allocation of one phone to the 615 – Housing budget.

**Conferences, Training, Mileage and Meeting Costs: Decrease by 50% and 45.45% respectively** - These items were decreased due to the impact of COVID-19 on travel, training and in-person meeting costs. The amended training amount will still allow for professional development to occur within the department on an individual basis.

**Consultants: new budget line** - The increase to this line is a direct result of the Initial start-up costs for the implementation of EDM for the Ontario Works office. These costs are estimated based on the number of active files and set costs pre-determined by MCCSS.

**Inter-Functional transfers: 2.21%** - The increase in this line is due to a wage increase to the Admin staff as well as the increased rental costs due to the additional square footage that Social Services will be using in the City Hall Annex.

**Service Contracts: Decrease by 2.22%** - This decrease occurred to off-set the wage increase.

**Social Assistance Payments: 9.04%** - This increase is a result of expected higher social assistance payments for clients in receipt of Ontario Works. This portion is 100% provincially funded through our transfer payment agreement with MCCSS.

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

**If yes, please review impacts:**

- If another wave of COVID-19 was to impact the municipality and vulnerable clients required isolation spaces or hotel rooms to ensure they were able to physically distance, there could be a substantial increase in costs related to the provision of these services to meet Public Health guidelines and recommendations. The availability of this funding would be dependent on whether monies were being provided by the Provincial Government for community-based programming for vulnerable citizens such as the Social Services Relief

Fund. These funds impact the ability of the department to manage homelessness and emergency preparedness for our clients who are experiencing chronic homelessness.

- An increase (or decrease, based on federal programming) 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. If the federal government continues to offer income support programs such as CERB, we could see a decrease in service needs due to alternate income support programs being offered.

**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:**

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 has demonstrated, and would be required to operate at a very high level to manage the clientele accessing services.

<b>613 ANNE HATHAWAY DAY CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6300 DAY CARE ADMINISTRATION</b>					
G-613-6300-1770 RECOVERABLES	-13,132	0	0	0	-120,000
G-613-6300-2100 F.T. SALARIES & WAGES	73,274	75,680	88,508	103,650	105,720
G-613-6300-2500 F.T. BENEFITS	20,758	27,430	29,142	34,970	36,030
G-613-6300-3070 OFFICE SUPPLIES AND PAPER	654	1,000	2,390	1,000	1,000
G-613-6300-3080 MISCELLANEOUS	0	0	1,653	0	0
G-613-6300-3090 PHOTOCOPIER EXPENSE	876	1,400	570	1,200	1,200
G-613-6300-3100 POSTAGE	0	50	0	50	50
G-613-6300-3110 PRINTING	0	150	0	100	100
G-613-6300-4010 ADVERTISING	1,225	1,000	244	1,000	1,000
G-613-6300-4097 MEMBERSHIPS	2,319	2,100	951	1,700	1,700
G-613-6300-4107 BUILDING MAINTENANCE	56,282	50,000	21,308	55,000	5,000
G-613-6300-4110 TELEPHONE - BASIC	4,980	4,980	0	0	0
G-613-6300-4120 TELEPHONE - CELL PHONES	0	1,640	0	1,380	0
G-613-6300-4142 TRAINING - EXPENSES	1,570	2,500	190	1,500	1,500
G-613-6300-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONF	104	150	0	240	240
G-613-6300-5010 BANK, COLLECTION AND CREDIT CARD CHA	34	0	0	100	100
G-613-6300-5040 RENTAL OF BUILDING, MACHINERY & EQUI	1,800	1,800	0	0	0
G-613-6300-7900 INTERFUNCTIONAL TRANSFERS	0	0	0	0	70,300
G-613-6300-9010 OFFICE EQUIPMENT & FURNISHINGS	926	2,200	159	0	0
G-613-6300-9060 FACILITY & BUILDING CAPITAL	7,771	0	0	0	0
<b>Total 6300 DAY CARE ADMINISTRATION</b>	159,441	172,080	145,115	201,890	103,940
<b>6302 REGULAR DAY CARE PROGRAMS</b>					
G-613-6302-1320 DAY CARE REVENUE	-463,740	-786,450	-220,521	-728,650	-563,390
G-613-6302-1321 PARENT REVENUE	-826,516	-652,750	-334,685	-603,300	-466,470
G-613-6302-1770 RECOVERABLES	-346,799	-324,500	-110,332	-226,600	-536,800
G-613-6302-2100 F.T. SALARIES & WAGES	802,098	831,320	678,691	818,260	834,530
G-613-6302-2110 PART TIME SALARIES & WAGES	287,691	304,510	179,938	176,710	236,700
G-613-6302-2500 F.T. BENEFITS	227,228	254,780	205,582	250,680	249,670
G-613-6302-2510 P.T. BENEFITS	42,147	62,570	23,685	25,200	38,490
G-613-6302-3050 MATERIALS	0	0	525	0	0



<b>613 ANNE HATHAWAY DAY CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-613-6302-3065 AHDC CRAFT SUPPLIES	1,529	1,500	807	2,000	2,000
G-613-6302-3066 TOYS	1,332	1,000	0	1,000	1,000
G-613-6302-3067 AHDC SPECIAL EVENTS	638	600	0	600	600
G-613-6302-4120 TELEPHONE - CELL PHONES	0	0	1,185	0	900
<b>Total 6302 REGULAR DAY CARE PROGRAMS</b>	<b>-274,392</b>	<b>-307,420</b>	<b>424,875</b>	<b>-284,100</b>	<b>-202,770</b>
<b>6304 REGULAR DAY CARE OCCUPANCY</b>					
G-613-6304-3030 HEAT	4,273	5,000	1,988	4,700	4,700
G-613-6304-3040 HYDRO	5,351	6,000	3,918	5,500	5,500
G-613-6304-3045 WATER / SEWAGE	2,379	2,600	1,358	2,500	2,500
G-613-6304-3050 MATERIALS	6,242	5,000	804	7,000	7,000
G-613-6304-3070 OFFICE SUPPLIES AND PAPER	51	360	0	0	0
G-613-6304-4105 SNOW REMOVAL	9,837	5,000	6,704	7,000	7,000
<b>Total 6304 REGULAR DAY CARE OCCUPANCY</b>	<b>28,133</b>	<b>23,960</b>	<b>14,772</b>	<b>26,700</b>	<b>26,700</b>
<b>6306 REGULAR DAY CARE DIETARY</b>					
G-613-6306-2100 F.T. SALARIES & WAGES	0	54,050	0	54,840	55,930
G-613-6306-2110 PART TIME SALARIES & WAGES	36,972	0	40,140	0	0
G-613-6306-2500 F.T. BENEFITS	0	17,700	944	17,780	18,550
G-613-6306-2510 P.T. BENEFITS	5,416	0	16,095	0	0
G-613-6306-3050 MATERIALS	672	1,200	0	1,000	1,000
G-613-6306-3120 MEALS & MEETING COSTS	184	0	216	0	0
G-613-6306-3121 MEALS	51,418	45,000	29,196	45,000	45,000
<b>Total 6306 REGULAR DAY CARE DIETARY</b>	<b>94,662</b>	<b>117,950</b>	<b>86,591</b>	<b>118,620</b>	<b>120,480</b>
<b>6308 PROGRAM ASSISTANTS</b>					
G-613-6308-1770 RECOVERABLES	-33,468	-44,910	0	-37,400	-58,930
G-613-6308-2110 PART TIME SALARIES & WAGES	29,191	34,560	8,521	34,250	53,750
G-613-6308-2500 F.T. BENEFITS	0	0	69	0	0
G-613-6308-2510 P.T. BENEFITS	4,277	10,350	1,827	3,150	5,180
<b>Total 6308 PROGRAM ASSISTANTS</b>	<b>0</b>	<b>0</b>	<b>10,417</b>	<b>0</b>	<b>0</b>
<b>Total 613 ANNE HATHAWAY DAY CARE CENTRE</b>	<b>7,844</b>	<b>6,570</b>	<b>681,770</b>	<b>63,110</b>	<b>48,350</b>
					<b>-23.39%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

The Social Services Department at The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for such provincial programs as Public 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 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 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 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 Centre is a licensed full day childcare centre 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 (EDU) under their Child Care Quality Assurance and Early Learning Division.

### Key Activities for 2021:

The Key Activities that will be the focus of 2021 will be **Anne Hathaway Day Care Centre** re-building capacity to meet the demand for childcare spaces. We will also continue to explore ways to share services within the corporation to reduce operating costs and streamline services.

### 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 (2021 proposed budget vs prior year actuals):**

The only significant change in this budget is in the introduction of the interfunctional transfer line which of \$70,300. This increase is the result of the day care cleaning being brought in house and is offset by a decrease to the Repairs and Maintenance.

The 7.57% increase to wages and benefits is explained below.

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

**If yes, please review impacts:**

COVID – 19 will continue to have an impact on staffing costs for the day care centre. Currently staff who become ill and/or exhibit COVID–19 related symptoms must undergo a COVID test and may not return to work until they have received a negative test result and are 24 hours symptom free. These regulations will increase the need for supply staff coverage as we anticipate staff absences to increase.

**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:**

The Ontario government, in partnership with the federal government provided funding to keep children and staff safe in child care and early years settings during the provision of Emergency Child Care and the subsequent re-opening. In the event of future waves of COVID-19 it is reasonable to assume that the child care centre may once again need to reduce numbers and return to its original Emergency Child Care plan to provide provincially funded child care for front line workers.

<b>615 HOUSING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6604 HOUSING PROVIDERS</b>					
G-615-6604-1130 ONTARIO GRANTS	-727,985	-727,990	-450,599	-600,800	-478,330
G-615-6604-1210 CMSM PAYMENT - PERTH	-582,904	-602,020	-462,937	-617,250	-608,610
G-615-6604-1220 CMSM PAYMENT - ST. MARYS	-101,059	-104,370	-76,252	-101,670	-96,410
G-615-6604-1230 CMSM PAYMENT - STRATFORD	-500,800	0	-383,910	0	0
G-615-6604-3120 MEETING COSTS	1,274	1,600	0	1,600	1,600
G-615-6604-4040 CONSULTANTS	12,043	0	3,334	10,000	10,000
G-615-6604-6020 SOCIAL ASSISTANCE PAYMENTS	1,808,143	1,950,000	1,390,517	1,820,000	1,664,300
<b>Total 6604 HOUSING PROVIDERS</b>	<b>-91,288</b>	<b>517,220</b>	<b>20,153</b>	<b>511,880</b>	<b>492,550</b>
<b>6610 PUBLIC HOUSING ADMINISTRATION</b>					
G-615-6610-1130 ONTARIO GRANTS	0	-83,820	0	-44,700	0
G-615-6610-1210 CMSM PAYMENT - PERTH	-880,389	-909,260	-695,512	-927,350	-1,000,020
G-615-6610-1220 CMSM PAYMENT - ST. MARYS	-152,632	-157,640	-114,555	-152,740	-158,410
G-615-6610-1230 CMSM PAYMENT - STRATFORD	-756,384	0	-576,795	0	0
G-615-6610-2100 F.T. SALARIES & WAGES	768,193	1,067,950	779,067	913,140	939,880
G-615-6610-2500 F.T. BENEFITS	217,623	319,010	230,175	273,620	277,730
G-615-6610-2510 P.T. BENEFITS	35,478	27,620	25,018	36,000	36,000
G-615-6610-2700 OTHER PAYROLL EXPENSES	941	1,750	528	1,100	1,100
G-615-6610-3070 OFFICE SUPPLIES AND PAPER	5,753	5,400	2,755	1,000	1,000
G-615-6610-3080 MISCELLANEOUS	41,265	0	1,949	0	0
G-615-6610-3090 PHOTOCOPIER EXPENSE	6,855	7,000	0	0	0
G-615-6610-3100 POSTAGE	8,191	7,000	0	0	0
G-615-6610-3110 PRINTING	4,642	500	4,705	1,250	1,250
G-615-6610-3120 MEALS & MEETING COSTS	2,997	1,000	762	5,000	2,500
G-615-6610-3130 PUBLICATIONS & SUBSCRIPTIONS	288	130	0	0	0
G-615-6610-3180 VEHICLE - FUEL	3,002	0	0	0	0
G-615-6610-3190 VEHICLES - REPAIRS & MAINTENANCE	0	28,850	0	0	0
G-615-6610-4010 ADVERTISING	202	500	0	500	500
G-615-6610-4030 AUDIT	5,810	6,100	0	6,100	6,100
G-615-6610-4036 CONFERENCES - EXPENSES	4,955	6,600	1,565	5,000	2,500
G-615-6610-4040 CONSULTANTS	0	15,000	0	0	0

<b>615 HOUSING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-615-6610-4060 COURIER/FREIGHT	51	170	10	150	150
G-615-6610-4080 INSURANCE	118,297	125,000	108,976	130,000	170,000
G-615-6610-4090 LEGAL	7,307	8,000	6,703	5,000	10,000
G-615-6610-4097 MEMBERSHIPS	394	4,500	1,138	630	630
G-615-6610-4100 SERVICES - OTHER	26,227	0	18,965	0	0
G-615-6610-4110 TELEPHONE - BASIC	29,287	31,480	18,675	25,000	25,000
G-615-6610-4120 TELEPHONE - CELL PHONES	13,340	11,820	7,265	8,220	6,600
G-615-6610-4142 TRAINING - EXPENSES	6,132	9,000	2,590	18,500	14,500
G-615-6610-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	3,211	4,500	160	3,500	2,000
G-615-6610-5030 INTEREST ON LONG TERM DEBT	754	630	417	410	580
G-615-6610-5035 PRINCIPAL REPAYMENT ON LT DEBT	8,640	8,670	7,411	8,900	8,820
G-615-6610-5040 RENTAL OF BLDG, MACHINERY & EQUIPMENT	83,242	53,940	35,152	26,100	26,100
G-615-6610-5045 RENT	111,700	111,700	0	0	0
G-615-6610-5060 VEHICLE LEASE	0	0	7,449	0	0
G-615-6610-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	-308,006	0	0
G-615-6610-7900 ADMINISTRATION CHARGE	77,860	55,090	326,760	424,730	434,810
G-615-6610-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	13,000	0	0	0
G-615-6610-9030 CAPITAL EXPENSES	0	0	1,380	0	0
<b>Total 6610 PUBLIC HOUSING ADMINISTRATION</b>	-196,768	781,190	-105,293	769,060	809,320
<b>6612 PUBLIC HOUSING RENT SUPP</b>					
G-615-6612-1130 ONTARIO GRANTS	-462,756	-450,050	-348,650	-450,050	-462,750
G-615-6612-1150 RENTAL SUPPORT	-53,210	-53,010	0	-48,170	-48,170
G-615-6612-1210 CMSM PAYMENT - PERTH	-46,179	-47,700	-28,882	-38,510	-32,570
G-615-6612-1220 CMSM PAYMENT - ST. MARYS	-8,006	-8,270	-4,762	-6,350	-5,160
G-615-6612-1230 CMSM PAYMENT - STRATFORD	-39,674	0	-23,940	0	0
G-615-6612-3085 RENTAL SUPPORT PAYMENTS	0	600,000	0	575,000	575,000
G-615-6612-4100 SERVICES - OTHER	509,592	0	398,412	0	0
<b>Total 6612 PUBLIC HOUSING RENT SUPP</b>	-100,233	40,970	-7,822	31,920	26,350

<b>615 HOUSING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6614 PUBLIC HOUSING PROPERTIES</b>					
G-615-6614-1130 ONTARIO GRANTS	-329,255	-329,460	-168,943	-227,080	-161,280
G-615-6614-1210 CMSM PAYMENT - PERTH	-783,065	-808,740	-694,297	-925,730	-989,900
G-615-6614-1220 CMSM PAYMENT - ST. MARYS	-135,760	-140,210	-114,360	-152,480	-156,810
G-615-6614-1230 CMSM PAYMENT - STRATFORD	-672,767	0	-575,775	0	0
G-615-6614-1405 USER FEES	-2,555,355	-2,450,000	-1,945,483	-2,451,000	-2,469,000
G-615-6614-1820 CONTRIBUTION FROM RESERVE FUNDS	-475,406	0	0	0	0
G-615-6614-3030 HEAT	127,464	150,000	79,485	145,000	130,000
G-615-6614-3040 HYDRO	485,746	500,000	270,745	500,000	490,000
G-615-6614-3045 WATER/SEWER	244,204	200,000	121,226	220,000	245,000
G-615-6614-3050 MATERIALS	1,734,289	1,261,000	905,865	1,314,100	1,690,000
G-615-6614-4092 TAXES	0	1,015,000	0	1,025,000	1,057,500
G-615-6614-4100 SERVICES - OTHER	1,016,436	0	773,631	0	0
G-615-6614-5040 RENTAL OF BLDG, MACHINERY & EQUIPMENT	462,913	462,750	218,919	291,890	292,630
G-615-6614-7810 TRANSFER TO RESERVES	0	834,500	0	0	0
G-615-6614-7820 TRANSFER TO RESERVE FUNDS	834,500	0	0	1,028,000	673,000
G-615-6614-9010 OFFICE EQUIPMENT AND FURNISHINGS	102	0	0	0	0
G-615-6614-9030 EQUIPMENT PURCHASES	475,406	0	185,569	0	0
<b>Total 6614 PUBLIC HOUSING PROPERTIES</b>	<b>429,452</b>	<b>694,840</b>	<b>-943,418</b>	<b>767,700</b>	<b>801,140</b>
<b>66AH AFFORDABLE HOUSING</b>					
G-615-66AH-1130 ONTARIO GRANTS	-232,746	-207,000	-148,390	-720,290	-638,500
G-615-66AH-1210 CMSM PAYMENT - PERTH	-1,386	-1,430	-533	-710	-870
G-615-66AH-1220 CMSM PAYMENT - ST. MARYS	-240	-250	-90	-120	-140
G-615-66AH-1230 CMSM PAYMENT - STRATFORD	-1,190	0	-428	0	0
G-615-66AH-1770 RECOVERABLES	-19,976	0	-22,322	0	0
G-615-66AH-1820 CONTRIBUTION FROM RESERVE FUND	-46,242	0	0	0	0
G-615-66AH-3085 RENTAL SUPPORT PAYMENTS	26,723	73,000	58,592	109,890	189,870
G-615-66AH-3086 HOUSING ALLOWANCE PAYMENTS	83,414	134,000	48,749	92,650	79,190
G-615-66AH-4090 LEGAL	502	600	0	500	500
G-615-66AH-4100 SERVICES - OTHER	86,713	0	34,723	0	0
G-615-66AH-4110 TELEPHONE - BASIC	1,490	1,490	0	0	0

<b>615 HOUSING</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-615-66AH-4120 TELEPHONE- CELL PHONES	0	820	875	900	1,200
G-615-66AH-4173 IAH - RENTAL PROJECT PAYMENTS	0	0	0	517,750	0
G-615-66AH-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	47,280	0	369,440
G-615-66AH-7820 TRANSFER TO RESERVE FUNDS	63,081	0	38,017	0	0
<b>Total 66AH AFFORDABLE HOUSING</b>	-39,857	1,230	56,473	570	690
<b>66HG HOME FOR GOOD INITIATIVE</b>					
G-615-66HG-1130 ONTARIO GRANTS	-1,402,094	-1,686,910	-1,299,492	-1,730,950	-1,571,230
G-615-66HG-1820 CONTRIBUTION FROM RESERVE FUNDS	-157,437	0	0	0	0
G-615-66HG-2100 F.T. SALARIES & WAGES	244,217	253,360	123,559	142,050	144,890
G-615-66HG-2500 F.T. BENEFITS	69,185	72,410	28,854	39,200	40,750
G-615-66HG-2700 OTHER PAYROLL EXPENSES	224	0	0	0	0
G-615-66HG-3050 MATERIALS	0	0	134	0	0
G-615-66HG-3070 OFFICE SUPPLIES AND PAPER	410	500	214	3,500	3,500
G-615-66HG-3085 RENTAL SUPPORT PAYMENTS	0	133,490	0	70,400	68,480
G-615-66HG-3086 HOUSING ALLOWANCE PAYMENTS	0	275,520	0	105,000	152,180
G-615-66HG-4020 SERVICE CONTRACTS	948,021	786,230	997,389	924,630	732,710
G-615-66HG-4036 CONFERENCES - EXPENSES	181	0	2,993	0	0
G-615-66HG-4090 LEGAL	0	0	0	3,000	3,000
G-615-66HG-4100 Services - Other	192,705	0	180,699	0	0
G-615-66HG-4120 TELEPHONE - CELL PHONES	2,244	1,640	1,550	1,800	1,200
G-615-66HG-4142 TRAINING - EXPENSES	9,794	3,750	0	20,000	20,000
G-615-66HG-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	331	1,000	112	1,000	1,000
G-615-66HG-4174 AFFORDABLE CAPITAL PROJECTS	60,594	67,010	95,936	159,720	159,720
G-615-66HG-6020 SOCIAL ASSISTANCE PAYMENTS	23	92,000	692	124,900	104,630
G-615-66HG-7820 TRANFER TO RESERVE FUNDS	30,297	0	0	0	0
G-615-66HG-7900 INTERFUNCTIONAL TRANSFER	0	0	111,099	135,750	139,170
<b>Total 66HG HOME FOR GOOD INITIATIVE</b>	-1,305	0	243,739	0	0
<b>Total 615 HOUSING</b>	<b>1</b>	<b>2,035,450</b>	<b>-736,168</b>	<b>2,081,130</b>	<b>2,130,050</b>
					2.35%



## 2021 OPERATING BUDGET – WORK PLAN

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

### Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes **Housing**, 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-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 2021:

The Key Activities for the Housing Division in 2021 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 Quality By Name List, the focus of activities in 2021 will be on working with local community partners on the establishment of a Coordinated Access System.
2. **Creating Attainable Housing Options:** The key activities for 2021 will be on planning and starting 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, re-opening the Affordable Homeownership Program through revolving funds, 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 2021 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 2021 will be facilitating partnerships with local health and social service partners to advance opportunities to create permanent supportive housing units for vulnerable population groups.

In addition, the work of the **Housing Access Centre** will be focused on implementing the legislative changes to rent-geared-to-income administration which come into effect in 2021. This includes:

- One Offer System for the Centralized Wait List - effective January 1, 2021
- RGI Simplification changes - effective July 1, 2021

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 (2021 proposed budget vs prior year actuals):**

**Government Grants (various): Decrease by 12.24%** - Subsidy payments from upper levels of government are declining in accordance with the ending of operating agreements (federal providers), mortgages and the conclusion of capital and operating federal-provincial grant commitments (e.g. IAH, SIF).

**Materials: Increase of 28.61%** - Costs of materials needed to make necessary repairs and turnover units have gone up for a number of factors, including: supply shortages, rising contractor rates, increased damages due to growing complexity of tenants living in our housing units, and accumulated wear and tear on the units due to the age of the stock. As well, the materials budget includes \$100,000 for the initial operating costs related to the connectivity/security systems, and for updates to the asbestos surveys of the portfolio which are a health and safety requirement.

**Housing Payments: Increase of 11.73%** - Housing payments for rent supplements to private sector landlords and portable housing allowances for low-income households will increase through the administration of programs under the National Housing Strategy (COHB, COCHI), and the conclusion of earlier federal-provincial program (IAH, SIF).

**Conferences, Training, and Meeting Costs: Decrease by 50.00%, 10.39% and 36.04% respectively** - These items were decreased due to the impact of COVID-19 on travel, training and in-person meeting costs. The amended training amount will still allow for training

costs related to phase two of the Yardi upgrade (mobile maintenance module), as well as some virtual professional development.

**Insurance: Increase by 30.77%** - According to the Housing Services Corporation, insurance premiums for social housing providers are expected to rise 15-30% in Ontario in 2021. This is due to challenging market conditions worldwide, such as the consolidation and loss of major players in the insurance industry, insurance losses related to climate change, rising number of lawsuits, and the economic uncertainty of COVID-19.

**Legal: Increase by 58.82%** - The Government of Ontario placed a temporary moratorium on evictions during phase 1 of COVID-19, which has resulted in a large backlog of cases at the Landlord Tenant Board. Additional legal resources will be required to address the number of files pending. In addition, the complexity of eviction cases involving Human Rights which require legal assistance has risen due to the increasing complexity of tenants living in our units.

**Service Contracts: Decrease of 20.76%** - Service Contracts will decline in direct correlation to decreases in federal-provincial grants (e.g. HFG).

**Affordable Housing: Decrease of 76.42%** - Affordable Housing will decline because the City received a one-time grant in 2019-2020 for the development of phase 1 of the Britannia St. Affordable Housing project from the federal-provincial IAH-E.

**Social Assistance Payments: Increase of 9.95%** - Social assistance payments will increase in direct correlation to the end of operating agreements for Section 95 (federal) providers (e.g. \$200,000), and the administration of current federal-provincial housing programs (e.g. COCHI, HFG, OPHI).

**Transfers to Reserves: Decrease of 34.53%**. According to the 10-year capital plan approved in 2020, the projected capital budget for 2021 was \$2,010,000. This far exceeds the 2021 budget request of \$673,000 and is suboptimal in terms of asset management. However, in order to balance the Housing budget, many necessary capital projects will need to be phased-in over several years (e.g. connectivity/security systems, life cycle replacements) and others will need to be deferred to future years (e.g. roofs, windows, accessibility upgrades) due to external operating cost pressures (e.g. legal, insurance, materials) and declining federal-provincial grants.

**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.

To date, the economic impact of COVID-19 has led to a substantial increase in the demand for subsidized housing. Between March and August 2020, 68 applications were submitted to the

Centralized Waiting List for rent geared to income housing, up from 21 applications during the same time period in 2019 - an increase of 224%.

In addition, there was a 150% increase in the amount of rental arrears owed by tenants when comparing July 2019 and July 2020 numbers. Outstanding arrears impacts the amount of user fees collected by the department.

**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:**

It is not anticipated that services could be reduced without further cuts to capital projects, which have already been adjusted by -66% from the 2020 10-year capital forecast.

<b>616 CHILDREN SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6194 O/W CHILD CARE - FORMAL</b>					
G-616-6194-1130 ONTARIO GRANTS	-24,049	-66,400	-60,822	-66,400	-66,400
G-616-6194-1210 OTHER MUNICIPALITIES - PERTH	-2,958	-8,170	-7,636	-8,330	-8,440
G-616-6194-1220 OTHER MUNICIPALITIES - ST. MARYS	-513	-1,420	-1,265	-1,380	-1,340
G-616-6194-4100 SERVICES - OTHER	0	0	12,412	0	0
G-616-6194-6020 SOCIAL ASSISTANCE PAYMENTS	30,061	83,000	0	83,000	83,000
<b>Total 6194 O/W CHILD CARE - FORMAL</b>	<b>2,541</b>	<b>7,010</b>	<b>-57,311</b>	<b>6,890</b>	<b>6,820</b>
<b>6195 O/W CHILD CARE - INFORMAL</b>					
G-616-6195-1130 ONTARIO GRANTS	0	-14,400	-13,190	-14,400	-14,400
G-616-6195-1210 OTHER MUNICIPALITIES - PERTH	0	-1,770	-1,659	-1,810	-1,830
G-616-6195-1220 OTHER MUNICIPALITIES - ST. MARYS	0	-310	-275	-300	-290
G-616-6195-6020 SOCIAL ASSISTANCE PAYMENTS	0	18,000	0	18,000	18,000
<b>Total 6195 O/W CHILD CARE - INFORMAL</b>	<b>0</b>	<b>1,520</b>	<b>-15,124</b>	<b>1,490</b>	<b>1,480</b>
<b>6321 FEE SUBSIDY ELCC PRE-SCHOOL</b>					
G-616-6321-1130 ONTARIO GRANTS	-1,418,409	-1,427,170	-1,204,925	-1,315,420	-1,315,420
G-616-6321-1210 OTHER MUNICIPALITIES - PERTH	-173,021	-175,540	-151,186	-164,930	-167,130
G-616-6321-1220 OTHER MUNICIPALITIES - ST. MARYS	-29,997	-30,430	-24,906	-27,170	-26,480
G-616-6321-1770 RECOVERABLE	-2,934	0	-915	0	0
G-616-6321-6020 SOCIAL ASSISTANCE PAYMENTS	916,297	925,950	367,381	853,450	853,450
G-616-6321-6025 WAGE SUBSIDY PAYMENTS	856,714	858,020	333,258	790,830	790,830
<b>Total 6321 FEE SUBSIDY ELCC PRE-SCHOOL</b>	<b>148,650</b>	<b>150,830</b>	<b>-681,293</b>	<b>136,760</b>	<b>135,250</b>
<b>6325 SPECIAL CHILDCARE</b>					
G-616-6325-1130 ONTARIO GRANTS	0	0	-698,427	0	0
G-616-6325-4020 SPECIAL CONTRACTS	0	0	3,635	0	0
G-616-6325-6020 SOCIAL ASSISTANCE PAYMENTS	0	0	2,353	0	0
<b>Total 6325 SPECIAL CHILDCARE</b>	<b>0</b>	<b>0</b>	<b>-692,439</b>	<b>0</b>	<b>0</b>
<b>63CC CHILD CARE ADMINISTRATION</b>					
G-616-63CC-1130 ONTARIO GRANTS	-87,262	-87,260	-179,448	-195,900	-195,900
G-616-63CC-1210 OTHER MUNICIPALITIES - PERTH	-46,630	-98,800	-40,123	-43,770	-53,480
G-616-63CC-1220 OTHER MUNICIPALITIES - ST. MARYS	-8,084	-17,130	-6,609	-7,210	-8,480
G-616-63CC-2100 F.T. SALARIES & WAGES	141,853	159,350	123,801	157,380	160,520

<b>616 CHILDREN SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-616-63CC-2500 F.T. BENEFITS	40,186	45,000	38,680	44,500	52,920
G-616-63CC-3070 OFFICE SUPPLIES AND PAPER	0	1,840	1,055	500	500
G-616-63CC-3080 MISCELLANEOUS	0	0	286	0	0
G-616-63CC-3100 POSTAGE	0	790	0	0	0
G-616-63CC-3110 PRINTING	0	4,000	0	100	100
G-616-63CC-3120 MEALS & MEETING COSTS	0	320	0	300	300
G-616-63CC-3190 VEHICLES - REPAIRS & EXPENSES	0	5,980	6	0	0
G-616-63CC-4010 ADVERTISING	0	1,000	0	0	0
G-616-63CC-4036 CONFERENCES - EXPENSES	0	1,750	595	1,750	1,750
G-616-63CC-4097 MEMBERSHIPS	0	2,000	611	2,000	2,000
G-616-63CC-4110 TELEPHONE - BASIC	0	4,480	0	0	0
G-616-63CC-4142 TRAINING - EXPENSES	0	4,000	0	4,000	4,000
G-616-63CC-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONFEREN	0	600	0	750	750
G-616-63CC-5040 COMPUTER LEASE & EQUIP RENTAL	0	14,150	0	0	0
G-616-63CC-5045 RENT	0	8,550	0	0	0
G-616-63CC-7900 ADMINISTRATION CHARGE	0	31,340	58,817	71,880	78,290
G-616-63CC-9010 OFFICE EQUIPMENT AND FURNISHINGS	0	2,920	288	0	0
<b>Total 63CC CHILD CARE ADMINISTRATION</b>	40,063	84,880	-2,041	36,280	43,270
<b>63RC RESOURCE CENTRE</b>					
G-616-63RC-1210 OTHER MUNICIPALITIES - PERTH	-43,387	-59,610	-56,815	-61,980	-62,810
G-616-63RC-1220 OTHER MUNICIPALITIES - ST. MARYS	-7,522	-10,330	-9,359	-10,210	-9,950
G-616-63RC-6020 SOCIAL ASSISTANCE PAYMENTS	88,184	121,160	0	123,580	123,580
<b>Total 63RC RESOURCE CENTRE</b>	37,275	51,220	-66,174	51,390	50,820
<b>63SN SPECIAL NEEDS ADMINISTRATION</b>					
G-616-63SN-1130 ONTARIO GRANT	-231,386	-233,940	-214,289	-233,940	-233,940
G-616-63SN-1210 OTHER MUNICIPALITIES - PERTH	-28,460	-40,500	-26,895	-29,340	-30,220
G-616-63SN-1220 OTHER MUNICIPALITIES - ST. MARYS	-4,934	-7,020	-4,437	-4,840	-4,790
G-616-63SN-2100 F.T. SALARIES & WAGES	155,884	156,660	119,689	139,960	142,760

<b>616 CHILDREN SERVICES</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-616-63SN-2500 F.T. BENEFITS	44,161	43,670	38,037	38,790	40,340
G-616-63SN-6020 SOCIAL ASSISTANCE PAYMENTS	89,187	115,930	21,151	105,670	101,600
G-616-63SN-7900 INTERFUNCTIONAL TRANSFER	0	0	6,535	8,010	8,700
<b>Total 63SN SPECIAL NEEDS ADMINISTRATION</b>	24,452	34,800	-60,209	24,310	24,450
<b>Total 616 CHILDREN SERVICES</b>	<b>252,981</b>	<b>330,260</b>	<b>-1,574,591</b>	<b>257,120</b>	<b>262,090</b>
					<b>1.93%</b>



## 2021 OPERATING BUDGET – WORK PLAN

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

### **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 & 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 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 1<sup>st</sup>, 2015), and according to local policies set by the City of Stratford as the CMSM.

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

### **Key Activities for 2021:**

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.

Two child care capital projects have been completed in 2020 with an additional three anticipated in 2021. It is anticipated that Expansion funding from the Ministry of Education will support these operational costs.

The Government of Ontario has announced changes to funding allocations both in the amounts and guidelines for cost-sharing. There have been changes to the initial announcements. Through 2021, it will be necessary to closely monitor funding changes, adjust accordingly to fully utilize funds, and maintain mandated services.



## **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 (2021 proposed budget vs prior year actuals):**

The only significant change in this budget is in the Interfunctional transfer line, which has increased by 8.89% (\$7,100). Most of this increase is a result of the Children's Services share of the increased rental charges for 82 Erie Street as a result of the renovations.

## **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. While some programs closed for extended periods of time, others provided Emergency Child Care for essential workers, without collecting fees from families and with the guidance of the Ministry of Education. Re-opening child care programs have seen enhanced cleaning and safety precautions and lower numbers of children in attendance.

## **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:**

It is not anticipated that services could be reduced.

<b>617 EARLY LEARNING AND CHILD CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>63WW CHILDCARE SMALL WATERWORKS</b>					
G-617-63WW-1130 ONTARIO GRANTS	-2,670	-2,670	-2,448	-2,670	-2,670
G-617-63WW-6020 SOCIAL ASSISTANCE PAYMENTS	2,670	2,670	0	2,670	2,670
<b>Total 63WW CHILDCARE SMALL WATERWORKS</b>	<b>0</b>	<b>0</b>	<b>-2,448</b>	<b>0</b>	<b>0</b>
<b>6710 ADMINISTRATION/SPECIAL NEEDS</b>					
G-617-6710-1130 ONTARIO GRANTS	-505,462	-652,408	-506,237	-552,660	-552,660
G-617-6710-1210 OTHER MUNICIPALITIES- PERTH COUNTY	0	0	-17,004	-18,550	-20,430
G-617-6710-1220 OTHER MUNICIPALITIES- ST MARYS	0	0	-2,805	-3,060	-3,240
G-617-6710-1810 CONTRIBUTION FROM RESERVES	0	-750,000	0	0	0
G-617-6710-2100 F.T. SALARIES & WAGES	258,558	314,865	119,843	139,960	142,760
G-617-6710-2500 F.T. BENEFITS	73,247	94,498	36,747	42,320	40,340
G-617-6710-2700 OTHER PAYROLL EXPENSES	25	0	0	50	50
G-617-6710-3050 MATERIALS	13,210	40,337	2,702	41,000	41,000
G-617-6710-3070 OFFICE SUPPLIES & PAPER	2,966	30,800	0	0	0
G-617-6710-3090 PHOTOCOPIER EXPENSES	863	0	0	0	0
G-617-6710-3100 POSTAGE	975	0	0	0	0
G-617-6710-3110 PRINTING	1,580	0	0	0	0
G-617-6710-3120 MEETING COSTS	344	0	0	0	0
G-617-6710-3190 VEHICLE - REPAIRS & MAINTENANCE	206	0	0	0	0
G-617-6710-4020 SERVICE CONTRACTS	1,700	0	0	0	0
G-617-6710-4036 CONFERENCES - EXPENSES	2,119	2,040	0	0	0
G-617-6710-4097 MEMBERSHIPS	1,688	0	0	0	0
G-617-6710-4110 TELEPHONE - BASIC	4,480	500	0	0	0
G-617-6710-4120 CELL PHONES	1,933	1,800	1,220	900	3,000
G-617-6710-4142 TRAINING - EXPENSES	2,459	4,080	0	0	0
G-617-6710-4150 TRAVEL/MILEAGE - EXCL TRAINING & CONI	1,387	2,040	455	2,000	2,000
G-617-6710-5040 RENTAL OF BUILDING, MACHINERY & EQUI	16,350	2,200	0	0	0
G-617-6710-5045 RENT EXPENSE	63,552	55,000	0	0	0

<b>617 EARLY LEARNING AND CHILD CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-617-6710-6015 GRANTS- BEST START SCHOOL BOARD PRO	0	750,000	0	0	0
G-617-6710-6020 SOCIAL ASSISTANCE PAYMENTS	44,923	87,748	0	87,750	81,000
G-617-6710-7900 INTERFUNCTIONAL TRANSFERS	7,596	0	143,775	275,660	282,710
G-617-6710-9010 OFFICE EQUIPMENT & FURNISHINGS	5,301	16,500	0	0	0
<b>Total 6710 ADMINISTRATION/SPECIAL NEEDS</b>	0	0	-221,304	15,370	16,530
<b>6715 WAGE ENHANCEMENTS</b>					
G-617-6715-1130 ONTARIO GRANTS	-572,757	-599,647	-555,880	-606,860	-606,860
G-617-6715-2100 F.T. SALARIES & WAGES	25,189	24,993	0	0	0
G-617-6715-2500 F.T. BENEFITS	7,136	7,399	0	0	0
G-617-6715-4020 SERVICE CONTRACTS	2,882	3,260	0	0	0
G-617-6715-6020 SOCIAL ASSISTANCE PAYMENTS	537,551	563,995	233,042	574,910	576,400
G-617-6715-7900 INTERFUNCTIONAL TRANSFER	0	0	26,141	31,950	30,460
<b>Total 6715 WAGE ENHANCEMENTS</b>	1	0	-296,697	0	0
<b>6720 FEE STABILIZATION SUPPORT</b>					
G-617-6720-1130 ONTARIO GRANTS	-37,242	0	0	0	0
G-617-6720-6020 SOCIAL ASSISTANCE PAYMENTS	37,242	0	0	0	0
<b>Total 6720 FEE STABILIZATION SUPPORT</b>	0	0	0	0	0
<b>6730 FAMILY SUPPORT</b>					
G-617-6730-1130 ONTARIO GRANTS	0	-1,800	0	0	0
G-617-6730-5040 RENTAL OF BUILDING - MACHINERY & EQU	0	1,800	0	0	0
<b>Total 6730 FAMILY SUPPORT</b>	0	0	0	0	0
<b>6770 CHILD CARE PROGRAMS</b>					
G-617-6770-1130 ONTARIO GRANTS	-1,105,624	-1,758,233	-1,508,817	-1,647,180	-1,647,180
G-617-6770-6020 SOCIAL ASSISTANCE PAYMENTS	681,470	1,222,176	245,749	1,144,980	1,144,980
G-617-6770-6025 WAGE SUBSIDY PAYMENTS	424,154	536,057	204,812	502,200	502,200
<b>Total 6770 CHILD CARE PROGRAMS</b>	0	0	-1,058,256	0	0
<b>6780 CAPACITY FUNDING</b>					
G-617-6780-1130 ONTARIO GRANTS	-42,185	-39,416	-35,614	-38,880	-38,880
G-617-6780-4020 SERVICE CONTRACTS	36,019	39,416	1,671	38,880	38,880
G-617-6780-4100 SERVICES - OTHER	6,166	0	0	0	0
<b>Total 6780 CAPACITY FUNDING</b>	0	0	-33,943	0	0

<b>617 EARLY LEARNING AND CHILD CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6790 REPAIRS AND MAINTENANCE</b>					
G-617-6790-1130 ONTARIO GRANTS	-13,174	-14,875	-12,062	-13,170	-13,180
G-617-6790-4020 SERVICE CONTRACTS	13,174	14,875	0	13,170	13,180
<b>Total 6790 REPAIRS AND MAINTENANCE</b>	<b>0</b>	<b>0</b>	<b>-12,062</b>	<b>0</b>	<b>0</b>
<b>6792 ELCC 0-6 AGREEMENT</b>					
G-617-6792-1130 ONTARIO GRANTS	-379,888	-403,391	-369,503	-403,390	-403,390
G-617-6792-4020 SERVICE CONTRACTS	379,888	322,373	152,917	322,370	322,370
G-617-6792-6020 SOCIAL ASSISTANCE PROGRAMS	0	81,018	0	81,020	81,020
<b>Total 6792 ELCC 0-6 AGREEMENT</b>	<b>0</b>	<b>0</b>	<b>-216,586</b>	<b>0</b>	<b>0</b>
<b>67HC HOME CHILD CARE</b>					
G-617-67HC-1130 ONTARIO GRANTS	-11,804	-20,700	-50,567	-55,200	-55,200
G-617-67HC-4020 SERVICE CONTRACTS	11,804	20,700	0	55,200	55,200
<b>Total 67HC HOME CHILD CARE</b>	<b>0</b>	<b>0</b>	<b>-50,567</b>	<b>0</b>	<b>0</b>
<b>67IF INDIGENOUS FUNDING</b>					
G-617-67IF-1130 ONTARIO GRANTS	0	-20,187	-24,831	-27,110	-27,110
G-617-67IF-4020 SERVICE CONTRACTS	0	20,187	0	27,110	27,110
<b>Total 67IF INDIGENOUS FUNDING</b>	<b>0</b>	<b>0</b>	<b>-24,831</b>	<b>0</b>	<b>0</b>
<b>67TF OEYCFC PLANNING</b>					
G-617-67TF-1130 ONTARIO GRANTS	-2,511,139	-921,139	-882,749	-902,720	-902,720
G-617-67TF-2100 F.T. SALARIES & WAGES	118,162	119,421	127,538	146,440	149,370
G-617-67TF-2500 F.T. BENEFITS	33,474	32,799	36,085	40,050	41,610
G-617-67TF-3070 OFFICE SUPPLIES	667	2,000	0	0	0
G-617-67TF-3120 MEETING COSTS	184	2,000	0	2,000	2,000
G-617-67TF-4020 SERVICE CONTRACTS	11,462	63,090	33,562	63,090	63,090
G-617-67TF-4036 CONFERENCES - EXPENSES	609	4,000	0	2,000	2,000
G-617-67TF-4040 CONSULTANTS	27,898	22,200	14,231	10,000	10,000
G-617-67TF-4100 SERVICES - OTHER	0	0	224	0	0
G-617-67TF-4120 TELEPHONE - CELL PHONES	0	0	875	900	1,200
G-617-67TF-4142 TRAINING - EXPENSES	654	903	0	0	0
G-617-67TF-4150 TRAVEL/MILEAGE - excl TRAINING & CONF	3,922	4,000	351	2,000	2,000
G-617-67TF-5040 RENTAL OF BLDG, MACHINERY & EQUIPME	11,000	9,200	0	0	0

<b>617 EARLY LEARNING AND CHILD CARE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-617-67TF-5065 PROVINCIAL PROGRAMS	33,681	0	0	0	0
G-617-67TF-6010 GRANTS TO CHARITIES	1,590,000	0	850,944	0	0
G-617-67TF-6020 SOCIAL ASSISTANCE PAYMENTS	679,425	661,526	300,770	636,240	631,450
<b>Total 67TF OEYCFC PLANNING</b>	-1	0	481,831	0	0
<b>67XP EXPANSION</b>					
G-617-67XP-1130 ONTARIO GRANTS	-774,783	-74,587	-924,013	-1,008,750	-1,008,750
G-617-67XP-1210 OTHER MUNICIPALITIES- PERTH COUNTY	0	0	-104,344	-113,830	-115,350
G-617-67XP-1220 OTHER MUNICIPALITIES- ST MARYS	0	0	-17,188	-18,750	-18,270
G-617-67XP-1820 CONTRIBUTION FROM RESERVE FUNDS	-180,000	0	0	0	0
G-617-67XP-4100 SERVICES - OTHER	384,397	0	0	0	0
G-617-67XP-6020 SOCIAL ASSISTANCE PAYMENTS	570,386	74,587	352,697	1,235,720	1,235,720
<b>Total 67XP EXPANSION</b>	0	0	-692,848	94,390	93,350
<b>Total 617 EARLY LEARNING &amp; CHILD CARE</b>			<b>-2,127,711</b>	<b>109,760</b>	<b>109,880</b>
					<b>0.11%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G617 Early Learning &amp; Child Care</b>

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

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### **Key Activities for 2021:**

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.

Two child care capital projects have been completed in 2020 with an additional three anticipated in 2021. It is anticipated that Expansion funding from the Ministry of Education will support these operational costs.

The Government of Ontario has announced changes to funding allocations both in the amounts and guidelines for cost-sharing. There have been changes to the initial announcements. Through 2021, it will be necessary to closely monitor funding changes, adjust accordingly to fully utilize funds, and maintain mandated services.

Funding for EarlyON Child and Family Centres for 2021 has not been announced but is anticipated to continue at current levels.

**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 (2021 proposed budget vs prior year actuals):**

The only significant change in this budget is in the Interfunctional transfer line, which has increased by 1.81% (\$5,560). Most of this increase is a result of the Children’s Services share of the increased rental charges for 82 Erie Street as a result of the renovations.

The 133.33% (\$2,400) increase to Office Administration is a result of cell phones being provided to the Resource Teacher positions.

**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. While some programs closed for extended periods of time, others provided Emergency Child Care for essential workers, without collecting fees from families and with the guidance of the Ministry of Education. Re-opening child care programs have seen enhanced cleaning and safety precautions and lower numbers of children in attendance.

**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:**

It is not anticipated that services could be reduced.

<b>618 BRITANNIA ST APARTMENTS</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>6800 BRITANNIA ST APARTMENTS</b>					
G-618-6800-1470 RENTAL REVENUE	-56,162	-106,520	-352,038	-400,000	-400,280
G-618-6800-1820 TRANSFER FROM RESERVE FUND	0	-82,820	0	0	0
G-618-6800-3030 HEAT	1,907	0	2,538	2,500	4,000
G-618-6800-3040 HYDRO	6,419	2,000	4,096	6,000	5,100
G-618-6800-3045 WATER/SEWER	1,256	4,900	4,415	10,000	8,500
G-618-6800-3070 OFFICE SUPPLIES AND PAPER	220	0	23	0	200
G-618-6800-3120 MEETING COSTS	214	0	0	0	100
G-618-6800-4040 CONSULTANTS- PROPERTY MANAGEMENT	712	2,000	0	0	0
G-618-6800-4080 INSURANCE	0	3,000	0	9,000	10,000
G-618-6800-4092 PROPERTY TAXES	0	12,420	0	42,140	42,140
G-618-6800-4105 SNOW REMOVAL	4,339	3,330	3,218	12,000	7,000
G-618-6800-4106 LAWN MAINTENANCE	163	2,500	2,883	7,500	2,500
G-618-6800-4107 BUILDING MAINTENANCE	9,125	1,400	38,799	35,000	50,000
G-618-6800-4110 TELEPHONE - BASIC	365	0	1,509	0	1,900
G-618-6800-5030 MORTGAGE INTEREST PAYMENT	54,271	50,060	25,827	46,720	46,910
G-618-6800-5035 MORTGAGE PRINCIPAL PAYMENT	107,589	107,730	53,794	107,730	107,590
G-618-6800-7820 TRANSFER TO RESERVE FUND	0	0	0	121,410	114,340
<b>Total 6800 BRITANNIA ST APARTMENTS</b>	<b>130,418</b>	<b>0</b>	<b>-214,936</b>	<b>0</b>	<b>0</b>
<b>Total 618 BRITANNIA ST APARTMENTS</b>	<b>130,418</b>		<b>-214,936</b>		





## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Social Services</b>
<b>Budget Division:</b>	<b>G618 Britannia St Apartments</b>

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

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

In addition, the Social Services Department is responsible for operating and managing the Perth & Stratford Housing Corporation, the Britannia Street Affordable Housing building, and the Anne Hathaway 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 2021:**

The key activities for 2021 are to support the operations and maintenance of the current property at 230 Britannia St.

In addition, plans are underway to initiate the development of the second phase of the Britannia St. Apartment project, which will increase the number of affordable units by at least 20 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 of Integrity, Respect, Caring, Progress and Collaboration.

- **Strengthening our Plans, Strategies and Partnerships:** Collaboration and strong partnerships with service providers, tenants, economic development groups, and local municipalities are needed for successfully address the need for housing affordability locally.

- **Developing Our Resources:** Creating more affordable housing options through new construction will reduce the number of households that experience housing instability. As well, it will help contribute to the economic vitality of the City.

**Significant Variances (2021 proposed budget vs prior year actuals):**

**Repairs and Maintenance: Increase by 9.17%** - The costs for repairs and materials is projected to rise due to supply shortages and the rise in the cost of building materials. The figure has also been updated to better reflect the actual maintenance costs incurred in the first year of operation (e.g. snow removal and landscaping).

**Insurance: Increase by 11.11%** - According to the Housing Services Corporation, insurance premiums for social housing providers are expected to rise 15-30% in Ontario in 2021. This is due to challenging market conditions worldwide, such as the consolidation and loss of major players in the insurance industry, insurance losses related to climate change, rising number of lawsuits, and economic uncertainty of COVID-19.

The above costs will be offset by a rise in rental revenues and a decrease in administration charge backs.

**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, materials) may see additional impacts.

To date, the economic impact of COVID-19 has led to an increase in the amount of rental arrears owed by tenants. Outstanding arrears impacts the amount of user fees collected by the department.

**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:**

It is not anticipated that services could be reduced.

<b>411 STRATFORD PUBLIC LIBRARY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7400 LIBRARY ADMINISTRATION</b>					
G-411-7400-1120 CANADA GRANTS	-6,921	-2,900	0	-2,900	-2,900
G-411-7400-1130 ONTARIO GRANTS	-60,827	-51,400	-51,402	-57,000	-57,000
G-411-7400-1210 FEES AND CHARGES OTHER MUNICIPALITIES	-39,447	-39,450	-20,315	-40,630	-41,849
G-411-7400-1405 USER FEES	-6,401	-5,500	-1,436	-5,500	-4,500
G-411-7400-1480 OTHER FINES	-21,164	-20,000	-4,912	-20,000	-4,000
G-411-7400-1570 DONATIONS	-9,879	-5,000	-4,220	-5,000	-5,000
G-411-7400-1770 RECOVERABLE	-112,359	-101,640	-96,187	-103,230	-106,350
G-411-7400-2100 F.T. SALARIES & WAGES	1,157,004	1,058,970	966,430	1,217,630	1,241,970
G-411-7400-2110 PART TIME SALARIES & WAGES	608,215	651,690	388,304	553,030	564,030
G-411-7400-2500 F.T. BENEFITS	264,922	262,380	240,144	306,950	308,130
G-411-7400-2510 P.T. BENEFITS	96,836	165,970	64,635	109,110	107,537
G-411-7400-2700 OTHER PAYROLL EXPENSES	2,051	2,100	2,154	2,100	2,000
G-411-7400-3030 HEAT	7,033	9,000	5,600	8,000	8,000
G-411-7400-3040 HYDRO	25,115	35,000	16,666	27,000	26,000
G-411-7400-3045 WATER / SEWAGE	1,237	1,150	790	1,150	1,300
G-411-7400-3050 MATERIALS	16	0	0	0	0
G-411-7400-3070 OFFICE SUPPLIES	15,001	15,000	11,092	15,000	15,000
G-411-7400-3090 PHOTOCOPIER EXPENSE	7,291	8,500	2,884	8,000	8,000
G-411-7400-3100 POSTAGE	1,649	1,200	939	5,500	4,000
G-411-7400-3110 PRINTING	866	1,000	562	1,000	1,000
G-411-7400-3180 VEHICLE- FUEL	1,003	1,000	343	1,000	750
G-411-7400-3190 VEHICLE - REPAIRS & EXPENSES	2,613	2,000	1,146	2,000	2,000
G-411-7400-4010 ADVERTISING	16,511	12,000	8,027	12,000	13,000
G-411-7400-4050 CONTRACTOR	5,088	0	1,444	15,500	15,500
G-411-7400-4060 COURIER/FREIGHT	1,871	1,500	1,119	1,500	1,800
G-411-7400-4080 INSURANCE	6,841	10,000	5,220	9,050	8,000
G-411-7400-4090 LEGAL	1,143	1,000	4,490	1,000	1,500
G-411-7400-4095 MAINTENANCE CONTRACTS	50,340	49,980	71,809	72,340	74,574
G-411-7400-4097 MEMBERSHIPS	2,654	3,030	2,371	3,030	2,470
G-411-7400-4110 TELEPHONE - BASIC	2,964	4,000	2,424	3,000	3,000

<b>411 STRATFORD PUBLIC LIBRARY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-411-7400-4120 TELEPHONE - CELL PHONES	1,606	1,100	1,445	900	300
G-411-7400-4125 INTERNET	6,855	5,000	13,529	5,000	14,000
G-411-7400-4142 TRAINING EXPENSES	20,943	22,000	14,110	22,000	22,000
G-411-7400-4150 MILEAGE	3,671	4,200	1,150	4,000	4,000
G-411-7400-5010 BANK, COLLECTION AND CREDIT CARD CH/	1,004	900	729	900	1,000
G-411-7400-7820 TRANSFER TO RESERVE FUND	276,380	276,380	261,380	261,380	266,608
G-411-7400-9030 EQUIPMENT PURCHASES	40,490	18,000	11,376	18,000	18,000
<b>Total 7400 LIBRARY ADMINISTRATION</b>	<b>2,372,215</b>	<b>2,398,160</b>	<b>1,923,840</b>	<b>2,452,810</b>	<b>2,513,870</b>
<b>7404 LIBRARY BOARD EXPENSES</b>					
G-411-7404-3080 MISCELLANEOUS SERVICES	5,893	3,000	1,103	3,000	3,000
G-411-7404-3120 MEALS AND MEETING COSTS	1,137	1,000	124	1,000	1,000
G-411-7404-4036 CONFERENCE EXPENSES	1,548	2,000	1,514	2,000	2,000
<b>Total 7404 LIBRARY BOARD EXPENSES</b>	<b>8,578</b>	<b>6,000</b>	<b>2,741</b>	<b>6,000</b>	<b>6,000</b>
<b>7406 LIBRARY OPERATIONS</b>					
G-411-7406-7820 TRANSFER TO RESERVE FUNDS	6,270	6,270	4,690	4,690	4,747
<b>Total 7406 LIBRARY OPERATIONS</b>	<b>6,270</b>	<b>6,270</b>	<b>4,690</b>	<b>4,690</b>	<b>4,747</b>
<b>7408 LIBRARY - ADULT PROGRAM</b>					
G-411-7408-3060 LIBRARY BOOKS	713	0	103	0	0
G-411-7408-3065 CRAFT/PROGRAM SUPPLIES	2,316	3,000	896	4,000	4,000
<b>Total 7408 LIBRARY - ADULT PROGRAM</b>	<b>3,029</b>	<b>3,000</b>	<b>999</b>	<b>4,000</b>	<b>4,000</b>
<b>7410 LIBRARY - YOUNG ADULT PROGRAM</b>					
G-411-7410-3065 CRAFT/PROGRAM SUPPLIES	1,616	3,000	288	4,000	4,000
<b>Total 7410 LIBRARY - YOUNG ADULT PROGRAM</b>	<b>1,616</b>	<b>3,000</b>	<b>288</b>	<b>4,000</b>	<b>4,000</b>
<b>7412 LIBRARY - CHILDREN PROGRAM</b>					
G-411-7412-3065 CRAFT/PROGRAM SUPPLIES	3,073	3,000	753	4,000	4,000
<b>Total 7412 LIBRARY - CHILDREN PROGRAM</b>	<b>3,073</b>	<b>3,000</b>	<b>753</b>	<b>4,000</b>	<b>4,000</b>
<b>7422 PUBLIC LIBRARY ON WHEELS</b>					
G-411-7422-7820 TRANSFER TO RESERVE FUNDS	5,000	5,000	5,000	5,000	5,000
<b>Total 7422 PUBLIC LIBRARY ON WHEELS</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

<b>411 STRATFORD PUBLIC LIBRARY</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>7430 LIBRARY BUILDING &amp; PROP SERV</b>					
G-411-7430-3050 MATERIALS	6,914	6,700	5,866	6,700	7,000
G-411-7430-4105 SNOW REMOVAL	5,278	9,000	3,651	9,000	7,000
G-411-7430-4106 LAWN MAINTENANCE	1,374	1,000	1,217	1,500	1,500
G-411-7430-4107 BUILDING MAINTENANCE	5,719	8,000	2,081	8,000	8,000
<b>Total 7430 LIBRARY BUILDING &amp; PROP SERV</b>	19,285	24,700	12,815	25,200	23,500
<b>7450 PCIN</b>					
G-411-7450-1405 USER FEES	-164,521	-164,520	-209,428	-212,120	-214,790
G-411-7450-1810 CONTRIBUTIONS FROM RESERVE	-18,853	0	0	0	0
G-411-7450-4050 CONTRACTORS	23,337	5,370	3,514	3,400	5,770
G-411-7450-4080 INSURANCE	0	0	562	0	0
G-411-7450-4095 MAINTENANCE CONTRACTS	160,037	159,150	177,549	208,720	209,020
<b>Total 7450 PCIN</b>	0	0	-27,803	0	0
<b>Total 411 STRATFORD PUBLIC LIBRARY</b>	<b>2,419,066</b>	<b>2,449,130</b>	<b>1,923,323</b>	<b>2,505,700</b>	<b>2,565,117</b>
					<b>2.37%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Library</b>
<b>Budget Division:</b>	<b>G411 Stratford Public Library</b>

### Department/Division Overview:

The majority of the Library’s planned activities for 2020 were suspended or delayed due to the COVID-19 pandemic. During the initial shutdown, the Library adapted in the following ways:

- 3D printing medical PPE
- Askspl email and telephone reference: remote account management and online card registration
- City of Stratford Economic Response and Recovery Task Force participation
- ConnectedCommunity: new project to connect people in need with donated devices and free Wi-Fi from Rhyzome Networks for summer 2020. In partnership with United Way, GOTECH, Local Community Food Centre, Rhyzome Networks.
- Digital collections and curated online news/social media content: Books/Audiobooks, Videos, Magazines, Research Databases, Educational Courses
- Summer Reading programming launching for all ages with “Beanstack” app
- United Way “Huron-Perth Covid-19 Resource Group” FB page: providing information services and moderation for 60+ hours per week (concluded June 15<sup>th</sup>)
- Virtual children’s storytimes, maker videos and programs for youth
- Wi-Fi continuously available at the Library, for use in the parking lot/garden

As re-opening has progressed since June, the Library has resumed/implemented the following:

- Hours of service: 6 days per week, 84% of regular hours
- Curbside service offered for those same hours
- Appointments for browsing, computer use, the MakerSpace, and study space
- County and Province-wide delivery of books
- Home delivery services
- Working with the YMCAs of Cambridge Kitchener Waterloo, SPL is re-starting its previously planned partnership to provide immigrant settlement services at SPL.
- Expanding the current partnership with Institutional Services, supplying library materials to the inmates of the Stratford Jail.
- Programs for all ages being delivered in online formats

**Current use of the Library is approximately 60% of 2019 figures.**

As a heavily-trafficked public place with significant spatial challenges, the Library Board is proceeding with caution in re-opening, with the goal of maintaining as many in-person services as possible safely and sustainably under the frameworks provided by HPPH and the Province. The Library currently plans to reopen for unrestricted public access in January 2021.

### **Key Activities for 2021:**

- In partnership with the Perth Community Futures Development Corporation, the Library has expanded the hours of the MakerSpace and is providing additional programming to support small businesses and entrepreneurs in Stratford/Perth County.
- In collaboration with the City's Chief Building Official, the Library has applied for Federal grant funds to renovate the Library's washrooms and create accessible washrooms. The current design would include a barrier-free option. If the application is successful, construction would take place in 2021/22.
- Leveraging the Perth County Information Network even further to address significant shared pressures across the county: financial limitations, increasingly high service expectations, and the need to craft resilient libraries for the future.
  - A full year of the collectionHQ artificial intelligence software, which should leverage a 10-20% increase in performance out of the existing collection funds, which will significantly improve service across the County and help to reduce the gap between the undersized collection and the diversity of need.

### **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 (2021 proposed budget vs prior year actuals):**

1. 2.0% COLA for staff wages and benefits;

2. Reduction in fees collected from users for Library fines; to reduce barriers to accessing the benefits of the Library, the Board proposes to eliminate late fines for all ages. Lost items would still require payment. Value approximately \$16,000;
3. Increase in internet connectivity expenses, to fund additional Wi-Fi hotspots for loan into the community. Demand has grown significantly during the pandemic. The first two years have been sustained through grant funding. Value approximately \$9,000.

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

**If yes, please review impacts:**

The Library's services are directly impacted by the directions set forth by the Province and Huron-Perth Public Health, specifically those related to physical distancing and quarantining of physical materials. As a result of those requirements the Library Board has had to restrict access to the building and has been unable to deploy its staff complement to provide the regular number of open hours and services.

Prior to the pandemic, digital use of the Library's resources remained steady at roughly 15% of total. The vast majority of contact with the Library is in person: for book selection, information, programs, computer use, study space, and the MakerSpace. COVID-related restrictions will consequently reduce both the statistical output and community impact of the Library as it cannot serve the same number of people as before, with the same range and depth of offerings.

**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:**

The Library has already created the framework for all of its core services to be provided remotely and/or through contactless methods. The current model for in-person service meets or exceeds the safety 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 further negatively impact the community's ability to access services.



<b>231 STRATFORD POLICE SERVICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2200 POLICE ADMINISTRATION</b>					
G-231-2200-1130 ONTARIO GRANTS	-567,884	-353,000	-456,601	-287,000	-423,870
G-231-2200-1215 MUNICIPALITY - PERTH SOUTH	-532,479	-531,130	-463,900	-556,680	-564,638
G-231-2200-1220 MUNICIPALITY - ST. MARYS	-1,007,406	-1,004,920	-835,296	-1,045,300	-1,088,282
G-231-2200-1405 REVENUE - USER FEES	-4,820	0	0	0	0
G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS	0	-5,000	-12,327	-15,000	-5,000
G-231-2200-1810 CONTRIBUTION FROM RESERVES	0	-160,760	0	-289,740	-106,800
G-231-2200-2100 F.T. SALARIES & WAGES	8,657,049	9,068,420	7,447,895	8,911,119	8,869,367
G-231-2200-2105 PAYROLL PREMIUMS	0	0	182,798	367,967	478,039
G-231-2200-2110 PART TIME SALARIES & WAGES	253,282	171,300	169,462	188,843	257,660
G-231-2200-2500 F.T. BENEFITS	2,253,438	2,251,020	2,042,508	2,416,100	2,373,560
G-231-2200-2510 P.T. BENEFITS	30,637	17,050	14,182	21,931	32,970
G-231-2200-2700 OTHER PAYROLL EXPENSES	5,608	23,040	11,155	13,500	13,500
G-231-2200-3010 CLOTHING	23,701	32,600	19,274	24,780	20,054
G-231-2200-3050 MATERIALS	123	20,990	85	500	500
G-231-2200-3051 MATERIALS- CONTAINMENT	0	2,130	0	0	0
G-231-2200-3070 OFFICE SUPPLIES AND PAPER	10,104	7,950	6,238	9,220	8,817
G-231-2200-3071 IDENTIFICATION SUPPLIES	5,465	4,900	-18,808	4,900	4,898
G-231-2200-3090 PHOTOCOPIER EXPENSE	4,113	4,460	3,106	5,760	5,763
G-231-2200-3100 POSTAGE	649	920	2,060	920	922
G-231-2200-3110 PRINTING	1,725	5,520	1,619	4,000	2,500
G-231-2200-3120 MEETING COSTS	4,105	4,950	485	4,300	1,500
G-231-2200-3121 PRISONER MEALS	3,093	2,900	649	2,910	2,910
G-231-2200-3130 PUBLICATIONS & SUBSCRIPTIONS	819	2,420	448	2,100	1,500
G-231-2200-3140 RADIO SYSTEM MAINTENANCE	10,648	16,700	9,677	16,710	16,711
G-231-2200-3170 UNIFORMS	39,494	59,400	54,225	38,150	38,150
G-231-2200-3180 VEHICLE - FUEL	115,895	107,140	77,561	117,320	110,020
G-231-2200-3190 VEHICLE REPAIRS (LABOUR, PARTS, LICENCES)	59,421	41,950	65,747	42,640	60,506
G-231-2200-4010 ADVERTISING	939	1,000	424	1,000	500
G-231-2200-4035 CONFERENCES - ACCOMMODATIONS	10,781	6,700	1,410	6,700	3,000
G-231-2200-4036 CONFERENCE EXPENSES	1,933	6,990	1,436	2,000	2,000

<b>231 STRATFORD POLICE SERVICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
G-231-2200-4037 CONFERENCES - REGISTRATION	9,422	6,400	3,239	6,400	2,000
G-231-2200-4038 CONFERENCES - TRAVEL/MILEAGE	1,064	2,000	875	1,000	500
G-231-2200-4050 CONTRACTORS	135,536	148,490	112,980	145,200	145,200
G-231-2200-4060 COURIER/FREIGHT	1,405	1,500	538	1,500	1,498
G-231-2200-4090 LEGAL	22,785	28,800	9,890	28,810	28,813
G-231-2200-4095 MAINTENANCE CONTRACTS	22,808	40,810	25,014	40,830	55,608
G-231-2200-4097 MEMBERSHIPS	2,267	5,500	2,088	5,500	2,500
G-231-2200-4100 SERVICES OTHER	320	23,300	892	0	0
G-231-2200-4110 TELEPHONE - BASIC	40,191	42,630	33,157	42,640	42,643
G-231-2200-4140 TRAINING - MEMBERSHIPS	200	200	737	200	200
G-231-2200-4141 TRAINING - MILEAGE	1,154	5,800	230	6,690	1,498
G-231-2200-4142 TRAINING - EXPENSES	67,159	67,280	15,865	59,500	44,495
G-231-2200-4143 TRAINING - SUPPLIES	7,691	20,000	2,602	23,040	23,040
G-231-2200-4160 SPECIAL PROJECTS	0	790	0	0	0
G-231-2200-5010 BANK CHARGES & COLLECTION FEES	949	0	470	0	0
G-231-2200-5030 INTEREST ON LTD	8,046	6,890	4,586	4,560	6,220
G-231-2200-5035 PRINCIPAL ON LTD	88,301	88,580	75,703	90,920	90,130
G-231-2200-5040 LEASED OFFICE EQUIP	10,762	8,500	9,912	11,500	13,700
G-231-2200-7810 TRANSFER TO RESERVES	0	620	0	0	0
G-231-2200-7820 TRANSFER TO RESERVE FUND	0	30,540	0	31,170	0
G-231-2200-9010 OFFICE EQUIPMENT	0	310	0	0	0
G-231-2200-9030 EQUIPMENT PURCHASES	0	16,950	0	0	0
<b>Total 2200 POLICE ADMINISTRATION</b>	<b>9,800,493</b>	<b>10,351,530</b>	<b>8,624,290</b>	<b>10,509,110</b>	<b>10,574,802</b>
<b>2202 BICYCLE AUCTION SALE</b>					
G-231-2202-1610 BICYCLE AUCTION SALE RECEIPTS	-3,088	-2,000	-1,286	-2,000	-2,000
G-231-2202-4100 SERVICES - OTHER	3,597	5,000	1,534	5,000	5,000
G-231-2202-7810 TRANSFER TO RESERVES	0	2,000	0	0	2,000
G-231-2202-7820 TRANSFER TO RESERVE FUNDS	2,000	0	2,000	2,000	0
<b>Total 2202 BICYCLE AUCTION SALE</b>	<b>2,509</b>	<b>5,000</b>	<b>2,248</b>	<b>5,000</b>	<b>5,000</b>

<b>231 STRATFORD POLICE SERVICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2204 TAXI LICENCING</b>					
G-231-2204-1440 TAXI LICENCING REVENUE	-16,425	-17,000	-7,875	-17,000	-17,000
G-231-2204-3050 MATERIALS	504	430	705	430	600
G-231-2204-4100 SERVICES - OTHER	0	200	0	200	200
<b>Total 2204 TAXI LICENCING</b>	<b>-15,921</b>	<b>-16,370</b>	<b>-7,170</b>	<b>-16,370</b>	<b>-16,200</b>
<b>2206 LAW ENFORCEMENT EQUIPMENT</b>					
G-231-2206-1820 CONTRIBUTION FROM RESERVE FUND	-75,000	0	0	0	0
G-231-2206-3050 MATERIALS - LAW ENFORCEMENT	99,616	23,750	49,052	27,370	27,372
G-231-2206-3051 MATERIALS-CONTAINMENT	19,469	14,000	12,914	23,050	23,050
G-231-2206-7810 TRANSFER TO RESERVES	0	196,000	0	0	20,000
G-231-2206-7820 TRANSFER TO RESERVE FUNDS	31,000	0	135,000	135,000	0
<b>Total 2206 LAW ENFORCEMENT EQUIPMENT</b>	<b>75,085</b>	<b>233,750</b>	<b>196,966</b>	<b>185,420</b>	<b>70,422</b>
<b>2208 INVESTIGATIONS</b>					
G-231-2208-3050 MATERIALS - CISO PROJECTS / INVESTIGATIONS	28,308	30,500	27,115	35,150	35,151
G-231-2208-4001 MEMORIAL DONATIONS	0	5,250	0	6,050	6,051
G-231-2208-9030 EQUIPMENT PURCHASES	270	0	0	0	0
<b>Total 2208 INVESTIGATIONS</b>	<b>28,578</b>	<b>35,750</b>	<b>27,115</b>	<b>41,200</b>	<b>41,202</b>
<b>2209 Police Canine Unit</b>					
G-231-2209-4100 CANINE UNIT	6,191	7,200	3,572	8,300	8,298
<b>Total 2209 Police Canine Unit</b>	<b>6,191</b>	<b>7,200</b>	<b>3,572</b>	<b>8,300</b>	<b>8,298</b>
<b>2210 PRIDE OPERATING</b>					
G-231-2210-4100 SERVICES - OTHER	200,190	202,230	204,835	242,990	259,221
<b>Total 2210 PRIDE OPERATING</b>	<b>200,190</b>	<b>202,230</b>	<b>204,835</b>	<b>242,990</b>	<b>259,221</b>
<b>2212 POLICE RADIOS</b>					
G-231-2212-1820 CONTRIBUTION FROM RESERVE FUNDS	-75,000	0	0	0	0
G-231-2212-3050 POLICE RADIO MATERIALS	74,713	8,250	5,558	19,760	19,758
G-231-2212-4100 SERVICES - OTHER	2,529	2,000	2,556	2,300	2,305
<b>Total 2212 POLICE RADIOS</b>	<b>2,242</b>	<b>10,250</b>	<b>8,114</b>	<b>22,060</b>	<b>22,063</b>

<b>231 STRATFORD POLICE SERVICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2214 COMMUNICATIONS CENTRE</b>					
G-231-2214-1405 COMMUNICATIONS REVENUE	-77,355	-40,000	-41,588	-40,000	-40,000
G-231-2214-7810 TRANSFER TO RESERVES	0	18,400	0	68,400	358,000
G-231-2214-7820 TRANSFER TO RESERVE FUNDS	18,400	0	68,400	0	0
G-231-2214-9030 EQUIPMENT PURCHASES	4,087	11,500	10,451	13,250	8,413
<b>Total 2214 COMMUNICATIONS CENTRE</b>	-54,868	-10,100	37,263	41,650	326,413
<b>2216 COMMUNITY SERVICES &amp; YOUTH PRG</b>					
G-231-2216-3050 MATERIALS - COMMUNITY SERVICES	4,428	5,000	-137	5,760	5,763
<b>Total 2216 COMMUNITY SERVICES &amp; YOUTH PRG</b>	4,428	5,000	-137	5,760	5,763
<b>2218 POLICE SERVICES BOARD</b>					
G-231-2218-2100 SALARIES & WAGES - POLICE SERVICE BOARD	17,340	22,440	13,696	22,440	22,442
G-231-2218-2500 F.T. BENEFITS	764	1,870	718	1,870	1,869
G-231-2218-4100 SERVICES - OTHER	8,292	16,320	6,027	16,320	16,322
<b>Total 2218 POLICE SERVICES BOARD</b>	26,396	40,630	20,441	40,630	40,633
<b>2240 PRIDE CAPITAL</b>					
G-231-2240-1810 CONTRIBUTION FROM RESERVES - PRIDE CAPITAL	0	-85,000	0	0	-120,960
G-231-2240-1820 CONTRIBUTION FROM RESERVE FUNDS	-127,347	0	0	0	0
G-231-2240-7810 TRANSFER TO RESERVES - PRIDE CAPITAL	0	85,000	0	0	120,960
G-231-2240-7820 TRANSFER TO RESERVE FUNDS	85,000	0	0	0	0
G-231-2240-9030 EQUIPMENT PURCHASES - PRIDE CAPITAL	127,347	85,000	165,614	100,220	120,960
<b>Total 2240 PRIDE CAPITAL</b>	85,000	85,000	165,614	100,220	120,960
<b>2242 POLICE CAPITAL</b>					
G-231-2242-5040 LEASE/EXP 154 DOWNIE/WAREHOUSE	57,546	64,640	48,821	64,640	64,640
G-231-2242-5060 VEHICLE LEASE	28,163	49,000	23,434	50,000	37,000
G-231-2242-7820 TRANSFER TO RESERVE FUNDS	139,500	139,500	168,000	168,000	0
G-231-2242-9010 OFFICE EQUIPMENT AND FURNISHINGS	38,790	6,000	1,404	6,000	29,000
<b>Total 2242 POLICE CAPITAL</b>	263,999	259,140	241,659	288,640	130,640

<b>231 STRATFORD POLICE SERVICE</b>					
	<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2021 DRAFT</b>
	<b>ACTUALS</b>	<b>BUDGET</b>	<b>YTD</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>2250 PARKS PATROL</b>					
G-231-2250-2110 PT SALARIES	33,025	39,500	45,939	31,750	61,800
G-231-2250-2500 F.T. BENEFITS	404	0	443	0	0
G-231-2250-2510 P.T BENEFITS	2,906	0	4,120	2,710	5,540
<b>Total 2250 PARKS PATROL</b>	36,335	39,500	50,502	34,460	67,340
<b>Total 231 POLICE</b>	<b>10,460,657</b>	<b>11,248,510</b>	<b>9,575,312</b>	<b>11,509,070</b>	<b>11,656,557</b>
					<b>1.28%</b>



## 2021 OPERATING BUDGET – WORK PLAN

<b>Department:</b>	<b>Police</b>
<b>Budget Division:</b>	<b>G231 Stratford Police Services</b>

### **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 66 sworn members as well as 18 full-time and 5 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
- Forensic Technology Crime Investigator

#### 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.

**Key Activities for 2021:**

The overall budget increase from 2020 to 2021 while taking into account the estimated 1.85% wage increase and other collective bargaining terms of settlement, is presented at 1.77%.

You will see that some of our accounts have achieved 0% target and some have decreased. We believe we can operate in 2021 within the limits of those accounts. The service will be undertaking to following key activities in 2021:

1. Phone and radio call logging software upgrade – the service’s call logging system requires an upgrade to ensure security and functionality. The cost of the upgrade is \$33,000. An increase of \$18,000 to G-231-2240-9030 has been added to assist with the cost.
2. Radio system upgrade – refer to Capital Work Plan
3. Administrative phone system upgrade – refer to Capital Work Plan

**Significant Variances (2021 proposed budget vs prior year actuals):**

G-231-2200-1130 POLICE DEPT – ONTARIO GRANTS – Increase from (\$287,000) to (\$423,870). Increase to reflect multiple grant deposits received throughout the calendar year. Funding not always received in the SPS fiscal year and therefore amount can fluctuate.

G-231-2200-1765 GAIN ON DISPOSAL OF ASSETS – Decrease from (\$15,000) to (\$5,000). Reduction due to no cruisers being returned in 2021.

G-231-2200-1810 CONTRIBUTIONS FROM RESERVES – Decreased from (\$289,740) to (\$106,800). Fewer members retiring in 2021.

G-231-2200-2100 FULL TIME SALARIES & WAGES – Decreased from \$8,911,119 to \$8,869,367 or .47%. Decrease reflects adjustment made as this line normally runs at a surplus. Budgeted amount allows for wage increase in Collective Agreement and upcoming classification changes. \$75,000 added to cover anticipated Pay Equity Review.

G-231-2200-2105 PAYROLL PREMIUMS – Increase from \$367,967 to \$478,039 or \$29.9%. Increase to cover anticipated costs of premiums including overtime, shift differential, court, acting, coaching, major investigations. Additionally funds added to assist in coverage of member who is off long-term.

G-231-2200-2110 PART TIME SALARIES & WAGES – Increase from \$188,843 to \$257,661 or 36.4%. Increase to offset costs of temporary Full Time coverage in communications centre due to maternity leave. Increase also covers 1.85% wage increase in the new Collective Agreement and upcoming classification changes.

G-231-2200-2500 FULL TIME BENEFITS – Decrease from \$2,416,100 to \$2,373,560 or 1.76%. Decreased based on assessment of costs for 2021.

G-231-2200-2510 PART TIME BENEFITS – Corresponding increase from \$21,931 to \$32,967 or 50.3%. Increase also accounts for enhancements to the MFAP (EAP) program for part time and auxiliary members.

G-231-2200-3110 PRINTING – Decrease from \$4,000 to \$2,500 or 37.5%. More materials shared online versus hardcopies.

G-231-2200-3120 MEALS AND MEETING COSTS – Decrease from \$4,300 to \$1,500 or 65%. Anticipate fewer in-person meetings in 2021.

G-231-2200-3180 FUEL – Decrease from \$117,320 to \$110,020 or 6.2%. Lower annualized fuel costs coupled with savings seen from partial transition to hybrid fleet in 2020.

G-231-2200-3190 VEHICLE REPAIRS – Increase from \$42,640 to \$60,506. Increase of \$17,866 or 41.9% Increase to meet inflationary costs of repairs and costs related to collisions.

G-231-2200-4035 CONFERENCES – ACCOMMODATIONS – Decrease from \$6,700 to \$3,000 or 55.2%. Anticipate fewer conference opportunities in 2021.

G-231-2200-4037 CONFERENCES – REGISTRATION – Decrease from \$6,400 to \$2,000 or 68.75%. Anticipate fewer conference opportunities in 2021.

G-231-2200-4038 CONFERENCES – TRAVEL/MILEAGE – Decrease from \$1,000 to \$500 or 50%. Anticipate fewer conference opportunities in 2021.

G-231-2200-4095 MAINTENANCE CONTRACTS – Increase from \$40,830 to \$55,608 or 36.2%. Increase to cover costs of phone system annual maintenance agreement.

G-231-2200-4141 TRAINING – MILEAGE – Decrease from \$6,690 to \$1,500 or 77.6%. Members able to use service vehicles for training – which is also expected to be reduced in 2021.

G-231-2200-4142 TRAINING – EXPENSES – Decrease from \$59,500 to \$44,495 or 27.3%. Due to COVID expect reduced training opportunities in 2021.

G-231-2206-7820 TRANSFER TO RESERVES – Decrease from \$135,000 to \$20,000 or 85.2%. Service was able to identify a less expensive CEW solution in 2020. The purchase of replacement CEWs started in 2020. In 2021, \$20,000 required to complete transition.

G-231-2210-4100 SERVICES – OTHER – Increase from \$242,990 to \$259,221 or 6.68%. Increase due to costs associated with CAD upgrade and CBA obligations.



G-231-2214-7810 TRANSFERS TO RESERVES (COMMUNICATIONS CENTRE) – Increase from \$68,400 to \$358,000 or 423.4%. Increase to cover cost of radio system upgrade in 2021 and to allocate \$200,000 for NG911 costs.

G-231-2214-9030 EQUIPMENT PURCHASES – Decrease from \$13,250 to \$8,413 or 36.5%. Consistent under-spending in this account.

G-231-2240-9030 PRIDE CAPITAL/EQUIPMENT PURCHASES – Increase from \$100,220 to \$120,960 or 4.8% Cost increase to cover upgrade of phone and radio call logging system (NICE) in 2021.

G-231-2242-5060 VEHICLE LEASE – Decrease from \$50,000 to \$37,000 or 26%. Decrease a result of purchasing existing service vehicles at end of lease.

G-231-2242-9010 OFFICE EQUIPMENT AND FURNISHINGS – Increase from \$6,000 to \$29,000 or 383%. This is a one-time cost to update and modernize archive room storage. Cost includes cabinets and installation.

G-231-2242-7810 TRANSFER TO RESERVES (CRUISERS) – Decrease from \$168,000 to \$0 for 2021. The service has one vehicle that is due for replacement in 2021. Given the relatively new condition of the remainder of the fleet, we can push off this replacement vehicle until 2022.

G-231-2250-2110 PARK PATROL PT SALARIES – Increase from \$31,750 to \$61,800 or 94.6%. Increase made to allow for Park Patrol coverage in St Marys and to cover typical scheduled hours of work. Costs to be reimbursed from St Marys.

G-231-2250-2510 PARK PATROL PT BENEFITS – Corresponding increase from \$2,710 to \$5,540 or 104%

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