



CITY OF STRATFORD

DRAFT 2023 BUDGET

EXPANSION REQUESTS

2023 Budget Impacts
Service Enhancements / Expansion Requests Summary
City of Stratford

** please note that none of these items have been included in the draft 2023 budget numbers

\$ 68,264,126

Budget Division Requests	FTE	2023 Net Levy Impact	Net Cost % of 2022 Tax Levy
SERVICE ENHANCEMENT REQUESTS			
CAO:			
Council Strategic Priorities 2023-2028 and Key Performance Indicators		\$ 125,000	0.18%
Cooper Site - Next Steps		0	0.00%
Infrastructure and Development Services:			
Cloud Permit Software (Building)		0	0.00%
Improvements to Water/Wastewater Network Communications (SCADA)		0	0.00%
Fleet Vehicles (2) - Social Services		0	0.00%
Fleet Utility Vehicle - Community Services		22,000	0.03%
Erie Street Multi-Use Trail (Roads)		470,000	0.69%
TOTAL - Service Enhancement Requests	0.0	\$ 617,000	0.90%
STAFFING REQUESTS			
Community Services:			
Supervisor of Recreation Services	1.0	\$ 139,233	0.20%
Supervisor of Facility & Building Operations	1.0	139,854	0.20%
Clerk-Secretary II (Facilities)	1.0	85,345	0.13%
Driver (1 Parallel Transit) - increase hours part-time to full-time	0.5	35,027	0.05%
Drivers (3 Transit) - increase hours part-time to full-time	1.5	139,594	0.20%

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\$ 68,264,126

Budget Division Requests	FTE	2023 Net Levy Impact	Net Cost % of 2022 Tax Levy
Infrastructure and Development Services:			
Deputy Chief Building Official (CBO)	1.0	\$ 143,483	0.21%
Planning Student	1.0	52,214	0.08%
Maintenance Worker (Fleet) - increase hours part-time to full-time	0.5	58,170	0.09%
Seasonal Maintenance Worker (Roads)	0.5	22,064	0.03%
Supervisor of Waste Operations - change to existing positions	0.0	20,194	0.03%
Corporate Services:			
Council Committee Coordinator (Clerk's Office)	1.0	\$ 100,526	0.15%
Legislative Coordinator (Clerk's Office) - change to existing position	0.0	27,526	0.04%
TOTAL - Staffing Requests	9.0	\$ 963,230	1.41%
Salary Gapping - 50%		\$ (481,615)	-0.71%
TOTAL - ALL EXPANSION REQUESTS		\$ 1,098,615	1.61%



2023 BUSINESS CASE - QUALITATIVE

Department:	CAO Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Council Strategic Priorities 2023-2028

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

Staff recommend retaining a third-party consultant to facilitate the newly elected Council's Strategic Priorities for the 2023-28 term.

Analysis of Current Business Process:

Council's Strategic Priorities for 2018-2022 were drafted through a facilitation process with a third-party consultant. The process included three priority-setting facilitation sessions with Council, public consultation, and priority drafting. Two sessions were held with Corporate Leadership for setting Key Performance Indicators (KPIs).

Background:

It is proposed that this Strategic Priority exercise again be driven by Council, informed by residents, and supported by staff. To establish priorities that are achievable, adaptable, measurable, and deliverable, the following process is proposed:

- Winter 2023: Retention
 - Staff would issue a Request for Proposals (RFP) to retain a third-party consultant
- Early Spring 2023: Research
 - The successful proponent would conduct individual interviews with each council member to determine their priority goals and objectives;
 - Consultant would meet with staff to review current budgets, Asset Management Plan, and 10-year capital forecast to establish an inventory of current and ongoing initiatives;
 - Consultant would engage with community partners, key stakeholders and the public to determine their priorities for the 4-year term
- Late Spring 2023: Collaboration
 - Consultant would synthesize the information collected from Council, Staff, and Residents;
 - Consultant would facilitate 3 sessions with Council to review this information and set priorities;

- Consultant would work with City Staff to determine potential KPIs for draft priorities.
- Summer-Early Autumn 2023: Consultation
 - Consultant would consult the public to gather feedback on Council’s draft priorities;
 - Consultant would bring feedback to Council and hold a session to refine priorities according to public feedback and provide revised draft for review;
 - Consultant would hold a minimum of two sessions with staff to review priorities, set KPIs, and establish a reporting structure to ensure results are measurable.
- Autumn 2023: Approval
 - Consultant would present finalized Strategic Priorities and KPIs to Council

How This Position Reflects Council’s Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Program Expansion Benefits:

Strategic priorities allow Council to establish a clear direction for what they hope to accomplish during their 4-year term and to allocate finite resources accordingly. This exercise is an opportunity for Council to determine how best to serve the community, establish a clear mandate with common goals, and measure progress.

Program Expansion Costs:

It is expected that this process that requires a high level of facilitation and consultation will cost between \$100,000 and \$125,000.

Impact on Future Operating Budgets:

This process should enable Council to allocate appropriate resources to priority projects that will be reflected in each budget cycle.

Alternatives:

If the newly elected Council wishes to set Strategic Priorities, the process should be delivered by an independent third party.

Business Case - Quantitative Non Staff		
Department:	CAO's Office	
Division:	Corporate Initiatives	
Title/Description:	Council Strategic Priorities and KPI's 2023-28	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
1. Total Purchased Goods	\$ -	
2. Purchased Services: (indicate if annual or one time cost)		
Consulting Services	125,000	Staff recommend retaining a third-party consultant to facilitate the newly-elected Council's Strategic Priorities for the 2023-2028 term.
2. Total Purchased Services	\$ 125,000	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 125,000	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	\$ -	
2023 Budget Impact \$	\$ 125,000	



2023 BUSINESS CASE - QUALITATIVE

Department:	CAO Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Cooper Site - Next Steps

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

The Cooper Block is planned to be redeveloped in phases under the Grand Trunk Master Plan. Ultimately there could be 6 to 10 new structures built as well as restoration of the existing historic steel frame building. The current construction project to remove the roof deck on the existing building and some initial restoration efforts has a tendered cost of \$2 million.

In previous reports to Council COU21-078 and COU21-128 updates were provided regarding the Community Hub project. In Council report COU22-081 Council accepted the proposal for the Community Hub Fundraising Phase 1.

Identified partners in the Grand Trunk Master Plan are working on advancing specific aspects of the Plan, including the City, YMCA and the University of Waterloo Stratford School of Interaction Design and Business.

Virtually all of the 18-acre site was environmentally impacted by previous industrial activity. To remove and replace all these impacted soils would likely cost many tens of millions of dollars and is not considered a feasible approach to redevelopment of this site.

The cost for cleanup of each building site will vary. The City is carefully assessing each building site individually in order to limit costs while also being protective of human health and the environment.

In order to be prepared to develop the next phase of the Cooper Block in accordance with the Grand Trunk Master Plan, it is best that the necessary studies required to build be attained well in advance as these studies can take years to complete. Recently completed is the environmental assessment and mitigation studies required to attain a Record of Site Condition for the 3600 m² of the eastern part of the building which has taken 4 years to complete. The remaining 5400 m² or so to the west is recommended to start with this potential multi-year initiative as to be in the best place to support potential development.

Analysis of Current Business Process:

Designing municipal services within the Cooper Site parcel was begun in 2022 to advance the work needed to identify where services will be installed for future development of the Site. In

order to continue with the design work for the installation of municipal services, environmental and remediation work is recommended as next steps.

With respect to the Fundraising Campaign Phase I - Campaign Feasibility, this work is expected to be completed in Spring 2023. The purpose of Phase I is to ascertain fundraising potential and identify risks and potential competition. Subject to the outcome of Phase I, Phase II – Campaign Plan and Phase III – Campaign Execution are scheduled for 2023 to secure the needed community support for the Community Hub and YMCA joint project. It is expected that Phases II and III would take 18-24 months.

Background:

The City proposes to bring in a municipal road and services into the Cooper Site. This will require adherence Municipal Class Assessment public consultation process. Upon completion of the design a tender would be prepared ready to proceed to construction.

Provincial engagement process is required to establish a new municipal road. Delaying this process could delay future development of this site.

How This Position Reflects Council’s Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

- Advancement of the Grand Trunk Master Plan to shovel ready for the next phase, once funding is secured
- Redevelopment of a former industrial brown site

Program Expansion Costs:

Next steps include:

Fundraising Phase II & III	\$350,000
Environmental Assessments	\$750,000
Site Servicing – Engineering	\$200,000 (IDS)
Site Servicing – Actual	<u>\$1,200,000 (IDS)</u>

Total \$2,500,000

Impact on Future Operating Budgets:

To be determined. No construction costs are included in the Program Expansion Costs identified above. Also, this expansion request will substantially deplete the Reserve Fund held by the City for the Grand Trunk Project. Further advancement of the Project will be dependant on funding, borrowing by the City or receipt of provincial | federal grants if possible.

Alternatives:

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

Business Case - Quantitative Non Staff		
Department:	CAO's Office	
Division:	CAO's Office/Infrastructure and Development Services (IDS)	
Title/Description:	Cooper Site - Next Steps	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Site Servicing - infrastructure	1,200,000	as per IDS
1. Total Purchased Goods	\$ 1,200,000	
2. Purchased Services: (indicate if annual or one time cost)		
Fundraising Phase II	350,000	Based on Proposal for Phase I
Environmental	750,000	
Site Servicing	200,000	Preliminary Engineering/Design per IDS
2. Total Purchased Services	\$ 1,300,000	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 2,500,000	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries	(2,500,000)	Grand Trunk (GTCH) Reserve
Other (provide explanation)		
Total Revenues	(\$2,500,000)	
2023 Budget Impact \$	\$ -	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G250 Building Inspection
Description of New Service/Position:	Cloud Permit - Software

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

Cloud Permit is software that enables electronic tracking and data management of building, by-law, licensing, and planning services. The intent of this application is to reduce paper, reduce staff entry and overall administration, improve service delivery, provide format to deal with online complaints, to allow for online payments, and in general improve overall turn around times on applications within both Building and Planning Divisions.

Analysis of Current Business Process:

The Building Division currently utilizes Public Sector Digest (PSD) software to address building permits. Its application and use are suitable for these services, however, its capability is limited for by-law, licensing, and planning processes and applications.

Background:

A few years back an internal group reviewed various software platforms and at that the time decided to proceed with PSD software to assist in service delivery. Since that time Cloud Permit functionality has increases significantly, allows much more functionality then what is currently provided. The Building Division currently uses PSD and could use PSD to address by-law services, however, planning and licensing could be incorporated using Cloud Permit, which would keep Building and Planning Divisions aligned for software applications.

Planning historically used a program called Amanda. That was discontinued in 2020 due to costs and limited functionality.

How This Expansion Reflects Council’s Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

The main benefactor for this software would be the Planning Division, that currently uses cumbersome methods to track data, which puts the division at risk for loss of knowledge if a staff member leaves and difficulty analyzing and tracking data. Many of the metrics required to keep track of planning strategies (e.g. provincially set intensification targets), are more easily maintained in this platform. Key abilities of this software specific to the Planning Division includes:

- Tracking system would be GIS mapping based and would have the ability to track applications from a dashboard for status updates.
- Applications can be received digitally versus paper, including payment and associated calculations.
- Applicants can track the status of their application.
- Public notices, circulations and other required mailing lists may be generated.
- QR code for public notice can be generated to provide more information.
- Has ability to collect agency (e.g. Conservation Authority, Ministry of Transportation etc.)

In addition, Cloud Permit would incorporate building services, maintaining Building Permit functionality, but also the opportunity to include licensing and by-law services. Some of these functions include:

By-law

- Portal for direct input of By-law complaints from citizens.
- System is set up for better case management from existing system.
- Able to view cases through GIS portal.

Building

- Direct upload to MPAC for building permit documents to increase speed of assessments. (currently a manual process of uploading to MPAC by staff).
- Applicants can track their progress in system as they would have an account. Also they can get email notifications when permit status changes.
- Inspections can be booked through the application versus calls to a voicemail and manual entry by staff.
- System can be set up so that only qualified staff are able to be assigned certain types of inspections or plan examinations.
- This system is being used throughout the province including Municipalities in Perth as well as St. Marys. Contractors would have 1 login for the system and are able to see all applications whether in Stratford or other Perth Municipalities.

Program Expansion Costs:

This software has an initial cost of \$15,000 for implementation of the three modules Planning, Building, and By-law. This cost includes the migration of the current electronic data the City has for all divisions. The term of the first contract with Cloud Permit would be for five years.

This will be funded by user fees with no 2023 levy impact.

Impact on Future Operating Budgets:

The impact on future operating budgets would include subscription costs for software maintenance and would be as follows:

- Building \$49,600 (from user fees)
- By-law \$12,000 (levy impact)
- Planning \$20,000 (levy impact)
- Total annual \$81,600

Building Division currently spends approximately \$20,000 for the annual subscription for Public Sector Digest (PSD) so the net increase for Building would be \$29,600 annually.

Alternatives:

The alternative is to maintain the existing PSD software and investigate adding By-law and Planning functionality.

This would leave planning to keep track of hundreds of applications through spreadsheet software as it does today until the current software advanced in a usable format.

Business Case - Quantitative Non Staff		
Department:	IDS	
Division:	Building	
Title/Description:	Cloud Permit - Software (Building, By-law, Planning, Licencing)	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Cloud Permit - Development Software	15,000	
1. Total Purchased Goods	\$ 15,000	
2. Purchased Services: (indicate if annual or one time cost)		
2. Total Purchased Services	\$ -	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 15,000	
Estimated Revenues	2023	Explanation
Internal Recoveries	(15,000)	Implementation costs covered from Reserve G-R07-BSUR-0000
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	(\$15,000)	
2023 Budget Impact \$	\$ -	



2023 BUSINESS CASE - QUALITATIVE

Department:	Information Technology Services/ Infrastructure & Development Services
Budget Division:	G350 Water
Description of New Service/Position:	Improvements to Water and Wastewater Network Communications (SCADA)

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

With growing concerns in cyber security related to the supply and collection of municipal water and wastewater systems, staff have been upgrading and developing their SCADA (Supervisory Control and Data Acquisition) network to become more reliable and secure. In 2021, SCADA upgrades were completed, and staff have now come to a point where network connectivity and reliability need to be addressed.

Analysis of Current Business Process:

The SCADA network for water and wastewater is currently running off copper data communication lines. This has been the network since the city incorporated SCADA in the 1990's.

Background:

In addition to reliability, redundancy and data upload speed have become more crucial since the software development for SCADA software has changed significantly over the years.

Working with the Information Technology Department, IDS Environmental Services is seeking to expand and use the existing data communication lines as backup. This will involve the installation of new hardware and to enter into an agreement with the Internet Service Provider (ISP).

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program Expansion Benefits:

Benefits include increased security, redundancy and reliability for the water and wastewater digital SCADA networks.

Program Expansion Costs:

Initial hardware purchases for switches and firewalls will have a one-time cost totalling approximately \$23,000. There will also be a monthly cost to the ISP for \$311.71 per month (\$3,740.40 annually). This will be funded by user fees with no levy impact.

Impact on Future Operating Budgets:

Staff are looking to enter a five-year agreement and there will be an annual cost to the ISP for providing the fibre service of \$3,740.40. This will be paid half from the water and half from the sanitary operating budgets.

Alternatives:

Keeping the current SCADA Network infrastructure as is would be the main option.

The other option would be to consider dark fibre connectivity which will come at an annual cost at almost five times the amount being recommended in this business case.

Business Case - Quantitative Non Staff

Department: IDS		
Division: Water & WasteWater		
Title/Description: Improvements to Water and Wastewater Network Communications		
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Equipment	23,000	
1. Total Purchased Goods	\$ 23,000	
2. Purchased Services: (indicate if annual or one time cost)		
Connectivity	3,740	annually
2. Total Purchased Services	\$ 3,740	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 26,740	
Estimated Revenues	2023	Explanation
Internal Recoveries	(26,740)	from user fees - reserve fund
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	(\$26,740)	
2023 Budget Impact \$	\$ 0	



2023 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G315 Fleet
Description of New Service/Position:	2 additional vehicles for Social Services Department

Program Expansion Introduction and Overview:

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

In 2021 and 2022 the Social Services Department expanded staffing by 1 Outreach and 1 Public Housing Review Officer position. With the expansion of these positions there are now 11 staffing positions heavily relying on the pooled Social Services vehicles and 3 staffing positions that have dedicated vehicles. There are at a minimum ten management and support staff positions that have occasional demand for a vehicle (site visits, off-site meetings, and training). Demand for the vehicles exceeds availability to meet our current service delivery needs.

Analysis of Current Business Process:

The Housing Division has approximately 3 staff that provide property management services as well as 3 staff that provide maintenance services. The Homelessness Prevention Division has 4 staff that provide housing stability support and homelessness response within the service area. The Children’s Services Division has 5 staff members that provide on-site support to both providers and families. The 3 staff members that provide on-site maintenance services have dedicated vehicles; the other 11 staff members share vehicles.

Background:

As we move into post-pandemic service delivery the need for extra vehicles within the Social Services Department has become apparent. We have been able to mitigate the need for the last two years as in-person service delivery was limited. To resume field work and return to in-person service delivery (which is best practice), access to transportation will be important. Please note that our service delivery area geographically spans all of Perth County.

We are also expanding our field work so that the individuals are meeting the clients “where they are at” versus having clients come to the office. There will be an increased need for Resource Workers in the Children’s Services program to attend our community partners’ places of work, or community housing common rooms to run programming. Our Housing and Ontario Works caseworkers will provide service delivery “on-site” at various local agencies as well (Local,

Shelterlink, Connection Center). St. Marys and North Perth have required an increase in service delivery as well due to the increased numbers of individuals needing services in this area.

How This Position Reflects Council's Strategic Priorities:

Strengthening our Plans, Strategies, and Partnerships

The additional vehicles will allow staff members to provide front line supports and services to clients in a timely fashion, providing opportunities of improvement to clients' wellbeing.

Program Expansion Benefits:

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

Program Expansion Costs:

The expansion requests are for an estimated \$120,000. for additional hybrid vehicles. The City of Stratford pays upfront for capital investments, however, a significant portion of the costs for operation, maintenance and replacement, is recovered through the Social Services department operating budget as recoverable from external service partners.

Based on Social Services existing fleet approximately 35% of vehicles costs are borne by the City of Stratford. The remaining capital costs are recovered through the operating budget from external agencies as noted.

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

All operational and maintenance costs are included in the operations budget for the Social Services division.

Impact on Future Operating Budgets:

Reduced maintenance costs as well as the chargeback to the Social Services department for these vehicles will be offset by municipal cost share payments received from the Town of St. Marys and County of Perth.

Alternatives:

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

Business Case - Quantitative Non Staff

Department:	Social Services	
Division:	Housing and Children's Services	
Title/Description:	Fleet Additions (2)	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Two new hybrid vehicles	120,000	
1. Total Purchased Goods	\$ 120,000	
2. Purchased Services: (indicate if annual or one time cost)		
2. Total Purchased Services	\$ -	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 120,000	
Estimated Revenues	2023	Explanation
Internal Recoveries	(120,000)	From Reserve Transfers
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	(\$120,000)	
2023 Budget Impact \$	\$ -	



2023 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G315 Fleet
Description of New Service/Position:	1 small utility vehicle for trail maintenance and Cemetery line trimming

Program Expansion Introduction and Overview:

The purchase of a small utility vehicle is required for transportation of cemetery staff when line trimming and when performing 7kms of trail maintenance in the TJ Dolan Natural Area.

Analysis of Current Business Process:

Currently, we lease a one-ton pick-up truck for staff transportation to perform cemetery line trimming and push mowing. Also, trail maintenance is currently done using the Manager's small pick-up truck when performing inspection and maintenance of 7kms of trails in the TJ Dolan Natural Area.

Background:

In the past, trail maintenance has been performed using larger vehicles or staff walk the trails on foot for large tree removals and pruning, and carrying in additional equipment (chainsaws). Within five years this utility vehicle will pay for itself in reduced leasing costs and will provide operational efficiencies.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program Expansion Benefits:

- More efficient trail maintenance and inspections
- Less impact on our trail system as we wouldn't be driving a large truck on them
- Reduced fuel costs
- Would no longer need to lease another vehicle for six months each year

Program Expansion Costs:

\$28,000 to purchase, less current cost of rental.

Impact on Future Operating Budgets:

- No impact on future budgets as there will no longer be a need to lease a vehicle for the cemetery at a cost of \$6,000 annually
- Reduction in fuel costs for a smaller utility vehicle

Alternatives:

The only alternative would be to continue to lease an extra vehicle for six months each year at a cost of \$6,000 annually.

Business Case - Quantitative Non Staff		
Department:	Community Services	
Division:	Cemetery	
Title/Description:	Purchase of one small utility vehicle	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
1. Total Purchased Goods	\$ -	
2. Purchased Services: (indicate if annual or one time cost)		
2. Total Purchased Services	\$ -	
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle	28,000	Small utility vehicle
Equipment		
Software		
Hardware		
Other (provide explanation)		
3. Total Minor Capital Expenses	\$ 28,000	
Total Expenditures	\$ 28,000	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)	(6,000)	Savings from rental
Total Revenues	(\$6,000)	
2023 Budget Impact \$	\$ 22,000	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G320 Roads
Description of New Service/Employee:	Erie Street Multi Use Trail Rehabilitation and Expansion

Program Expansion Introduction and Overview:

The Engineering Division is looking to rehabilitate an existing section of multi use trail on Erie Street south of Lorne Avenue and extend the trail to Line 29. The proposed expansion is an identified project from the Council endorsed Bike and Pedestrian Master Plan.

Analysis of Current Business Process:

The City of Stratford has an active transport network comprising of sidewalks, multi used trails and bike lanes. The network is expanded when funds are available based on priorities identified in the Bike and Pedestrian Master Plan. Additionally, when the City is completing infrastructure upgrade projects, active transportation is incorporated into the design.

Background:

The first ever Active Transportation Fund was announced by Infrastructure Canada on July 28th, 2021. The intent of the Fund is to support a modal shift away from cars and towards active transportation, in support of Canada's National Active Transportation Strategy. The Active Transportation Fund will invest in projects that build new and expanded networks of pathways, bike lanes, trails and pedestrian bridges, in addition to supporting active transportation planning and stakeholder engagement activities.

The City of Stratford have submitted three applications for planning projects and/or capital project. As such, the City of Stratford if selected is eligible to receive funding for up to 60% of capital cost of eligible works up to \$50,000,000.

The Erie Street Multi Use Trail Rehabilitation and Expansion project (1 of 3 projects) was identified in the application to be constructed in 2023 pending Council direction and Infrastructure Canada grant approval.

Program Expansion Benefits:

The Erie Street Multi Use Trail Rehabilitation and Expansion project will have the following benefits:

- Ensure the safety of residents and reduce the risk of potential personal injury claims by maintaining existing infrastructure in a fit state of repair
- Improve the health of our community
- Reduce traffic congestion
- Reduce greenhouse gas emissions and global climate change
- Improve residents' sense of community by promoting contact with neighbours and other Stratford residents

Program Expansion Costs:

The Erie Street Multi Use Trail Rehabilitation and Extension project is estimated to cost \$1,175,000. If the City was selected, Infrastructure Canada funding would cover 60% (\$705,000) of the project cost. The City of Stratford would be responsible for the remaining 40% (\$470,000).

Impact On Future Operating Budgets:

Expanded active transportation infrastructure will increase operating budget requirements for snow clearing, routine maintenance.

Alternatives:

Delay implementation of the Bike & Pedestrian Master Plan and maintain current level of service for active transportation on Erie Street from Lorne Avenue Line 29.

Business Case - Quantitative Non Staff		
Department:	Infrastructure & Development Services	
Division:	Roads and Traffic	
Title/Description:	Erie Street Multi Use Trail Rehabilitation and Expansion	
Estimated Annual Expenditures	2023	Explanation
1. Purchased Goods (indicate if annual or one time cost):		
Erie Street Multi Use Trail Rehabilitation and Expansion	1,175,000	Construction cost estimate of initial expansion and rehabilitation.
1. Total Purchased Goods	\$ 1,175,000	
2. Purchased Services: (indicate if annual or one time cost)		
2. Total Purchased Services		
3. Minor Capital Expenses: (indicate if annual or one time cost)		
Total Expenditures	\$ 1,175,000	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants	- 705,000	Application submitted for the Infrastructure Canada Active Transportation Fund as per March 28th, 2022, Council resolution. If application is successful, the grant will cover up to 60% of eligible costs.
Reduction in Expenditure		
External Recoveries		
Other (provide explanation)		
Total Revenues	-\$ 705,000	
2022 Budget Impact \$	\$ 470,000	



2023 BUSINESS CASE - QUALITATIVE

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

Program Expansion Introduction and Overview:

The City has identified a gap in providing quality recreation services to the public, and in the attention required to train staff who deliver the programs. Due to the void in supervision, the City is at a heightened risk of liability, and the need is beyond what can be provided within the current operational structure.

There are increased incidents of participant behavioural issues in recreation programs, resulting in threats to the safety of staff and participants. Related, the City has experienced recruitment challenges in securing qualified, experienced, and engaged staff in casual roles, who often end up requiring more training, coaching, mentoring and on-site day-to-day supervision. The quality of programs has suffered, and senior staff are burned out from having to take on responsibilities that are supervisory.

Additionally, the City has identified a need for a full-time position to develop and manage Xplor (formerly 'Perfect Mind'), a cloud-based recreation registration system that administers all recreation programs, facility rentals, related financial functions, and facility utilization and capacity data (identified as a need in the City's 2020 corporate services review). Current Xplor super users (staff completing setups, developing the system, training other staff) are stretched in providing day-to-day technical support to other staff, and the technical development and support strategy is fragmented. This has created a risk to the City in that the responsibility of managing Xplor is in the hands of one staff member. Without an experienced full-time position dedicated to maintaining Xplor, the current management of the system will fall behind and future development will plateau.

Analysis of Current Business Process:

At present, the Corporation does not possess a staff level between the Program Manager and the Recreation Services Coordinator, dedicated as internal expert and resource to help the Manager supervise, recruit, train, evaluate and coach staff delivering seasonal (day camps, aquatics) and annual (active adult) recreation programs.

In the aquatics program, while over 30 casual staff (students) are hired and report to a youth Supervisory Team, the Supervisory Team reports directly to the Program Manager. In the absence of a supervisor role between the casual staff and Manager, the Manager is required to be on-site several times a week to monitor staff performance, attend to facility operational issues, ensure the highest standard of program delivery, and to see to it that staff and members

of the public access the facility and program in a safe and healthy manner. The legislative requirements to operate an aquatic facility, and the documentation required, far exceeds the ability and support of a single manager. A Supervisor would support the aforementioned functions in the aquatic program.

In the day camp program, there are growing behavioural issues of participants, and additional supervision is required to help staff navigate and respond accordingly. In 2022, the day camp program revealed several evolving needs of children suffering from mental health, having issues with social communication and interaction, and displaying varying degrees of disorders. Staff could not respond with experience and on several occasions, the Manager had to join the program (i.e.: be in-service) performing as a day camp Leader. The same is true in the aquatics program in 2022 with the Manager having to perform several supervisory functions in-service, to Lifeguards and Instructors.

These events created several delays and/or cancellations in the Manager's ability to perform other administrative leadership duties to the Corporation including monthly financial revenue reconciliations and distributions, updates to technology systems (i.e.: recreation registration and web pages), coaching and mentoring of staff teams, delays in policy reviews and creation, and deferrals of corporate projects.

The City is struggling to support and respond to seasonal staff in day camp and aquatic programs in a timely manner, and there is little capacity for the Program Manager to receive coverage in times of absence (sick, vacation or otherwise).

For over 15 years, current internal resources have been limited, and the supervisory gap has now become evident and too great a challenge for one manager to balance. Staff burn-out is high and in the absence of a full-time supervisor, the City must be prepared to accept an increase in staff absences due to mental health concerns and sickness.

Without a full-time supervisor, programs such as child and youth summer day camps would have to be reduced from 100 participants per week (3 camps) to 30 participants per week (1 camp), which represents a \$70,000 loss in annual revenue. Additionally, the City would have to consider reducing the number of staff employed at the Stratford Lions Pool, eliminating the number of hours the pool would be open to the public. Also, it would have to explore reductions in the availability of swimming lessons offered to children. In 2022, over 1,500 children enrolled and completed lessons. It is expected that a future reduction in the lesson program would limit the number of children taught by 50% (750 per season) and would represent a minimum \$65,000 reduction in potential revenue.

In the last 10 years, the City has witnessed exponential growth in senior programs with an increase from 400 to 900 members, from 15 to 30 weekly activities, and a number of new seasonal special events on evenings and weekends. Senior programs currently offered on evenings and weekends would have to be reduced or eliminated without a full-time supervisor, and the City would have to consider reducing its support of the current weekly activities from 30 to 15.

With the addition of a full-time supervisor, there would be opportunities to add new senior programs on evenings and weekends, and to maintain current service levels in the senior, day camp and aquatic programs.

Background:

The Recreation division is lead by the Manager of Recreation and Marketing. The operational budget supports the following:

- Child and Youth programs – summer day camps, PA Day camps, holiday break camps.
- Health and Wellness programs – cooking courses, yoga, exercises class, court sports.
- Community programs – parades, Canada Day, outdoor recreation events.
- Event Coordination - rental and coordination of all events held on and within municipal owned and operated spaces.
- 55+ Active Adult programs - management of 650 members, volunteers, coordination, implementation, supervision, and evaluation of 30 peer-to-peer lead programs and activities.
- Marketing and Promotion - strategic planning, coordination, implementation of communication initiatives promoting programs and services delivered through the department's 5 divisions including but not limited to creating content and managing 40 sub web pages on the City's Play Here menu.
- Recreation Program and Facility Rental System - hosting, setup and implementation of cloud-based registration system to support the administration of all recreation activity registrations (both online and in person), community facility rentals, parks amenities rentals, point of sale terminals for all community facilities receiving the public, invoicing/accounts receivable functions, facility utilization data, membership reports, sales trends.
- Public Access Defibrillation Program - management and evaluation of the City's AED program.
- Corporate Projects – In 2022, supporting the Sport Tourism Strategy, leading the Municipal Cultural Plan and Municipal Sponsorship Program.

The division hosts an active adult program that is delivered year-round to over 650 members (post-COVID). While 25 of the 30 activities take place during the day at the Agriplex when city staff are available, an increasing number of activities are hosted in the evenings and on weekends where no staff are available or present.

In the summer season, over 45 casual employees are hired to support the city's day camp and aquatic programs (hosted at the Lions Pool).

The division now leads and supports, through the City's Event Coordinator, use of rentable spaces on municipal properties and within the park system.

How This Position Reflects Council's Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Program Expansion Benefits:

- To better serve and supervise participants accessing recreation services
- Provide adequate and compulsory training staff
- Improve supervision to staff in seasonal roles
- Provide opportunities to add new senior programs on evenings and weekends, and to maintain current service levels in the senior, day camp and aquatic programs
- Support the manager's ability to perform administrative leadership duties to the Corporation, and to be available to the manager in times of absence

Program Expansion Costs:

The addition of a full-time equivalent is estimated at approximately \$139,233, including incidental costs like mandatory training, and provision of a computer and related tools to perform the duties.

Impact on Future Operating Budgets:

This impact will continue in future budget years.

Alternatives:

Continue to operate and deliver recreation programs and services without a Supervisor. This would result in the reduction of services, less availability of programs offered to children and seniors, an increased risk to the City in the health and safety of participants and staff, and burnout of current employees doing supervisory work.

Business Case - Quantitative Staff		
Department:	Community Services	
Division:	Recreation Programs	
FTE Position Title/Description:	Supervisor of Recreation Services	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	96,957	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	96,957	
Total Benefits	31,026	
1. Total Compensation	\$ 127,983	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies	1,000	
Cell Phone - annual	600	Cellphone annual fee (\$50/month)
Office furniture and equipment	1,500	Desk, chair (one time cost)
Uniforms	300	Shirts, hat, boots (annual cost)
Other (provide explanation)		
2. Total Purchased Goods	\$ 3,400	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage	1,000	Travel to and from work sites (annual cost)
Recruitment Costs		
Mandatory Training/Tuition	1,000	First aid, camp/aquatic certifications (annual cost)
Other (provide explanation)	1,000	Membership to Parks and Rec Ontario (annual cost)
3. Total Purchased Services	\$ 3,000	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)	2,650	
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Phone (One Time)	600	
4. Total Minor Capital Expenses	\$ 4,850	
Total Expenditures	\$ 139,233	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 139,233	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Facilities
Description of New Service/Position:	Supervisor of Facility and Building Operations

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

As a result of the City’s Service Delivery Review, in July of 2022, the Community Services Department, Facilities Division assumed responsibility of the operations and maintenance of additional buildings and employees within the City of Stratford. These buildings include City Hall, City Hall Annex, Library, Tourism, Justice, Transit Terminal, Anne Hathaway Daycare, and the Discovery Centre. Along with the buildings, a complement of eight full-time Maintenance and Custodial staff, and three part-time Custodial staff are now managed by the Facilities Division.

The transition of the buildings and employees from the Infrastructure and Development Services Department to the Community Services Department was recommended by the KPMG Final Report as part of the Business Process Review that was completed in January 2022. The most notable recommendation from KPMG was to consider centralizing facility maintenance and custodial work in one department. This recommendation was presented to and supported by Council.

To accommodate the centralization of facility maintenance and custodial work within one department, KPMG recommended the implementation of one additional full-time Supervisor for the Department. This recommendation was also supported by Council.

The centralization of facility maintenance and operations has significantly increased the workload of the administration and management staff of the Community Services Department, Facilities Division. The creation of an additional Supervisor of Facility and Building Operations will alleviate the increased volume of work for the management, supervisory, and administration staff.

Analysis of Current Business Process:

The Community Services Department, Facilities Division currently has one full-time Supervisor that is responsible for the operations and maintenance of all divisional staff and facilities. Prior to the centralization of custodial and maintenance staff and facilities, the portfolio of facilities included all indoor recreational facilities (Rotary Complex, Agriplex, Allman Arena, Dufferin Arena), outdoor recreational facilities (Packham Sports Complex, Tennis Courts, Basketball Courts), Lions Pool, Splash Pad, seasonal washrooms, and the bandshells. The employees that

currently report to the Supervisor include 11 Recreation Facility Operator staff, 1 Facility Maintenance staff, 9 Custodial staff, 12 call-in Recreation Facility Operator staff, and 15 seasonal staff.

With the centralization, the number of facilities and staff has significantly expanded with 10 additional City Buildings and 11 additional custodial and maintenance employees.

Background:

The Community Services Facilities Manager and Supervisor have expanded their responsibilities and are currently beyond capacity, working many hours past the normal working day, as well as weekends to accommodate these changes. This is not sustainable and was not the intention within the recommendations of the Service Delivery Review.

To be able to effectively absorb and manage the additional employees and facilities that have been centralized, an additional Supervisor position in the Facilities Division is essential. One Supervisor will be responsible for the operations of all facilities and operating staff, while the other Supervisor will be responsible for the maintenance and repairs of all facilities and maintenance staff.

Implementing this expansion to alleviate the increased responsibilities for the Community Services Department, Facilities Division, will optimize the availability and capacity of facilities, while increasing the flexibility of uses within all City of Stratford facilities.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program Expansion Benefits:

Adequate supervisory staff to schedule, monitor, and direct contractors and staff to perform facility maintenance and repairs. Supervisory staff will have the ability to implement and review both internal and external work orders in a work management system.

Adequate supervisory staff to schedule, train, coach, mentor, monitor, and direct staff to perform duties required for the operations of the City of Stratford facilities. Supervisory staff will have the ability to ensure that staff is qualified and knowledgeable for performing required duties to ensure the City of Stratford facilities are readily available for all community members, patrons, and users.

Appropriate supervisory staff to ensure that all health and safety concerns and issues are properly resolved in a timely manner for all City of Stratford facilities. There would be potential for a Supervisor to be a part of the Joint Health and Safety Committee to provide expertise on resolutions to workplace hazards for facilities.

The Community Services Department will have the capacity to implement the recommendations from KPMG outlined in the Facilities Business Process Review according to the suggested

implementation timeline. These implementations will create a more efficient and accurate method of tracking the data, usage, and expenses of all individual facilities.

Program Expansion Costs:

The anticipated costs for the additional full-time position are \$139,854 and include accompanying expenses such as mandatory training and provision of computer or other tools required to perform duties.

Impact on Future Operating Budgets:

The financial impact of adding an additional position will continue into future budget years.

Alternatives:

There are no current supervisory staff to utilize to manage the increased volume of work with the centralization of the maintenance and operations of the City of Stratford facilities. There is no alternative.

There is currently not enough supervisory staff to meet the daily service delivery and expectations for the City of Stratford facilities. Supervisory and Management staff would be limited to have the abilities to support facility capital projects, improvements, renovations, and upgrades, meaning that there would be no capacity to perform some day-to-day operations and major projects.

Business Case - Quantitative Staff		
Department:	Community Services	
Division:	Facilities	
FTE Position Title/Description:	Supervisor of Facility and Building Operations	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	100,836	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	100,836	
Total Benefits	32,268	
1. Total Compensation	\$ 133,104	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual	600	\$50 Monthly
Office furniture and equipment		Office furniture already exists where supervisor would be located
Uniforms	300	
Other (provide explanation)		
2. Total Purchased Goods	\$ 900	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition	1,000	First Aid/CPR, aerial lift, propane handling, etc.
Other (provide explanation)		
3. Total Purchased Services	\$ 1,000	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)	2,650	
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Phone (one time)	600	
4. Total Minor Capital Expenses	\$ 4,850	
Total Expenditures	\$ 139,854	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 139,854	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Facilities
Description of New Service/Position:	Clerk-Secretary II (Facilities)

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

1. Centralized Facility Maintenance

In 2021, the Service Delivery Review (SDR) that was approved by Council recommended that the City of Stratford’s facility maintenance and custodial services be centralized in one department. In January of 2022, KPMG performed a further Business Process Review for the City of Stratford’s Facilities Division. The most notable and consistent recommendation from both studies was to consider centralizing facility maintenance and custodial work in one department.

Effective July 2022, the Community Services Department, Facilities Division assumed responsibility of the operations and maintenance of the following City of Stratford facilities:

- City Hall
- 82 Erie St.
- 270 Water St. – Discovery Centre
- Market Square
- Justice Building
- 154 Downie St.
- Anne Hathaway Day Care Building
- 47 Downie St.
- Stratford Public Library

These facilities are in addition to the Community Services Department facilities currently managed within the division, including:

- Allman Arena
- Dufferin Arena
- Rotary Recreation Complex
- Agriplex
- Lions Pool
- All ball diamonds and soccer fields, including SERC and Packham Sports Complex
- All seasonal washroom facilities
- All pickleball, tennis, basketball courts

Along with the absorption of these buildings, the Community Services Department integrated an additional work group consisting of:

- Eight full-time Custodian staff
- One full-time Maintenance Custodian staff
- Three part-time Custodian staff

2. Facility Data Tracking

The Service Delivery Review also recommended separating facility data tracking of six of the main Community Services facilities to capture facility maintenance/capital costs, work orders and utilization data. Previously, all costs and revenues for these facilities were captured in one divisional breakdown. These facilities include:

- William Allman Memorial Arena
- Rotary Complex
- Dufferin Arena
- Lions Pool
- National Stadium
- Agriplex

The facility data tracking is a task that requires additional administrative involvement and exceeds the capacity of the existing Facilities Clerk-Secretary. The tracking is manual at this time and will need to be done manually until the City implements all data collection strategy recommendations in the 2022 KPMG Implementation Plan.

Moving forward, the focus is that tracking will be expanded to include all City facilities with the end goal being a better understanding of the costs to run each specific facility.

3. City of Stratford Sport Tourism Strategy

The recently adopted concept of a Sport Tourism Strategy is a direction of Council. The impact of implementing a successful plan for the City is expected to result in increased booking of facilities for more frequent and larger events. The plan will also require additional staffing and resources to ensure the proper infrastructure is in place to support expansion of our services.

The centralization of facility maintenance and operations, including additional City buildings and employees, and facility data tracking have significantly increased the workload of the Clerk-Secretary II staff for the Facilities Division, as well as the management/administrative staff, to the point where day-to-day duties are not being completed in a timely manner. The City of Stratford Sport Tourism Strategy represents impactful additional programming which has the potential to result in an increased volume of facility usage and bookings.

The creation of an additional FT Clerk-Secretary will help to alleviate the volume of work for the management and administration staff and ensure that delivery of any new programs and services can be maintained at the current service levels.

Analysis of Current Business Process:

Currently, there is a complement of three (3) Clerk-Secretaries in the department, working out of three different office locations (Rotary Complex, Agriplex and Cemetery). All three positions perform similar administrative tasks including data entry, payroll, accounts receivable and accounts payable and customer service functions. Each Clerk-Secretary position would have additional unique tasks related to the business of the division being supported.

The department also has one (.5) temp/call-in Clerk-Secretary whose job is to only cover the three other full-time positions during periods of leave (i.e., vacation, illness, etc). When multiple staff absences occur, an office must be closed.

With the additional facilities and additional staffing for Community Services Department looking after the overall operation and maintenance of all City facilities, along with the implementation of facility data tracking, and the future implementation of the Sport Tourism Strategy, additional administrative support is required for the Community Services Department.

Background:

With the above noted additional buildings and additional employees resulting in an increased volume of work, the Facilities Division is experiencing significant challenges. These challenges include:

- Current staff is already at maximum workload capacity, having to work overtime to keep up with day-to-day functions that can't be completed during the regular workday (working up to an additional 8 hours per week)
- The department Administrative Assistant is having to assist with these extra job duties, which conflicts with the Collective Agreement as these duties were previously performed by a union employee
- Difficulties in meeting deadlines
- Challenges in providing current and expected levels of customer service
- Challenges in keeping up with responses to inquiries, and rental bookings
- Challenges in ensuring facility data tracking entries are completed in a timely manner
- Increased responsibility for payroll entry with additional staff
- Increased responsibility for processing of invoices with additional facilities
- PT/Call-in Clerk-Secretary covers one secretary at a time during an absence. If another Clerk-Secretary is off unexpectedly due to illness it results in an office having to be closed as there is no coverage available.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Program Expansion Benefits:

With the addition of this Clerk-Secretary position, the Community Services Department would have the capacity to successfully implement the recommendations from KPMG outlined in the Facilities Business Process Review according to the suggested implementation timeline.

The ability to continue to provide excellent customer service would be maintained. The administrative offices would not be required to be closed to the public in the event of an additional absence.

There would be adequate support staff to complete all required duties in a timely manner in accordance with the operations of all City of Stratford facilities.

Staff will not have to continue to perform overtime.

Program Expansion Costs:

The incremental cost of the additional full-time position is \$85,345.

Impact on Future Operating Budgets:

This cost would impact future budgets as additional staff.

Alternatives:

There are no feasible alternatives unless Council wished to modify overall service delivery and look at reducing services. The current staff complement (secretarial and administrative) has not been properly resourced to maintain the increased workload and is struggling with the existing job duties with the absorption of the additional buildings and the additional facility data tracking.

If this position is not approved, the following are likely to occur regularly:

- Late payment of invoices, resulting in dissatisfied suppliers and potential relationship issues
- Late submission of payroll, which impacts other division staff and creates larger scale issues
- Inconsistent facility data tracking entries, resulting in lack of useful information upon which to make facility decisions for both staff and Council
- Overtime costs will continue to increase, which is not sustainable financially nor for staff (approximately 8 hours per week, totalling \$1,100 per month)
- Offices will have to be closed, when multiple staff absences occur, affecting customer service

Business Case - Quantitative Staff		
Department:	Community Services	
Division:	Recreation	
FTE Position Title/Description:	Clerk-Secretary II (Facilities)	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	62,800	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	62,800	
Total Benefits	20,945	
1. Total Compensation	\$ 83,745	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 1,600	
Total Expenditures	\$ 85,345	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 85,345	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G751 Parallel Transit
Description of New Service/Position:	Move One (1) Part-time Parallel Transit Driver Position to One (1) Full-time Parallel Transit Driver Position

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

The recruiting of part-time Parallel Transit Drivers has increasingly become a substantial challenge over the past two years. It is apparent that this has become a local and global issue whether it is in manufacturing, industry, hospitality, medical, retail or municipalities, large and small. It is also apparent that recruiting practices, as performed in the past, require a different approach as all employment opportunities in various fields are competing with each other.

An approach to deliver a sustainable service with no disruptions, to remain competitive in the workforce and to have the ability to retain present staff requires much consideration as recruiting practices (in all areas of employment) seem bleak for the long term.

Analysis of Current Business Process:

Presently, part-time Parallel Transit Drivers perform various functions in coverage to service the entire service day Monday to Friday and they also cover all weekend activities. Part-time staff also fill in for vacation/illness of full-time staff.

Background:

Currently, Parallel Transit employs two full-time Drivers and four part-time Drivers (two positions remain unfilled). Full-time Transit Drivers work a Monday to Friday schedule and part-time Drivers fill in for illness/vacation, and remaining time slots for service and weekends.

How This Position Reflects Council's Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Program Expansion Benefits:

- To remain a sustainable service that does not encounter service disruptions due to staff shortages
- To better serve the citizens of Stratford who rely on the specialized transit service to get to work, shopping, events, and schools

Program Expansion Costs:

The incremental costs of converting one part-time staff to full-time is approximately \$35,027 including benefits.

Impact on Future Operating Budgets:

These costs will continue into future operating budgets.

Alternatives:

Continue with part-time and continue to pay overtime coverage while hiring processes are ongoing when positions become vacant. The inability to recruit suitable part-time replacement staff will jeopardize the delivery of Parallel Transit services.

Business Case - Quantitative Staff		
Department:	Community Services	
Division:	Parallel Transit	
FTE Position Title/Description:	Move 1 Part-Time Parallel Transit Driver Position to 1 Full-Time Parallel Transit Driver Position	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	52,339	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	52,339	
Total Benefits	16,748	
1. Total Compensation	\$ 69,087	Total cost for 1 FTE
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms	500	Annually
Other (provide explanation)		
2. Total Purchased Goods	\$ 500	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Phone (One Time)		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 69,587	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure	(34,560)	Current annual wage for 1 PT staff and overtime for staff that cover vacancies
External Recoveries		
Total Revenues	(\$34,560)	
2023 Budget Impact \$	\$ 35,027	
2023 Budget FTE impact	\$ 0.5	



2023 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G750 Transit
Description of New Service/Position:	Move Three (3) Part-time Transit Driver Positions to Three (3) Full-time Driver Positions

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

The recruiting of part-time Transit Drivers has increasingly become a substantial challenge over the past two years. It is apparent that this has become a local and global issue whether it is in manufacturing, industry, hospitality, medical, retail or municipalities, large and small.

It is also apparent that recruiting practices, as performed in the past, require a different approach as all employment opportunities in various fields are competing with each other. An approach to deliver a sustainable service with no disruptions, remain competitive in the workforce and the have the ability to retain present staff requires much consideration as recruiting practices (in all areas of employment) seem bleak for the long term.

Analysis of Current Business Process:

Presently, part-time Transit Drivers perform various functions in coverage to service the entire service day Monday to Friday and they cover all weekend activities. Part-time staff also fill in for vacation/illness of full-time staff, school specials, full-time staff break periods, and they cover all Saturday/Sunday on-demand services.

Background:

Currently, Transit employs 14 full-time Transit Drivers (includes one vacancy due to long term illness), nine part-time Transit Drivers, and two former retired drivers that work as casual (two positions remain unfilled). Prior to the end of 2022 it is expected that there will be one full-time Driver retiring and three part-time Drivers retiring/resigning.

Full-time Transit Drivers work a Monday to Friday schedule and part-time Drivers fill in for illness/vacation, and the remaining time slots for service and weekends.

How This Position Reflects Council's Strategic Priorities:

Mobility, Accessibility and Design Excellence

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

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Program Expansion Benefits:

- To remain a sustainable service that does not encounter service disruptions due to staff shortages
- To better serve the citizens of Stratford who rely on the conventional transit service to get to work, shopping, events, and schools

Program Expansion Costs:

The incremental costs of converting three part-time staff to full-time is approximately \$139,594 including benefits.

Impact on Future Operating Budgets:

These costs will continue into future operating budgets.

Alternatives:

Continue with part-time and continue to pay overtime coverage, while hiring processes are ongoing when positions become vacant. The ability to not recruit suitable part-time replacement staff will jeopardize the delivery of conventional transit services and could result in disruption of services.

Business Case - Quantitative Staff		
Department:	Community Services	
Division:	Transit	
FTE Position Title/Description:	Move 3 Part-Time Transit Driver Positions to 3 Full-Time Transit Driver Positions	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	65,792	
Number of months budgeted	12	
Number of FTE's	3.00	
Total Wages	65,792	
Total Benefits	21,053	
1. Total Compensation	\$ 86,845	Total cost for 1 FTE
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms	1,500	Annually
Other (provide explanation)		
2. Total Purchased Goods	\$ 1,500	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Phone (One Time)		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 262,036	Total Cost for 3 FTE
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure	(122,442)	Current annual wage for 3 PT staff and overtime for staff that cover vacancies
External Recoveries		
Total Revenues	(\$122,442)	
2023 Budget Impact \$	\$ 139,594	
2023 Budget FTE impact	1.50	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G250 Building Inspection
Description of New Service/Position:	Deputy Chief Building Official

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

On October 11, 2022, Council approved modifications to the Bed and Breakfast Establishments By-law and approved a new Accommodation Licensing By-law for the City of Stratford. As part of the recommendations Council approved a referral to the 2023 budget for a new full time equivalent staff member to support the administration of the Accommodation Licensing By-law.

Staff have also identified the need for support as we look to consolidate the City's Capital Facilities to reside within the Building Division.

Staff have completed a service level review of the Building and By-law Divisions and have found that the best approach to facilitating the new Accommodation Licensing By-law is to shift tasks from the current complement of Municipal Enforcement Officers to Building Division staff which will open capacity to allow these officers to administer the licensing by-laws with administrative support of the Building and Planning Coordinator. In moving some tasks such as administering the permitting of signs, driveway alterations, pools etc., as well as in moving the administration of the potable water cross connection program to the Building Division, capacity will be gained within the By-law division. This will allow the Municipal Enforcement Officers to focus on the Education and Enforcement of By-laws and will allow for the building staff to focus on processing and inspecting permits.

Staff are proposing the addition of a Deputy Chief Building Official to our staffing complement. This position would provide additional continuous support for by-law and building services, at both the managerial and staff level. The new position would address increased growth and the addition of new services provided by City. This position would also allow for managerial tasks to be completed while maintaining staff capacity to accomplish all other tasks. With the capital facilities projects slated to be re-assigned to the Building Division this position will also provide capacity for project coordination and support for capital facility projects within the Corporation.

Analysis of Current Business Process:

Currently when the Chief Building Official is away for holidays or for training a consultant is required to complete tasks that only the CBO is permitted to complete such as issuing building permits and issuing certain types of Orders prescribed within the Ontario Building Code Act. With

the addition of this position the Corporation will have an internal capacity for these tasks and will not be required to hire out these services in the future.

Background:

Part of the Building Division portfolio is the responsibility of maintaining and renewal of many of the City's facilities. This Division also supports the remaining corporate facilities by assisting in sustainable capital renewal and replacement. This expansion supports further consolidation of the capital facility projects to be centralized within the Corporation. Additional support for the planning and administration of the capital asset management as well as project development and execution, would better be able to be provided as it could split between this position and the Chief Building Official.

This City has continued to grow and provide additional services, requiring operations to adjust and adapt to how services are provided and by whom. This position would go a long way to meet the City's demands and service level expectations.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

Inherently, the internal expertise when it comes to municipal facilities falls to the Municipal Building Inspectors. It is recognized through the asset management plan that aging facilities will require renewal and replacement. These costs and complexities are anticipated to escalate as we look to become energy efficient and reduce greenhouse gas emissions within our portfolio of facilities. The proposed position has the expertise, knowledge, and experience to manage such future renewal projects.

The Building Division also consists of Municipal Enforcement Officers. Changes in accommodation licensing and the introduction of a new Accommodation Licensing By-law requires additional attention to manage. The additional workload for this service alone is anticipated to be nearly one full time equivalent.

At the administrative level this position will provide support to both the Building and By-law Divisions. This position will also become key to the consolidation of capital facilities projects within the Corporation.

Program Expansion Costs:

The cost of the proposed expansion would be approximately \$137,433 annually when considering salary with benefits and overhead applied. There would also be \$18,050 in one-time costs for the implementation of the position within the Corporation that would be in addition to the above.

Impact on Future Operating Budgets:

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

Alternatives:

Alternatives could include continuing to hire consultants to complete the work, deferring or cancelling the implementation of the Accommodation Licensing By-law, or reducing the service level of maintenance on the corporate facilities with regards to the capital improvements and capital asset maintenance.

Business Case - Quantitative Staff		
Department:	IDS	
Division:	Building	
FTE Position Title/Description:	Deputy Chief Building Official	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	99,122	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	99,122	
Total Benefits	31,511	
1. Total Compensation	\$ 130,633	annual
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual	600	\$50 monthly
Office furniture and equipment	2,500	one time
Uniforms		
Other (provide explanation)	600	Desk phone - annual
2. Total Purchased Goods	\$ 3,700	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition	2,500	annual
Other (provide explanation)		
3. Total Purchased Services	\$ 2,500	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture	12,500	One time to create office on 3rd floor
Equipment		
Software	1,500	annual
Hardware		
Computer (one time)	2,650	one time
I.T. reserve contribution (annual)	800	annual
Licensing Fee (annual)	800	annual
Cell Phone	400	one time
4. Total Minor Capital Expenses	\$ 18,650	
Total Expenditures	\$ 155,483	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure	12,000	Funds not paid to consultant for CBO coverage
External Recoveries		
Total Revenues	\$12,000	
2023 Budget Impact \$	\$ 143,483	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G251 Development Services
Description of New Service/Position:	Planning Student

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

To provide a student an opportunity to gain experience and insight in the field of planning, while also providing the Planning Division a cost-effective way to address the backlog in data compilation, digitalization, archiving and general support in the summer months.

Analysis of Current Business Process:

The subject request is intended to aid the Planning Division in digitizing files that pre-date 2013, updating guidance documents, updating development activity status mapping, providing vacation coverage in the summer months and supporting planning staff as required.

Background:

The Planning Division currently consists of a Manager of Planning, two Planners and a Clerk Secretary II for support. Due to the elevated level of development, all four positions are busy dealing with daily operations. The result is the creation of a back log of less critical work, like digitizing and data compilation. The small number of staff also means a shortage of support in the summer months due to vacations.

How This Position Reflects Council's Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

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

Developing our Resources

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

Program Expansion Benefits:

The digitization of planning files will allow Building and Planning staff quick access to important historical information relating to planning applications and properties. The current staff complement does not have capacity to undertake this valuable task.

This position will also help to maintain the division's service level during the summer months due to vacation.

Program Expansion Costs:

The cost of the proposed expansion would be \$52,214 for the 2023 budget cycle.

Impact on Future Operating Budgets:

This is a request for the 2023 budget cycle.

Alternatives:

An alternative approach would be to hire a contract clerk position that would undertake the administrative type responsibilities and hire consultants to provide vacation coverage in the summer months.

Business Case - Quantitative Staff		
Department:	IDS	
Division:	Development Services/Planning	
FTE Position Title/Description:	Planning Student	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	38,220	
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	38,220	
Total Benefits	7,644	
1. Total Compensation	\$ 45,864	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software	1,500	
Hardware		
Computer (one time)	2,650	
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Phone	600	
4. Total Minor Capital Expenses	\$ 6,350	
Total Expenditures	\$ 52,214	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 52,214	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G315 Fleet
Description of New Service/Position:	Maintenance Worker (Fleet) – move 1 part-time position to 1 full-time position

Program Expansion Introduction and Overview:

The part-time weekend maintenance position in Fleet located at the Transit location has been very difficult to recruit and retain staff (10 hires in 6 years) causing our Transit Divisions issues. Staff are recommending this part-time position be made a full-time position to ensure the process of disinfecting/deep cleaning Transit and Parallel Transit Fleets, facility upkeep/repairs/cleaning, maintaining 300 bus stops including 60 bus shelters, snow clearing, etc. are maintained to the level expected by our customers and City officials.

Analysis of Current Business Process:

Fueling, washing and deep cleaning Transit and Parallel Transit Fleets, along with general facility maintenance, bus stops and shelter upkeep.

Background:

Currently, there is 1 full-time Maintenance position with a schedule of Monday – Friday 6 pm to 2 am. This position focuses on maintenance, fueling, cleaning and washing the Transit fleet. We also have a part-time Maintenance position with a schedule of every Saturday and Sunday 2 pm to 10 pm. Due to this position being every Saturday and Sunday year-round it has been very difficult to keep this position filled so we have been substituting our current staff on overtime, which continually creates issues with hours of service regarding the Highway Traffic Act, higher cost/premium for wages, and some of our staff are showing signs of fatigue because of it.

How This Position Reflects Council’s Strategic Priorities:

Improving the ways we provide a safe and healthy service of getting around Stratford by using its Transit service and a peace of mind knowing that all has been done to promote wellness while using the service.

Program Expansion Benefits:

To ensure that the City’s fleet of Transit vehicles is continually maintained on weekends, as they are throughout the week, without any service failures due to staffing issues.

To ensure that the Transit shelters are not neglected, and they are not allowed to be in a state of disrepair that would affect the community's perception of our Transit system.

Less chance of staff turnover creating cost savings (including HR costs), better service output, and capable to be cross functional at their jobs with less risk injury.

The increase in this position will open up the opportunity to provide additional maintenance and general support to Transit and Fleet services.

Program Expansion Costs:

\$58,170. after adjusting for the part-time hours removal.

Impact on Future Operating Budgets:

The additional FTE will be included in future budgets.

Alternatives:

Continue with part-time and its turnover issues, which will mean continuing to pay overtime and run the risk of service failures due to hours of service issues. Human Resources will be on a continued hiring process as the position becomes vacant.

Business Case - Quantitative Staff		
Department:	IDS	
Division:	Fleet	
FTE Position Title/Description:	Maintenance Worker - move from PT to FT	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	60,424	2080 hrs x 27.50 x 1.55
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	60,424	
Total Benefits	19,336	
1. Total Compensation	\$ 79,760	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Phone		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 79,760	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure	(21,590)	current PT wage (OT not caculated as coverage)
External Recoveries		
Total Revenues	(\$21,590)	
2023 Budget Impact \$	\$ 58,170	
2023 Budget FTE impact	\$ 0.5	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G320 Roads
Description of New Service/Position:	Seasonal Maintenance Worker

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

The Public Works Department provides many essential services throughout the City of Stratford. Staff are recommending the introduction of a seasonal worker to assist in operations during vacation periods between April and September to ensure optimum complement is maintained.

Analysis of Current Business Process:

Road operations such as asphalt overlay, catch basin and manhole rebuilding. Storm flushing, ditch cleaning, traffic control, and Landfill operations.

Background:

The current workload at the Public Works Department in summer months is quite heavy. It is also the most requested vacation time for staff; however, management puts in operations restrictions limiting the number of staff off at any one time. Maintaining a minimum complement can be difficult and as unaccounted pressing work arises, this puts strains on staff to maintain expected service levels. Public Works staff often have specialized skills, licences and certification required to maintain such services.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

The addition of a Seasonal Worker at the Public Works Division would help maintain minimum complement to address unscheduled work as it arises. It would also assist in addressing planned work that requires larger crews, which would otherwise be postponed due to staffing levels. Specific qualifications are required from Public Works staff, such as having a DZ licence, to operate heavy equipment frequently used in daily operations.

The addition of the position also allows the department to create a trial introductory position which will assist in future full-time employee hirings. The temporary seasonal position is longer than trial period under the collective agreement, permitting more time to evaluate the skills and abilities of potential new hirers.

Program Expansion Costs:

\$22,064.

Impact on Future Operating Budgets:

The expansion cost would become part of future annual operating budgets.

Alternatives:

Would see the current staffing levels maintained, which can be difficult to manage at times when there is pressing unscheduled work. This could mean that things like road closures for work could be longer and that emergency repairs may take longer to address. It may also mean less critical road and storm maintenance and repairs work gets delayed. Unscheduled work puts strain on current staff that aim to provide the desired level of service.

Business Case - Quantitative Staff		
Department:	Infrastructure and Development	
Division:	Public Works	
FTE Position Title/Description:	Seasonal Maintenance Worker	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	18,387	1040 hrs x \$17.68/hr
Number of months budgeted	6	
Number of FTE's	0.50	6 month temp
Total Wages	18,387	
Total Benefits	3,677	
1. Total Compensation	\$ 22,064	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual		
Office furniture and equipment		
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment		
Software		
Hardware		
Computer (one time)		
I.T. reserve contribution (annual)		
Licensing Fee (annual)		
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ -	
Total Expenditures	\$ 22,064	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 22,064	
2023 Budget FTE impact	0.50	



2023 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure & Development Services
Budget Division:	G360 Waste
Description of New Service/Position:	Supervisor of Waste Operations - Reallocation of Public Works and Environmental Services Staff to Create a New Position

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

Waste reduction and operations at the City of Stratford Landfill site fall under the umbrella of the Public Works Department. Waste management services is highly dependent on technical, procurement, and administrative capabilities; skills and abilities that are typically associated with managerial positions. Blue Box recycling, organic programs, and hazardous waste materials management are undergoing significant operational, legislative, and regulatory changes. These changes, along with changes impacting the Environmental Services Division, are the basis for the expansion request to replace the Waste Reduction Coordinator position with a Supervisor of Waste Operations.

Having a Supervisor of Waste Operations alleviates some responsibilities from an existing Public Works Supervisor and enables them to provide wastewater services on top of existing storm services. Since storm and wastewater services are more aligned with the Environmental Services Division, the Supervisor Staff would then fall under that division. Having a second Supervisor in Environmental Services would better address ongoing demands and changes in legislation impacting that division. The Ministry of the Environment, Conservation and Parks (MECP) announced mandatory Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECA) for all municipal wastewater and stormwater systems by 2023. This initiative will expedite review and approval process for low-risk municipal development and capital projects but requires additional administration by staff to facilitate.

The reallocation of Staff and services also includes the elimination of the Part Time Clerk II Secretary position.

Analysis of Current Business Process:

Currently one of the Supervisors of Public Works divides their time between the Landfill, roads, storm, and traffic. The Waste Reduction Coordinator is responsible for research, recommending, and monitoring waste programs such as recycling, garbage, and organics. This position also responds to inquiries from the general public and evaluates program effectiveness through community engagement.

Environmental Services only has one Supervisor for Water and Wastewater Services. There are 14 Environmental Services unionized Staff, of which 9 directly provide water services. The focus of the existing Supervisor is primarily on water services. There is a substantial amount of legislative and compliance requirements associated with providing water services after the Walkerton incident in 2000. Water operation services include meter maintenance, infrastructure monitoring, MECP compliance, hydrant flushing, lead water services replacements, valve replacements, valve maintenance, leak detection optimization, and emergency repairs.

The remaining 5 Environmental Services staff provide wastewater services and compliance, and don't include the approximately 3 Public Works Staff that address stormwater operations. The new CLI-ECA is an additional service not currently provided by this Supervisor. Storm and wastewater services include Citywide sewer inspections, pump station maintenance, sewer contract for cleaning and camera work, infrastructure monitoring automation, MECP compliance, community education outreach, ditch and catch basin cleaning, municipal drains and emergency infrastructure repairs.

Background:

Currently a Supervisor of Public Works is responsible for the supervision, inspection, and compliance of the Landfill site, roads, storm, and traffic operations. The Landfill operates with four full-time employees, with an additional one to three Public Works staff per day. The part-time Supervisory staff is finding it difficult to manage all daily Landfill activities as well as roads, storm, and traffic operations. With industry changes and Landfill site usage from the public and contractors increasing, the need for increased supervision and compliance on site is vital to efficient and well-organized operations. The upcoming changes in the waste industry, which include recycling and hazardous waste disposal, have created a need for a more efficient position that will encompass waste reduction efforts and Landfill site management.

The new CLI-ECA initiative is an additional service that will need to be provided primarily by Environmental Services Division; a compliance service that is not currently provided. There are new wastewater and stormwater maintenance, documentation, MECP reporting, inspections and sampling requirements that will come into effect in 2023 because of this. This work will all be in addition to the existing stormwater and wastewater maintenance practices.

How This Position Reflects Council's Strategic Priorities:

Developing our Resources

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

Widening our Economic Opportunities

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

Program Expansion Benefits:

The City of Stratford would benefit from a full time Waste Operations Supervisor to ensure that all waste management legislated requirements are met. It would put the City in a favourable

position for the eventual transition of producer-responsible blue box programs and provide an opportunity to provide more efficient services at the Landfill.

With the expansion of new waste cells and increased methane collection requirements, this Supervisor position would be responsible for ensuring all timelines and requirements are being met for the Ministry of Environment, Conservation, and Parks; all while prioritizing extending the life of our current Landfill. The Supervisor position would also maintain advocacy and outreach provided now by the Waste Coordinator position.

A dedicated Waste Operations Supervisor position would allow for redistribution of tasks in a way that would take storms services from Public Works and task it to Environmental Services. The stringent and involved changes in stormwater compliance that are coming into effect are almost identical to the current maintenance practices for wastewater collection. Providing capacity for an existing Supervisor to address storm and wastewater services will allow for an effective transition to new legislation requirements while improving overall efficiency.

Program Expansion Costs:

The incremental increase in costs are \$20,194. as attached, after factoring in the elimination of the part-time Clerk II secretary position.

Since half of this funding would be supported by wastewater rates to account for the benefit received from Environmental Services Division, there is nominal impact to the tax levy.

Impact on Future Operating Budgets:

What is shown in this business case is the top end of the spectrum, no increases beyond what is proposed is anticipated.

Alternatives:

Continue with part-time supervision at the Landfill site and a limited scope for the Waste Reduction Coordinator. This would make it more difficult to transition and to meet growing administrative requirements put on by changes in legislation in waste management services and environmental services.

Failure to meet legislative requirements could have penalties from the Ministry of Environment, Conservation and Parks, degrade public trust if infrastructure fails (e.g. unmaintained stormwater infrastructure), and increase liability of failing infrastructure that could have otherwise been better maintained.

Business Case - Quantitative Staff		
Department:	Infrastructure and Development	
Division:	Public Works	
FTE Position Title/Description:	Supervisor of Waste Operations - change to existing positions	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	100,838	2080 hrs x \$48.48/hr
Number of months budgeted	12	
Number of FTE's	0.00	This position is not a new FTE
Total Wages	100,838	
Total Benefits	32,268	
1. Total Compensation	\$ 133,107	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material		
Office Supplies		
Cell Phone - annual	580	annual
Office furniture and equipment		Existing
Uniforms		
Other (provide explanation)		
2. Total Purchased Goods	\$ 580	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition		
Other (provide explanation)		
3. Total Purchased Services	\$ -	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle	7,000	annual
Furniture		
Equipment		
Software		Existing
Hardware		
Computer (one time)	2,650	Laptop required
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Phone	600	
4. Total Minor Capital Expenses	\$ 11,850	
Total Expenditures	\$ 145,537	
Estimated Revenues	2023	Explanation
Internal Recoveries	(20,194)	50% of costs covered from wastewater fees
Partnership Contribution		
Grants		
Reduction in Expenditure	(105,149)	Elimination of the current coordinator position and the part-time Clerk-secretary
External Recoveries		
Total Revenues	(\$125,343)	
2023 Budget Impact \$	\$ 20,194	
2023 Budget FTE impact	\$ -	



2023 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services
Budget Division:	G121 Clerk's Office
Description of New Service/Position:	Council Committee Coordinator

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

The Clerk's Office provides support services to Council, Committees, Sub-committees, advisory committees and to local boards, as necessary. Recording Secretary services are currently provided to seven advisory committees by two staff in the Clerk's Office, those staff being the Advisory Committee Secretary and a Customer Service Clerk II. Additional staff provide recording secretary services to other advisory committees. The Clerk and Deputy Clerk provide procedural advice to members of Council, advisory committees, local boards and staff.

The purpose of an advisory committee is to provide advice and recommendations to Stratford City Council. Council then considers those recommendations and depending on the recommendation it can impact staff and resources at the City. Over the past term of Council, the advisory committees have become more active and are interested in completing special projects. These special projects often require assistance and guidance from staff which is not accounted for in staff's annual workplan. As a result, there is added pressure on the Clerk and Deputy Clerk and staff throughout the Corporation to assist advisory committees with moving their recommendations forward for consideration. This support can include, preparing reports, managing the project or initiative, development of communications, writing grant applications, ensuring the purchasing policy is followed and so on. Due to increased demand for services and increased projects being completed by staff, staff are experiencing difficulty with support advisory committees, managing day-to-day operations, and implementing Council direction, without an additional staff member and resources.

Analysis of Current Business Process:

Background:

The current business process is that advisory committees make recommendations at their meetings. Those recommendations are reviewed by staff to determine whether it can be actioned internally, requires direction of Council, or cannot be completed as it falls within administration's role, is outside the scope of the committee or Council's authority. If it can be actioned internally, staff work to include the request within their workplan. If the recommendation requires direction of Council, then a report is written to Sub-committee which is then presented to Committee and Council for consideration. Council then provides the

necessary direction and depending on that direction there can be additional implications for staff and resources.

Due to the growing number of recommendations from advisory committees, increased demand on services and increased services being provided, this approach is resulting in staff not having the capacity to provide the previous level of assistance and support to the City's advisory committees.

If Council's intent is for advisory committees to be supported by staff, including preparing and presenting their recommendations to Council for consideration and then providing oversight for their initiatives than an additional staff resource is required. Staff recommend a Committee Coordinator position be recruited to fulfil this function. The purpose of the Committee Coordinator will be to:

- Provide administrative and management support for the Committees;
- Attends meetings;
- Responsible for preparing correspondence to ensure that appropriate staff/persons/agencies are advised of approved resolutions, recommendations, and directions;
- Conducts research and prepares reports to Council on behalf of Committees;
- Responsible for some interpretation of legislation, statutes and By-laws and for exercising judgement and decision-making on matters pertaining to meeting process, procedures and advice to Committee Chairs;
- Responsible for the coordination of the recruitment process for all Committee and Board members at and during each Term of Office;
- Liaises with Chairs of all Committees on terms of reference, annual work plan, meeting format, training, and ensures that all Committee members are aware of related corporate policies and follow these throughout the course of their work on the Committees;
- Assists in the management of all Committees fiscal responsibilities in coordination with the Advisory Committee Secretary;
- Responsible for the tracking and monitoring of Committee expenditures and for providing input into the budget preparation process;
- Responsible for the development and delivery of orientation programs for all Committee members;
- Liaise with other departments, advising the public and staff of Committee decisions and providing information and guidance on Committee procedures and decisions.

If Council does not wish to add an additional resource, then support will be given to advisory committees when possible and many recommendations may not be actioned in the timeframe requested by the advisory committee or as directed by Council, without amendments to established work plans being made.

How This Position Reflects Council's Strategic Priorities:

Other: Some advisory committees are statutorily required, while others are developed at the discretion of Council. The Accessibility Advisory Committee, the Committee of Adjustment and Heritage Stratford are statutorily required committees. Others, such as the Active Transportation Advisory Committee and the Energy and Environment Advisory Committee, are not statutorily required and are created at the discretion of Council. Advisory committees play a

key role in providing advice and recommendations to Council and oftentimes those recommendations do reflect or assist in meeting Council's Strategic Priorities.

Program Expansion Benefits:

The benefits for this expansion request include assisting advisory committees with the initiatives they recommend, and which are supported by Council through a resolution. The role fulfilled by the Committee Coordinator will also reduce the current workload of the Clerk, Deputy Clerk and other staff in the Corporation. This will provide additional time throughout the year for these staff members to work on other projects, priorities and day-to-day initiatives.

Program Expansion Costs:

As a new position there will be additional wages and benefits added to the Operating Budget. Costs are attached.

Impact on Future Operating Budgets:

Costs for this position will be included in future operating budgets. If recommendations from advisory committees are actioned at a higher rate there could be additional impacts to future operating budgets.

Alternatives:

If this position is not approved, support will be given to advisory committees when possible and will likely be limited to recording secretary support. Many recommendations may not be actioned in the timeframe requested by the advisory committee or as directed by Council, without amendments to department workloads being made.

Business Case - Quantitative Staff		
Department:	Corporate Services	
Division:	Clerk's Office	
FTE Position Title/Description:	Council Committee Coordinator	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	69,451	Comparable to Legislative Coordinator rate and other municipalities.
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	69,451	
Total Benefits	22,224	
1. Total Compensation	\$ 91,676	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material	-	
Office Supplies	-	Included within budget
Cell Phone - annual	-	Not applicable
Office furniture and equipment	2,500	
Uniforms	-	Not applicable
Other (provide explanation)	-	
2. Total Purchased Goods	\$ 2,500	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition	1,500	Annual or every two years
Other (provide explanation)		
3. Total Purchased Services	\$ 1,500	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment	600	phone
Software		
Hardware		
Computer (one time)	2,650	
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 4,850	
Total Expenditures	\$ 100,526	
Estimated Revenues	2023	Explanation
Internal Recoveries		
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	\$0	
2023 Budget Impact \$	\$ 100,526	
2023 Budget FTE impact	\$ 1	



2023 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services
Budget Division:	G121 Clerk's Office
Description of New Service/Position:	Legislative Coordinator

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

Many of the services the Clerk's Office provides are legislatively mandated with strict deadlines that are required to be met. As a result of an increased level of service being provided and the need for assistance to oversee projects, an additional position, being a Legislative Coordinator, with technical expertise is recommended to be added to the Clerk's Office. The Legislative Coordinator position, if approved, would assist the Clerk and Deputy Clerk with:

- Processing requests made under the Act,
- Implementation of the EDRMS,
- Assistance with municipal and school board elections,
- Development of a routine disclosure policy of records under the Act,
- Review of relevant policies, procedures and by-laws,
- Identification of efficiencies and best practices.

Analysis of Current Business Process:

Municipal Freedom of Information and Protection of Privacy Act Requests

Presently, the Clerk and the Deputy Clerk process all requests for information that are made to The Corporation of the City of Stratford with assistance from one of the Customer Service Clerk IIs. This process includes:

- Intake of request and \$5.00 administration fee (legislated);
- Review and clarification from requestor, if necessary;
- Circulation of request to relevant Departments and Staff;
- Collection and review of responsive records (if any) and applicable exemptions under the Act;
- Release of decision to requestor;
- Collection of applicable fees and release of responsive records (if any);
- Responses to any appeals made to the Information Privacy Commissioner at both the mediation and adjudication stage;
- Creation of annual report for the Information Privacy Commissioner.

Due to the increased number of requests made under the Act, the Clerk and Deputy Clerk can only complete that which is legislatively required at this time. Additional projects, such as

development of a routine disclosure policy, which would result in efficiencies and greater access to information by the public are unable to move forward with current staffing resources.

Corporate Document Records Management Services

In 2020, the City's Corporate Document Records Management System could no longer be supported. At that time, the intent was to implement a new system but work on this initiative was paused due to the COVID-19 pandemic. Following completion of the Service Delivery Review, one of the efficiencies identified was the reduction of use of paper throughout the Corporation. Recognizing the need to implement an electronic document records management system the City applied for and was successful in receiving grant funding to pursue this project. As part of this project one of the goals is to complete a comprehensive review of the City's policies, procedures and by-laws related to records management to ensure the City remains compliant with the Act and is meeting its obligations under the Act. At present, this work will be completed by the Clerk with support from staff in the Clerk's Office. Due to the magnitude of this project, it will take several years to fully implement across the Corporation and dedicated resources and staff beyond the current compliment of the Clerk's Office in order to successfully implement.

Municipal and School Board Election

The Municipal and School Board Election is overseen by the Clerk's Office. The Clerk, as Returning Officer, manages the election with assistance from the Deputy Clerk. To effectively manage and plan for the election additional staff are required. A Legislative Coordinator position would provide additional assistance to the Clerk and Deputy Clerk with overseeing specific functions during the election, including recruitment and management of election staff, and review and amendments to policies and by-laws.

Background:

Many of the services the Clerk's Office provides are legislatively mandated with strict deadlines that are required to be met. The Clerk's Office provides:

- support services to Council, committees and city departments;
- corporate document records management services,
- administration of municipal and school board elections,
- provincially delegated services to the public such as vital statistics, licensing, civil ceremonies, and commissioning of documents,
- services under the Municipal Freedom of Information and Protection of Privacy Act (the Act).

The Clerk's Office has seen a rise in the number of requests for information made to the City of Stratford under the Act. The unpredictable nature of the requests, combined with the legislated timeframes, mean that staff find it difficult to balance current and established workflows with the current staffing complement. The following number of requests have been made between 2018 to November, 2022:

- 2018: 27
- 2019: 31
- 2020: 29
- 2021: 35
- 2022 (as of November 10, 2022): 43

The City is also in the process of implementing a new Electronic Documents Records Management System (EDRMS) with plans of reviewing all policies, by-laws and procedures related to corporate document records management. By completing a comprehensive review of the City's corporate document records management program, the City can ensure it is fulfilling its obligations under relevant pieces of legislation, is providing necessary support to City departments and is adopting to changing technology and records management processes.

The Clerk's Office is also responsible for administering the Stratford Municipal and School Board election every four (4) years. While the election is every four years, work is undertaken related the election every year. During the year of the municipal election, additional staff are required to assist with planning and managing the election.

At present, the above noted work is being completed by the Clerk's Office consisting of:

- 1 City Clerk
- 1 Deputy Clerk
- 1 Council-Clerk Secretary
- 3 Customer Service Clerk II (1 position is vacant)
- 1 Advisory Committee Secretary

How This Position Reflects Council's Strategic Priorities:

Other: The services provided by the Clerk's Office are statutorily required. While they may not directly relate to Council's Strategic Priorities, these services and functions are required to be performed and are important for members of the public and to democracy.

Program Expansion Benefits:

The benefits for this expansion request include assisting with meeting an increasing demand in service. With the assistance of this new position projects and initiatives which would result in efficiencies can be completed, which in turn will result in greater access to information by members of the public. This position will also result in fewer contracted services being required to complete various projects and initiatives.

Program Expansion Costs:

For this position, a portion of the wages and benefits are already funded in the Clerk's Office budget as a Customer Service Clerk II. This position remains vacant in the Clerk's Office. Costs for this new position are attached.

Impact on Future Operating Budgets:

Costs for this position will be included in future operating budgets. There may be increased revenue following development of a routine disclosure policy.

Alternatives:

If this position is not approved the Clerk's Office may need to reevaluate its programs and services offered to ensure it is fulfilling its legislative obligations. Contracted services may also be required to increase to meet demand for service.

Business Case - Quantitative Staff		
Department:	Corporate Services	
Division:	Clerk's Office	
FTE Position Title/Description:	Legislative Coordinator	
Estimated Annual Expenditures	2023	Explanation
1. Compensation:		
Wages - annual	69,451	Comparable to Town of Collingwood, Municipality of West Grey. A portion of these wages will be covered by the vacant Customer Service Clerk II position in Clerks.
Number of months budgeted	12	
Number of FTE's	1.00	
Total Wages	69,451	
Total Benefits	22,224	
1. Total Compensation	\$ 91,676	
2. Purchased Goods (indicate if annual or one time cost):		
Reference Material	-	
Office Supplies	-	Already covered in budget
Cell Phone - annual	-	Not applicable
Office furniture and equipment	-	Existing in office
Uniforms	-	Not applicable
Other (provide explanation)	-	
2. Total Purchased Goods	\$ -	
3. Purchased Services: (indicate if annual or one time cost)		
Mileage		
Recruitment Costs		
Mandatory Training/Tuition	2,500	Annual or every two years
Other (provide explanation)		
3. Total Purchased Services	\$ 2,500	
4. Minor Capital Expenses: (indicate if annual or one time cost)		
Vehicle		
Furniture		
Equipment	600	phone
Software		
Hardware		
Computer (one time)	2,650	
I.T. reserve contribution (annual)	800	
Licensing Fee (annual)	800	
Other (provide explanation)		
4. Total Minor Capital Expenses	\$ 4,850	
Total Expenditures	\$ 99,026	
Estimated Revenues	2023	Explanation
Internal Recoveries	(71,500)	Wages and benefits from the vacant Customer Service Clerk II position will be used to off-set impact to tax levy in 2023.
Partnership Contribution		
Grants		
Reduction in Expenditure		
External Recoveries		
Total Revenues	(\$71,500)	
2023 Budget Impact \$	\$ 27,526	
2023 Budget FTE impact		

COUNCIL REFERRALS TO 2023 BUDGET

In 2022, staff were directed by Council to consider the following items through the 2023 budget process:

Item #	Referral Date	Council Resolution	Responsibility	Current Status
1	May 24/2022	<p>RE: Canada Day Parade</p> <p>...that subject to further direction from Council, future funding requirements be included in the 2023 and subsequent budgets for consideration.</p>	Community Services	<p>(Included in draft budget)</p> <p>A budget with a net cost to the City of \$1,900 has been included in G721 Recreation Programs.</p>
2	May 24/2022	<p>That the development of a Community Improvement Plan for Accessible Housing proceed separately from the Official Plan Review project and be referred to the 2023 budget.</p>	IDS	<p>(Not included in draft budget)</p> <p>Community improvement plans are a mechanism for planners to develop policy and incentives for a specific area of growth or investment.</p> <p>In 2023 the Planning Division will be at capacity supporting the Attainable Housing CIP, pursuing an Official Plan update, initiating the Green Buildings CIP, conducting a thorough update on the recently adopted comprehensive zoning bylaw, as well as maintaining all daily operations.</p> <p>The intent is still to proceed with an accessibility community improvement plan and toolkit, however, it is slotted for the 2024 budget and is anticipated to come forward as an expansion request.</p>

Item #	Referral Date	Council Resolution	Responsibility	Current Status
3	June 27/2022	...that in 2023 and 2024, subject to budget approvals or alternative Council direction, keep the City's contribution to Destination Stratford at current levels...		(Included in draft budget) Destination Stratford budget request in G810 has been submitted at a <u>2.5%</u> increase over 2022, and is included in G810 Requisitions to Others.
4	October 11/22	...that Ontario Street and Erie Street Resurfacing project be referred to 2023 budget deliberations.	IDS	(Included in draft budget) The 2023 capital budget includes these projects as asphalt resurfacing work.
5	October 11/22	...that the request for an additional full-time equivalent position be referred to the 2023 budget deliberations. (re: short-term accommodation licensing by-law)	IDS	(Not included in draft budget) The Building Division proposes the addition of a Deputy Chief Building Official to address the resource requirement needs to facilitate this new by-law. This is included in 2023 Expansion Requests.
6	October 11/22	...and that staff be authorized to continue this program from 2022 to 2026, subject to annual budget approval. (re: artwork installed and maintained by Public Works staff in various locations to promote active transportation in school zones)	IDS	(Included in draft budget) This is subject to the Active Transportation Advisory Committee annual budget request included in 102 Council Services. \$1,500 requested for School Travel Plan. Resources required from Public Works are included in the 2023 operations budget.

Item #	Referral Date	Council Resolution	Responsibility	Current Status
7	October 11/22	That a report detailing the financial implications of maintaining the 2022 regular transit and parallel transit rates for the 2023 calendar year and a financial analysis of regular and on-demand transit service on weekends be referred to the 2023 budget discussions.	Community Services	<p>(Not included in draft budget) A report to Finance & Labour Relations Committee is being prepared for one of the 2023 budget meetings.</p>