



CITY OF STRATFORD

DRAFT 2023 BUDGET

SUPPORTING DOCUMENTS

City of Stratford 2022 Pavement Condition Assessment

The following chart and map are an excerpt from the 2022 Pavement Condition Assessment prepared for the City by GM BluePlan Engineering Limited.

The chart below and the attached map outline pavement quality using the ranges indicated.

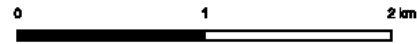
PQI Range	Condition Category	2022 Ln-km	2022 % Network	2019 Ln-km	2019 % Network
80 - 100	Very Good	102.9	25.5%	73.9	18.7%
70 - 80	Good	40.8	10.1%	42.5	10.8%
55 - 70	Fair	62.8	15.6%	94.7	24.0%
40 - 55	Poor	86.4	21.4%	105.8	26.8%
0 - 40	Very Poor	110.1	27.3%	77.9	19.7%



**City of Stratford
Pavement Condition Update**

PQI Ranges

- Very Poor: 0 - 40
- Poor: 40 - 55
- Fair: 55 - 70
- Good: 70 - 80
- Very Good: 80 - 100



**City of Stratford - Present Status
PQI Scores**



August, 2022
Project # SP02-2017

Document Path: \\NW\Users\162210016221016\Stratford Pavement Condition Update\162210016\162210016_PQI_Present.mxd



2023 OPERATING BUDGET – WORK PLAN

Department:	Other
Budget Division:	G810 Requisitions from Others

Department/Division Overview:

Stratford Tourism Alliance (DBA Destination Stratford) is Stratford’s dedicated Destination Marketing & Management Organization. It was formed in 2007 as a not-for-profit organization governed by an independent Board of Directors comprised of diverse community leaders. Its mandate is to develop, manage and promote “Destination Stratford” as a national and international tourism icon.

Key Activities Planned for 2023:

1. Assist in tourism economic recovery efforts that holistically lift the destination. Economic recovery projects include Lights On Stratford which is budgeted independently, and Stratford Al Fresco
2. Dedicated high quality concierge-style services for both in-person visitors and online visitors with goals to safely encourage first-time and return visits
3. Meaningful, targeted destination marketing across all media channels including social media, print, digital, tv distribution, earned media and radio
4. Broaden relationships and project-specific funding sources with strategic partners, including all levels of government, to maximize investments in destination development and tourism/community infrastructure, encourage development of new tourism experiences (Destination Animation Project ~\$30,000, Shareable Moments Fund ~\$25,000, Lights On Stratford ~\$750,000), multi-seasonal expansion, and sport tourism
5. Expand target audience via continually updated branding to introduce new markets to Stratford for future development
6. Continuous improvement efforts for tourism operators including Equity, Diversity and Inclusion training, digital sophistication, and service excellence delivered together with partner organizations
7. Interpret and leverage visitor and destination data insights from all available sources to help inform on-going strategic planning

Describe How This Work Plan Reflects Council’s Approved Strategic Priorities:

Destination Stratford’s work plan supports the following Council Priorities:

Mobility, Accessibility and Design Excellence

Working collaboratively with partners to build upon 2022 destination mobility and accessibility projects including the Boathouse Public Washroom Expansion Project (adding accessible public

washrooms) and Culture Cab. Adding safety measures to public spaces such as the snow melt mats on the Tom Patterson Island bridge and snow removal in Market Square during Lights On Stratford. We proudly continue to bring the downtown core and park system to life with light during the winter.

Strengthening our Plans, Strategies and Partnerships

We are involved in many strategic partnerships and community collaborations to advance our work including for Sport Tourism, Municipal Cultural Plan, DEI Welcoming Community, Winter City Plan, Tourism Advisory Committees with representation for Accommodators, Retail, Culinary and Festivals & Events, and many more.

Developing our Resources

Destination Stratford continues to pursue community infrastructure projects such as the Boathouse Public Washroom Expansion from 2022. We also maintain various public outdoor dining locations, along with multiple lighting installations such as the overhead lights and bridge lighting on Tom Patterson Island. We continue developing wayfinding initiatives such as the Light Trail connecting Market Square to Tom Patterson Island. We are also exploring a collaborative effort to enhance the destination’s gateway signage. We continue to optimize and maintain our digital assets, including visitstratford.ca and lightsonstratford.ca, and representing the destination across multiple social media channels.

Widening our Economic Opportunities

We plan to continue pursuing destination development initiatives and grant funding opportunities that bolster the tourism economy in the shoulder and winter seasons such as Lights On Stratford. We will manage and promote Stratford Al Fresco to increase outdoor dining opportunities for our visitors, residents, and businesses. 2023 plans include expanding our Culinary Trails to highlight a myriad of local businesses and bring increased traffic and sales to their locations across the city. We will also continue to build our destination marketing initiatives to promote Stratford far and wide to expand visitation from traditional levels of ~ 1.5 million annual visitors. We also provide experiential development funding opportunities to local tourism businesses through the Destination Development Fund and Shareable Moments programs.

Explain Significant Variances (2023 proposed budget vs prior year actuals):

While forecasting some decreases in revenue due to the pandemic (no membership fees or print ad revenues), a renewed focus on proactively applying for tourism-related grants as well as pursuing collaborative partner co-funding initiatives keeps the 2023 budget request to a 2.50% increase over the 2022 City-funded portion (\$580,000). This allows Destination Stratford to build on existing successful initiatives and helps offset the increased cost of goods/services and cost of living adjustment for wages and our commitment to be a living wage employer.

Staffing remains constant at 6 full-time permanent staff and 4 – 7 part-time/contract staff.

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

COVID-19? yes no

If yes, please describe the impacts:

2023 destination marketing and development efforts will be carefully designed to be toggled off/on depending on the current conditions of the pandemic. As our office is open to the public, our in-person services for assisting visitors, selling experiences such as the Culinary Trails, and supporting economic recovery initiatives such as Lights On Stratford, may be impacted depending on changing Provincial health and safety COVID-19 guidelines.

Outline a list of priorities and services that could be reduced to mitigate impacts of COVID-19 (or other 2023 challenges) on your department's operations:

- Flexible work-from-home protocols are in place to mitigate potential office closures
- Flexible terms for destination advertising that may need to be toggled off for markets deemed as COVID-19 hotspots
- Protocols in place to accommodate in-person services including public access to washrooms, computers and concierge

**Destination Stratford 2023
Budget**

	2021 Budget	2022 Budget	2023 Budget	Notes
Income				
4050 · MARKETING SALES	48,000	75,000	98,000	
4240 · MEMBERSHIP SALES	0	0	0	Non-member model adopted in 2022
4260 · PARTNERSHIPS	745,000	748,500	747,000	
(4001 · City of Stratford Portion)	540,000	580,000	595,000	2.5% increase over 2022 budget
4280 · DESTINATION MARKETING FUND	32,000	20,000	15,000	Ceases as of July with implementation of MAT
TOTAL INCOME	825,000	843,500	860,000	
Expense				
5100 · CONTRACT AND CONSULTING	5,500	5,500	2,500	
5107 · FOUR SEASON TOURISM DEVELOPMENT	0	0	0	Lights On Stratford is separately funded entity managed by DS
5637 · BANK CHARGES	3,800	3,800	4,000	
5645 · INSURANCE	3,600	4,019	5,000	Increased expenses due to higher costs
5660 · TRAVEL	4,400	2,200	2,500	Most conferences to be attended virtually
5950 · SPECIAL PROJECTS		15,000	42,000	AI Fresco management and community projects
5990 · RTO4 PARTNERSHIPS ANIMATION FUND	5,000	10,000	30,000	Includes \$20k revenue from other funding partners
Total Administration Fees	16,800	35,019	83,500	

**Destination Stratford 2023
Budget**

	2021 Budget	2022 Budget	2023 Budget	<u>Notes</u>
6000 · MARKETING - INTERNET	90,230	65,230	22,975	Decreased expenses due to streamlining digital operations
6150 · MARKETING - Media & Print	114,300	99,300	99,300	
6151 · MARKETING - RADIO	5,000	2,500	2,500	
6152 · MARKETING	77,300	75,000	90,500	Increased expenses with additional marketing projects
6153 · PROFESSIONAL FEES	23,000	23,000	23,200	
6155 · FACILITY MAINTENANCE	4,500	4,500	2,000	
6480 · PAYROLL	453,724	473,804	484,635	
6540 · OFFICE EXPENDITURES	24,550	24,550	20,900	
6550 · EVENT EXPENSES	3,900	2,200	2,000	
7000 · TELEPHONE/COMMUNICATION	11,190	12,890	16,000	Increased expenses due to higher costs
Total Expense	824,994	823,493	850,010	
5154 Transfer to Reserve	0	20,000	10,000	Reduced yearly contribution as per Board direction
Net Income	6	7	-10	

September 30, 2022

Mayor and Members of Council
City of Stratford
1 Wellington Street
Stratford, ON N5A 2L3

RE: Stratford Economic Enterprise Development Corporation (SEED Co.)
Budget Request, 2023

Mayor and Members of Council:

Stratford Economic Enterprise Development Corporation (SEED Co.), branded in 2015 as investStratford, is principally funded by the City of Stratford as a stand-alone entity with a singular focus on economic development. The Corporation, under the guidance of a Board of Directors, supports business retention and expansion, attraction & foreign direct investment and entrepreneurship – assisting companies and industry to grow and invest.

Our reputation for project management, impact and government relations is strong and in 2022 we were successful in generating more than \$250,000 in additional special project funding to support the community. The My Main Street Program is supporting new and existing businesses in the downtown core in both Stratford and St. Marys. Supporting our workforce continues and we are partnering with the Ministry of Agriculture, Food and Rural Affairs to complete the 2nd phase of an Attainable Housing Project. Additionally, we will complete a Sport Tourism Strategy in partnership with the City of Stratford Department of Community Services by year end. These special projects, along with our core business functions rounded out a full year of activity and outcomes.

In 2022, industrial land sales in the Crane West Business Park totaled \$1,642,125 (11.32 ac/4.58 ha), with pending/conditional sales totaling \$1,612,400 (11.12 ac/4.56 ha). Investments in the Crane West Business Park also represent proposed new industrial buildings of over 120,000 sq ft/11,148 sq metres. In 2022, new investments and expansions within the Wright Business Park totaled over 80,000 sq ft / 7,432 sq metres in new or expanded industrial buildings. Additional investment files are also currently being facilitated between new companies and local developers for design-build-lease arrangements for both industrial and commercial developments.

Within the SEED Co. portfolio, the Stratford-Perth Centre for Business supports local start-up companies delivering small business programming and services to Stratford, St. Marys, and Perth County. This service has shown its worth throughout the pandemic and has been a valuable resource as recovery emerges. In addition to providing individual consultations, our Centre runs the Starter Company Plus and Summer Company programs that provide small grants and education to help entrepreneurs launch and build their businesses. The Centre provides additional programming through workshops, partnerships, and events. From September 1, 2021, to August 31, 2022, the Centre provided over 145 small business consultation meetings and supported the creation and expansion of 99 businesses creating 100 new jobs.

A new Council will establish a series of Strategic Priorities for the upcoming term (2022-2026). Historically the core efforts and special projects of investStratford are committed to ***Widening our Economic Opportunities***. Our co-location with Infrastructure & Development Services, our ongoing work with the Department of Community Services (sport tourism) and Social Services (Attainable Housing Project and

Regional Employment Services) continues to expand and improve the service delivery to our businesses and residents and ***Strengthens our Plans, Strategies and Partnerships***.

In alignment with the Purchase of Service Agreement between the City of Stratford and SEEDCo. the Board of Directors makes the following budget request for the 2023 operational year, as follows:

- \$653,042 in core funding for SEED Co. operations in 2023 for the delivery of the City's economic development service (\$544,840) and Stratford-Perth Centre for Business operations (\$108,202). This budget includes the reimbursement of annual operating fees back to the City of Stratford for finance, payroll and insurance services (\$23,000), and rent & CAM (\$22,000). \$522,000 supports the salaries, benefits and professional development of 5 full-time equivalent employees and two contract, special project staff.

On behalf of SEED Co. and the Board of Directors, we look forward to working closely with the City of Stratford to strengthen and promote our economy.

Respectfully submitted,



Joani Gerber
CEO, SEED Co.

SEED Co. is governed by a Board of Directors consisting of 12 members: the Mayor and CAO, 2 Members of Council, 7 Industry Leaders and 1 Member of the Public. Industry Sectors represented are small business, digital/creative economy, education, agriculture, manufacturing, technology, banking/finance.

The SEED Co. Board reports quarterly to the City's Finance and Labour Relations Sub-Committee and Council to maintain continued dialogue, collaboration and transparency.

Joan Thomson, CAO, City of Stratford
Karmen Kreuger, Director of Corporate Services, City of Stratford

Attachment: 2023 Budget for SEED Co. (Operations and Special Projects)

2023 Budget for SEED Co.
OPERATIONS

	Budget 2023
REVENUE	
City of Stratford - InvestStratford	544,840
City of Stratford - SBEC	108,202
City of Stratford/SEEDCO - Housing Special Project	33,750
Province Funding- SBEC	217,806
Recoverable Expenses and Charges	51,750
Events and User Fees	-
	\$ 956,348
EXPENSES	
Salaries, Benefits and Contract Labour	544,476
Training and Professional Development	7,500
Insurance and Custodial	2,000
Equipment, Capital and Software	5,000
Support Services and Fees	29,500
Office Supplies and Operations	45,242
Consultants and Mentorship	72,500
Legal and Audit	5,000
Meals and Meetings	6,600
Conferences, Trade Shows, Travel and Mileage	44,000
Promotion, Marketing, and Materials	30,000
Memberships	36,750
Rent and common area maintenance	21,781
Events	10,000
Grants	86,000
Contingency/Reserve Transfer	10,000
	-
	\$ 956,348
Projected Ending Surplus (Deficit)	\$ (0)

THE CORPORATION OF THE CITY OF STRATFORD			
RESERVE AND RESERVE FUND BALANCES - PROJECTED			
At December 31, 2022			
Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2023 draft budget.			
Red denotes that reserve is in a deficit			
SOURCE		General Ledger Account #	PROJECTED Y/E Balance
RESERVES			
	Election Expenses	G-R00-ELEC-0000	(117.86)
	Insurance	G-R00-INSR-0000	(241,153.79)
	Sick Leave	G-R00-SICK-0000	(6,468,110.81)
	WSIB	G-R00-WCBO-0000	(695,510.57)
	Winter Control	G-R00-WNTR-0000	(253,591.91)
	Library - PCIN	G-R06-PCIN-0000	(20,031.73)
	Economic Development	G-R14-STAR-0000	(37,520.00)
	Tax Rate Stabilization	G-R14-TAXS-0000	(277,679.83)
	Local Boards & Committees	G-R18-BRDS-0000	(77,162.37)
	Clerks Investigations	G-R18-CLRK-0000	(15,845.27)
	Community Supports & Grants	G-R18-COMG-0000	(46,538.63)
	HR Salary Contingency	G-R18-HRCO-0000	(230,190.00)
	Special Projects	G-R18-SPEC-0000	(363,403.48)
	Management & Planning Studies	G-R18-STUD-0000	(136,094.41)
	Water Rate Stabilization	G-R18-WATR-0000	(1,229,911.59)
	Wastewater Rate Stabilization	G-R18-WWTR-0000	(1,442,104.75)
	PC Connect	G-R20-PCCO-0000	(204,390.55)
TOTAL RESERVES			(11,739,357.55)
DISCRETIONARY RESERVE FUNDS			
	Capital - Airport	R-R11-AIRP	(182,127.44)
	Britannia St	R-R11-BRIT	(266,226.05)
	Capital - Cemetery	R-R11-CEME	(19,710.89)
	Capital - Facilities	R-R11-FACI	(186,720.77)
	Capital - Fire	R-R11-FIRE	(1,147,923.59)
	Capital - Fleet	R-R11-FLET	(4,126,371.76)
	Grand Trunk (Cooper) Block	R-R11-GTCH	(2,584,863.34)
	Local Housing Corporation	R-R11-HOUS	(25,673.04)
	Capital - IT Equipment Replacement	R-R11-ITCA	(766,460.70)
	Capital - Landfill Closure	R-R11-LAND	(554,375.79)
	Capital - Library	R-R11-LIBR	(141,724.22)
	Capital - Police	R-R11-POLI	(66,535.76)
	Capital - Parking	R-R11-PRKG	(2,750,782.06)

THE CORPORATION OF THE CITY OF STRATFORD			
RESERVE AND RESERVE FUND BALANCES - PROJECTED			
At December 31, 2022			
Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2023 draft budget.			
Red denotes that reserve is in a deficit			
SOURCE		General Ledger Account #	PROJECTED Y/E Balance
	Capital - Public Works	R-R11-PWCA	(4,948,393.68)
	Capital - Recreation	R-R11-RECR	(582,170.65)
	Capital - Golf Course	R-R11-RMUN	(36,360.37)
	Development Deposits -Cobra	R-R11-RPLA	(115,785.78)
	Industrial Land	R-R11-RPRO	2,322,081.87
	Social Services Homeownership	R-R11-SHOL	(285,574.45)
	Capital - Social Services	R-R11-SSCA	(2,779,514.59)
	Strategic Community Development	R-R11-STRA	(418,476.70)
	Capital - Storm Water	R-R11-STRM	2,889,834.32
	Transit Capital	R-R11-TRAN	(51,990.88)
	Capital - Waste Management	R-R11-WAST	(2,031,551.11)
	Capital - Water	R-R11-WATR	(2,989,007.03)
	Working Capital	R-R11-WORK	25,830.65
	Capital - Waste Water	R-R11-WWTR	(776,882.72)
TOTAL DISCRETIONARY RESERVE FUNDS			(22,597,456.53)
OBLIGATORY RESERVE FUNDS			
	Provincial Infrastructure Grants	R-R11-OCIF	(3,044,886.68)
	Federal Gas Tax	R-R11-RFED	(7,871,347.49)
	Provincial Gas Tax	R-R11-RGAS	(332,607.97)
	Building Permit Inspections	R-R11-BSUR	(305,892.06)
	Parkland: Cash In Lieu	R-R11-RPLT	(768,083.80)
TOTAL OBLIGATORY RESERVE FUNDS			(12,322,818.00)
OBLIGATORY RESERVE FUNDS - DEVELOPMENT CHARGES			
	DC - Growth	R-DGS-ADMN	(279,089.84)
	DC - Fire Protection	R-DGS-FIRE	(1,326,879.96)
	DC - Indoor Recreation- Balance to be transferred)	R-DGS-IREC	(3,511,195.55)
	DC - Library	R-DGS-LIBR	(1,080,959.52)
	DC - Parking (Balance to be transferred)	R-DGS-MPKG	(134,530.20)
	DC - Parks & Recreation	R-DGS-OREC	(2,133,303.73)
	DC - Police	R-DGS-POLI	(891,125.83)
	DC - Transit - (Balance to be transferred)	R-DGS-TRAN	(333,506.32)
	DC - Waste Diversion	R-DGS-WSTD	(41,179.14)
	DC - Public Works (Facilities & Fleet)	R-DIS-OTRN	(393,226.68)

THE CORPORATION OF THE CITY OF STRATFORD			
RESERVE AND RESERVE FUND BALANCES - PROJECTED			
At December 31, 2022			
Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2023 draft budget.			
Red denotes that reserve is in a deficit			
SOURCE		General Ledger Account #	PROJECTED Y/E Balance
	DC - Services Related to Highway	R-DIS-ROAD	(1,824,140.41)
	DC - Waste Water	R-DIS-WAST	(811,157.15)
	DC - Water Services	R-DIS-WATS	(574,089.99)
	DC - Storm Water	R-DSC-STWM	414,531.87
TOTAL DC OBLIGATORY			(12,919,852.45)
TOTAL RESERVES and RESERVE FUNDS			(59,579,484.53)

City of Stratford
Summary of Outstanding and Authorized Debt
At December 7, 2022

Description	Initial Loan Balance	Initial Amortization Period	Principal Payments	Interest Payments	Total Payments	Maturity of Current Term	Current Interest Rate	Outstanding Principal at Dec 31, 2022
RBC - \$3M (024)	\$ 3,000,000	20	\$ 194,696	\$ 7,841	\$ 202,537	2025	2.42%	\$ 493,893
RBC - \$2M (Loan #17 Cooper)	\$ 2,000,000	10	\$ 215,810	\$ 10,315	\$ 226,124	2025	2.49%	\$ 512,591
RBC - \$1.5M (Loan #19 Cooper)	\$ 1,500,000	20	\$ 70,826	\$ 24,602	\$ 95,427	2026	2.80%	\$ 1,012,412
RBC - \$1.5M (Loan 18 Cooper)	\$ 1,500,000	20	\$ 70,322	\$ 27,713	\$ 98,035	2023	2.51%	\$ 1,021,765
RBC - \$4.550M (Loan #14 UW)	\$ 4,550,000	25	\$ 157,595	\$ 96,803	\$ 254,399	2027	2.84%	\$ 3,480,287
RBC - \$4.5M (Loan #15 UW)	\$ 4,500,000	25	\$ 155,502	\$ 97,215	\$ 252,717	2028	2.88%	\$ 3,446,278
RBC - \$3.626M (Loan #25)	\$ 3,626,333	14	\$ 176,767	\$ 198,614	\$ 375,381	2027	5.65%	\$ 3,595,127
RBC - \$3.626M (Loan #26)	\$ 1,723,500	24	\$ 35,226	\$ 96,258	\$ 131,485	2027	5.66%	\$ 1,716,534
Cooper Site (internal repayment)	\$ 5,897,975	10	\$ 562,190	\$ 129,233	\$ 691,423	2029	3.00%	\$ 4,307,758
IO - \$1.34M	\$ 1,340,000	20	\$ 67,000	\$ 3,256	\$ 70,256	2024	2.78%	\$ 134,000
IO - \$5.5M	\$ 5,500,000	15	\$ 366,667	\$ 27,463	\$ 394,130	2024	4.28%	\$ 733,333
IO - \$21.042M	\$ 21,042,537	15	\$ 1,402,842	\$ 168,867	\$ 1,571,709	2026	3.21%	\$ 5,611,369
IO - \$5.7M	\$ 5,784,025	20	\$ 289,201	\$ 45,564	\$ 334,765	2028	2.74%	\$ 1,735,208
IO - \$33.5M	\$ 33,496,128	25	\$ 1,339,845	\$ 318,515	\$ 1,658,360	2032	2.57%	\$ 12,728,529
IO - \$6.113M	\$ 6,113,000	15	\$ 407,533	\$ 149,830	\$ 557,363	2033	3.27%	\$ 4,482,867
IO - \$1.295M	\$ 1,295,639	25	\$ 52,252	\$ 19,354	\$ 71,606	2034	2.70%	\$ 729,797
IO - \$16.8M	\$ 16,816,370	25	\$ 672,655	\$ 392,023	\$ 1,064,678	2034	4.96%	\$ 8,071,858
Approved Borrowing - Proposed / Estimated Payment Terms			\$ 6,236,929	\$ 1,813,466	\$ 8,050,394			\$ 53,813,606
								Authorized
Queen Street trunk storm	\$ 15,355,000	15	\$ 1,023,667	\$ 422,263	\$ 1,445,929	2037	2.75%	\$ 15,355,000
Britannia St Phase 2	\$ 4,685,000	25	\$ 187,400	\$ 93,700	\$ 281,100	2047	2.00%	\$ 4,685,000
			\$ 1,211,067	\$ 515,963	\$ 1,727,029			\$ 20,040,000
Total drawn and authorized			\$ 7,447,995	\$ 2,329,428	\$ 9,777,423			\$ 73,853,606
Proposed in 2023 budget	\$ 4,100,000	15	\$ 176,147	\$ 246,000	\$ 422,147	2028	6.00%	\$ 4,100,000