

**City of Stratford**  
**Q3 Operating Variance Report as at September 30, 2024**

<b>Department</b>	<b>2024 Net Budget</b>	<b>Unaudited as at September 30, 2024</b>	<b>% of Budget Spent</b>	<b>(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2024</b>	<b>Variance as a % of Budget</b>	<b>Department Explanation</b>
<b><u>Mavor/Council/CAO Office</u></b>						
101 - Mayor & Council	716,724	<b>457,420</b>	63.8	<b>(106,831)</b>	0%	Current variance expected to reduce by year-end.
102 - Committees of Council	94,945	<b>12,541</b>	13.2	<b>(78,223)</b>	0%	Current variance expected to reduce by year-end. Unused dollars will go to committee reserve.
111 - CAO's Office	952,071	<b>654,438</b>	68.7	<b>(79,486)</b>	0%	Current variance expected to reduce by year-end. Unused special project funds transferred to reserve for future use.
<b><u>Human Resources</u></b>						
112 - Human Resources	1,166,301	<b>827,883</b>	71.0	<b>0</b>	0%	Projected surplus due to staffing vacancies offset by approved new hire salaries.
<b><u>Corporate Services</u></b>						
100 - Taxation	<b>(80,090,376)</b>	<b>(80,090,364)</b>	100.0	<b>0</b>	0%	No significant variance anticipated all taxes are billed for the year.
100 - General Revenues	<b>(1,847,077)</b>	<b>(658,229)</b>	35.6	<b>0</b>	0%	No variance anticipated. Festival Hydro dividends tracking/received later in year.
121 - City Clerk	876,443	<b>595,650</b>	68.0	<b>(54,000)</b>	-6%	The legislative specialist position to be filled later in the year.
134 - Information Technology	0	<b>(744,477)</b>	0.0	<b>0</b>	0%	No significant variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	<b>(587,334)</b>	<b>(425,572)</b>	72.5	<b>19,905</b>	0%	Current variance expected to reduce by year-end.
136 - Crossing Guards	257,950	<b>115,662</b>	44.8	<b>(103,734)</b>	0%	Current variance expected to reduce by year-end. Current variance due to timing of commissionaires payments.
139 - General Financial Services	761,224	<b>1,256,708</b>	165.1	<b>(122,000)</b>	-16%	Current variance expected to reduce by year-end. Due to timing of transfers, long-term debt transactions, and revenue received \$3 million transfer from tax stabilization may or may not be needed to offset any deficit.
513 - Industrial Land Sales	0	<b>332,349</b>	0.0	<b>0</b>	0%	No significant variance expected, balanced through industrial land reserve.
810 - Requisitions from Others	10,409,228	<b>8,150,475</b>	78.3	<b>0</b>	0%	Current variance expected to reduce by year-end due to timing differences in payments to partner agencies.
872 - Community Supports	1,049,868	<b>736,410</b>	70.1	<b>(67,988)</b>	0%	No significant variance expected, timing differences in timing of Bill 23 transfers.
<b><u>Planning &amp; Development Services</u></b>						
250 - Building Permits	0	<b>(472,283)</b>	0.0	<b>0</b>	0%	Current variance expected to reduce by year-end. Balanced through building permit reserve fund.
251 - Planning Services	680,617	<b>596,414</b>	87.6	<b>114,602</b>	0%	Current variance expected to reduce by year-end.
252 - By-Law Enforcement	378,632	<b>72,118</b>	19.0	<b>(282,475)</b>	0%	Current variance expected to reduce by year-end.

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<b><i>Infrastructure Services</i></b>						
310 - Engineering	1,320,212	<b>1,473,555</b>	111.6	<b>644,528</b>	2%	Unbudgeted community climate consulting costs not covered by grant of \$22,500. Current variance expected to reduce by year-end due to salary reallocations to be corrected.
315 - Fleet	1,079,512	<b>844,360</b>	78.2	<b>150,000</b>	14%	Anticipated deficit due to aging fleet repairs and to delays in receiving replacement vehicles.
320 - Roads	7,311,046	<b>5,199,443</b>	71.1	<b>(378,455)</b>	0%	Current variance expected to reduce by year-end.
330 - Sanitary	0	<b>(69,373)</b>	0.0	<b>0</b>	0%	No significant variance anticipated as user-fee division is balanced to reserve funds.
340 - Storm	4,929,662	<b>2,729,096</b>	55.4	<b>(1,290,868)</b>	0%	No significant variance anticipated despite extra storm maintenance being performed.
350 - Water	0	<b>113,936</b>	0.0	<b>0</b>	0%	No significant variance anticipated as user-fee division is balanced to reserve funds.
360 - Waste	882,311	<b>441,571</b>	50.0	<b>(293,550)</b>	0%	Current variance expected to reduce by year-end due to reserve transfers and other timing of payments.
<b><i>Fire</i></b>						
211 - Fire	9,877,547	<b>7,685,048</b>	77.8	<b>369,183</b>	0%	Current variance expected to reduce by year-end.
512 - Airport	73,049	<b>56,796</b>	77.8	<b>2,679</b>	0%	No significant variance anticipated at this time.
<b><i>Community Services</i></b>						
141 - City Buildings	2,216,487	<b>1,291,906</b>	58.3	<b>(493,946)</b>	0%	Building maintenance initiatives on various city facilities expected to be completed in Q4. Current variance expected to reduce by year-end.
711 - Parks	2,779,472	<b>2,270,874</b>	81.7	<b>248,360</b>	0%	Current variance expected to reduce by year-end.
715 - Facilities	2,093,245	<b>1,120,140</b>	53.5	<b>(599,725)</b>	0%	Current variance expected to reduce by year-end.
721 - Recreation	6,220,030	<b>4,626,133</b>	74.4	<b>(51,853)</b>	0%	Current variance expected to reduce by year-end.
731 - Cemetery	503,508	<b>371,378</b>	73.8	<b>(8,337)</b>	0%	No significant variance anticipated at this time.
750 - Transit	3,706,795	<b>2,255,003</b>	60.8	<b>(400,000)</b>	0%	Current variance expected to reduce by year-end. Wages and interfunctional transactions will likely still result in a surplus of \$400,000.
751 - Parallel Transit	646,955	<b>456,372</b>	70.5	<b>(38,459)</b>	0%	No significant variance anticipated at this time.
752 - Community Transportation	0	<b>301,392</b>	0.0	<b>0</b>	0%	No significant variance anticipated, balanced with community transit funding and partner billings

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<b><u>Social Services</u></b>						
610 - Social Services Administration	21,115	<b>2,008,594</b>	9512.6	<b>40,000</b>	189%	At this time there is a variance of approximately \$40,000 expenditure expected for 2024 as a result of unbudgeted City Homelessness response costs. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end reporting.
611 - Ontario Works	624,920	<b>509,848</b>	81.6	<b>0</b>	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
612 - Homelessness	239,010	<b>147,300</b>	61.6	<b>0</b>	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
613 - Anne Hathaway Day Care Centre	47,290	<b>1,104,413</b>	2335.4	<b>0</b>	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
614 - Perth & Stratford Housing Corporation	2,131,545	<b>3,027,844</b>	142.0	<b>0</b>	0%	Variance primarily due to capital entries that will be performed at year-end. No variance is expected.
615 - Housing Division - Service Manager	791,270	<b>156,740</b>	19.8	<b>0</b>	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
616 - Child Care	326,421	<b>8,205,933</b>	2513.9	<b>0</b>	0%	No variance anticipated at this time. Please note, journal entries to reallocate amounts are completed at year end as part of the shared service reconciliation and/or funding year end.
618 - Affordable Housing	624,596	<b>(297,153)</b>	-47.6	<b>0</b>	0%	No variance anticipated. Activity in this division is balanced through the reserve fund with no impact to the levy surplus/deficit.
<b><u>Police</u></b>						
231 - Police	13,821,228	<b>10,687,431</b>	77.3	<b>0</b>	0%	No significant variance anticipated. Any surplus or deficit is managed from the police reserve.
<b><u>Library</u></b>						
411 - Library	2,913,558	<b>2,027,261</b>	69.6	<b>0</b>	0%	Revenue is expected to be down due to the Township of Perth South not renewing their library service contract for 2024. Any surplus or deficit is managed from the library reserve
<b>Total Net Expenses (Revenue)</b>	<b>\$ -</b>	<b>\$ (9,837,016)</b>		<b>\$ (2,860,674)</b>		<b>Projected Surplus</b>