

City of Stratford Q1 Operating Variance Report as at March 31, 2025						
Department	2025 Net Budget	Unaudited as at March 31, 2025	% of Budget Spent	(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025	Variance as a % of Budget	Explanation
<i><u>Mayor/Council/CAO Office</u></i>						
101 - Mayor & Council	\$705,158	\$118,913	16.9	\$0	0%	No variance expected at this time, but is dependent upon activities and conferences through the year.
102 - Committees of Council	\$110,365	\$420	0.4	\$0	0%	No variance expected at this time, but is dependent upon activities and may be balanced through the council committee reserve if required and funds are available.
111 - CAO's Office	\$1,018,339	\$204,265	20.1	\$0	0%	No variance expected at this time, but is dependent upon activities through the year. Depending on CAO recruitment timing, some activities may not be completed in the year.
<i><u>Human Resources</u></i>						
112 - Human Resources	\$1,522,097	\$398,033	26.2	\$0	0%	No variance expected at this time, but is dependent upon activities and subsequent use of consultants and how wage structure will move forward.
<i><u>Corporate Services</u></i>						
1010 - Taxation	(\$86,038,828)	(\$40,574,690)	47.2	\$0	0%	No variance expected as this represents the required revenues from taxation approved with the 2025 budget.
100 - General Revenues	(\$2,352,511)	(\$378,452)	16.1	\$0	0%	No variance expected as revenues relating to dividends are typically recorded later in the year.
121 - City Clerk	\$1,014,888	\$217,454	21.4	\$0	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
134 - Information Technology	\$0	\$600,589	0.0	\$0	0%	No variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	(\$524,458)	(\$102,786)	19.6	\$0	0%	No variance expected, timing differences are due to the seasonality of parking volumes. The parking reserve fund will balance any other variances if they exist at year-end.
136 - Crossing Guards	\$272,950	\$49,378	18.1	\$0	0%	No variance expected, any timing differences are due to the seasonality of the school year.
139 - General Financial Services	\$3,492,290	\$1,781,767	51.0	\$0	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
513 - Industrial Land Sales	\$0	\$922,989	0.0	\$0	0%	No variance expected, any variances are balanced through industrial land reserve.

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810 - Requisitions from Others	\$8,364,379	\$2,536,174	30.3	\$0	0%	No variance expected, however there could be timing differences in payments to partner agencies through the year.
872 - Community Supports	\$1,196,870	\$0	0.0	\$0	0%	No significant variance expected, but there could be timing differences in timing of Bill 23 effects which will be unknown until later in the year (and dependent upon related building activity).
<i><u>Building and Planning Services</u></i>						
250 - Building Permits	\$0	\$99,174	0.0	\$0	0%	No variance anticipated. Balanced through building permit reserve fund.
251 - Planning Services	\$785,492	\$140,789	17.9	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
252 - By-Law Enforcement	\$703,814	\$70,568	10.0	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
<i><u>Infrastructure Services</u></i>						
310 - Engineering	\$1,218,172	\$332,821	27.3	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
315 - Fleet	\$0	\$755,970	0.0	\$0	0%	No variance anticipated. All amounts are charged back to divisions or transferred to fleet reserve fund.
320 - Roads	\$9,005,268	\$1,219,535	13.5	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year. Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025, as well as existing reserve funds.
330 - Sanitary	\$0	(\$1,277,966)	0.0	\$0	0%	User-fee division is balanced through reserve funds.
340 - Storm	\$5,074,485	\$390,994	7.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
350 - Water	\$0	\$50,182	0.0	\$0	0%	User-fee division is balanced through reserve funds.
360 - Waste	\$970,208	(\$395,001)	-40.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.

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<i>Fire</i>						
211 - Fire	\$10,114,855	\$2,288,135	22.6	\$0	0%	Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025. No significant variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
512 - Airport	\$76,899	\$61,288	79.7	\$0	0%	No variance anticipated at this time as much of the activities occur in the seasonal months.
<i>Community Services</i>						
141 - City Buildings	\$1,574,923	\$165,045	10.5	\$0	0%	Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025.
711 - Parks	\$3,278,922	\$317,183	9.7	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
715 - Facilities	\$3,795,911	\$649,454	17.1	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
721 - Recreation	\$4,541,070	\$481,956	10.6	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
731 - Cemetery	\$753,551	\$75,927	10.1	\$0	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
750 - Transit	\$3,873,410	\$484,833	12.5	\$0	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
751 - Parallel Transit	\$657,520	\$154,546	23.5	\$0	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
752 - Community Transportation	\$46,583	(\$13,817)	0.0	\$0	0%	No significant variance anticipated, balanced with community transit funding and partner billings.

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<u>Social Services</u>						
610 - Social Services Administration	\$142,240	\$895,284	629.4	\$0	0%	No significant variances anticipated at this time. Q1 chargebacks to divisions within the Social Services Department have not yet been completed.
611 - Ontario Works	\$585,703	\$8,392	1.4	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
612 - Homelessness	\$349,760	(\$824,890)	-235.8	\$0	0%	No significant variances anticipated at this time.
613 - Anne Hathaway Day Care Centre	\$330,725	\$359,804	108.8	\$0	0%	No significant variances anticipated at this time. Children Services funding entries for Q1 have not yet been completed for Q1.
614 - Perth & Stratford Housing Corp	\$2,553,958	\$339,062	13.3	\$0	0%	No significant variances anticipated at this time. Q1 PSHC Yardi entries and partnering municipality chargeback entries have not yet been completed for Q1.
615 - Housing Division - Service Mgr	\$760,220	(\$73,748)	-9.7	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
616 - Child Care	\$413,940	\$2,684,189	648.4	\$0	0%	No significant variances anticipated at this time. Partnering municipality chargebacks and upper-tier government funding allocation entries have not yet been completed for Q1.
618 - Affordable Housing	\$585,722	(\$98,705)	-16.9	\$0	0%	No significant variances anticipated at this time. Q1 LTD and reserve transfer entries have not yet been completed for Q1.
<u>Police</u>						
231 - Police	\$15,931,981	\$2,988,589	18.8	\$0	0%	No significant variance anticipated. Any surplus or deficit is managed from the police reserve.
<u>Library</u>						
411 - Library	\$3,093,129	\$718,635	23.2	\$0	0%	Any surplus or deficit is managed from the library reserve.
Total Net Expenses (Revenue)	\$0	(\$21,177,720)		\$0		Projected (Surplus)/Deficit