

**City of Stratford**  
**Q1 Operating Variance Report as at March 31, 2025**

<b>Department</b>	<b>2025 Net Budget</b>	<b>Unaudited as at March 31, 2025</b>	<b>% of Budget Spent</b>	<b>(Surplus) / Deficit FORECASTED Variance As at Dec 31, 2025</b>	<b>Variance as a % of Budget</b>	<b>Explanation</b>
<i><b>Mayor/Council/CAO Office</b></i>						
101 - Mayor & Council	\$705,158	<b>\$118,913</b>	16.9	<b>\$0</b>	0%	No variance expected at this time, but is dependent upon activities and conferences through the year.
102 - Committees of Council	\$110,365	<b>\$420</b>	0.4	<b>\$0</b>	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	<b>\$204,265</b>	20.1	<b>\$0</b>	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><b>Human Resources</b></i>						
112 - Human Resources	\$1,522,097	<b>\$398,033</b>	26.2	<b>\$0</b>	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><b>Corporate Services</b></i>						
1010 - Taxation	<b>(\$86,038,828)</b>	<b>(\$40,574,690)</b>	47.2	<b>\$0</b>	0%	No variance expected as this represents the required revenues from taxation approved with the 2025 budget.
100 - General Revenues	<b>(\$2,352,511)</b>	<b>(\$378,452)</b>	16.1	<b>\$0</b>	0%	No variance expected as revenues relating to dividends are typically recorded later in the year.
121 - City Clerk	\$1,014,888	<b>\$217,454</b>	21.4	<b>\$0</b>	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
134 - Information Technology	\$0	<b>\$600,589</b>	0.0	<b>\$0</b>	0%	No variance anticipated. All amounts are charged back to divisions or transferred to IT reserve fund.
135 - Parking	<b>(\$524,458)</b>	<b>(\$102,786)</b>	19.6	<b>\$0</b>	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	<b>\$49,378</b>	18.1	<b>\$0</b>	0%	No variance expected, any timing differences are due to the seasonality of the school year.
139 - General Financial Services	\$3,492,290	<b>\$1,781,767</b>	51.0	<b>\$0</b>	0%	No variance expected as budgeted expenditures and activities typically occur through the remaining quarters.
513 - Industrial Land Sales	\$0	<b>\$922,989</b>	0.0	<b>\$0</b>	0%	No variance expected, any variances are balanced through industrial land reserve.

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810 - Requisitions from Others	\$8,364,379	<b>\$2,536,174</b>	30.3	<b>\$0</b>	0%	No variance expected, however there could be timing differences in payments to partner agencies through the year.
872 - Community Supports	\$1,196,870	<b>\$0</b>	0.0	<b>\$0</b>	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).
<b><i>Building and Planning Services</i></b>						
250 - Building Permits	\$0	<b>\$99,174</b>	0.0	<b>\$0</b>	0%	No variance anticipated. Balanced through building permit reserve fund.
251 - Planning Services	\$785,492	<b>\$140,789</b>	17.9	<b>\$0</b>	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	<b>\$70,568</b>	10.0	<b>\$0</b>	0%	No variance anticipated at this time as much of the activities and departmental work plans occur in the remaining quarters of the year.
<b><i>Infrastructure Services</i></b>						
310 - Engineering	\$1,218,172	<b>\$332,821</b>	27.3	<b>\$0</b>	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	<b>\$755,970</b>	0.0	<b>\$0</b>	0%	No variance anticipated. All amounts are charged back to divisions or transferred to fleet reserve fund.
320 - Roads	\$9,005,268	<b>\$1,219,535</b>	13.5	<b>\$0</b>	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	<b>(\$1,277,966)</b>	0.0	<b>\$0</b>	0%	User-fee division is balanced through reserve funds.
340 - Storm	\$5,074,485	<b>\$390,994</b>	7.7	<b>\$0</b>	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	<b>\$50,182</b>	0.0	<b>\$0</b>	0%	User-fee division is balanced through reserve funds.
360 - Waste	\$970,208	<b>(\$395,001)</b>	-40.7	<b>\$0</b>	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><b>Fire</b></i>						
211 - Fire	\$10,114,855	<b>\$2,288,135</b>	22.6	<b>\$0</b>	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	<b>\$61,288</b>	79.7	<b>\$0</b>	0%	No variance anticipated at this time as much of the activities occur in the seasonal months.
<i><b>Community Services</b></i>						
141 - City Buildings	\$1,574,923	<b>\$165,045</b>	10.5	<b>\$0</b>	0%	Winter maintenance exceeded cost estimates, however can be mitigated potentially by the latter half of 2025.
711 - Parks	\$3,278,922	<b>\$317,183</b>	9.7	<b>\$0</b>	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	<b>\$649,454</b>	17.1	<b>\$0</b>	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	<b>\$481,956</b>	10.6	<b>\$0</b>	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	<b>\$75,927</b>	10.1	<b>\$0</b>	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	<b>\$484,833</b>	12.5	<b>\$0</b>	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
751 - Parallel Transit	\$657,520	<b>\$154,546</b>	23.5	<b>\$0</b>	0%	No variance anticipated at this time as much of the activities and ridership occur in the seasonal months.
752 - Community Transportation	\$46,583	<b>(\$13,817)</b>	0.0	<b>\$0</b>	0%	No significant variance anticipated, balanced with community transit funding and partner billings.

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<b><i>Social Services</i></b>						
610 - Social Services Administration	\$142,240	<b>\$895,284</b>	629.4	<b>\$0</b>	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	<b>\$8,392</b>	1.4	<b>\$0</b>	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
612 - Homelessness	\$349,760	<b>(\$824,890)</b>	-235.8	<b>\$0</b>	0%	No significant variances anticipated at this time.
613 - Anne Hathaway Day Care Centre	\$330,725	<b>\$359,804</b>	108.8	<b>\$0</b>	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	<b>\$339,062</b>	13.3	<b>\$0</b>	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	<b>(\$73,748)</b>	-9.7	<b>\$0</b>	0%	No significant variances anticipated at this time. Partnering municipality chargeback entries have not yet been completed for Q1.
616 - Child Care	\$413,940	<b>\$2,684,189</b>	648.4	<b>\$0</b>	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	<b>(\$98,705)</b>	-16.9	<b>\$0</b>	0%	No significant variances anticipated at this time. Q1 LTD and reserve transfer entries have not yet been completed for Q1.
<b><i>Police</i></b>						
231 - Police	\$15,931,981	<b>\$2,988,589</b>	18.8	<b>\$0</b>	0%	No significant variance anticipated. Any surplus or deficit is managed from the police reserve.
<b><i>Library</i></b>						
411 - Library	\$3,093,129	<b>\$718,635</b>	23.2	<b>\$0</b>	0%	Any surplus or deficit is managed from the library reserve.
<b>Total Net Expenses (Revenue)</b>	<b>\$0</b>	<b>(\$21,177,720)</b>		<b>\$0</b>		<b>Projected (Surplus)/Deficit</b>