



The Corporation of the City of Stratford  
Finance and Labour Relations Committee  
Open Session  
AGENDA

**Date:** Tuesday, January 10, 2023  
**Time:** 5:30 P.M.  
**Location:** Electronic Meeting  
**Committee Present:** Councillor Hunter - Chair Presiding, Councillor McCabe - Vice Chair, Mayor Ritsma, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Burbach, Councillor Henderson, Councillor Nijjar, Councillor Sebben, Councillor Wordofa  
**Staff Present:** Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Karmen Krueger - Director of Corporate Services, Kim McElroy - Director of Social Services, John Paradis - Fire Chief, Anne Kircos - Director of Human Resources, Taylor Crinklaw - Director of Infrastructure and Development Services, Chris Bantock - Deputy Clerk, Tim Wolfe - Director of Community Services

To watch the Committee meeting live, please click the following link: <https://stratford-ca.zoom.us/j/83666361168?pwd=S1dsZ2FLOWILR1pTQks0SHJvV3B3UT09>

A video recording of the meeting will also be available through a link on the City's website <https://calendar.stratford.ca/meetings> following the meeting.

Pages

**1. Call to Order**

The Chair to call the Meeting to Order.

**2. Disclosure of Pecuniary Interest and the General Nature Thereof**

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. Opening Remarks from the Mayor
4. Opening Remarks from the Chair
5. Opening Remarks from the Chief Administrative Officer
6. Report of the Director of Corporate Services
  - 6.1 2023 Budget Survey Results (FIN23-003) 4 - 71

Motion by  
**Staff Recommendation: THAT the report titled, "2023 Budget Survey Results" (FIN23-003), be received for information.**
  - 6.2 Treasurer's Update
 

Current 2023 Draft Budget Status with proposed adjustments and impacts as of January 10, 2023.
7. Report of the Manager of Transit
  - 7.1 Transit and Parallel Transit 2023 Fares (FIN23-001) 72 - 74

Motion by  
**Staff Recommendation: THAT direction be given on whether to maintain the approved 2023 transit fare rates or to amend the Fees and Charges By-law 128-2022 to revise the rates to their 2022 level.**
  - 7.2 Financial Comparison - Saturday Fixed Route Full-Service versus On-Demand Service (FIN23-002) 75 - 77

Motion by  
**Staff Recommendation: THAT the report titled, "Financial Comparison – Saturday Fixed Route Full-Service versus On-Demand Service" (FIN23-001), be received for information;**

**AND THAT On-Demand Service remain for Saturday transit service.**
8. 2023 Capital Budget Overview
 

2023 Draft Capital Budget and the 2024 to 2032 Capital Forecast Review by department.

Please refer to the "Capital Budget" section in the budget materials.

- Corporate Services
- Fire/Airport
- Infrastructure and Development Services
- Social Services
- Community Services

## 9. Upcoming Meetings

The following meeting will be held electronically to continue budget deliberations:

- Tuesday, January 24, 2023 at 5:30 p.m.

The location of the following meetings to continue budget deliberations will be confirmed at a later date:

- Tuesday, February 7, 2023 at 5:30 p.m.
- Tuesday, February 21, 2023 at 5:30 p.m.

## 10. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

**Committee Decision: THAT the Finance and Labour Relations Committee meeting adjourn.**



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## MANAGEMENT REPORT

**Date:** January 10, 2023  
**To:** Finance and Labour Relations Committee  
**From:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Report #:** FIN23-003  
**Attachments:** 1. 2023 Budget Survey Results;  
2. Summary of Other Comments Received for 2023 Budget Survey.

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**Title:** 2023 Budget Survey Results

**Objective:** To provide the Finance and Labour Relations Committee and Council with summarized results from the 2023 Budget Survey.

**Background:** On Monday, December 5, 2022 a survey consisting of 16 questions was issued to seek resident feedback and sensitivities around the upcoming budget. The intent was to gauge participation, and get a sense of overall tone and reception relating to the process and overall satisfaction or dissatisfaction with City services. Specific initiatives were not targeted, as Council had not had an opportunity to review any of the draft documents, however respondents had the opportunity to provide specific comments on some of the questions.

The survey was open until Tuesday, January 4, 2023, allowing a full four week period for residents to get involved and provide their feedback.

Different from previous years, the 2023 draft budget survey was launched on the Engage Stratford public engagement site. Due to the 2022 election, and general timing of the budget process, staff proceeded with the preliminary survey without Council involvement, however, in future years, we hope that Council members can help shape the types of questions in the survey so the responses may provide guidance on specific initiatives or other feedback to help Council guide the City forward.

**Analysis:** The Engage Stratford platform recorded 454 visitors relating to the links provided to look at the budget survey. There were 177 responses to the survey on the platform plus 1 received on paper, which is a significant increase over previous years (2022: 24, 2021: 95). This is likely attributed to the ease of use for the platform.

The tool provides a summary document that is attached to this report for your review. We have also attached a few comments we received by email or paper, outside of the

platform. For questions that had a finite number of choices, the responses are summarized into a chart, and for those where providing comments was appropriate, each comment is included in the report. All responses are unedited, with the exception of redacting inappropriate comments towards specific individuals, and personal information provided.

One observation is that many of the residents who took the time to complete the survey provided thoughtful and constructive feedback. Some comments are too brief or lack context to guide Council decisions, but we hope to build upon the survey questions and format going forward to gain more and better insights.

Another observation is that some comments identify areas where we can do better in communicating, educating and disseminating information that is important to residents. Examples include providing information on how provincial and federal funding works, how we categorize and structure our budget, and why the City does or does not provide certain services. Sometimes, residents assume certain things that are untrue or invalid, but perhaps by providing additional communications, some of these can be resolved.

A significant challenge that remains is that the City is a multi-million dollar corporation, with many services and many budget areas. It is almost impossible to deliver a comprehensive walk-through on every line item, and as such, unless interested parties take the time to review the many and detailed supporting documents, or reach out to staff and ask questions, there can be misinformation and a lack of understanding for many service areas.

That said, there are some positive takeaways from this survey for staff, in bettering the communication. For the 2022 budget survey, staff prepared a response document to address specific questions. It isn't something that happens in very short order, and during the budget process, due to timing, but we would like to do this again, to use the opportunity to educate, inform and provide increased awareness of the budget process, City services, and respond to specific questions that were posed.

This information is intended to show Committee members some of the feedback from this public engagement, and in some cases give a sense of what priorities are important to residents. It should be noted that while 177 responses is very high in comparison to previous surveys, this still only represents a small sampling of all the residents in the City so all responses should be considered in this context.

### **Financial Implications:**

#### **Not applicable:**

There are no financial implications to be reported as a result of this report.

**Alignment with 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.

**Alignment with One Planet Principles:****Culture and Community**

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

**Staff Recommendation: THAT the report titled, "2023 Budget Survey Results" (FIN23-003), be received for information.**

**Prepared by:** Karmen Krueger, CPA, CA, Director of Corporate Services  
**Recommended by:** Karmen Krueger, CPA, CA, Director of Corporate Services  
 Joan Thomson, Chief Administrative Officer

# 2023 Budget Survey

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## **SURVEY RESPONSE REPORT**

05 December 2022 - 04 January 2023

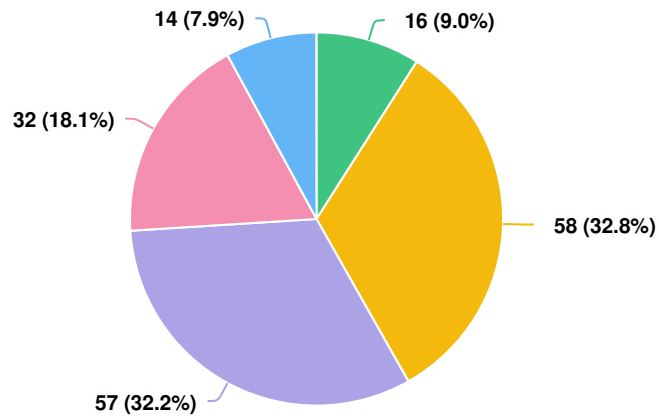
**PROJECT NAME:**

2023 Budget



SURVEY QUESTIONS



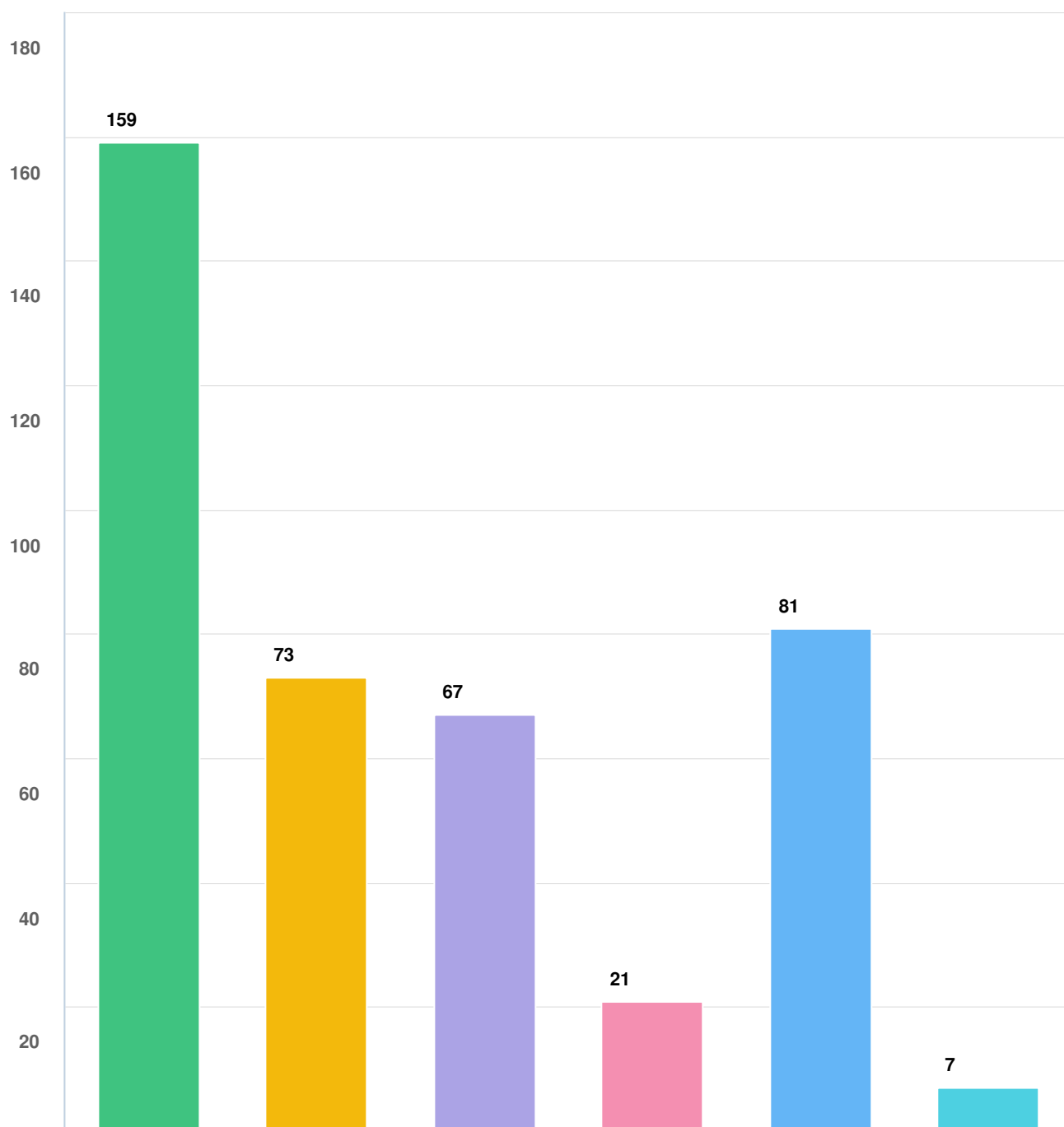
**Q1 | I participate in the City's annual budget process:****Question options**

● Always ● Never ● Sometimes ● Only when something interests me ● Other (please specify)

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q2** I would be interested in participating or engaging in the following activities related to the annual budget process (select all that apply):

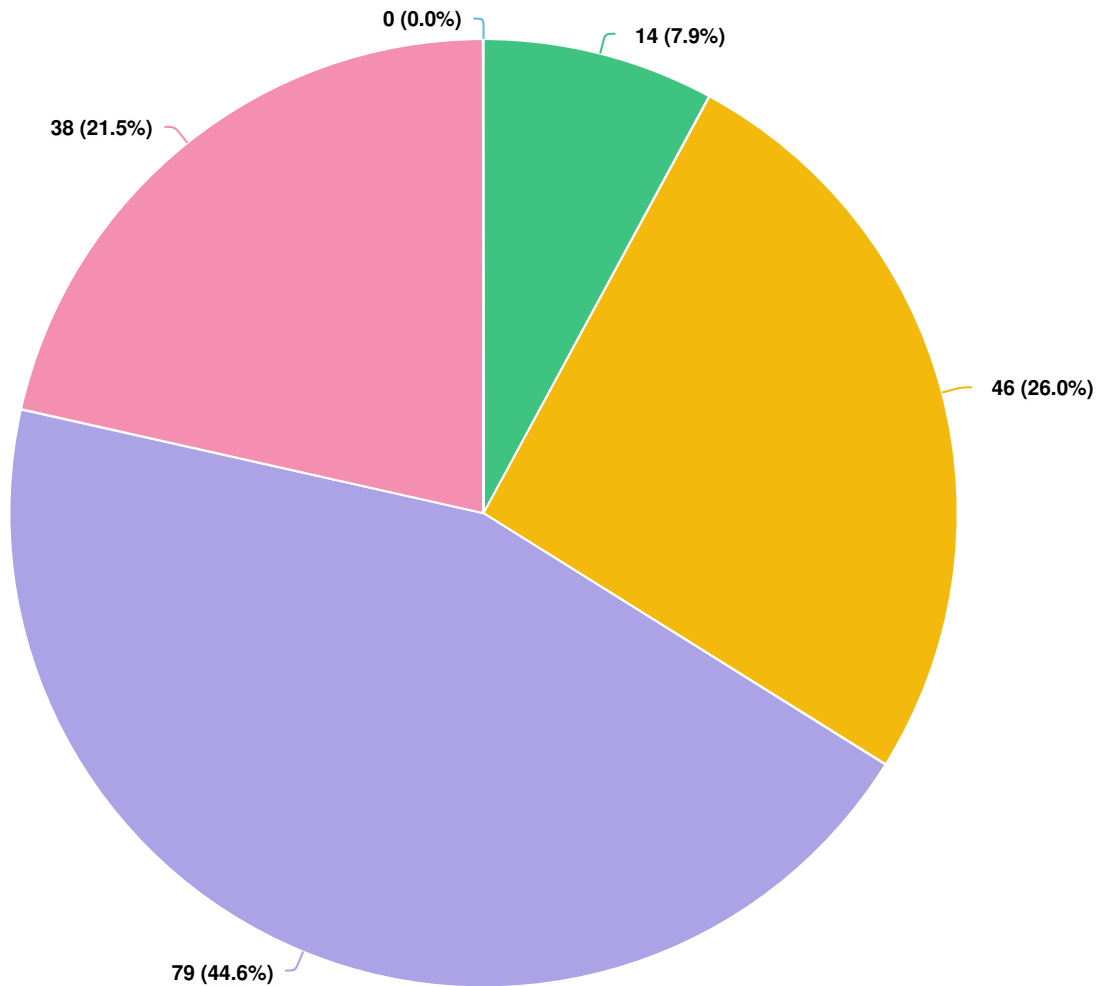


#### Question options

- Completing surveys
- Submitting questions
- Watching budget-related meetings
- Appearing as a delegation at budget-related meetings
- Attending open houses or public information sessions related to the annual budget process
- Other (please specify)

Mandatory Question (177 response(s))

Question type: Checkbox Question

**Q3 I would describe my knowledge of the municipal budget process as:****Question options**

● Excellent ● Good ● Fair ● I don't really understand it ● I am not interested

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q4 I would like to know more about or better understand:**

Anonymous

12/07/2022 03:24 PM

Perhaps, attend a Budgeting session for Residents.

Anonymous

12/07/2022 03:26 PM

Why we have so many paid city employees, councilors- no cut backs have occurred and we just have to keep paying more in taxes - please be more prudent with our money and don't just raise our taxes instead of laying people off.

Anonymous

12/07/2022 04:54 PM

high level how the municipal budget process works. I assume it works similar to a corporate budgeting process, but I don't know with certainty that this holds true.

Anonymous

12/07/2022 05:00 PM

How program funds from the province and feds are coordinated with municipal budgeting. I was surprised that staff attached to the seniors at the Agriplex were unaware of funding etc from the Sr. Secretariat, MMAH and other provincial ministries,

Anonymous

12/07/2022 05:48 PM

Prioritize

Anonymous

12/07/2022 05:52 PM

How the budget works and why decisions are made

Anonymous

12/07/2022 06:05 PM

The whole process in general

Anonymous

12/07/2022 06:14 PM

As a taxpayer, it is my dollars at work! Just like a household in our city we should know and be responsible for how money is spent.

Anonymous

12/07/2022 06:30 PM

Why in past years public information about the budget has been changed so often? Is it because of establishing silo reserves? Or because of changes in reporting provincially? In any case it gets harder to compare year to year

Anonymous

12/07/2022 06:50 PM

How they decided what to cut or keep.

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Anonymous 12/07/2022 06:59 PM	Need a crash course in the fundamentals
Anonymous 12/07/2022 07:02 PM	How various costs are categorized as well as what is included in certain lines of the budget.
Anonymous 12/07/2022 07:10 PM	How does the budget align with the the demographics. Half of our resident population is 55 plus.
Anonymous 12/07/2022 07:31 PM	Why City vehicles are seen parked at out of city residences. Board of works, etc. If the city employee is on call & called out...drive personal vehicle to Stratford office/ garage locale.Then drive the city vehicle where the scene of concern is.
Anonymous 12/07/2022 07:31 PM	The process. Who has authority over which areas, which staff do what, relationship between provincial and municipal, which organizations have provided input in the past and which are doing so this year.
Anonymous 12/07/2022 07:42 PM	Capital projects
Anonymous 12/07/2022 09:13 PM	Have more information sessions for the public. Bring more awareness.
Anonymous 12/07/2022 10:10 PM	Affordable housing and police reform
Anonymous 12/08/2022 08:26 AM	How decisions are made as to what to fund
Anonymous 12/08/2022 09:56 AM	Various funding sources (federal, provincial, private), grant opportunities, tax allocation vs these other funding sources, prioritization and decision making process around budgeting for city projects.
Anonymous 12/08/2022 12:16 PM	Why is the labour cost so high for the library?

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<p>Anonymous 12/08/2022 06:27 PM</p>	<p>How the budget is decided. What it is going to. How effective is the spending for desired outcomes.</p>
<p>Anonymous 12/08/2022 08:15 PM</p>	<p>TAXS TO DAME HIGH</p>
<p>Anonymous 12/08/2022 08:36 PM</p>	<p>I currently have very little understanding of the process. Would like to know how budget is decided. How inflexible or flexible is the budget. How councillors justify decisions.</p>
<p>Anonymous 12/08/2022 10:09 PM</p>	<p>How funds are used for city workers budget ... I.e why are city vehicles used for personal driving... do or local buses turn a profit or should we be looking at a different option for transit for folks</p>
<p>Anonymous 12/08/2022 10:50 PM</p>	<p>How to read and understand a budget. Have it explained when you save per 100k what is overall impact on taxes</p>
<p>Anonymous 12/09/2022 12:39 AM</p>	<p>The economics of transit funding.</p>
<p>Anonymous 12/09/2022 02:56 AM</p>	<p>who decides what are reasonable increases in department budgets and which projects will be undertaken in the budget year</p>
<p>Anonymous 12/09/2022 08:22 AM</p>	<p>I would like to better understand the relationship between the City and both the Huron Perth Public Health and the Healthcare Alliance.</p>
<p>Anonymous 12/09/2022 10:23 AM</p>	<p>Whose voices are heard as "representative" of our community.</p>
<p>Anonymous 12/09/2022 02:41 PM</p>	<p>How amounts are assigned to social services, affordable housing and police costs? How are project climate impacts analyzed and mitigated i.e. sewer work at Brunswick, &amp; Queen St, last winter. Emissions and costs would have been reduced if done in spring</p>
<p>Anonymous 12/09/2022 03:10 PM</p>	<p>Why our city does not invest in active transportation. We do a good of commissioning studies but a poor job making the necessary commitments and spending to make our active transportation system safer and more robust. Please make this a priority.</p>

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Anonymous 12/09/2022 04:11 PM	Why councillors don't seem to understand that the citizens here cannot continue to pay huge tax increases here EVERY SINGLE YEAR! They seem to rubber stamp every single request that City staff put forward. It is ridiculous.
Anonymous 12/09/2022 07:41 PM	Staffing at the City - seems like new highly-paid positions are created to appear politically correct
Anonymous 12/10/2022 06:35 AM	Priority for caving of Queen Street from Douro to Brunswick. Assume some of the old drain and water pipes replaced also
Anonymous 12/10/2022 08:58 AM	Exactly where the funds in our budget are going and why. Transparency.
Anonymous 12/10/2022 09:48 AM	I have limited knowledge, but think that improvement in all municipal processes so I want to learn more.
Anonymous 12/10/2022 10:41 AM	mill rate
Anonymous 12/10/2022 12:11 PM	N/a
Anonymous 12/10/2022 05:05 PM	How much money is spent on fixing the rough streets in Stratford?
Anonymous 12/11/2022 12:00 AM	Why the roads are TERRIBLE.
Anonymous 12/11/2022 09:09 AM	Where all my money goes.
Anonymous 12/12/2022 09:21 AM	Understanding the projects that get approved for the year
Anonymous 12/12/2022 02:59 PM	Better understand the City's process for setting budget policies and priorities.
Anonymous	Demolition orders.

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12/12/2022 03:13 PM

Anonymous

12/12/2022 10:02 PM

How are the taxes calculated for the residents. What are the changes in the infrastructure of the city to understand better the allocation of the taxes. How the services provided by the city would reflect on taxes calculations.

Anonymous

12/13/2022 02:09 AM

How the city awards contracts to companies that do faulty work, only to have to pay to have it redone

Anonymous

12/13/2022 11:05 AM

city spending

Anonymous

12/13/2022 08:06 PM

Why our costs are higher per capita than many municipalities?

Anonymous

12/15/2022 10:57 AM

Our taxes and services compared to other municipalities

Anonymous

12/15/2022 11:35 AM

The downloading from the Provincial government to the Municipal. What has been offloaded and when.

Anonymous

12/15/2022 08:46 PM

revenue's from providing services to other municipalities such as Policing for St. Mary's.

Anonymous

12/19/2022 10:03 AM

The police budget and any increases with related collected metrics on their performance and outcomes

Anonymous

12/20/2022 01:56 PM

Why are roads are in such disrepair

Anonymous

12/20/2022 02:07 PM

enhanced respect for stake-holder relationships/exact details on how the city plans to spend the MAT

Anonymous

12/21/2022 05:08 PM

the cycling strategy

Anonymous

12/21/2022 10:21 PM

How much \$\$ available for road maintenance.



Anonymous

12/22/2022 07:07 PM

The data presented by each dept.

Anonymous

12/28/2022 07:43 AM

The decision making process

Anonymous

12/28/2022 08:42 AM

The police budget is incredibly high, and the social services are very low. We know that you can't police your way out of expensive rent, inaccessible shelter, food shortages, homelessness, and all the problems that come with that.

Anonymous

12/29/2022 10:37 PM

Consideration of a carbon budget , similar to the city of Edmonton

Anonymous

12/31/2022 03:05 PM

How council makes final decisions and what the decisions are based on

Anonymous

12/31/2022 07:40 PM

How final decisions are made

Anonymous

12/31/2022 07:40 PM

Why the city has so much debt

Anonymous

12/31/2022 10:46 PM

Debt

Anonymous

1/01/2023 05:31 PM

Transfers to and from reserve funds. Some division budgets show transfers from a reserve, others transfers to a reserve and a few have both. When all reserve transactions are considered, is the net amount a transfer to or from?

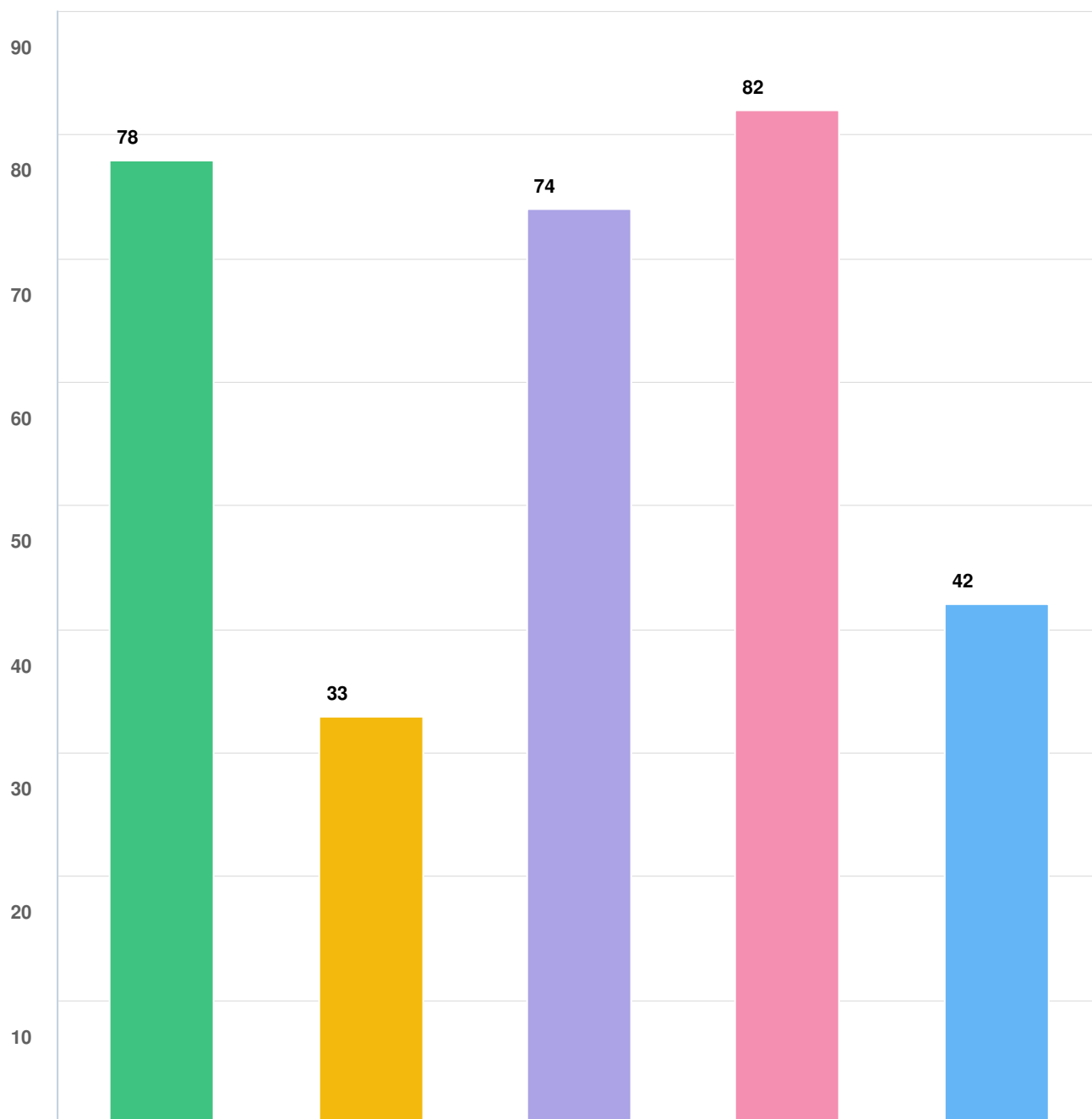

  
1/03/2023 04:35 PM

When I wonder about things and go to look for them in the budget, I don't find them. For example, lawsuits and the amount paid to lawyers during the Xinyi situation,. I think more detail should be given to what is included in the breakdowns.

**Optional question** (67 response(s), 110 skipped)

**Question type:** Single Line Question

**Q5** The City is required by law to balance the budget. A number of strategies are available to accomplish this. Of the following, which would you prefer the City use to balance its annual budget? (select all that apply)



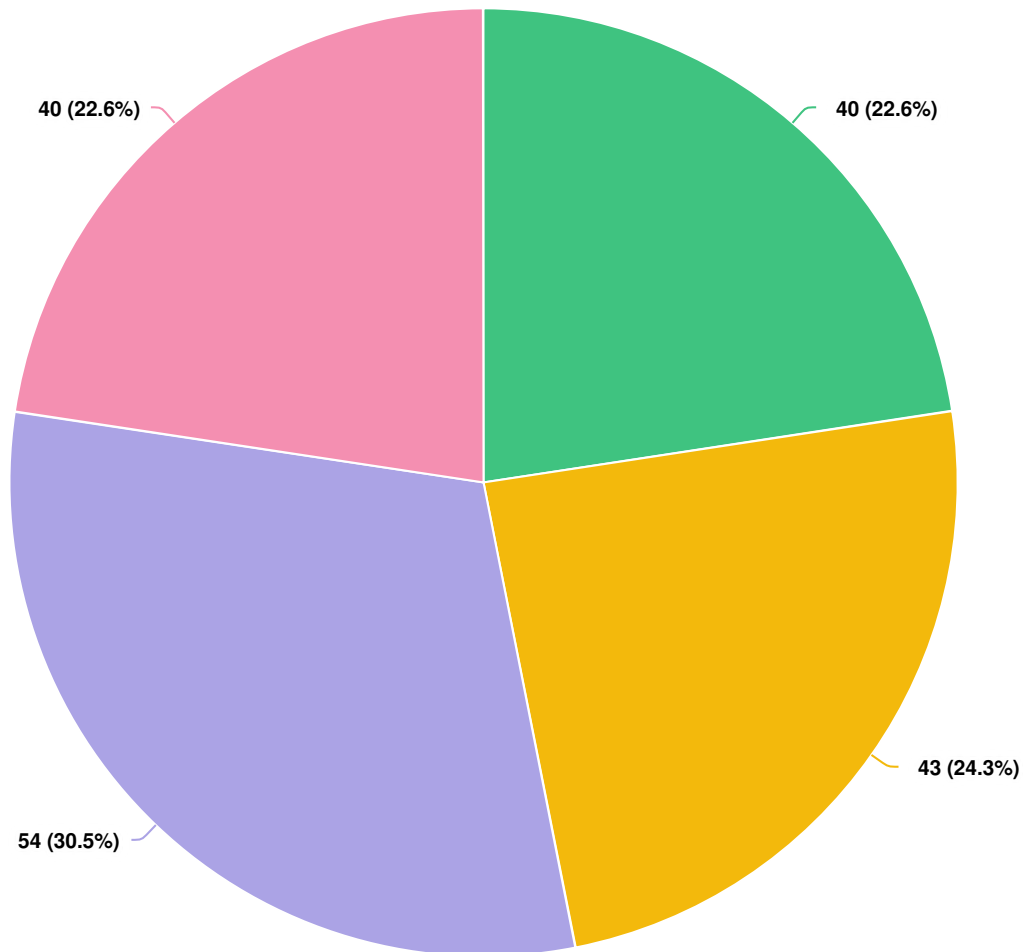
#### Question options

- Reduce the level of services (e.g. reduced hours, frequency)
- Increase property taxes
- Increase user fees (e.g. ice, room and facility rentals, transit, bag tags)
- Introduce new user fees for some City services that currently have no fees
- I have an idea or strategy not listed above (please specify)

Mandatory Question (177 response(s))

Question type: Checkbox Question

**Q6** Property taxes pay for the delivery of municipal services. This includes maintaining and replacing the assets used to deliver those services. Please choose one of the following statements that you most agree with:

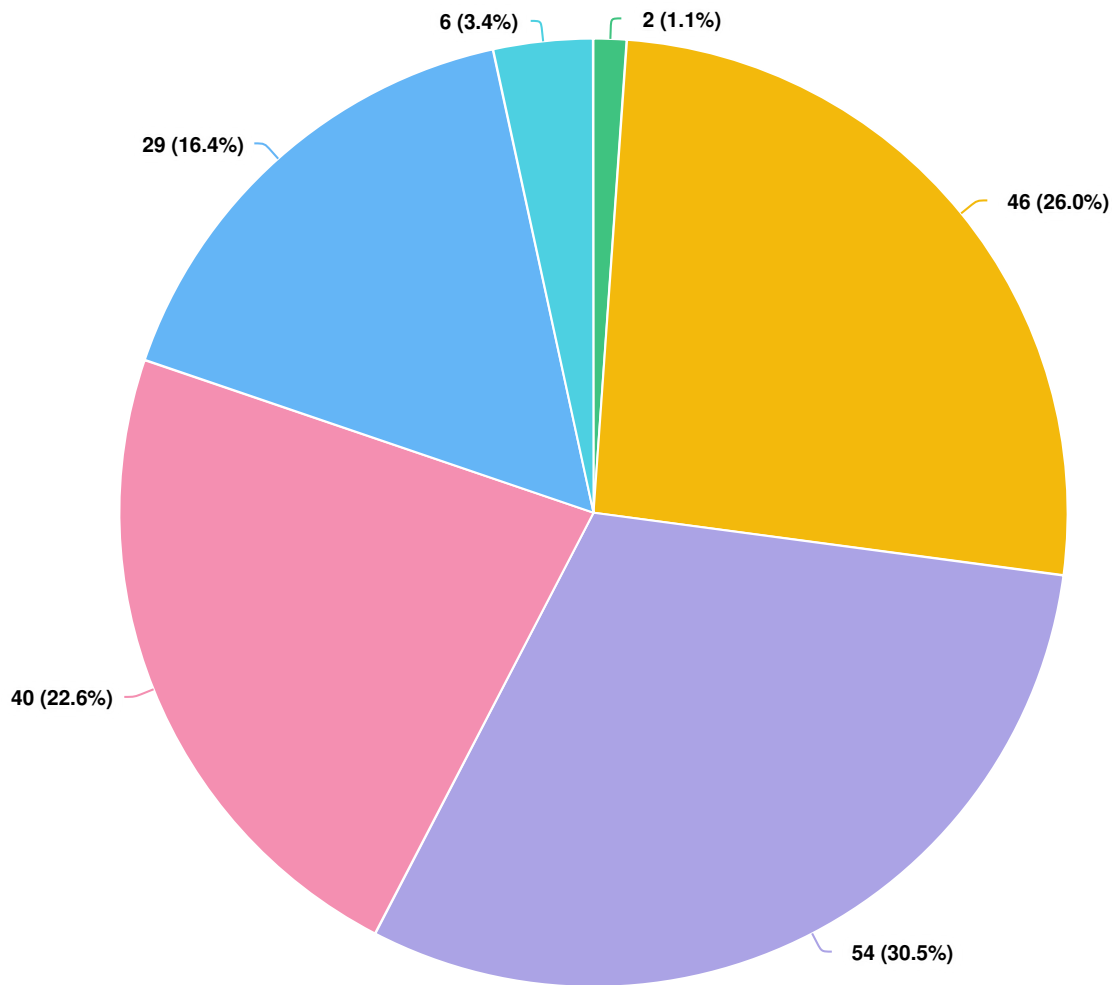


#### Question options

- I support additional tax increases if it means we can take care of our existing assets and keep service levels the same.
- I support additional tax increases if it means enhanced services.
- I want my taxes to stay the same and I am prepared to accept a reduced service level when taxes cannot keep up with asset deterioration.
- I support decreasing taxes, even if it means reduced service levels.

Mandatory Question (177 response(s))  
Question type: Radio Button Question

**Q7** Please rate your overall level of satisfaction with the services that your tax dollars currently support:



**Question options**

- Very satisfied   Satisfied   Neither satisfied nor dissatisfied   Dissatisfied   Very dissatisfied  
Other (please specify)

Mandatory Question (177 response(s))  
Question type: Radio Button Question

**Q8 | What municipal services, if any, would you like to see enhanced, or where would you like to see the City dedicate more resources? (Assuming that this could potentially result in a modest tax increase)**

Anonymous

12/07/2022 03:24 PM

Would be nice to have a dropdown of all the services. I believe that the downtown should be plowed in the winter. Not very professional when some owners shovel and others don't or at least do it at a later time.

Anonymous

12/07/2022 03:26 PM

Maintain roads for city residents

Anonymous

12/07/2022 03:30 PM

Maintaining streets. Ex potholes and proper plowing and sanding of side residential streets in the winter.

Anonymous

12/07/2022 03:45 PM

New library building.

Anonymous

12/07/2022 03:48 PM

Note above

Anonymous

12/07/2022 04:41 PM

Maintenance of streets, sidewalks and visual appearance. Install proper entranceways to the City. Decorative not words. (Fountains, monuments , gardens). Our entrance are not invitin.

Anonymous

12/07/2022 04:54 PM

Not sure that we are ready to talk about spending more money. i think we need to make sure we are spending the existing money wisely first.

Anonymous

12/07/2022 05:00 PM

Over 50% of the population are seniors and other than a few things to at the Agriplex, they are ignored.

Anonymous

12/07/2022 05:47 PM

Support for libraries

Anonymous

12/07/2022 06:08 PM

Recycling and organic waste picked up weekly.

Anonymous

12/07/2022 06:14 PM

We need to increase affordable housing. We need to be in partnership with the Provincial and Federal Governments and with local service groups and others to obtain housing for all. We need to provide assistance to those who have marginalized incomes who struggle with food insecurities, housing issues, addiction issues, mental health challenges. We need to do all of these things in partnership with our Provincial and Federal partners and perhaps with private enterprise.

Anonymous

12/07/2022 06:30 PM

1. Transit; 2. Information Technology (need more in house expertise and a really good disaster plan); 3. Roads: Explore new technologies, increase road and sidewalk maintenance; 4. Communication: Semi annual print magazine/flyer that informs every household of what city council is doing (in advance, well in advance), has mechanism for reply via postal mail/online as to 'How Are We Doing?' and could include transit schedule/routes and waste pickup schedule.

Anonymous

12/07/2022 06:41 PM

Infrastructure, housing, social services

Anonymous

12/07/2022 06:50 PM

I would happily shovel the sidewalk in front on house to have the roads properly plowed. It's not acceptable that residential streets are untouched and left a sheet of ice. Kids can walk on the clear sidewalk and then fall trying to cross the sheet of ice roads. Change recycling to weekly pick up and garbage go by-weekly. With composting in place, garbage could be picked up every two weeks.

Anonymous

12/07/2022 07:02 PM

It doesnt need to result in higher tax increases then inflation if you prioritize properly.

Anonymous

12/07/2022 07:06 PM

Fixing our road surfaces, hack g resources to help the homeless in our city, a mens shelter.

Anonymous

12/07/2022 07:10 PM

No increase! Stratford is already one of the highest taxed municipalities in Ontario. The mill rate in Muskoka is less than half that of Stratford's. Incredible!

Anonymous

12/07/2022 07:29 PM

I see the city as having a very good level of available services. In some cases the services are poorly used. Spending money for a small number of citizens is a bad investment.

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<p>Anonymous 12/07/2022 07:30 PM</p>	<p>Dedicate resources toward employment opportunities, affordable housing ( on a factory wage for example), road repair, services and resources for seniors (about 50% of Stratford population)</p>
<p>Anonymous 12/07/2022 07:31 PM</p>	<p>Please specify which services the city currently provides.</p>
<p>Anonymous 12/07/2022 08:33 PM</p>	<p>Road maintenance</p>
<p>Anonymous 12/07/2022 09:13 PM</p>	<p>Waste Management (removal of garbage, etc.)</p>
<p>Anonymous 12/07/2022 10:10 PM</p>	<p>Public housing and social services</p>
<p>Anonymous 12/08/2022 12:12 AM</p>	<p>Bylaw Roads Garbage</p>
<p>Anonymous 12/08/2022 07:14 AM</p>	<p>like to see bylaw enforcement re parking overnight and idling actually enforced</p>
<p>Anonymous 12/08/2022 07:50 AM</p>	<p>Roads and infrastructure. Bike paths.</p>
<p>Anonymous 12/08/2022 08:26 AM</p>	<p>Better swimming facilities. Better health and exercise facilities. More facilities for public skating</p>
<p>Anonymous 12/08/2022 09:41 AM</p>	<p>Library, social services, active transportation infrastructure, maybe sewer infrastructure</p>
<p>Anonymous 12/08/2022 09:56 AM</p>	<p>1. Expand the green bin / organic waste program to multi-residential dwellings. I live in a condo building and I'm DYING to get the green program implemented here. So much waste could be diverted if we only had the program in place. Alternatively, offer a green waste drop off location where people who don't have "pick up" service (e.g. bin collection) could drop off their green waste. 2. This might be a capital expense and/or service increase, but I'd like to see a quality community center built including a full sized pool and programs that are not only for 55+. The Y is an aging facility and very expensive to join as just a gym. Rotary Complex has some programs but only for</p>

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older people. A pay-for-use facility and/or moderate increase in taxes to support a project would be welcomed. 3. Bike and pedestrian master plan implementation - improvement of infrastructure related to active transportation (sidewalks, multi-use trails, bike routes, signage, etc.) 4. Food diversion program - city-funded or supported food diversion program for local groceries, hotels, restaurants etc to divert food that would otherwise be thrown out to go to The Local or other food help organizations.

Anonymous

12/08/2022 11:51 AM

Public Transportation and reload repairs

Anonymous

12/08/2022 12:16 PM

Stay up to date with infrastructure so that we don't have repeat problems with storm sewers and the power grid, as we did 20 years ago.

Anonymous

12/08/2022 01:36 PM

Sidewalk clearing in downtown shopping area. Some merchants do not clear their walks.

Anonymous

12/08/2022 02:55 PM

More resources to roads, climate change, and asset management

Anonymous

12/08/2022 05:23 PM

Truly affordable housing, public transit, green initiatives.

Anonymous

12/08/2022 06:27 PM

Resorces for homeless and elderly

Anonymous

12/08/2022 08:15 PM

none

Anonymous

12/08/2022 08:36 PM

Changes to the garbage tag system. I'd like my taxes to cover waste collection. And infrastructure: road, water, power.

Anonymous

12/08/2022 10:09 PM

I'm not sure it would be an enhancement, but fix our roads instead of topping up with asphalt. I can't drive my work truck down John street north currently, along with Norfolk, McCarthy, and a list of side roads. For the amount of work done around town I don't get where the budget goes... specially our public works I.e salt spreading after snow events, ripping up lawn ...



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Anonymous 12/08/2022 10:50 PM	I want a decrease, so figure out how to spend wisely
Anonymous 12/08/2022 10:58 PM	Road maintenance, funding for aquatic facility, outdoor ice rink
Anonymous 12/09/2022 12:39 AM	None
Anonymous 12/09/2022 02:56 AM	Road improvements, not by patching up streets by city crews, but actually have a plan to re-surface city streets on a 20 year cycle or whatever is a reasonable time frame
Anonymous 12/09/2022 03:36 AM	Housing the growing number of homeless; cleaning up the Avon River to a world class environmental standard; create public water drinking fountains, create more protected public green spaces, financially incentivize businesses to develop vacant lots as there is too much unproductive land (cooper site, old 7-11s, old Sobeys, etc.
Anonymous 12/09/2022 06:21 AM	Fixing the streets.
Anonymous 12/09/2022 08:22 AM	The City does not need more services, however it does need better street maintenance. Our streets have never needed repaving as bad as they do today.
Anonymous 12/09/2022 08:34 AM	snow clearing Stratford streets
Anonymous 12/09/2022 08:49 AM	Police services and enforcement
Anonymous 12/09/2022 10:23 AM	Homelessness and housing shortages, food insecurity
Anonymous 12/09/2022 11:03 AM	Fix the roads
Anonymous 12/09/2022 02:41 PM	I would need more detail on the exact services and costs to comment. My thoughts on budget items are not driven solely by the tax rate. Obviously I would prefer lower and this year's 7.9% was hard.

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However, I do think it is important to maintain our infrastructure in a wise manner, including social infrastructure. As a society we are learning some hard lessons about what happens when you do not do so - think health care, homelessness, etc.

Anonymous

12/09/2022 02:50 PM

Infrastructure

Anonymous

12/09/2022 03:10 PM

Active transportation and climate protection.

Anonymous

12/09/2022 04:11 PM

Nowhere!

Anonymous

12/09/2022 07:41 PM

Homelessness, affordable housing - not replacing agri resources, active transportation

Anonymous

12/10/2022 06:27 AM

Additional items allowed in green bin collections. Road repairs

Anonymous

12/10/2022 06:35 AM

Streets in stratford are getting awful

Anonymous

12/10/2022 08:58 AM

Road Maintenance/Road crews and Waste Management

Anonymous

12/10/2022 09:48 AM

None. I don't support tax increases until their more efficiency in city projects. That will create more dollars to be allocated to important services.

Anonymous

12/10/2022 10:27 AM

Parks, trails, streets

Anonymous

12/10/2022 10:41 AM

none

Anonymous

12/10/2022 12:11 PM

A playground near the old Rotary/fairgrounds area

Anonymous

12/10/2022 05:05 PM

Street repairs, ridiculous how rough the streets are!

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Anonymous

12/10/2022 09:00 PM

Mental health services Affordable housing Active transportation

Anonymous

12/11/2022 12:00 AM

Fix the roads. Build a homeless shelter.

Anonymous

12/11/2022 09:09 AM

Zero climate change programs. More infrastructure and road repairs.

Anonymous

12/11/2022 01:05 PM

REPAIR THE ROADS! Many are an absolute disgrace. And that is not something that appeared "over night". Many of the roads suggest a town counsel completely indifferent over decades of neglect.

Anonymous

12/12/2022 08:24 AM

More housing, day care, bike lanes, homeless assistance.

Anonymous

12/12/2022 09:21 AM

I would like our roads to be in decent condition, I would like bag tags to stay the same cost for a couple of years and would like to see resources for youth and homeless individuals.

Anonymous

12/12/2022 11:55 AM

Transit Fixing Roads Ploughing streets

Anonymous

12/12/2022 02:59 PM

Street maintenance and rehabilitation.

Anonymous

12/12/2022 03:13 PM

Traffic control. Speed enforcement.

Anonymous

12/12/2022 04:59 PM

Affordable housing. Climate change initiatives.

Anonymous

12/12/2022 10:02 PM

The city of Stratford doesn't have any expenses with the area that I leave, therefore taxes should be increased. There is no service at all provided by the city.

Anonymous

12/13/2022 02:09 AM

Transit, no more on demand. If they were reliable, the user base would go up

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Anonymous 12/13/2022 05:54 AM	Road repair! It would suck coming down municipal roads like John Street. I can't imagine the poor people coming to the hospital and ambulances having to go down that road. It's really embarrassing.
Anonymous 12/13/2022 11:05 AM	less alderman
Anonymous 12/13/2022 04:14 PM	Affordable housing, homelessness
Anonymous 12/13/2022 08:06 PM	I want reduced costs without reducing services.
Anonymous 12/14/2022 04:22 PM	Stratford is badly lacking in communication with its public. We should be using the local paper more, ie theTown Crier to inform of all major events coming up in the city, not just the cities news. An example would be Service Ontario move or Soups On
Anonymous 12/15/2022 10:57 AM	A good community pool, and more intensification/resources downtown.
Anonymous 12/15/2022 11:35 AM	Loving the push for active transport and better transit. Would love to see contraflow streets for bikes - enact a By-law whereby on designated streets (one-ways) bikes are legally allowed to travel in either direction. No need for lanes as current Would love free transit (take it out of the police budget) and set up the transit routes on more of a grid-system, the current routes aren't timely, and consider having a tourist loop in peak tourist season that goes to the theatres, museums and galleries around town.
Anonymous 12/15/2022 01:52 PM	Get employees back in the office, work from home is inefficient and over paid
Anonymous 12/15/2022 08:46 PM	nothing. I am independent from requiring use of city services. For services i do pay a user fee and they are already higher than surrounding municipalities such as Kitchener, Ingersoll London etc.
Anonymous 12/17/2022 06:00 PM	Better public transport, more pedestrian crossings esp on Ontario & Huron St, better cycling infrastructure, more speed cameras, fewer potholes. Better options for the homeless and true affordable housing (rather than the slightly less expensive housing)

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Anonymous 12/18/2022 08:24 PM	Enhanced road maintenance, better summer day camps for children
Anonymous 12/18/2022 09:36 PM	Road repair
Anonymous 12/19/2022 10:03 AM	Public housing, alternative supports to encourage use of vacant core lands ( not to support any urban sprawl) eg site remediation cost share, assessable modification to encourage more housing eg elevators. Only on current services space and focused on any surplus city lands
Anonymous 12/20/2022 01:56 PM	Road resurfacing and proper upkeep
Anonymous 12/20/2022 02:07 PM	Road maintenance, proper shelters for homeless
Anonymous 12/21/2022 05:08 PM	street and sidewalk clearing in the winter. Sidewalks aren't well maintained in my area (Avon Ward) the driver speeds and does a poor job. Road conditions are poor in some areas bike lanes are required to make it easier for kids to bike (or walk) to school. I would encourage the city to plant vegetables in some of its parks to create community gardens instead of just pretty flowers. The food could be donated to the local food banks which I believe will feel even more stress in the coming year.
Anonymous 12/21/2022 10:21 PM	Weekend garbage management downtown and in Park System. Road maintenance. City Vehicle Utilization.
Anonymous 12/22/2022 07:07 PM	I would like to see an analysis of my property taxes to better understand what almost \$11,000 is servicing
Anonymous 12/27/2022 09:18 PM	Better snow removal efforts
Anonymous 12/28/2022 07:43 AM	SNOW PLOWING (especially residential sidewalks), homeless shelters, the library

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Anonymous 12/28/2022 08:21 AM	Increased service and resources for the homeless, the library, storm clean up, road maintenance
Anonymous 12/28/2022 08:42 AM	You can do this without a large tax increase by reducing the amount of money the police get. You need to invest in affordable housing that is accessible by transit, you need drop in addiction center, and you need to invest in the library (which provides important services to at risk people otherwise aimlessly roaming around outside)
Anonymous 12/28/2022 02:54 PM	Better road maintenance
Anonymous 12/29/2022 12:19 AM	Hospitals
Anonymous 12/29/2022 04:24 AM	Maintenance on city streets, and stop reducing them Did the church pay for the parking spots on the road as the businesses down the street did not get any parking put in
Anonymous 12/29/2022 07:28 AM	Resources/ shelter for the homeless
Anonymous 12/29/2022 10:37 PM	Climate lens to all city policies, protects and initiatives Better alternative modes of transportation
Anonymous 12/31/2022 03:05 PM	No tax increases
Anonymous 12/31/2022 07:40 PM	Housing services, bin garbage collection
Anonymous 12/31/2022 07:40 PM	Fix potholes
Anonymous 1/01/2023 09:06 AM	Road maintenance streets and potholes fixed properly the first time
Anonymous 1/01/2023 11:47 AM	more resources put into carbon reduction and green initiatives such as native tree, shrub and forb planting, protect natural areas; housing and support for low income/homeless people

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Anonymous

1/01/2023 02:39 PM

Affordable housing

Anonymous

1/01/2023 05:31 PM

This question, like th one above, is slanted. I am reasonably satisfied with current services, but believe my tax level is too high. What I would like to see is the City dedicate fewer dollars to non-essential and nice to have projects and so maintain the existing level of service while reducing taxes.

Anonymous

1/01/2023 06:28 PM

Snow removal, weed maintenance on boulevards, public library building needs improvement, additional stop lights in the north end


  
1/03/2023 04:35 PM

I feel the land by the McCarthy Residence on McCarthy should be developed for a continuum of living arrangements and services for seniors needing care. The money needed to add the sanitary and storm sewers should be spent now to get this done. The sewers need to go in for the other development in that area, so use that city property for seniors, not the GTR, and keep the people and services together. If you are serious about getting more people using transit, lower the cost for riders, even free to help decrease emissions from other vehicles. If you stop growing the boundaries, there will be less distance for people to travel and other options to gas vehicles can be used like bikes, walking and transit. Washrooms in the west side of the river trail are needed as the walk is quieter, but longer between facilities. Our hydro company needs to fight for renewable alternatives to help supply our needs. Paying now for equipment to be used for some time is something worth paying a little more taxes. Bylaw enforcement needs to be increased and funded by fines as they are seen as suggestions or not even considered which does nothing for community in the area and causes problems with relationships with the small community areas. Respect for others needs increased emphasis, especially as houses are being built closer together. Being lax on bylaws does not increase respect, but increases the attitude of doing whatever I want without looking at the guidelines or bylaws. Bylaw officers need to be out in the community rather than relying on neighbours to call in. Again, community relationships are important.

Anonymous

1/04/2023 12:11 AM

Fix roads

**Optional question** (111 response(s), 66 skipped)

**Question type:** Essay Question

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**Q9 | What municipal services, if any, would you like to see reduced, or where would you like to see the City dedicate fewer resources? (Assuming that this could potentially result in a modest tax decrease)**

Anonymous

12/07/2022 03:24 PM

Again, a dropdown list would be nice. Transportation. I believe we need to get rid of the buses and come up with a much more progressive plan.

Anonymous

12/07/2022 03:26 PM

Less flower beds around the city - like the beds behind River Gardens - not necessary

Anonymous

12/07/2022 03:30 PM

Less money dedicated to "beautification" during the summer months. Aka tourist season/theatre season. I'm well aware that tourists bring in money for the town. However if no one can afford to live in this town business cannot survive when theatre season is over. Add a tourist tax. See Niagara falls for details. Put parking meters back in downtown lots. Single machines for coins only. The credit card machines in the lots are a joke. They are confusing (I have helped many tourists try to figure them out) and a huge pain for locals who only want to run down town for less than an hour.

Anonymous

12/07/2022 03:48 PM

Empty large buses....is there not a more environmentally sound way to provide transportation

Anonymous

12/07/2022 04:41 PM

None. You need to improve every year to stay the same.

Anonymous

12/07/2022 04:54 PM

same comment as in #8

Anonymous

12/07/2022 05:36 PM

There is no need for sidewalk plows. That is a waste of my tax dollar. There is too much money spent in debt financing. Not enough on homelessness or affordable housing. Police and firefighters ..... way too many on the sunshine list and it's like pulling teeth to have a cop come when needed.

Anonymous

12/07/2022 05:47 PM

Active transport



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<p>Anonymous 12/07/2022 05:52 PM</p>	<p>The bird scare tactics...we don't need dogs or drones...and that should NEVER been an expense taken on.</p>
<p>Anonymous 12/07/2022 06:05 PM</p>	<p>Flower beds</p>
<p>Anonymous 12/07/2022 06:08 PM</p>	<p>Garbage picked up bi weekly.</p>
<p>Anonymous 12/07/2022 06:14 PM</p>	<p>I think we live in a beautiful city where we have incredible parks and beautiful floral gardens. However, if we have to reduce services to provide basic needs to our citizens, then maybe we have to forego the beautiful flowers that we plant in our parks..maybe we have to look to private enterprises to sponsor flowerbeds...have private citizens do the garden work...(I am sure this is a union issue that would affect parks board employees....). Can we look at the city's management system and the positions in place and really assess the structure of our city government. Do we have senior management positions that can be amalgamated or are redundant or, that we can eliminate? We have to get real. Like everyone else I am sure this city has to look at how many people we employ as a city and do we need all of those folks...hard, tough decisions but necessary. What about city facilities that are obsolete or underused? Can we generate income with service fees, or user fees or dispose of facilities that are underused. Can we contract services and not maintain equipment etc that we can purchase from a service provider for a lower cost?</p>
<p>Anonymous 12/07/2022 06:30 PM</p>	<p>Supporting tourism. Those businesses that rely on it ought to help supporting via the BIA, and the Festival itself does not need any city help.</p>
<p>Anonymous 12/07/2022 06:38 PM</p>	<p>Parks board</p>
<p>Anonymous 12/07/2022 06:41 PM</p>	<p>Police services, Destination Stratford</p>
<p>Anonymous 12/07/2022 06:50 PM</p>	<p>Flower beds! They were fine left alone during Covid.</p>
<p>Anonymous 12/07/2022 06:56 PM</p>	<p>Large buses no need for large empty buses to be running around all day</p>

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Anonymous 12/07/2022 06:59 PM	Public buses need to be rethought. They are 99% empty 90% of the time. Huge waste of resources and bad for environment
Anonymous 12/07/2022 07:00 PM	Fire fighting services
Anonymous 12/07/2022 07:02 PM	All the special interest group spending.
Anonymous 12/07/2022 07:10 PM	Stop continuous kowtowing to the almighty tourist and by extension....the Festival.
Anonymous 12/07/2022 07:29 PM	I understand the need for buses however they drive by my door on route and are constandy empty or have only a few riders. There needs to be something seriously changed to make their use attractive.
Anonymous 12/07/2022 07:30 PM	I don't think municipal services should be reduced. Don't have such a focus on the festival. Think of the citizens of the city, not just the tourists, the hotels and the restaurants that end up closing for the winter,. Streamline city staff. We overpay the city staff.....we are overburdened.
Anonymous 12/07/2022 07:50 PM	Cut transit or downsize it. Reduce city hall staff.
Anonymous 12/07/2022 08:33 PM	Evaluate the police service budget
Anonymous 12/07/2022 09:41 PM	No sidewalk plowing, less transit, use volunteer firefighter
Anonymous 12/07/2022 10:10 PM	Police
Anonymous 12/08/2022 12:12 AM	Police Education
Anonymous	bus service is currently wasteful Needs to be better advertised and

12/08/2022 07:14 AM

simplified and cut where and when not being used

Anonymous

Heritage conservation - not all old buildings are worth saving

12/08/2022 07:50 AM

Anonymous

None

12/08/2022 08:26 AM

Anonymous

Police, fire

12/08/2022 09:41 AM

Anonymous

The Cemetery budget seems to have gone up significantly from 2021-2022. Not sure what is included there but surely landscaping can't have increased that much? Landscaping. Flowers are great but expensive, could the number of flowers planted be reduced? Mayor's Office and all Admin Depts: in this age of technology, cell phones at \$2,300 is crazy. Across all the departments - negotiate cheaper plans/equipment or take this out of the budgets. Most people already have mobile devices and I'm curious why this is a line item across all the Administrative departments. What are the City Council "memberships" at \$17K? Go paperless - so much photocopying and paper supplies in the Admin budgets. We are in a digital age, can this not be reduced? Also helps out environmentally.

12/08/2022 09:56 AM

Anonymous

No increase to the income for Administration and City Councillors

12/08/2022 11:51 AM

Anonymous

City Clerks department. Police department. If the city is going to provide services such as childcare, subsidized housing, seniors housing, if should do so at break-even operating budgets

12/08/2022 12:16 PM

Anonymous

Police and Stratford tourism

12/08/2022 02:05 PM

Anonymous

I'd like to see more fees for facility rentals, equal grants provided for sports organizations, and more emphasis on community organizations to self-fund.

12/08/2022 02:55 PM

Anonymous

Police services. And please, get rid of the sidewalk plough.

12/08/2022 05:23 PM

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Anonymous 12/08/2022 08:15 PM	all
Anonymous 12/08/2022 10:09 PM	Low income housing and bus services
Anonymous 12/08/2022 10:50 PM	Summer students, flower beds, lawn maintenance
Anonymous 12/08/2022 10:58 PM	None
Anonymous 12/09/2022 12:39 AM	Transit
Anonymous 12/09/2022 02:56 AM	public transportation, not necessary decreased but a more economical way to provide this service . le smaller electrical buses rather than having large diesel pushers driving empty through stratford streets most of the time
Anonymous 12/09/2022 03:36 AM	Not sure
Anonymous 12/09/2022 08:22 AM	The public transit system is overkill. Most buses are driving around empty especially after 6pm!!
Anonymous 12/09/2022 08:34 AM	could go to alternate week garbage collection in winter months like other municipalities, not agreeable to city paying \$300000 + portion for electric recharging and province \$160,000 for 32 sites .
Anonymous 12/09/2022 09:05 AM	As stated previously, reduced bus times and or smaller buses.
Anonymous 12/09/2022 10:23 AM	City hall and the beurocracy surrounding it
Anonymous 12/09/2022 11:01 AM	Police
Anonymous	I would need a list to work from to answer this

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12/09/2022 11:03 AM

Anonymous

12/09/2022 02:41 PM

Again I would need more detail to comment - a copy of last year's budget on this site would have been helpful.

Anonymous

12/09/2022 03:10 PM

Garbage pick up should be reduced to every other week now that we have a strong green bin system.

Anonymous

12/09/2022 03:58 PM

Goose Shock and Awe Campaign - Waste of money trying to fight mother nature - hire a student to run the sidewalk sweeper

Anonymous

12/09/2022 04:11 PM

Police and fire dept budgets and city hall budgets. City Hall keeps adding unnecessary staff - and council allows it!!

Anonymous

12/09/2022 07:41 PM

stop adding new high-paid City staff positions that are just done to appear politically correct when the deliverables should be done by existing staff resources; beautification projects should be minimized

Anonymous

12/10/2022 06:27 AM

User fees for garbage collection

Anonymous

12/10/2022 06:35 AM

Support for the festival. The festival includes all venues should maintain all their services thru their revenues sources

Anonymous

12/10/2022 08:58 AM

Transit (I.e: Connect)

Anonymous

12/10/2022 09:48 AM

None. There are many efficiencies in city projects that can be found which means more dollars to be allocated to important services.

Anonymous

12/10/2022 10:27 AM

Transit

Anonymous

12/10/2022 10:41 AM

stop hiring more and more administrative help and consultants.

Anonymous

12/10/2022 12:11 PM

Less resources on gardens

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Anonymous 12/10/2022 02:57 PM	Less landscaping and decorating.
Anonymous 12/10/2022 05:05 PM	Not sure
Anonymous 12/10/2022 09:00 PM	Police spending
Anonymous 12/11/2022 12:00 AM	Cut the municipal flowers. Lose the swans.
Anonymous 12/11/2022 09:09 AM	Climate change programs (it's called weather). Stop hiring outside consultants, staff should know how to do their jobs.
Anonymous 12/11/2022 01:05 PM	Street cleaning. Especially at 3 am! I've seen better logging roads and you want to clean them?!
Anonymous 12/12/2022 08:24 AM	Transit. should look hard at routes & times to eliminate empty busses. Parks / festival.
Anonymous 12/12/2022 09:21 AM	Sometimes buses operate and are empty - so what times are they most utilized and what times could they be cut back in operating? Please put a stop to the thousands of dollars put into scaring geese at the river.
Anonymous 12/12/2022 09:23 AM	Road maintenance in winter. No need to use salt on bare roads or plow when the snow has already melted, including sidewalks.
Anonymous 12/12/2022 11:55 AM	I don't think you can reduce anything as it's been a gradual chipping away at services . As a taxpayer I'm not sure where all our money goes. Perhaps you need to ask Do we need so many councillors. Maybe it's time to overhaul departments it may be they are not working efficiently. It seems from feedback that planning department is very inefficient and operates with way too much bureaucracy. Look inside City Hall.
Anonymous 12/12/2022 04:59 PM	Police.

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<p>Anonymous 12/12/2022 10:02 PM</p>	<p>Parks, plants/flowers. Maybe reduce staff that is working in the offices of the city, transit, I see the buses always empty. I have no services from the city therefore very difficult for describe services to be reduced.</p>
<p>Anonymous 12/13/2022 02:09 AM</p>	<p>Flowers, some sports, un needed overtime for coty employees</p>
<p>Anonymous 12/13/2022 05:54 AM</p>	<p>I would say gardens and park and recreationals but we have so many that they need to be maintained unfortunately. Guess I would say just keep that in mind when developing new projects.</p>
<p>Anonymous 12/13/2022 11:05 AM</p>	<p>alderman pay</p>
<p>Anonymous 12/13/2022 04:14 PM</p>	<p>Beautifying stratford, cut back on flower gardens,</p>
<p>Anonymous 12/13/2022 08:06 PM</p>	<p>Need to see the list of services to answer this question.</p>
<p>Anonymous 12/13/2022 08:14 PM</p>	<p>Fire and Emergency Services</p>
<p>Anonymous 12/15/2022 10:57 AM</p>	<p>Personal vehicle orientated infrastructure</p>
<p>Anonymous 12/15/2022 11:35 AM</p>	<p>Defund the police or have them be self-funded through ticket revenue. Have them use small compact vehicles; the current SUV's with bull-bars aren't community or environmentally friendly.</p>
<p>Anonymous 12/15/2022 11:47 AM</p>	<p>Arts &amp; culture, including grants and subsidies to arts &amp; culture groups and institutions, subsidization of private businesses, high municipal salaries, lawyers to defend Council and City where they have made bad decisions, City self-promotion, expensive Festival of Light displays, ugly public art, sprinklers wasting water on flower beds/pots (water misses beds, winds up in streets), city vehicles idling, etc. Focus on essential municipal services that have no other source of funding and focus on making service delivery more efficient. There is so much waste happening.</p>

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Anonymous

12/15/2022 08:46 PM

active transit initiatives. There is no need for bike paths on Ontario and Huron street. Adjacent streets run parallel and are safer routes for people who want to avoid traffic.

Anonymous

12/17/2022 06:00 PM

I'd like to see the City spend less on consultants that update "Master Plans" periodically. Plans which contain no dates, or milestones! That's no plan!! Also there seems to be little to no action between one version of the Master Plan and the next so why bother having yet another round of consultation? I can see tourism is a big revenue generator for Stratford but was very surprised that it took so long for a tourist tax to be introduced on lodging.

Anonymous

12/18/2022 08:24 PM

Tourism

Anonymous

12/19/2022 10:03 AM

Review police costs and decrease. No more toys and nice to have, less running after ambulances and then just hanging around. Put money into housing especially if vulnerable folks More judicious use of sidewalk plows, more on demand rather than routes on buses during non peak hours. Run less buses non peak All savings to housing excluding any reduction of development fees

Anonymous

12/20/2022 01:56 PM

These needs to be a consultation process. Perhaps reduction is not the only solution. Perhaps efficiency and changes in service providers would address the issues

Anonymous

12/20/2022 02:07 PM

City Hall upkeep/maintenance/salaries

Anonymous

12/21/2022 05:08 PM

I think a reasonable partnership could be developed with the Stratford Festival to further enhance destination marketing.

Anonymous

12/21/2022 10:21 PM

Recreation Department reviewed.

Anonymous

12/22/2022 07:07 PM

I would first need to have a list of services with the funds provided to better understand

Anonymous

12/27/2022 09:18 PM

A reduction in the public transportation services. The City does not need the massive buses which currently run, on every route



Anonymous 12/28/2022 07:43 AM	Police services
Anonymous 12/28/2022 08:21 AM	The stratford police.
Anonymous 12/28/2022 08:42 AM	The police!
Anonymous 12/29/2022 04:24 AM	Buses, and refuse the use of flowers, number of firemen
Anonymous 12/29/2022 12:46 PM	Garbage could be cut in half, every other week
Anonymous 12/29/2022 10:37 PM	None
Anonymous 12/31/2022 03:05 PM	Sell city land not producing income
Anonymous 12/31/2022 07:40 PM	None
Anonymous 12/31/2022 07:40 PM	No buses
Anonymous 12/31/2022 10:46 PM	Staff costs and overhead to bloated pensions across city agencies
Anonymous 1/01/2023 09:06 AM	Public transit City buses always see empty
Anonymous 1/01/2023 11:47 AM	stop mowing Devon parkland and convert it into a native meadow each year convert some gardens planted with annuals to native perennial gardens; higher cost intially, but once established provides native habitat and lower maintenance.
Anonymous 1/01/2023 05:31 PM	As noted earlier, spend money only on essential services and projects, not "nice to do", whether proposed by staff or Council. Stop

hiring consultants to do the work City staff should do. If staff lack the time for a particular project , then Council should decide whether to change staff priorities, or defer the project. If staff lack the skills, then perhaps Council should simply not proceed.

1/03/2023 04:35 PM

I don't feel that Destination Stratford needs the amount of funds that they get already. There doesn't need to be a MAT tax in Stratford to help support Destination Stratford. Funds for infrastructure that needs to be replaced due to use from visitors perhaps, but not for Tourism. Garbage pick up could go to every other week and recycling and organics every week to help support the proper priorities with less garbage and more recycling, which will eventually be producers paying for it. Again, having the bins all on one side of the road to help save time and money for taxpayers. It is a good compromise to help save.

Anonymous

Cut jobs like communication

1/04/2023 12:11 AM

**Optional question** (109 response(s), 68 skipped)

**Question type:** Essay Question

**Q10 What municipal services, if any, should be maintained at the current level, or where does the City dedicate the right amount of resources?**

Anonymous

Beautification of the City as this is what draws people to Stratford.

12/07/2022 03:24 PM

Anonymous

People need to go back yo work in their office or sell/ rent out the many offices that sit empty

12/07/2022 03:26 PM

Anonymous

Parks and gardens.

12/07/2022 04:41 PM

Anonymous

overall city services are quite good

12/07/2022 04:54 PM

Anonymous

Tourism

12/07/2022 05:47 PM

Anonymous

We need child care, We need social service supports for those who

12/07/2022 06:14 PM

require assistance financially, with housing. We need effective policing, We need adequate fire protection. Do we need/require two fire halls with full time staff at both sites? How do we use fire personnel -do they act as first or second responders to calls that are medical emergencies etc? We need to continue to have good roadways. We need to improve many roadways. Do we need to financially support Tourism Stratford? Do we need to implement the proposed tourism tax and if so, will this support that service? We need to improve busing and ridership...

Anonymous

12/07/2022 06:30 PM

Seems that in past year snow clearing was adequate.

Anonymous

12/07/2022 06:50 PM

Garbage tags have doubled in price and have gotten out of hand for working families and individuals.

Anonymous

12/07/2022 06:59 PM

Arts and culture

Anonymous

12/07/2022 07:06 PM

Garbage collection, office hours for the city.

Anonymous

12/07/2022 07:10 PM

Affordable housing. Hundreds of unfilled factory jobs as no factory floor worker can afford to rent or buy here. Shame.

Anonymous

12/07/2022 07:29 PM

Parks system should be kept at its present level of maintenance. It is big part of our guests experience and they are a big part of who we are.

Anonymous

12/07/2022 07:30 PM

Good question.

Anonymous

12/07/2022 10:10 PM

Parks

Anonymous

12/08/2022 12:11 AM

Snow removal (sidewalk and roads)

Anonymous

12/08/2022 12:12 AM

Fire

## 2023 Budget Survey : Survey Report for 05 December 2022 to 04 January 2023

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Anonymous 12/08/2022 07:14 AM	need more time to consider.do think weekly garbage pickup is not needed
Anonymous 12/08/2022 07:50 AM	Parks and recreation
Anonymous 12/08/2022 08:26 AM	Garbage pick up, bus routes
Anonymous 12/08/2022 09:41 AM	Garbage collection, parks, water, transit, festivals
Anonymous 12/08/2022 09:56 AM	It seems to me most departments seem adequately budgeted and services are at the appropriate level.
Anonymous 12/08/2022 11:51 AM	Parks and recreation
Anonymous 12/08/2022 12:16 PM	The community services umbrella, including recreational facilities and parks, feels like it is running well.
Anonymous 12/08/2022 02:55 PM	Please don't add more to the transportation master plan. This should be rolled into the roads budget, and any new project should be a 'complete street'.
Anonymous 12/08/2022 06:27 PM	Parks are good, library too
Anonymous 12/08/2022 08:15 PM	none
Anonymous 12/08/2022 08:36 PM	Culture and tourism
Anonymous 12/08/2022 10:09 PM	Arenas, facilities
Anonymous 12/08/2022 10:50 PM	All, need improvement police and fire

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Anonymous 12/09/2022 12:39 AM	None
Anonymous 12/09/2022 02:56 AM	Parks & Rec
Anonymous 12/09/2022 03:36 AM	Promotion of tourism, creating public gardens, maintaining infrastructure
Anonymous 12/09/2022 06:21 AM	Celebrations.
Anonymous 12/09/2022 08:22 AM	Garbage and recycling is fine as is.
Anonymous 12/09/2022 10:23 AM	I am happy with the public library
Anonymous 12/09/2022 11:01 AM	waste management
Anonymous 12/09/2022 11:03 AM	I would need a list to work from to answer this
Anonymous 12/09/2022 02:41 PM	See above
Anonymous 12/09/2022 03:10 PM	Climate protection investments is a top priority - both for the city operations and support to residents looking to reduce energy costs.
Anonymous 12/09/2022 04:11 PM	Any service that knows how to properly budget within proper set guidelines.
Anonymous 12/09/2022 07:41 PM	critical resources - police, fire, social services
Anonymous 12/10/2022 06:27 AM	Snow removal - Sidewalk clearing especially
Anonymous	All.

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12/10/2022 09:48 AM

Anonymous

Garbage, horticulture

12/10/2022 10:27 AM

Anonymous

no comment

12/10/2022 10:41 AM

Anonymous

Waste management

12/10/2022 12:11 PM

Anonymous

Not sure

12/10/2022 05:05 PM

Anonymous

Garbage & green bins

12/11/2022 12:00 AM

Anonymous

Tell me what services you perform for a start.

12/11/2022 01:05 PM

Anonymous

I like the flowers in the city and think that should be maintained at the current level. I think the library provides great service - although they are crowded in their current location.

12/12/2022 09:21 AM

Anonymous

I think resources are poorly used, too many councillors. Time to look internally.

12/12/2022 11:55 AM

Anonymous

Police and fire seem well funded. Snow removal on streets and sidewalks seems adequate.

12/12/2022 02:59 PM

Anonymous

Snow removal. Waste removal.

12/12/2022 03:13 PM

Anonymous

Fire department, police.

12/12/2022 10:02 PM

Anonymous

Transit. Will seeing a decrease for students would be greatly appreciated. It would help a lot of parents.

12/13/2022 05:54 AM

Anonymous

none

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12/13/2022 11:05 AM

Anonymous

Social services, housing, improved road maintenance

12/13/2022 04:14 PM

Anonymous

Same as # 9

12/13/2022 08:06 PM

Anonymous

NA

12/15/2022 10:57 AM

Anonymous

I think the City is doing a good job. I think information is key, it would be great for public understanding to know what has been foisted on the Municipal sector so that people know why it is harder to provide the same services without increasing taxes.

12/15/2022 11:35 AM

Anonymous

police and fire

12/15/2022 08:46 PM

Anonymous

Snow ploughing, sidewalk clearing

12/17/2022 06:00 PM

Anonymous

Building and planning services

12/18/2022 08:24 PM

Anonymous

Sports sites have sufficient funding. If they want improvement, increase user fees.

12/19/2022 10:03 AM

Anonymous

This is a complicated question. Certainly necessity should be a factor.

12/20/2022 01:56 PM

Anonymous

Parks and Forestry

12/21/2022 10:21 PM

Anonymous

Where would I find the municipal services alongside the funding

12/22/2022 07:07 PM

Anonymous

N/A

12/28/2022 07:43 AM

Anonymous

The arts and garden/landscaping

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12/28/2022 08:21 AM

Anonymous

The gardens

12/28/2022 08:42 AM

Anonymous

Police

12/29/2022 04:24 AM

Anonymous

Public works

12/29/2022 10:37 PM

Anonymous

Police

12/31/2022 03:05 PM

Anonymous

Housing

12/31/2022 07:40 PM

Anonymous

Beautification

12/31/2022 10:46 PM

Anonymous

Garbage collection

1/01/2023 09:06 AM

Anonymous

Focus more on what residents want, not what tourists seek. Residents pay the taxes the City is spending, and the City should ensure basic services such as roads, snow removal, garbage are adequately funded as the first priority.

1/01/2023 05:31 PM

Anonymous

Police and fire

1/01/2023 06:28 PM

Anonymous

snow plowing and deicing sidewalks

1/03/2023 04:26 PM

[REDACTED]

Snow removal, grass cutting (with battery powered energy), gardens and beautification for tourism and could come partially from the tourism funds, washrooms along the trail for walkers by T. J. Dolan as it is a long way to the boathouse (this can help promote active transportation greatly), also increasing the time period that washrooms are available.

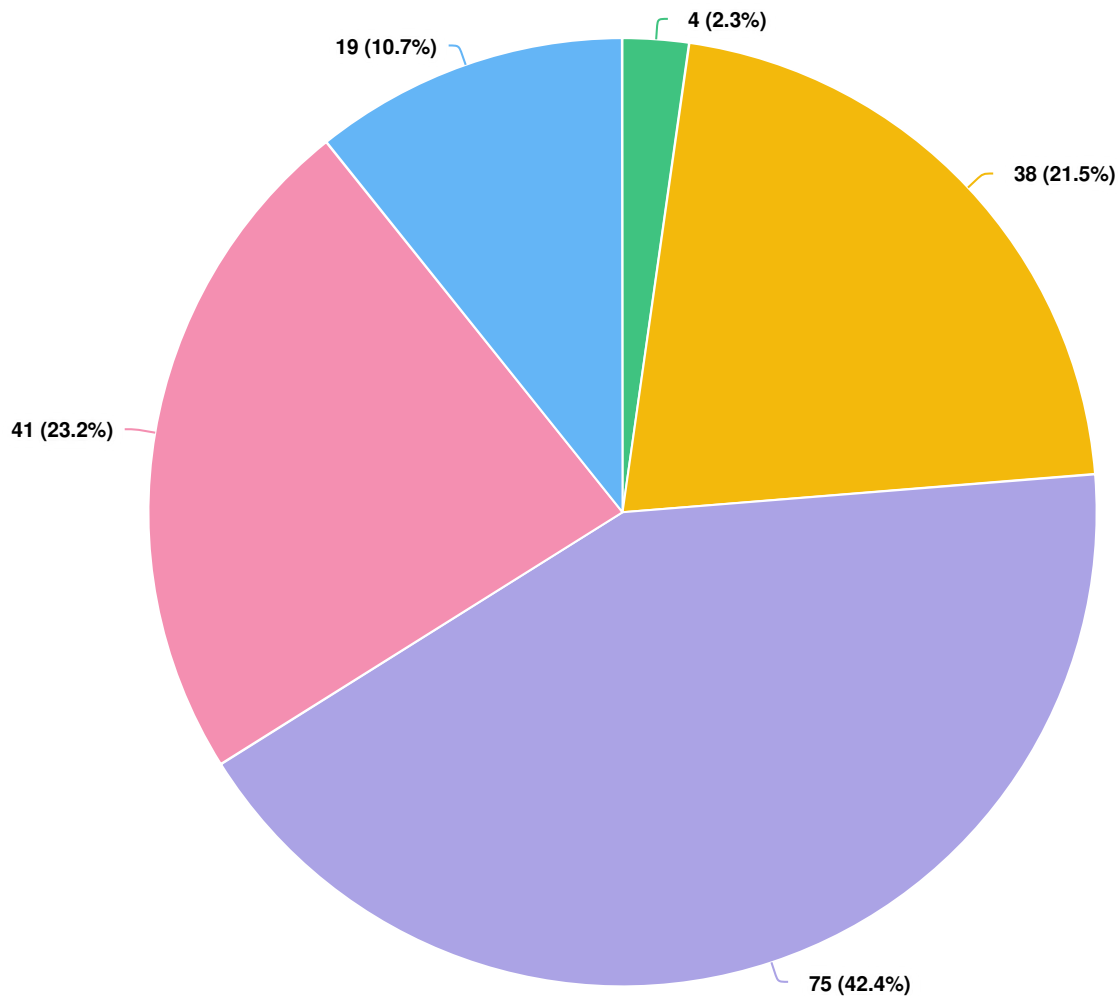
1/03/2023 04:35 PM



**Optional question** (80 response(s), 97 skipped)

**Question type:** Essay Question

**Q11** Thinking about the part of your taxes that go to Stratford (not including the education portion), how would you rate the overall value you receive for your tax dollars?



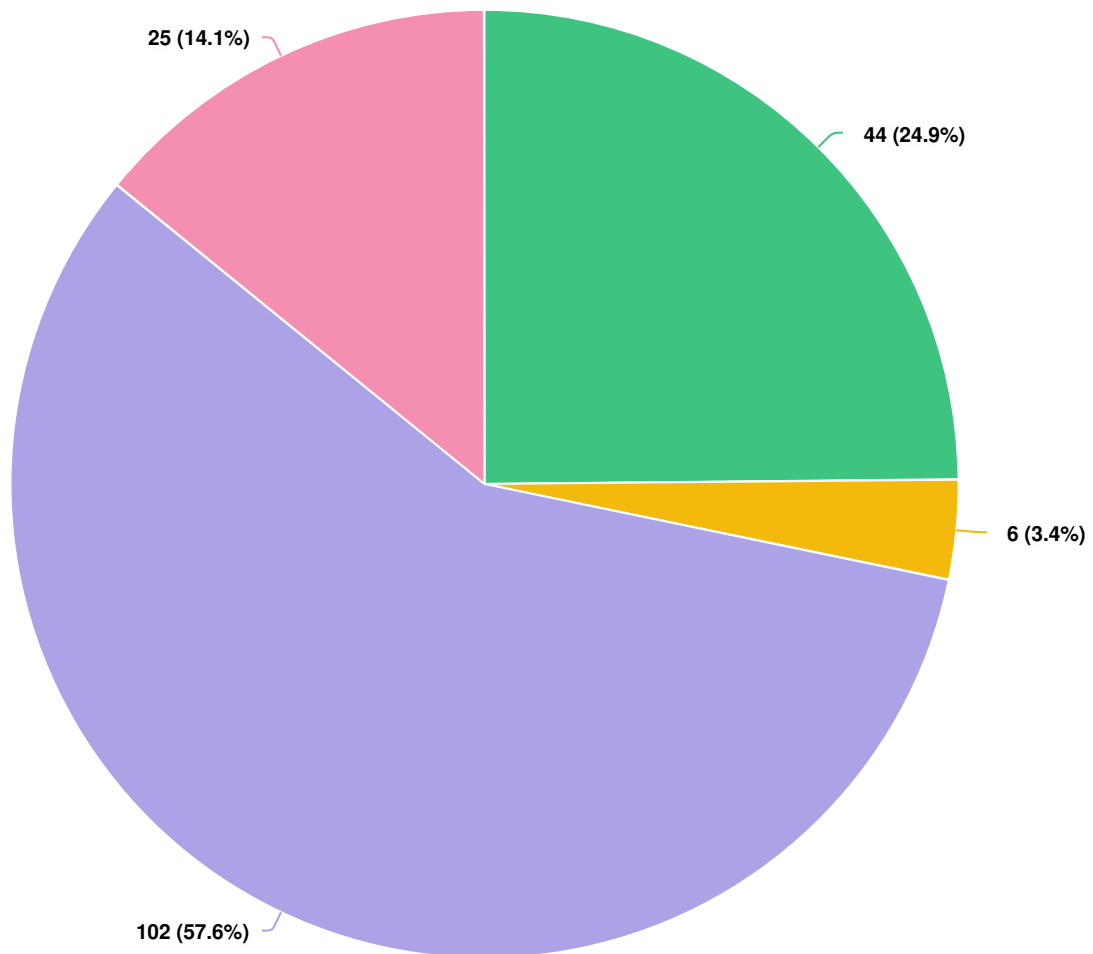
**Question options**

● Excellent ● Good ● Fair ● Poor ● Very Poor

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q12** Some services are paid partially by user fees and partially from taxation, such as recreational facility rentals, transit, and waste management. Do you think this combination approach is appropriate?



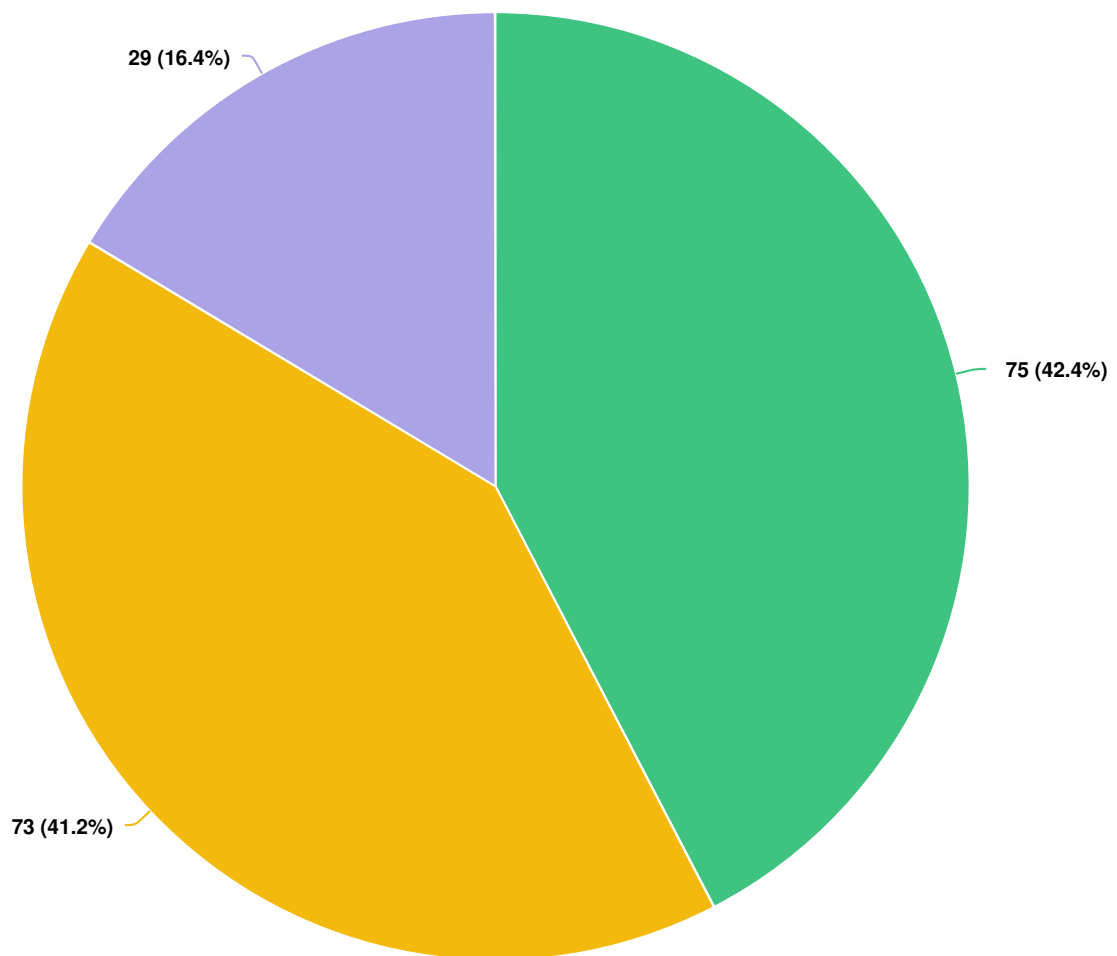
#### Question options

- No, I think all services that have a user fee should be fully user-pay to reduce property taxation subsidization
- No, I think all services should be paid by taxation, and user fees reduced or eliminated, which would result in the tax levy increasing further
- Yes, I think some subsidization from the tax levy is appropriate, like how it is done now
- Other (please specify)

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q13** | The City provides subsidized rates for certain community services, user groups and offers community grants to qualifying organizations. Do you support the use of taxation dollars for this type of community subsidy even though it may mean higher fe...

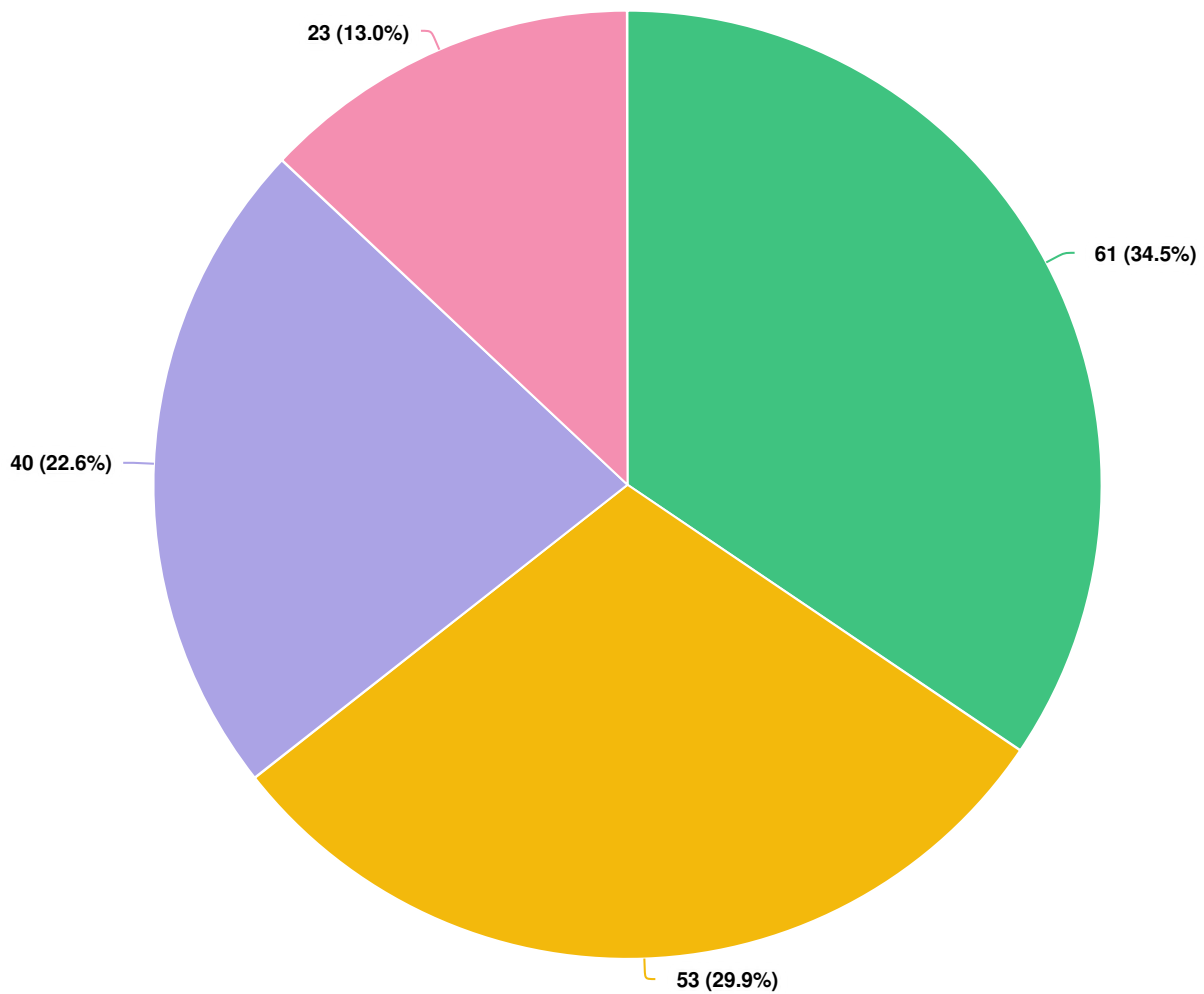
**Question options**

Yes  No  Other (please specify)

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q14** To maintain levels of service the City has generally increased property taxes at or less than the rate of inflation. With Canada's current 31-year inflation rate high of 7.6%, costs for standard operations have increased. There is an even greater i...



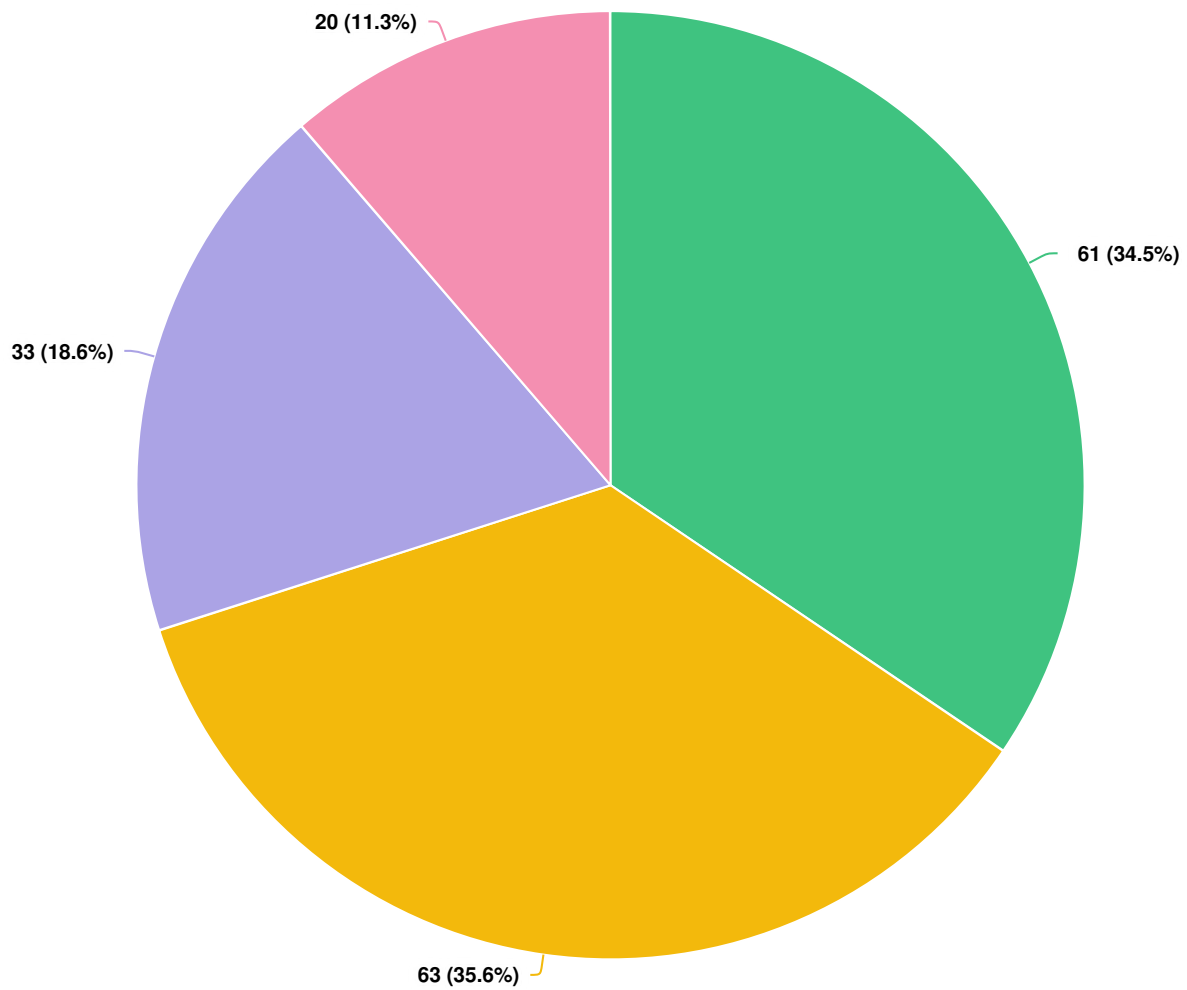
#### Question options

- Decrease Property taxes or 0% increase
- Up to 2% increase (\$100.12 for the average home)
- 3% increase (\$150.18 for the average home)
- Other (please specify)

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q15** Do you support increasing your local taxes to fund identified strategic priorities, such as affordable housing, climate change or accessibility initiatives?



**Question options**

● Yes ● No ● Maybe/Unsure ● Other (please specify)

Mandatory Question (177 response(s))

Question type: Radio Button Question

**Q16 | If there's any other feedback you would like to provide us on the City of Stratford's 2023 budget, please include it below:**

Anonymous

12/07/2022 03:26 PM

We need to learn to live within our means - as a family we budget and if no money, we do not spend what we do not have. Please apply this and be more fiscally responsible with our money.

Anonymous

12/07/2022 03:30 PM

I've said my peace.

Anonymous

12/07/2022 03:48 PM

Please fix the roads. .... Both citizens and guests spend a lot of time talking about the state of the streets.. we should be taking about more important things

Anonymous

12/07/2022 04:41 PM

Please try to move forward...not stall and not backwards.

Anonymous

12/07/2022 04:54 PM

Stratford is a great city. Lots of talent and great minds on the new council. But i would like to see a keen eye on budgeting and analyzing where the money is going right now, and if it could be optimized, before we talk about raising taxes and spending more.

Anonymous

12/07/2022 05:00 PM

Building affordable (33% of net income) should be the top priority. Accessibility is impossible if a person does not have a place to live.

Anonymous

12/07/2022 05:36 PM

You can not put through another fiscally irresponsible budget like last year. Spend within your means. Stop debt financing for your wants and stop awarding contracts that are extremely over budget. Also cut your loss on the grand trunk .... No one supports that.

Anonymous

12/07/2022 05:52 PM

After living in Stratford for 40+ years, I am disappointed with how the taxes are allotted. Could I run for a position, yes! BUT I won't because I am not knowledgeable of the process. I do know that when the balance is \$0, there is no more money to spend. Might I also add, a lot of money gets allocated to certain things that do not apply to me. I am however disappointed in seeing the choices made for some things, while other issues are often overlooked.

Anonymous

Allocation of funds is a huge task. Money is an emotional task for

12/07/2022 06:14 PM

almost everyone. I wish those involved in the budgeting process the best in their work.

Anonymous

12/07/2022 06:30 PM

You need to increase citizen engagement. Find innovative ways to do that: example: 'Door Prize' for attending budget public meetings;

Anonymous

12/07/2022 06:41 PM

██████████ is a snake and should not be on council.

Anonymous

12/07/2022 06:50 PM

If a tax increase would result in IMMEDIATE facilities for the homeless than I would support a modest increase.

Anonymous

12/07/2022 06:56 PM

Transit waste such as large empty buses needs to be addressed ... paying drivers to drive cumbersome large empty buses is a waste of tax dollars..our transit system is one the worst ran in Ontario ...needs to be overhauled

Anonymous

12/07/2022 07:02 PM

If your going to make an answer required you need to provide the ability for any answer ie question 6

Anonymous

12/07/2022 07:06 PM

Our city needs to be more open about how our monies are spent. No more closed door meetings.

Anonymous

12/07/2022 07:10 PM

Council....get a backbone and push back on the self serving administration. Having met with ██████████ ██████████ it is hugely evident they run on their own agenda. Having asked for data backing their claims, crickets. To which they said we do a debriefing after events. To which I asked why they do not include the organizations that actual put events together and run them. Apparently admin knows better than its Citizens.

Anonymous

12/07/2022 07:25 PM

Take money from the fire department and lower taxes.. the fire department is over funded for the size of Stratford

Anonymous

12/07/2022 07:29 PM

I believe in the hand up to all, not the hand out. I would be more in favour of supporting climate change and affordable housing if I seen a better effort by those who most benefit from these services.

Anonymous

We have high hopes that this council will hold the line and go back to



12/07/2022 07:30 PM

the groups setting budgets to think creatively. Not just say ok to increases.

Anonymous

12/07/2022 07:37 PM

Lower taxes people are having enough trouble paying for everything. Why isn't garbage included into our taxes for 1 garbage tag is over 3 bucks come on. Look at the roads in town in poor condition with all the tax money coming in where does it go? I'm sick of working my butt off to get no where Think of the people listen to the people of Stratford.

Anonymous

12/07/2022 07:42 PM

It seems like the city is controlled by the unions. Police, fire, work force can't be changed and the expenses just continue to increase with little change to the level of services. We are being controlled by wages paid in other cities also.

Anonymous

12/07/2022 10:10 PM

We spend too much on police

Anonymous

12/08/2022 07:14 AM

the increase last year was totally unwarranted .Ensure builders pay fair prices and be required to provide a % of affordable housing ,rental and more intensification instead of sprawl

Anonymous

12/08/2022 08:26 AM

No

Anonymous

12/08/2022 09:41 AM

Tough times. Thanks for your efforts.

Anonymous

12/08/2022 09:56 AM

Not an easy task, thank you for considering public input.

Anonymous

12/08/2022 02:55 PM

Please consider the asset management lifecycle of infrastructure when looking at capital items. If there is no money for a reserve fund, no new items should be added. Capital infrastructure must be able to maintain and repair without much reliance on future tax base.

Anonymous

12/08/2022 08:15 PM

Lower councilors pay

Anonymous

12/08/2022 10:09 PM

I have worked with the city of stratford in the past as a sub-contractor... I know for a fact city employees will and do spend tax

payers dollars to make there day to day job easier, and I would not be surprised if properly audit, and held accountable there would be lots of funds to reallocate elsewhere to help keep our property taxes down.... plant annuals, don't let staff take 3 hours of breaks on a 8 hour shift, don't run empty transit buses, install coin deposit lights at outdoor sport parks to save energy and bulb ware, hold employees accountable for a proper work day, make sure contracts/ subcontractors are actually in the best interest of tax payers not the folks sitting at 82 erie street or City hall

Anonymous

12/08/2022 10:50 PM

Ideas should be admired and also give as a financial bonus if used. Put out to the public as a cash incentive

Anonymous

12/08/2022 10:58 PM

Additional recreational facilities such as an aquatic centre and an outdoor ice rink should be pursued.

Anonymous

12/09/2022 12:39 AM

Keep in mind the taxes should be in line with what people can pay. Separating wants from needs in business, government and personal finances is paramount.

Anonymous

12/09/2022 02:56 AM

Best wishes to the new council with their first budget deliberations

Anonymous

12/09/2022 06:21 AM

Make road construction in the dry season, planned enough to be accomplished before winter.

Anonymous

12/09/2022 08:22 AM

My name is [REDACTED]  
[REDACTED] If there is a City Committee which deals with local health organizations I would like to be made aware of what that Committee is called so I can apply to be a member of it.  
Thank you

Anonymous

12/09/2022 09:05 AM

Going "green" should be debated publicly with views from both sides before allocating resources and not just accepted with the common narrative.

Anonymous

12/09/2022 02:41 PM

As mentioned previously including a copy of the 2022 budget would have really enable to understand the various items and respond more effectively. To garner a better representative sample this survey needs to be communicated to the public more broadly. In general the council needs to do a much better job at communicating and being

more transparent with residents. You need to bring back open in person meetings. The cost of some flyers, quarterly newsletter, something should be part of the 2023 budget.

Anonymous

12/09/2022 03:58 PM

Do not jack up the price of user fees beyond inflation, these are not cash cows. Last year was the first time in decades that fees were not part of a money grab.

Anonymous

12/09/2022 04:11 PM

It's time to finally control overspending taxpayer dollars here - that has not happened for many years. City Hall needs to wake up to the real world around them here.

Anonymous

12/10/2022 09:48 AM

I had to answer question 6 but I think we can have our cake and eat it to. There is wasted time and resources in most public projects/departments and we have a lot of lost tax revenue sitting in empty buildings and empty lots because the city is difficult to deal with. Let's support strategic growth and development, and be a partner to the community, not an adversary.

Anonymous

12/10/2022 10:17 AM

We are pensioners on fixed income and can afford the constant increases and we don't see any perceived benefit to our well being or the city or health services etc

Anonymous

12/10/2022 10:41 AM

it seems to me that the City hires a lot of people at the administrative level that are not needed---cannot present employees do the job? Also many consultants are hired. Stratford taxes are very high in relationship to many other communities .

Anonymous

12/10/2022 02:57 PM

We are retired and can't afford an increase!

Anonymous

12/11/2022 09:09 AM

If I treated my business the way you spend my taxes I would be out of business PERIOD!

Anonymous

12/11/2022 12:00 PM

The city should stop raising the water meter size service charge and the sewage fixed service charge. This is just an added expense to all households. They should start have the industries start paying their fair share instead of a tax break. The Festival should also start paying taxes.

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Anonymous

12/11/2022 01:05 PM

Most people addressing this budget poll will have no idea what services are currently provided by the city. I question the value of such a poll.

Anonymous

12/12/2022 07:41 AM

Affordable housing, homeless shelters, tax the overzealous housing, leave sensible housing alone

Anonymous

12/12/2022 09:21 AM

Ideally no one likes additional taxes - but they are a reality. I don't like my tax dollars spent on programs to limit geese in the park - as I believe we should not mandate nature. If there are other programs that are small and costly - these are good places to cut funding. Homelessness and climate initiatives cannot be put off and funding must go to these causes or the cost will be too high to pay at a later date. A good balance is what taxpayers in Stratford want. Good luck and thank you for giving me a voice in this process.

Anonymous

12/12/2022 09:23 AM

Low income seniors should get a discount on property taxes because because some are only in their homes because there is no where to go

Anonymous

12/12/2022 11:55 AM

Think I've said enough. Oh how about this survey link be put onto the City Facebook site? I couldn't find it there and went though CJCS to find it as heard on the news this morning....but who listens to CJCS obviously me just for morning news but it has a very low listening audience. Do better.

Anonymous

12/12/2022 03:13 PM

Do not tear down Avon Crest. We have enough blank lots from demolition.

Anonymous

12/12/2022 10:02 PM

Infrastructure should be paid by the new subdivisions that are being done in Stratford. Usage of trucks in main streets of the city shouldn't be allowed. Companies that use this trucks should be charged more taxes they are the ones to damage our streets.

Anonymous

12/13/2022 05:54 AM

Just keep on top of audits for services used and the times that we are used. That way you can keep appropriate accumulation of data that would entail the usage of said services and be able to balance the books a little tighter

Anonymous

The current inflation rate for non-residential projects is around 15.6%

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12/13/2022 09:23 AM

and climbing. Please ensure that sufficient funds are allocated to infrastructure projects first and foremost. We know that municipalities pay more to have these projects completed, and there is never enough money set aside. While the CPI is nearing 7%, and tax increases generally use that as a benchmark, the construction index is far more and deserves due consideration.

Anonymous

12/13/2022 11:05 AM

lower city taxes

Anonymous

12/13/2022 08:06 PM

I never see any kind of review of wasted spending and efficiencies.

Anonymous

12/13/2022 08:14 PM

Affordable Housing is of great concern, but it cannot be solely left to the Municipalities to deal with - it should be on the income tax system not property tax

Anonymous

12/14/2022 06:11 PM

Everything has become more expensive. Please do not raise our taxes.

Anonymous

12/15/2022 11:47 AM

On fixed income, which is not adjusted for inflation. Already a huge struggle to support a family and make ends meet. Cannot afford more taxes. Think of all the people in Stratford who are in this same boat when those of you who have cushy jobs and good incomes are making these decisions.

Anonymous

12/15/2022 08:46 PM

Stratford's home tax is too high. Also I live in a Condominium corporation and I pay the same tax rate as all home owners, yet Stratford does not pickup our garbage. I think Condominium properties should have a reduced tax rate since we are not able to use Waste services like every other property owner gets to use.

Anonymous

12/16/2022 08:31 AM

thank you for this opportunity , the survey was simple and easy to do

Anonymous

12/19/2022 10:03 AM

Look at everything. This notion of just allowing increases per service like police annually doesn't work. Priorities change as does technologies. I know it's simpler to keep the same line items but more rigorous review to ensure real outcomes would help. For example this approach of fire/ police going on every ambulance call is very very hard to see as really beneficial Get real metrics as it is wasting resources and polluting to have every one running around with sirens

---

on. Seems we're just justifying the amount of fire and police personnel and will lead to more increased demands from those services for minimal impacts/ \$ spent

Anonymous

12/20/2022 02:07 PM

Give all stake-holders 'open books' to both Destination Stratford and City Hall budgets; they are expected to pay the way for extras now with the implementation of the MAT.

Anonymous

12/27/2022 09:18 PM

In light of the difficult financial environment i.e inflation, the City should endeavour to limit the scope of its more ambitious programs, especially the ones involving affordable housing and climate change

Anonymous

12/28/2022 08:42 AM

You're going to kill this city with your obsession with parking lots, policing, and not allowing youthful culture to thrive here

Anonymous

12/28/2022 02:54 PM

Review the salaries paid to council members, it seems to me for what they do they are paid too much. There are too many secrets and closed door meetings. The people of Stratford have the right to know what is going on in the city.

Anonymous

12/29/2022 04:24 AM

Reduce the number of full time firemen

Anonymous

12/29/2022 10:37 PM

Looking forward to budget deliberations to include climate action as a strategic priority. Please educate the counselors as to what a municipal budget stands for and should include, instead of having someone derail the entire process with useless input.

Anonymous

12/30/2022 04:56 PM

Please do not, under any circumstances, waste money on hiring some idiot to frighten off the Canada geese. This was an abhorrent waste of money and completely unnecessarily cruel.

Anonymous

12/31/2022 03:05 PM

Justification/accountability/fairness

Anonymous

12/31/2022 07:40 PM

The City needs to ensure assets are properly maintained and that services remain accessible

Anonymous

Be more transparent

---

12/31/2022 07:40 PM

Anonymous

12/31/2022 10:46 PM

Review collective agreements with the massive amount we pay for fire and police. Charge new entrants or new residents a tax who are taking advantage of our community

Anonymous

1/01/2023 05:31 PM

This survey describes the only alternatives as higher taxes or reduced services. This is a false dichotomy. Essential services can be maintained without tax increases.

[REDACTED]

1/03/2023 04:35 PM

I am happy to explain or add detail if contacted.  
[REDACTED]

Anonymous

1/04/2023 12:11 AM

Make surveys simpler Less wordy with more input options . Make washrooms open longer in Oct. Fix John st. Fix Brunswick and Queen St Fix drainage issues on path around river and on roads and sidewalks

**Optional question** (76 response(s), 101 skipped)

**Question type:** Essay Question



RECEIVED  
CITY OF STRATFORD  
JAN 03 2022  
DIRECTOR OF CORPORATE  
SERVICES OFFICE

## 2023 Budget Survey

The City of Stratford has begun its 2023 budget process, and we want to hear from you through our preliminary budget survey. Please return the survey to the City Hall main floor reception desk or to the Clerk's Office on the ground floor.

Feedback from the budget survey will be provided to City Council, and will assist Councillors in making important budget decisions for our community.

### 1. I participate in the City's annual budget process:

- Always
- Never
- Sometimes
- Only when something interests me
- Other (please specify) *Keep track of issue by newspaper.*

### 2. I would be interested in participating or engaging in the following activities related to the annual budget process (select all that apply):

- Completing surveys
- Submitting questions
- Watching budget-related meetings
- Appearing as a delegation at budget-related meetings
- Attending open houses/public information sessions related to the budget process
- Other (please specify)

### 3. I would describe my knowledge of the municipal budget process as:

- Excellent
- Good
- Fair
- I don't really understand it
- I am not interested

### 4. I would like to know more about or better understand:

*The actual breakdown of each budget item.*



5. **The City is required by law to balance the budget. A number of strategies are available to accomplish this. Of the following, which would you prefer the City use to balance its annual budget? (select all that apply)**

- Reduce the level of services (e.g. reduced hours, frequency) *based on need of the community.*
- Increase property taxes
- Increase user fees (e.g. ice, room and facility rentals, transit, bag tags) *decrease some of these fees especially*
- Introduce new user fees for some City services that currently have no fees *garbage tags.*
- I have an idea or strategy not listed above (please specify)

6. **Property taxes pay for the delivery of municipal services. This includes maintaining and replacing the assets used to deliver those services. Please choose one of the following statements that you most agree with:**

- I support additional tax increases if it means we can take care of our existing assets and keep service levels the same.
- I want my taxes to stay the same and I am *not* prepared to accept a reduced service level when taxes cannot keep up with asset deterioration.
- I support decreasing taxes, even if it means reduced service levels

7. **Please rate your overall level of satisfaction with the services that your tax dollars currently support:**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Other (please specify)

8. **What municipal services, if any, would you like to see enhanced, or where would you like to see the City dedicate more resources? (Assuming that this could potentially result in a modest tax increase):**

*better snow removal services for streets.  
More side walks - less bike routes.*

9. **What municipal services, if any, would you like to see reduced, or where would you like to see the City dedicate fewer resources? (Assuming that this could potentially result in a modest tax decrease):**

*fewer handouts or deals with industry in regards to <sup>increase</sup> taxes for the people of Stratford.*

10. **What municipal services, if any, should be maintained at the current level, or where does the City dedicate the right amount of resources?**

*- This question is difficult to answer since we don't know the cost of the services provided. Also there should be a list of services attached to this survey in order to comment.*

11. **Thinking about the part of your taxes that go to Stratford (not including the education portion), how would you rate the overall value you receive for your tax dollars?**

- Excellent  
 Good  
 Fair  
 Poor  
 Very poor

12. **Some services are paid partially by user fees and partially from taxation, such as recreational facility rentals, transit, and waste management. Do you think this combination approach is appropriate?**

- No. I think all services that have a user fee should be fully user-pay to reduce property taxation subsidization  
 No, I think all services should be paid by taxation, and user fees reduced or eliminated, which would result in the tax levy increasing further  
 Yes, I think some subsidization from the tax levy is appropriate, like how it is done now  
 Other (please specify)

13. **The City provides subsidized rates for certain community services, user groups and offers community grants to qualifying organizations. Do you support the use of taxation dollars for this type of community subsidy even though it may mean higher fees or taxes for others?**

- Yes  
 No  
 Other (please specify)



**14. To maintain levels of service the City has generally increased property taxes at or less than the rate of inflation. With Canada's current 31-year inflation rate high of 7.6%, costs for standard operations have increased. There is an even greater increase in inflation for infrastructure and maintenance at around 17%. Based on your expectations for service levels, what is your acceptable level of tax increase in 2023? Please note this is for illustrative purposes and does not reflect actual property tax changes. For a residential property assessed at \$350,000 (2022 median assessed value), a 1% rate increase equates to approximately \$50.06 per year.**

- Decrease Property taxes or 0% increase  
 Up to 2% increase (\$100.12 for the average home)  
 3% increase (\$150.18 for the average home)

Other (please specify) *Assessments of homes are not accurate and should be lowered.*

**15. Do you support increasing your local taxes to fund identified strategic priorities, such as affordable housing, climate change or accessibility initiatives?**

- Yes  
 No  
 Maybe/Unsure  
 Other (please specify)

**16. If there is any other feedback you would like to provide us on the City of Stratford's 2023 budget, please include it below:**

*The City needs to better plan for current projects <sup>that are</sup> really needed in the city such as road maintenance, snow removal. The City needs to stop jumping on the latest fads and ideas before anyone else. so that we don't waste money on projects such as lights Stratford. etc. Too much computer information and not enough print information about Councils. proceedings. and what is going on in Stratford.*

**Thank you for completing our 2023 budget survey. Your feedback matters.**

The personal information you may choose to provide on this form to the City of Stratford is collected under the authority of the Municipal Act, 2001 and will be used by City staff for the purposes of informing the 2023 budget. Questions regarding the collection and use of this information may be made to the City Clerk, P.O. Box 818, Stratford, ON, N5A 6W1 or by telephone 519-271-0250 extension 5329 during business hours.

**From:** [Karmen Krueger](#)  
**To:** [Engage Stratford](#)  
**Subject:** RE: 2023 Budget questions for The City of Stratford.  
**Date:** Wednesday, January 4, 2023 2:40:49 PM

Good afternoon,

Thank you for your email. I am sorry you had difficulties accessing the electronic survey. I am happy to try and answer your questions below, with **responses in red**.

I will be providing your email and the responses in a report for the Finance and Labour Relations Committee next week. The intent is that the questions help Council understand what is important to residents and because you were unable to complete the survey, I hope this is okay with you. I will ensure that all personal references are removed/redacted, and your questions and comments will be anonymous.

Thank you for taking the time to provide some feedback and I hope the responses provided are helpful.

***My working day may not be your working day. Please do not feel obliged to reply to this email outside of your normal working hours.***

**Karmen Krueger, CPA, CA (she, her)**  
**Director of Corporate Services/Treasurer**

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**From:** Engage Stratford <engage@stratford.ca>  
**Sent:** January 4, 2023 8:54 AM  
**To:** Karmen Krueger [REDACTED]  
**Subject:** FW: 2023 Budget questions for The City of Stratford.

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**From:** [REDACTED]  
**Sent:** Tuesday, January 3, 2023 11:05 PM  
**To:** Engage Stratford <engage@stratford.ca>  
**Subject:** 2023 Budget questions for The City of Stratford.

**[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.**

Hello

I am not able to get into your engage stratford program on my MacBook Pro because of having an older operating system. This is unfortunate.

I guess there is no other way to do the 2023 Budget Survey. ( paper copy ) ?????? **I think this was forwarded to you, and was available during the survey period.**

I do have some budget questions and I wonder if someone can answer them.

1. Gallery Stratford is a city owned building and I can only find two items. Under Community Services C 3.6 HVAC Replacement \$ 300,000.00 and 2026 Art Gallery Parking Lot \$ 110,000.00. Why are there no other items or expenses for Gallery Stratford showing up on the budget sheets since it is a building owned by the city, Items like snow removal, Utilities and General Maintenance. **The City owns the building and is responsible for the capital and upkeep, but the tenant (Gallery Stratford) is responsible for the day-to-day operating expenses and maintenance through their agreement with the City.**

2. 2023 Capital Budget Summary item D - 5.7 - WPCP investigation and design of a Biogas Facility on page 4 \$ 150,000.00. I thought that this project was cancelled, Please explain if possible. **There was a previous project several years ago that was cancelled. This proposed project is to explore a smaller and less complex design option and will be funded from existing reserve funds. If you refer to page 72/137 of the capital budget document located here, you will find some additional information**

<https://www.stratford.ca/en/inside-city-hall/resources/2023-Budget/MASTER-Draft-2023-Capital-Budget-binder-section.pdf>

3. 2023 Capital Budget Summary page 5 D.7 Fleet carryover of various items from 2019, 2020, and 2022. Why is this happening? The Covid-19 pandemic created some significant supply chain delays for many products and industries. Hybrid fleet vehicles was impacted and there was significant uncertainties around whether restrictions were going to be lifted and when. There has been a 12-24 month delay in being able to order and receive these pieces. They are included again in the 2023 capital plan as these documents represent not only the budget, but the workplan showing all the things that are still planned. If you refer to page 82/137 here there are additional details for each piece: <https://www.stratford.ca/en/inside-city-hall/resources/2023-Budget/MASTER-Draft-2023-Capital-Budget-binder-section.pdf>. These carried forward items are funded from existing reserve funds.
4. item G-711-7100 -4050 Contractors - Goose Management \$ 50,000.00. Feel this is a very dangerous program for all the wild life on the river, especially the fact that there are many different species on the river at all times. There is equipment to clean the sidewalks and I am sure summer staff to do it.
5. I think you would get more response if you had an in house meeting to explain the budget to residence who would like to take more interest and have many questions about the budget and how to understand it. You could put the items on overhead screens and residence could answer questions.
6. Cannot find out how much the city spends on lawyers fees. Where is that information? Several divisions carry a legal expense budget line. If you refer to the operating budget document here: <https://www.stratford.ca/en/inside-city-hall/resources/2023-Budget/MASTER-Draft-2023-Operating-Budget-binder-section.pdf>, and word search 'legal' it shows up in a number of areas. Most divisional legal expenses are minor, and relate to their specific departmental needs, such as building permitting matters, policing matters, etc, to best match the expense with the division. The largest legal line shows in division 139 General Government, under 'Other Financial Services' with \$80,000 projected for 2023 which represents those legal fees more corporate or general in nature. The total amount budgeted for legal fees in 2023 is \$288,245, spread over 15 divisions. This is in comparison to the \$273,063 budgeted in 2022, and \$279,591 in 2021.
7. The new E - V Charging stations should not be located in a regular parking spot. This will mean a car that needs to be charged could stay there longer than expected. The new charging stations are very quick and you would not want to use a regular parking spot for E - V charging. I suggest that you locate the E - V charging stations at all the EMPTY GAS STATIONS SITTING AT MANY CORNERS on STRATFORD STREETS. Go in and out very quickly.
8. If there is surplus money in some departments, does that money go into a general fund called SURPLUS for the entire city? Some surpluses are legislatively required to be directed to a separate reserve or reserve fund (such as building inspection/permit division or water/wastewater divisions. Others have been directed to a specific reserve by Council resolution or by the City's reserve and reserve fund policy approved by Council, such as reserves established for Winter Maintenance or Election purposes. In 2022, Council approved an amendment relating to police and library reserves to be directed to their capital reserve funds respectively. Those departments and divisions that are not explicitly directed to a specific reserve end up in the City's Tax Stabilization Reserve. This is used to mitigate tax increases, by using prior year surpluses to offset the effects of increasing costs. In 2022, the increase to the budget was reduced by \$1 million, and in 2023, there is a planned use of this reserve to reduce the increases experienced from higher inflation and other pressures of \$1.5 million. Both years were utilizing prior year surpluses.
9. Glad to see that the City Asset Management Plan is up and running. It certainly will be an asset at budget time.



**From:** [Karmen Krueger](#)  
**Subject:** RE: Goose management  
**Date:** Wednesday, January 4, 2023 3:03:30 PM

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Good afternoon,

We are in receipt of all the emails sent. I am sorry you had difficulties accessing the electronic survey.

I will be providing this email in a report for the Finance and Labour Relations Committee next week (minus the external links). The intent is that the questions and feedback help Council understand what is important to residents and because you were unable to complete the survey, I hope this is okay with you. I will ensure that all personal references are removed/redacted, and your questions and comments will be anonymous.

Thank you for taking the time to provide some feedback.

***My working day may not be your working day. Please do not feel obliged to reply to this email outside of your normal working hours.***

**Karmen Krueger, CPA, CA (she, her)**  
**Director of Corporate Services/Treasurer**

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**From:** [REDACTED]  
**Sent:** Wednesday, January 4, 2023 11:25 AM  
**To:** City Clerks <[clerks@stratford.ca](mailto:clerks@stratford.ca)>  
**Subject:** FW: Goose management

-----Original Message-----

From: [noreply@stratford.ca](mailto:noreply@stratford.ca) <[noreply@stratford.ca](mailto:noreply@stratford.ca)> [REDACTED]  
 Sent: Friday, December 30, 2022 12:17 PM  
 To: [REDACTED]  
 Subject: Goose management

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Dear Stratford Budget,

I tried filling out the survey, but was unable to do so. Here is my feedback on the 2023 Budget via email. Please add this email to the feedback.

I noticed that Goose Management and Swan Care are part of the budget. Who is contracted to manage geese and swans? Does Stratford consult humane organizations regarding which methods are used? Why is there no information on geese or the wildlife feeding ban on the Animal Control page on Stratford's website? Please add the Goose Management Strategy and other humane information on a variety of wildlife on Stratford.ca.

Thank you for using habitat modifications and for not using culls and egg addling (shaking eggs) to control waterfowl. Culls and egg addling are cruel and ineffective. However, egg oiling is also questionable, as it destroys the unhatched chicks, and may put the parents at risk. According to Environment Canada, egg destruction and sterilization is considered "lethal" and requires a special permit.

Please do not harm the Canada Geese. Please refrain from culls and lethal removal. Please leave the eggs alone too. Please stick to education and coexistence. Here is a generic petition I created against any destructive methods.

Some options on egg addling contradict, but the consensus is that lethal removal of adults or viable chicks is inhumane. If egg control is used, the only humane method is sterilization by oiling eggs before 14 days gestation, using the float test recommended by both PETA and HSUS. Other humane methods of goose management include repellents and herding dogs.

I hope that humane, no kill methods are also used at the Stratford Airport, and throughout Stratford.

Toronto used to only have a feeding ban in parks under its Parks Bylaws. This still allowed feeding and thus conflicts outside of parks. As a result, Toronto will be bringing in a city wildlife feeding ban under its Animal Bylaws in April.

I noticed that Animal Control funding is under Roads. Please create a separate budget category for Animal Services.

I noticed that a Police Canine Vehicle is on the budget. I understand that human police officers rightfully see their animal partners as family, but I am concerned that the police corporation sees them as weapons and equipment. It says on the Toronto Police Board "on average, one dog a year is lost to illness or injury". Dogs are exposed to dangerous people, and are even taught to bite and attack suspects.

Why does Stratford Police "shop" rather than adopt? What happens to the dogs once they retire? Are there checkpoints in place to ensure the retired dogs are either adopted by the handler, adopted out to other loving homes, or go to a sanctuary? Are the Stratford Police looking into non animal alternatives to dogs?

Adoption rather than buying police dogs.

Sanctuaries for dogs.

A retirement and mental health program for retired dogs.

I noticed that Stratford Police run 911 services, and want to have 911 services run by Waterloo Police. Toronto is looking into having a non police outside agency run 911 services. A pilot project through the Gerstien Centre is very effective.

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## MANAGEMENT REPORT

**Date:** January 10, 2023  
**To:** Finance & Labour Relations Committee  
**From:** Michael Mousley, Manager of Transit  
**Report #:** FIN23-001  
**Attachments:** None

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**Title:** Transit and Parallel Transit 2023 Fares

**Objective:** To provide a report to the Finance and Labour Relations Committee as requested by Council regarding the implications of maintaining the 2022 regular transit and parallel transit rates for the 2023 calendar year.

**Background:** At the October 11, 2022, Regular Council Meeting, Council adopted the following resolutions:

- 1. THAT the by-law to set the 2023 fees and charges for services performed by the City be approved as presented to take effect January 1, 2023.**
- 2. THAT a report detailing the financial implications of maintaining the 2022 regular transit and parallel transit rates for the 2023 calendar year.**

The below Transit fares were approved to be increased following adoption of the Fees and Charges By-law 128-2022. All other Transit and Parallel Transit fares did not increase.

Standard Transit - 30 Day Pass

<b>Item</b>	<b>2022 Fee (tax not applicable)</b>	<b>2023 Fee (tax not applicable)</b>
Student and Affordable	\$57.00/pass	\$60.00/pass
Adult	\$67.00/pass	\$70.00/pass
Senior	\$57.00/pass	\$60.00/pass



## Parallel Transit - In Town

<b>Item</b>	<b>2022 Fee (tax not applicable)</b>	<b>2023 Fee (tax not applicable)</b>
10 Ride Card	\$27.50/card	\$30.00/card

The last time the above fees were increased was in 2019.

**Analysis:** As requested at the October 11, 2022, Council meeting, the following chart outlines the anticipated revenue to be received should the approved 2023 fees remain in effect in comparison with the 2022 fares.

<b>Standard Transit</b>	<b>2022 Fares Revenue</b>	<b>2023 Fare Revenue (includes increase of \$3.00)</b>
Revenue Received (Average 8,000 passes sold each year)	\$512,000	\$560,000

<b>Parallel Transit</b>	<b>2022 Fares Revenue</b>	<b>2023 Fare Revenue (includes increase of \$2.50)</b>
Revenue Received (Annual sale of approximately 400 10-ride cards sold each year)	\$11,000	\$12,000

During the process of reviewing fees and charges, staff consider several factors, such as inflation and changes in costs of other general services, such as fuel, insurance, and wages within the division. For services that are subject to user fees, there is also consideration for what level of user fees is appropriate (how much should be paid by riders), versus how much is appropriate to be subsidized by the tax levy.

Over the past few years, the costs of transit have increased, and temporary funding that was granted during the pandemic has been exhausted. For both 2022 and 2023, the percentage of costs covered by fare revenues has been maintained at 20%. This means that users are still paying approximately 20% of the costs, even with the approved increase to the transit fare rate.

As noted, the 2023 rates for transit were approved and adopted by Council by by-law in 2022. The rates however have not been enacted as staff were preparing this report and are now seeking additional direction of Council. Further, the increase in revenue of \$48,000 is not currently accounted for in the draft 2023 budget at this time. The following options available to Council are:

1. Add the \$48,000 in additional revenues to the draft budget, and keep the approved 2023 fees and charges in place; or
2. Keep the 2023 budget as presented, and consider a motion to amend the Fees and Charges By-law 128-2022 to revise the fares to the 2022 rates.

Staff recommend the first option, being to maintain the approved increase and add the \$48,000 in additional revenue to the draft budget. Although this increase is not a full cost recovery operationally, it will offset some of the budgeted line items that has encountered substantial increases.

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

Approximately 8000 passes are sold each year which equates to revenues of approximately \$512,000. The increase of \$3.00 per pass that was approved will increase revenues by \$48,000.

The 10-ride card sold through the Mobility Bus sees an annual sale of approximately 400 passes which is \$11,000 in revenue. The \$2.50 increase per card will see a revenue increase of approximately \$1,000.

#### **Financial impact on future year operating budget:**

The increase of \$3.00 per pass that was approved will increase revenues by \$48,000.

For the 10-ride card, the \$2.50 increase per card will see a revenue increase of approximately \$1,000.

### **Alignment with Strategic Priorities:**

#### **Mobility, Accessibility and Design Excellence**

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

### **Alignment with One Planet Principles:**

#### **Travel and Transport**

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

**Staff Recommendation: THAT direction be given on whether to maintain the approved 2023 transit fare rates or to amend the Fees and Charges By-law 128-2022 to revise the rates to their 2022 level.**

**Prepared by:**

Michael Mousley, Manager of Transit

**Recommended by:**

David St. Louis, Director of Community Services

Joan Thomson, Chief Administrative Officer




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## MANAGEMENT REPORT

**Date:** January 10, 2023  
**To:** Finance and Labour Relations Committee  
**From:** Michael Mousley, Manager of Transit  
**Report #:** FIN23-002  
**Attachments:** None

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**Title:** Financial Comparison - Saturday Fixed Route Full-Service versus On-Demand Service

**Objective:** To provide a cost comparison report to the Finance and Labour Relations Committee between a Saturday fixed route full-service and the current Saturday on-demand service.

**Background:** At the October 11, 2022 Council meeting, the following motion was adopted:

**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.**

A separate report has been prepared for Council's consideration regarding the 2023 rates.

In February 2021, in conjunction with the existing Sunday on-demand service a Saturday on-demand service was introduced replacing the six-route full-service model (the #7 Industrial route at that time only operated Monday to Friday). There were two factors for the implementation of an on-demand model at that time:

1. Very low ridership continued as Pandemic restrictions were still in place after one year of "essential trips only", "stay at home orders" and educational facilities on a remote learning model.
2. Budgetary concerns during the Pandemic also were a guiding factor as all Departments were asked by Council to find any possible savings in operating in order to lessen the impact on the tax levy and to remain at an acceptable level of

service. It was projected at the time that the Transit Department would recognize an operating savings of over \$210,000 in 2021 (fuel and labour).

**Analysis:** There are several factors to consider when discussing returning to a Saturday full-service model from the current on-demand service, such as operating and fuel costs, staff recruitment, and ridership convenience. Below are the financial comparisons including some additional options.

Points to Consider:

- Six Saturday on-demand buses travel approximately 1,200 kms, compared to six regular fixed routes which travel approximately 2,150 kms excluding the #7 Industrial route;
- If the #7 Industrial route was included, the total kms would be 2,425 (it should be noted that the previous Saturday regular service did not include the Industrial route);
- Based on current costs of fuel, additional fuel costs would be approximately \$51,000; and
- Provincial funding supports related to the pandemic have substantially ceased, which means that these costs will fall to the tax-subsidization part of 'who pays'.

Labour:

- Offering a full Saturday service would require eight additional part-time transit drivers (if including the industrial route) as there would be two shifts to operate on Saturday (including a driver to cover breaks);
- These additional staff members would only work Saturdays;
- Presently, there are numerous recruiting challenges in every sector globally and the specific skills required for operating Transit vehicles, and retention challenges for part-time positions for these skills;
- It could take several months, or longer, to recruit the talent needed to deliver the service on Saturdays; and
- Eight additional drivers for a full Saturday service would cost an additional \$101,710.

Total approximate additional costs to the annual budget to offer a full fixed route on Saturday would be \$152,710 (labour and fuel only).

### **Financial Implications:**

#### **Financial impact to current year operating budget:**

If direction is provided to return to Saturday full-service it would cost an additional \$152,710 (additional labour and fuel) in 2023.

#### **Financial impact on future year operating budget:**

\$152,710 would be added to future budgets.

**Alignment with Strategic Priorities:**

**Mobility, Accessibility and Design Excellence**

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

**Alignment with One Planet Principles:**

**Health and Happiness**

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

**Staff Recommendation: THAT the report titled, "Financial Comparison – Saturday Fixed Route Full-Service versus On-Demand Service" (FIN23-001), be received for information;**

**AND THAT On-Demand Service remain for Saturday transit service.**

**Prepared by:** Michael Mousley, Manager of Transit  
**Recommended by:** David St. Louis, Director of Community Services  
Joan Thomson, Chief Administrative Officer