



Draft 2025 Budget

Finance and Labour Relations Committee



CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
INTRODUCTION	
Welcome to the 2025 Draft Budget	9
General Information	11
Treasurer's Summary	12
Budget Summary of Significant Impacts	15
CAPITAL	
2025 Capital Plan Summary	16
Consolidated Capital Funding Summary 2025-2024	21
10 Year Capital Funding Shortfall Summary	22
Proposed Budgeted Capital Transfers to Reserve Funds	23
Corporate Services:	
A.1 Parking Services 2025-2034	24
A.1.1 to A.1.2 – 2025 Project Detail	25-28
A.2 Information Technology 2025-2034	29
A.2.1 to A.2.3 – 2025 Project Detail	30-35
Fire and Airport:	
B.1 Fire 2025-2034	36
B.1.1 to B.1.2 – 2025 Project Detail	37-40
B.2 Stratford Municipal Airport 2025-2034	41
Community Services:	
C.1 Parks & Forestry 2025-2034	42
C.1.1 to C.1.3 – 2025 Project Detail	43-48
C.2 Cemetery 2025-2034	49
C.2.1 to C.2.2 – 2025 Project Detail	50-53
C.3 Facilities - Recreation 2025-2034	54
C.3.1 to C.3.24 – 2025 Project Detail	60-107
C.4 Facilities - Other City Buildings 2025-2034	108
C.4.1 to C.4.2 – 2025 Project Detail	111-114

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
C.5 Transit 2025-2034	115
C.5.1 – 2025 Project Detail	116-117
Infrastructure Services:	
D.1 Roads and Traffic 2025-2034	118
D.1.1 to D.1.9 – 2025 Project Detail	119-136
D.2 Storm 2025-2034	137
D.2.1 to D.2.2 – 2025 Project Detail	138-141
D.3 Water 2025-2034	142
D.3.1 to D.3.6 – 2025 Project Detail	143-154
D.4 Miscellaneous 2025-2034	155
D.4.1 to D.4.2 – 2025 Project Detail	156-159
D.5 Sanitary 2025-2034	160
D.5.1 to D.5.13 – 2025 Project Detail	161-186
D.6 Linear Infrastructure 2025-2034	187
D.6.1 to D.6.7 – 2025 Project Detail	189-202
D.7 Fleet 2025-2034	203
D.7.1 to D.7.18 – 2025 Project Detail	204-239
D.8 Landfill 2025-2034	240
D.8.1 – 2025 Project Detail	241
D.9 Parking Lots 2025-2034	243
D.9.1 – 2025 Project Detail	244
Social Services:	
E.1 Perth and Stratford Housing 2025-2034	246
E.1.1 to E.1.13 – 2025 Project Detail	247-272
E.2 Affordable Housing Buildings 2025-2034	273
F. Stratford Public Library 2025-2034	274
F.1 to F.2 – 2025 Project Detail	275-278
G. Stratford Police Service 2025-2034	279
G.1 to G.6 – 2025 Project Detail	280-291

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
OPERATING	
2025 Draft Budget Summary	292
Mayor and Council Services:	
101 Mayor and Council Services	294
102 Committees of Council	298
Chief Administrative Officer:	
111 CAO's Office	303
Human Resources:	
112 Human Resources	306
Corporate Services:	
139 General Government and Taxation	310
513 Industrial Land Servicing	315
810 Requisitions from Others (see **External Agencies list below)	318
872 Community Grants and Supports	322
121 City Clerk	325
134 Information Technology	329
135 Parking	332
136 Crossing Guards	335
**The following External Agencies are part of 810 above:	
<u>(see Supporting Documents for more detail)</u>	
231 Stratford Police Service	
411 Stratford Public Library	
810 Huron Perth Public Health	
810 Perth Paramedic Services	
810 Provincial Offences Act	
810 Spruce Lodge	
810 Stratford Perth Archives	
810 Stratford Perth Museum	
810 Destination Stratford	
810 Annexation Agreements	
810 County Roads Agreement	

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
810 Stratford Economic Enterprise Development Corporation (SEEDCo)	
Community Services:	
711 Parks	338
715 Facilities - Recreation	342
141 Facilities - City Buildings	349
721 Recreation – Programs and Other	356
731 Cemetery	361
750 Transit	363
751 Parallel Transit	366
752 Community Transportation	368
Fire:	
211 Fire	371
512 Stratford Municipal Airport	375
Building and Planning Services:	
250 Building Permits	378
251 Development Services	383
252 By-Law Enforcement	389
Infrastructure Services:	
310 Engineering (includes climate change initiatives)	393
315 Fleet	401
320 Roads	405
330 Sanitary	410
340 Storm	414
350 Water	417
360 Waste	423
Social Services:	
610 Social Services Administration	427
611 Ontario Works	431
612 Homelessness	438
613 Anne Hathaway Day Care Centre	445
614 Perth & Stratford Housing Corporation/Local Housing	449

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
615 Housing - Service Manager	454
618 Affordable Housing Buildings	458
616 Children Services	461
EXPANSION INITIATIVES	
2025 Budget Impacts Summary - Expansion Initiatives	468
Service Enhancements Initiatives:	
<u>Corporate</u>	
Community Improvement Plan - Attainable Housing Funding	472
Destination Stratford - Lights On	476
<u>Community Services</u>	
Additional Mobility Bus	484
Vehicle for Facilities Plumber (see Staffing below)	487
Vehicle for Facilities Electrician (see Staffing below)	488
Parks and Recreation Master Plan	489
<u>Human Resources</u>	
Human Resources Information System (HRIS)	494
<u>Infrastructure Services</u>	
Electronic Message Board Trailers (2)	498
<u>Building and Planning Services</u>	
Additional Vehicle for By-Law (for existing staff)	501
Additional Vehicles (2) for By-Law (for new staff-see Staffing section below)	504

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
<u>Fire</u>	
Community Emergency Management Coordinator (CEMC) Training Exercise	505
Staffing Initiatives:	
<u>Corporate</u>	
Communications Coordinator	509
<u>Corporate Services</u>	
Supervisor, Financial Services	514
Supervisor, Enterprise Applications and GIS	517
<u>Building and Planning Services</u>	
Supervisor of By-Law	522
By-Law Enforcement Officer	522
Backflow Prevention Officer	522
Supervisor, Policy and Placemaking	531
<u>Community Services</u>	
Maintenance Management Clerk	538
Facilities Plumber (see Services above)	545
Facilities Electrician (see Services above)	551
Permanent Part Time Recreation/Facility Operators (6) - change to existing positions	557
<u>Infrastructure Services</u>	
Water Meter Technician - change to existing position	561
Community Energy Liaison (2 year pilot contract)	564
Project Manager (2 year contract)	569
<u>Social Services</u>	
Ontario Works Caseworker	572

CITY OF STRATFORD 2025 DRAFT BUDGET TABLE OF CONTENTS	
BUDGET DOCUMENT	PAGE NUMBER
SUPPORTING DOCUMENTS	
Reserve and Reserve Fund Projected 2024 Balances	576
Summary of Outstanding and Authorized Debt	578
Residential Tax Rate Analysis	579
2025 Tax Rate Calculation	580
2025 Revenue Neutral Tax Rate Calculation	581
BMA Study 2023 excerpt	582
MPAC Changes to Assessment Base	583
Corporate Energy and Emissions Plan excerpt	584
How Are Municipal Services Funded?	589
Asphalt Road Resurfacing Cost per km	590
Annual Sidewalk Inspections	593
231 Stratford Police Service Detail	595
411 Stratford Public Library Detail	599
411 Stratford Public Library 2023 Annual Report	603
810 Placeholder for 810 Budgets	612
810 Destination Stratford 2025 Budget Submission	613
810 SEEDCo/investStratford 2025 Budget Submission	618
872 Stratford General Hospital Stewardship Report	619



Welcome to the City of Stratford 2025 Draft Budget!

The 2025 draft budget package is arranged to facilitate an effective examination of the budget as prepared by City staff.

The following order is recommended for your review:

<p>1. Table of Contents</p>	<p>The Table of Contents lists all documents within the budget package. The linked table of contents and bookmarks within the digital file will assist with navigating to specific documents within the digital file.</p>
<p>2. General Information</p>	<p>This page lists who to contact if you have any questions about the budget material being presented.</p> <p>It also lists the scheduled meetings for 2025 budget review of the Finance and Labour Relations Committee.</p>
<p>3. Executive Summary</p>	<p>This document is a high-level overview of the draft budget prepared by Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer.</p>
<p>4. Budget Summary of Significant Impacts</p>	<p>This is intended as a high-level summary to outline significant itemized changes for the 2025 budget.</p>

<p>5. Capital Plan</p>	<p>This section contains the draft 2025 capital plan and estimated capital forecast for years 2026 to 2034, grouped by department and division.</p> <p>All 2025 draft capital projects are summarized, as well as all capital forecasts.</p>
<p>6. Operating Budget</p>	<p>This section contains the draft 2025 operating budget. Documents in this section are also grouped by department and division.</p>
<p>7. Expansion Initiatives</p>	<p>This section contains all initiatives that could be added to the budget. Unless otherwise noted, these items have not been included in the draft budget at this time, and will only be added by a formal recommendation of the Committee.</p>
<p>8. Supporting Documents</p>	<p>This section contains supplementary information and analysis for the total budget, as well as information for some individual budgets.</p>
<p>9. Miscellaneous</p>	<p>This is the final section in the printed budget binder and is currently blank.</p> <p>For those who have received printed binders, this section can be used to file any supplementary documents that will be distributed during the budget process.</p> <p>For those reviewing the draft budget in digital format, the supplementary documents will be released as a separate file at the appropriate time.</p>



CITY OF STRATFORD DRAFT 2025 BUDGET

GENERAL INFORMATION

Contact Information:

For further information regarding the City of Stratford's Draft 2025 Budget, please contact the following:

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Budget Meetings:

Finance & Labour Relations Committee will meet on the following dates to review the City's 2025 draft budget and make recommendations to Council for its final approval.

All meetings are open to the public, and will be held in the City Hall Council Chambers. Meetings can also be viewed online via a link in the agenda and will also be posted on the City website after each meeting. Agendas will be posted prior to the meetings.

Finance and Labour Relations Committee 2025 budget review:

- Thursday, November 28, 2024 – 9:00 a.m. to 4:00 p.m.
- Tuesday, December 3, 2024 – 9:00 a.m. to 4:00 p.m.
- Monday, December 9, 2024 – 4:30 p.m. to 8:00 p.m.

(Please note meeting dates and times are subject to change)

If you require any budget documents in larger print or in an alternate format, please contact by email at stfdbudget@stratford.ca, or by phone at 519-271-0250 ext. 5202.



2025 Draft Budget – Treasurer’s Summary

2024 was another year of uncertainty due to factors like higher-than-historic inflation rates, housing prices stabilizing, and ongoing changes in the labour markets to name a few. Inflation is starting to normalize overall, but pricing for food, fuel and other household requirements remain at historically high levels.

During the year, there were a few good news stories for the City. Council set their strategic priorities, to guide the City over the next few years. The Grand Trunk project is starting to see some progress as the Ad Hoc Committee assists Council with determining the path forward.

2025 represents the City’s first attempt at structuring a multi-year operating budget. The intent for this year is to focus on 2025 but look forward into 2026-2028 to build confidence and stability in the longer-term. Council will only be approving the 2025 budget, but this forward-looking approach for operations as well as capital requirements through the 10-year forecast should assist in efforts to create cost predictability. It is the first year, so it will require a lot of additional work through the upcoming year to identify those higher risk and more volatile revenues and expenses and set parameters around discretionary impacts.

The 2025 draft budget reflects the City’s ongoing efforts to maintain current service levels, while incorporating goals and objectives around identified community issues and concerns. There is a constant striving for the balance between sustainable service levels and a sustainable financial plan to deliver these services and maintain the infrastructure required for them.

The 2025 draft budget reflects the resources required to meet our current service delivery without cuts to services. Each year, the City asks for input from residents in the form of surveys and published documents around desired levels of service.

The 2025 budget incorporates strategic priority initiatives to meet the climate goals, accessibility requirements and asset management priorities. Increasing investments are being made in attainable housing and homelessness, as the City recognizes these solutions require everyone.

Contributions to the hospital, continued community supports like grants and other recreational subsidies are still a priority, while balancing the combination of user fees and property taxation to assist those who most need it.

The budget is the primary tool for determining the pace at which achieving strategic goals is determined, and as usual, this budget is an attempt to balance this pace with available resources. In 2024, Council heard from the public that the investment in our infrastructure was too much too quickly. In 2025, this has been decreased slightly even though pressures on our infrastructure continue to rise. This means a larger dependency on reserves and reserve funds in a time when it is more desirable to grow these funds.

The Asset Management Plan remains a significant driver in ensuring that all the costs of delivering services are considered.

The 2025 draft operating expenditures are expected to increase by \$14 million (2024-\$19.5 million) while non-taxation revenues are expected to increase by \$8 million (2024-\$12 million). The result is a proposed levy impact increase of \$6.5 million (\$7.6 million).

Proposed capital projects in the year are expected to cost \$37 million (2024-\$43.8 million) with the emphasis on infrastructure renewal of the linear and road assets and facilities and buildings infrastructure that support the City's services.

Non-taxation revenue streams, including user fees, grants, reserve funds and development charges, investment income continue to assist in mitigating the increasing cost pressures on the tax levy.

Emerging themes have emerged from the development of the 2025 Budget and will be reinforced through the presentation and documents:

- Financial sustainability of our assets is critical to ensure continued service.
- Climate change initiatives come with an upfront cost.
- Tangible infrastructure used in service delivery is expensive and has been hit the hardest with inflation, supply chain issues and labour shortages.
 - While the rate of increases of inflation are returning to normal levels, the increases to costs remain present
- Continuing to build and prioritize awareness around diversity, equity and accessibility in the community and internally in assisting the evolution of the community and the City's corporate culture.
- Provincial downloads continue to affect the City's available resources, resulting in the tax base having to 'step in', particularly with development, housing, climate change, health care and more.

Some of the significant initiatives in the City's 2025 draft budget and workplan include:

- Continued road and linear work with a reliance on provincial funding, including some additional Connecting Link and Ontario Community Infrastructure Funds.
- Investing in hybrid fleet renewal to ensure safe and consistent service delivery in public works, roads, environmental and community services.
- Investing in increasingly accessible renewals of City-owned buildings, recreation facilities and social housing units as items arise for repair and replacement.
- Ongoing collaborations with our municipal partners to deliver and receive shared services, including social and public housing, children's services, homelessness initiatives, Ontario Works and community transit, paramedic, provincial offenses, and archival services, plus long-term care and Public Health services.
- Long-term debt as a tool to finance long-term infrastructure remains an option
- Reinvesting prior-year surpluses from the City's stabilization reserves to mitigate one-time pressures on the tax levy.

The City experienced increases to its property assessment base of almost \$69 million. This growth helps to mitigate the effects of the operating requirements on the overall tax rates for existing property owners. But, since property values for the purposes of taxation remain unchanged since 2016, the impacts to residents when a reassessment is undertaken by the province are becoming less predictable.

The tax rate impact of the draft budget is projected at an 5.9% increase over 2024. This preliminary estimate means \$316 annually (or \$26 monthly) on a residential property valued at \$350,000.

Further information will be provided in the budget package on our website, at the planned budget open house, and at the budget presentations and deliberation meetings beginning November 28th, 2024.

Karmen Krueger, CPA, CA
Director of Corporate Services/Treasurer

City of Stratford
 Budget Summary of Significant Impacts
 At October 20, 2024

Purpose: To summarize current year proposed budget increases and reasons for changes from previous year for illustration purposes.

To decrease the tax rate increase by 1% need to decrease budget by: 900,000

80,090,376	Previous (2024) Net Tax Levy	
6,731,782	Starting Increase to Net Levy (excluding expansion initiatives)	
86,822,158	Starting Draft Net Levy Excluding expansion initiatives	
	Expansion initiatives for Council discussion	

Legislative and Mandatory Impacts

1	1,310,184	Wages, and employer cost increases
2	874,687	Employer Remittance Costs and Employee Benefits Increase
3	260,189	Estimated increase to costs to insurance premiums 8%, plus additional claims settlements
4	112,255	Legal costs

Sustainability Impacts to Maintain Current Service Delivery, including access to grants

		Increase to infrastructure requirements to reflect underfunded 10-year capital plan phase in
5	2,163,988	over 10 years (slower phase in than 2024 of \$5,008,000)

Impacts Resulting from Approved Service Enhancements during 2024

6	125,000	Gapping effect of 398 Erie Project deferred from 2024 (this represents 25%, now at 75%)
7	375,404	Gapping effect of 2024 expansion staffing initiatives deferred from 2024/new HR

Partner/Shared Service Impacts

8	730,180	Increase to shared services
9	2,245,182	Increase to Outside Boards (Police)
10	146,261	Increase to Outside Boards (Library)

Other Changes

11	6,091,637	Inflationary Impacts on remaining expenses (approximately 4%)
12	(4,953,185)	Increased Revenues from non-taxation sources

Mitigating Tools to Reduce Cost Impacts

13	(2,750,000)	Use of Prior year surpluses and one-time tax stabilization reserves
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Check	6,731,782	Draft Increase to Net Budget, resulting in tax rate increase on average property value =	5.90%
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CITY OF STRATFORD 2025 CAPITAL PLAN SUMMARY			FUNDING SOURCES				
	Total 2025 Project Cost	Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves	
A. Corporate Services							
A.1. Parking Services							
A.1.1	Smart Parking Project	\$ 30,000				\$ 30,000	
A.1.2	Comprehensive Parking Management System	\$ 76,875				76,875	
A.2. Information Technology Services							
A.2.1	Personal Computers	90,000				90,000	
A.2.2	Network Equipment	100,000				100,000	
A.2.3	Website enhancements	30,000				30,000	
B. Fire/Airport							
B.1. Fire							
B.1.1	Utility Vehicle Replacement	\$ 95,000				\$ 95,000	
B.1.2	Mobile Data Terminals	20,352				20,352	
B.2. Airport							
		0					
C. Community Services							
C.1. Parks & Forestry							
C.1.1	Replace Play Structure at Inverness Park	\$ 110,000				\$ 110,000	
C.1.2	SERC Track Replacement	650,000	\$ 500,000			150,000	
C.1.3	Parks Building (Paint Shop Lunch Room Roof)	50,000				50,000	
C.2. Cemetery							
C.2.1	Niche/Wall Columbarium	\$ 130,000				\$ 130,000	
C.2.2	Roof replacement - Office/Chapel	50,000				50,000	
C.3. Facilities - Recreation							
C.3.1	HVAC Rooftop Units	\$ 190,000				\$ 190,000	
C.3.2	Exterior Insulating Finishing System	95,000				95,000	
C.3.3	Interior Doors	26,000				26,000	
C.3.4	HVAC Rooftop Units	1,700,000				1,700,000	
C.3.5	Community Hall Floor Scrubber	25,000				25,000	
C.3.6	Parking Lot Entrance Sign	65,000				65,000	
C.3.7	Ice Machine Replacement	13,500				13,500	
C.3.8	Metal Roofing	250,000				250,000	
C.3.9	Building Automation System (temp control)	25,000				25,000	

CITY OF STRATFORD 2025 CAPITAL PLAN SUMMARY		Total 2025 Project Cost	FUNDING SOURCES				
			Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
C.3.10	Drinking Fountain Replacement	8,000					8,000
C.3.11	Carbon Dioxide/Gas Detection System	10,000					10,000
C.3.12	Fieldhouse Hardwood Flooring Refinishing	68,000					68,000
C.3.13	Public Announcement and Sound System	30,000					30,000
C.3.14	Carpet Replacement (Upstairs Boardroom)	10,000					10,000
C.3.15	National Stadium Upgrades	100,000					100,000
C.3.16	Lions Pool Liner (Lap Pool)	205,000					205,000
C.3.17	Washroom Upgrades SERC	200,000					200,000
C.3.18	Bandshell Refurbishment	75,000					75,000
C.3.19	Fire Alarm Control Panel	10,000					10,000
C.3.20	Window Replacements	25,000					25,000
C.3.21	Optimist Ball Diamond Lighting	50,000					50,000
C.3.22	Various Facilities - Salto/Security	21,000					21,000
C.3.23	Chairs & Tables - Various Facilities	35,000					35,000
C.3.24	Veterans Drive Bandshell Refurbishment	75,000					75,000
C.4. Facilities - Other City Buildings							
C.4.1	Exterior Envelope Maintenance	\$ 1,100,000					\$ 1,100,000
C.4.2	Elevator Modernization	200,000					200,000
C.5. Transit							
C.5.1	(1) Regular Fuel Mobility Bus	\$ 150,000	\$ 150,000				
D. Infrastructure Services							
D.1. Roads and Traffic							
D.1.1	Sidewalk Replacements	\$ 300,000					\$ 300,000
D.1.2	Accessibility Improvements	50,000					50,000
D.1.3	Pedestrian Crossing Improvements	100,000					100,000
D.1.4	Bridge Improvements/Renewal	900,000	\$ 900,000				
D.1.5	Signalized Intersection Updates	50,000					50,000
D.1.6	Street Lighting Improvements	50,000					50,000
D.1.7	Erie Street Multi-Use Trail Replacement	1,000,000					1,000,000
D.1.8	Gordon Street Sidewalk	80,000					80,000
D.1.9	New Sidewalks, Collector and Arterial	200,000		\$ 200,000			
D.2. Storm							
D.2.1	Roadhouse Municipal Drain Improvement	\$ 2,000,000	\$ 2,000,000				
D.2.2	Lorne Trunk Storm Sewer Rehabilitation	1,000,000					\$ 1,000,000

CITY OF STRATFORD 2025 CAPITAL PLAN SUMMARY			FUNDING SOURCES				
	Total 2025 Project Cost	Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves	
D.3. Water							
D.3.1	Miscellaneous Water Repairs	\$ 100,000				\$ 100,000	
D.3.2	Mechanical Upgrades to Wells	100,000				100,000	
D.3.3	Well Chlorination System Upgrades	65,000				65,000	
D.3.4	Water Tower Safety Upgrades	200,000				200,000	
D.3.5	Romeo Treatment Facility Upgrades	90,000				90,000	
D.3.6	Rehabilitation Flood Control Structures	160,000				160,000	
D.4. Miscellaneous							
D.4.1	Public Works Facility Upgrades (Carry forward)	\$ 200,000				\$ 200,000	
D.4.2	Rehabilitation and Expansion of PW Facility	160,000		\$ 160,000			
D.5. Sanitary							
D.5.1	Pollution Control Plant Improvements	\$ 420,000				\$ 420,000	
D.5.2	Basement Isolation	30,000				30,000	
D.5.3	Miscellaneous Sanitary Repairs	30,000				30,000	
D.5.4	Sanitary Relining Subsidy	50,000				50,000	
D.5.5	Pumping Station Upgrades	100,000				100,000	
D.5.6	Pumping Station Security Upgrades	55,000				55,000	
D.5.7	Pumping Station Magnetic Flow Meters	75,000				75,000	
D.5.8	Pumping Station Maintenance Program	75,000				75,000	
D.5.9	WPCP Aeration Piping and Valves	550,000				550,000	
D.5.10	WPCP Sludge Storage Clean Out	120,000				120,000	
D.5.11	WPCP Aeration Sluice Gates	180,000				180,000	
D.5.12	WPCP Grit Separator	1,500,000				1,500,000	
D.5.13	O'Loane Ave. Trunk Sanitary Phase 1	2,290,000		\$ 2,198,400		91,600	
D.6. Linear Infrastructure							
D.6.1	Asphalt Resurfacing	\$ 2,050,000	\$ 1,750,000			\$ 300,000	
D.6.2	2026 Preliminary Studies and Investigations	200,000	200,000				
D.6.3	Watermain Relining	800,000				800,000	
D.6.4	Avondale and Avon Reconstruction	5,600,000	3,000,000			2,600,000	
D.6.5	Lorne Downie Intersection	625,000				625,000	
D.6.6	Huron Street Phase 2 - John to Matilda	2,950,000	1,500,000			1,450,000	
D.6.7	East Gore Watermain Looping	500,000				500,000	

CITY OF STRATFORD 2025 CAPITAL PLAN SUMMARY			FUNDING SOURCES				
		Total 2025 Project Cost	Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
D.7. Fleet							
D.7.1 to D.7.10	Light Duty Fleet Replacement Schedule	\$ 703,650					\$ 703,650
D.7.11 to D.7.14	Heavy Duty Fleet Replacement Schedule	1,218,000					1,218,000
D.7.15 to D.7.16	Tractor Fleet Replacement Schedule	122,000					122,000
D.7.17 to D.7.18	Mid-Size Equipment Fleet Replacement Schedule	265,000					265,000
D.8. Landfill							
D.8.1	Landfill Buffer Acquisition	\$ 250,000					\$ 250,000
D.9. Parking Lots							
D.9.1	Erie Lot Rehabilitation	\$ 700,000					\$ 700,000
E. Social Services							
E.1. Perth and Stratford Housing Corporation							
E.1.1	Driveways, Parking Lots, and Sidewalks	\$ 50,000					\$ 50,000
E.1.2	Connectivity	460,000					460,000
E.1.3	Kitchen Replacements	200,000					200,000
E.1.4	Furnace Replacements	55,000					55,000
E.1.5	Roof Replacements	240,000					240,000
E.1.6	Window Replacements	70,000					70,000
E.1.7	Accessibility Upgrades	200,000					200,000
E.1.8	Electrical Upgrades	75,000					75,000
E.1.9	Fencing	10,000					10,000
E.1.10	Roofing Tie-Offs and Access Ladders	100,000					100,000
E.1.11	Balcony Repairs	25,000					25,000
E.1.12	Asbestos Assessments and Abatement	100,000					100,000
E.1.13	Flooring Repairs and Replacement	50,000					50,000
F. Stratford Public Library							
F.1	Library Computer Equipment	\$ 31,000					\$ 31,000
F.2	Physical Library Collections	169,744		\$ 169,744			

CITY OF STRATFORD 2025 CAPITAL PLAN SUMMARY		Total 2025 Project Cost	FUNDING SOURCES				
			Fed/Prov Funding	Development Charges	Long Term Debt	Other	City Reserves
G. Stratford Police Service							
G.1	Desktop Computer refresh	\$ 30,600				\$ 30,600	
G.2	Vehicles (4 replaced)	336,960			\$ 168,480	168,480	
G.3	Canine Vehicle	120,000				120,000	
G.4	Intoxilyzer	11,000				11,000	
G.5	Video System Re-Cabling	36,000				36,000	
G.6	Next Generation 9-1-1	200,000	\$ 200,000				
TOTALS		\$ 37,027,681	\$ 10,200,000	\$ 2,728,144	\$ -	\$ 168,480	\$ 23,931,057

see Note 1

see Note 2

see Note 3

Note 1 Federal/Provincial Funding * not included in the budgeted operating revenues.

consists of funding expected in-year and previously received

Ontario Community Infrastructure Funds (OCIF)	\$ 3,000,000
Provincial Gas Tax (PGT)	50,000
Community Services anticipated grant	500,000
Investing in Canada Infrastructure (ICIP)	100,000
Canada Community Building Fund (CCBF)	4,850,000
Connecting Link	1,500,000
Provincial Policing Grants	200,000
	\$ 10,200,000

the project (SERC Track Replacement) is dependent on receipt of this grant

Note 2 Other

St. Marys and Perth South Contribution
(Police Vehicles)

\$ 168,480

Note 3 Total use of reserve funds exceeds in-year contributions to reserve funds, illustrating the cyclical nature of infrastructure renewal. It should be noted that ongoing use of reserve funds beyond current year contributions further illustrates the need for continued increases to the annual contributions to reserve funds.

CITY OF STRATFORD
2025 CONSOLIDATED CAPITAL FUNDING SUMMARY - 2025 - 2034
At October 20, 2024

Department	Division	2025	10-Year Total Costs	Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	Total Funding Required	Current Approx Reserve Balance
Corporate	Parking	106,875	371,875	-	-	-	-	371,875	371,875	371,875
	Bill 23 Effects	325,000	925,000	-	-	-	-	925,000	925,000	-
	Information Technology	220,000	3,545,000	-	-	-	-	3,545,000	3,545,000	695,000
Total Corporate Services		651,875	4,841,875	-	-	-	-	4,841,875	4,841,875	1,066,875
Fire	Fire	651,875	4,841,875	-	780,000	-	-	2,651,102	3,431,102	1,400,000
	Airport	2,025	20,295	-	-	-	-	1,920,000	1,920,000	270,000
Total Fire/Airport		653,900	4,862,170	-	780,000	-	-	4,571,102	5,351,102	1,670,000
Community	Parks Forestry & Cemetery	990,000	3,223,568	500,000	-	-	-	2,043,568	2,543,568	90,000
	Facilities Recreation	2,958,000	21,729,500	-	-	-	-	21,729,500	21,729,500	625,000
	Facilities - Other	1,300,000	10,963,000	-	-	-	-	10,963,000	10,963,000	1,300,000
	Transit	150,000	13,965,000	13,965,000	-	-	-	-	13,965,000	-
Total Community Services		5,398,000	49,881,068	14,465,000	-	-	-	34,736,068	49,201,068	2,015,000
Infrastructure	Linear	13,300,000	130,305,000	56,825,000	987,950	-	30,000	72,462,050	130,305,000	-
Services (IS)	Roads & Traffic	2,730,000	25,705,000	8,575,000	2,045,000	-	-	15,085,000	25,705,000	5,200,000
(Levy)	Storm	3,000,000	7,050,000	2,000,000	-	-	-	5,050,000	7,050,000	990,000
	Landfill (excl post-closure)	250,000	5,970,000	-	4,570,000	-	-	1,400,000	5,970,000	3,100,000
	Fleet	2,110,000	18,407,500	-	1,525,000	-	-	16,882,500	18,407,500	3,700,000
	Misc (PW Facility)	360,000	15,660,000	-	6,200,000	-	-	9,460,000	15,660,000	-
	Parking Lots (prev in Corp)	700,000	3,375,000	-	-	-	-	3,003,125	3,003,125	2,228,125
Total IS Levy-based		22,450,000	206,472,500	67,400,000	15,327,950	-	30,000	123,342,675	206,100,625	15,218,125
Perth Stratford Housing Corp	Social Housing	1,635,000	14,270,000	-	-	-	-	14,270,000	14,270,000	3,300,000
Stratford Own	Social Housing	-	997,280	-	-	-	-	997,280	997,280	600,000
Total Social Services/Housing		1,635,000	15,267,280	-	-	-	-	15,267,280	15,267,280	3,900,000
Board	Police	534,560	33,765,376	1,000,000	5,000,000	24,000,000	168,840	3,596,536	33,765,376	-
Board	Library	200,744	24,302,649	5,000,000	1,205,000	10,000,000	4,500,000	3,597,649	24,302,649	135,000
Total Boards		735,304	58,068,025	6,000,000	6,205,000	34,000,000	4,668,840	7,194,185	58,068,025	135,000
Not included additional IS road forecast but in AMP			260,900,000	-	-	-	-	260,900,000	260,900,000	-
TOTAL 10-year Capital Forecast (impacting tax levy)		31,524,079	600,292,918	87,865,000	22,312,950	34,000,000	4,698,840	450,853,185	599,729,975	24,005,000
IS - fees	Sanitary	5,475,000	26,935,000	-	8,964,400	-	275,000	17,695,600	26,935,000	3,200,000
	Water	555,000	2,730,000	-	-	-	-	2,730,000	2,730,000	1,800,000
Total IS User-Pay		6,030,000	29,665,000	-	8,964,400	-	275,000	20,425,600	29,665,000	5,000,000
TOTAL 10-year Capital Forecast (fees)		6,030,000	29,665,000	-	8,964,400	-	275,000	20,425,600	29,665,000	5,000,000
TOTAL ALL		37,554,079	629,957,918	-	8,964,400	-	275,000	471,278,785	629,394,975	29,005,000

City of Stratford
Summary of 10-year Capital Funding Shortfall
At October 20, 2024

For Illustration Only:

Using the 10-year forecast information, for current and growth-related capital needs, the available capital reserves, current levels of transfers to reserves and development charges available, the intent is to demonstrate that based on current service levels, infrastructure requirements to deliver those services are underfunded.

		10-year Forecast
Total Projects (including roads, from Asset Management Plan)	\$	629,957,918
Approximate Balance in Capital Reserves @ 2024 estimated - all	\$	(66,375,203)
Grant Funding Expected	\$	(87,865,000)
Estimated DCs over next 10 years	\$	(4,360,000)
Other (shared sources, fundraising)	\$	(4,973,840)
Annual Transfers/Funding (Using Proposed 2024 Levels)	\$19,648,998 x 10 years	\$ (196,489,980)
Potential taxation from projected growth	\$	(5,000,000)
Available Funding, all sources, 10 year estimate	\$	(365,064,023)
Revised Shortfall using all available revenue streams including growth	\$	264,893,895
Annualized Shortfall	\$	26,489,390
Long-Term Debt Maximum Capacity based on MMAH Annual Repayment limits approx.	\$	238,377,285
Current Long-term Debt (including drawn and authorized, not yet drawn)	\$	63,673,365
	\$	174,703,920

City of Stratford					
Proposed Budgeted Transfers to Reserve Funds for Capital					
At October 20, 2024					
	2023	2024	2025	Dollar	Percent
	initial	initial	initial	Change	Change
	submission	submission	submission		
134 Parking		0	0	0	
134 Information Technology	200,000	200,000	200,000	0	0%
141 City Buildings	739,410	1,500,000	1,500,000	0	0%
211 Fire	175,000	115,000	125,110	10,110	9%
231 Police	1,119,685	570,468	771,766	201,298	35%
315 Fleet including Bldg, By-law, Eng, SS	82,070	450,200	443,350	(6,850)	-2%
320 Roads including linear	2,104,480	3,352,500	4,525,600	1,173,100	35%
330 Sanitary including linear	1,879,393	2,570,147	2,522,064	(48,083)	-2%
340 Storm including linear	1,560,000	1,800,000	2,100,000	300,000	17%
350 Water including linear	982,569	1,077,403	1,029,718	(47,685)	-4%
360 Waste	810,000	912,000	1,039,600	127,600	14%
411 Stratford Public Library	282,970	406,210	384,890	(21,320)	-5%
512 Stratford Municipal Airport	100,000	0	0	0	
614 PS Housing Corp / LHC	1,686,460	1,526,300	1,608,100	81,800	5%
618 Affordable Housing Buildings	117,380	125,000	125,000	0	0%
711 Parks	200,000	300,000	499,200	199,200	66%
721 Recreation	1,120,000	2,200,000	2,494,000	294,000	13%
731 Cemetery	125,000	72,000	280,600	208,600	290%
Total 7820 TRANSFER TO RESERVE FUND	13,284,417	17,177,228	19,648,998	2,471,770	14%
<u>Levy Based</u>			<u>User Fee</u>		
If reserves transfers same as 2024, % funded	23%	13,529,678	96%	3,647,550	
If increase 10% as proposed 2025, % funded	28%	16,097,216	94%	3,551,782	
If increase 10% as proposed, % funded 2026	30%	17,706,938	103%	3,906,960	
If increase 10% as proposed, % funded 2027	33%	19,477,631	114%	4,297,656	
If increase 10% as proposed, % funded 2028	37%	21,425,394	125%	4,727,422	
			Under review with current water/wastewater rate study		

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Corporate Services**
Division **A.1 Parking Services**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
A.1.1	Smart Parking Project	30,000					70,000	40,000	45,000	45,000	65,000	295,000					295,000	295,000
A.1.2	Comprehensive Parking Management System	76,875										76,875					76,875	76,875
		\$ 106,875	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 65,000	\$ 371,875	\$ -	\$ -	\$ -	\$ -	\$ 371,875	\$ 371,875
New Assets Identified in DC Study																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2025 Capital Project Detail Form

Department and Division	Corporate Services - Parking Services
Project Number	A.1.1
Project Name	Smart Parking Project
Start Date and End Date	April 1 to November 1, 2025

Brief Project Description:

The Parking Division has created a 5 year implementation plan for the installation of parking sensors into downtown core lots and on-street parking spaces. This detail form identifies year 5 of the implementation plan. The project is being funded through the Parking Reserve Fund. By the end of 2024, there will be a total of 521 sensors installed. An additional 207 sensors will be installed in 2025. The 2025 budget will cover the expenses for the procurement of an additional 60 sensors. The sensors for the Erie Municipal Lot was included in the approved 2024 capital budget and was scheduled for installation in 2024. However due to the resurfacing project being undertaken for the lot, the installation has been rescheduled to 2025. The Cooper Lot and Downie Lot are not included in the project however staff will monitor these lots and if the lots are developed for parking, staff will present an expansion project for these lots to Council for consideration.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The plan will help improve how motorists get around the downtown and the efficiency in identifying available parking opportunities. Future service efficiencies may also exist with respect to how parking enforcement is conducted.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	30,000	
Total Project Cost	\$ 30,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,000	R-R11-PRKG
Total Funding	\$ 30,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ 3,240	Annual
Amount in Future Budget Years	\$ 3,240	Annual cost for the sensors

Description:

Annual costs will be recurring per sensor that is installed. The operating costs will be for an application software subscription with the City's vendor that is supplying the parking sensors, data storage, dashboard software, and support services.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Should this project not be approved, limited data would be available for displaying to members of the public and create an imbalance of infrastructure in different areas of the downtown core. This has the potential to result in already installed sensors becoming redundant. Proceeding with the project will increase the information available to both the public and staff.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2031-2034
Projected Replacement Cost	\$ 25,000
Projected Useful Life	10
Service Level Impact	Increase

Explain:

The projected cost will cover the purchase of the replacement sensors and other installation materials needed. Replacing the sensors at their end of useful life will ensure that information will continue to be available to assist the public in locating available parking spaces as well as staff in managing parking in the downtown core.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System		
Windows		
Lighting		
Insulation Upgrade		
Annual GHG emissions reduction (tCO2e)	6.5	
Service Life GHG emissions (tCO2e)	390.0	
Expected Units Fuel Savings (\$)		

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project would have an indirect, long-term environmental impact on community GHG emissions, more applicable to the Community Climate Action Plan (CCAP). Availability of real-time data can help motorists find parking quicker and minimize the need to idle, thus resulting in fuel savings, reduced traffic congestion, improved air quality among other benefits.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Corporate Services - Parking Services
Project Number	A.1.2
Project Name	Comprehensive Parking Management System
Start Date and End Date	January 1 to December 31, 2025

Brief Project Description:
 The Parking Division is seeking a complete parking management system to administer parking enforcement and associated administrative responsibility.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The Parking Division currently utilizes four separate systems to enforce and administer parking for the City of Stratford. Ticket Tracer and GTechna are used for managing parking tickets, Cale is the system used for the Pay-by-Plate machines, and HotSpot is the parking payment system. There is no system in place to allow for online parking ticket payments. Tickets payments are currently processed in person or via telephone. After exploring the market through a Request for Information in 2023, staff are confident that a single system could provide for several enforcement and administrative efficiencies that are not currently being realized. By streamlining parking enforcement through a single system, efficiencies could also be passed on to the customer with respect to how they interact with our office and the parking experience.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	76,875	
Total Project Cost	\$ 76,875	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	76,875	R-R11-PRKG
Total Funding	\$ 76,875	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ 40,000	Annual
Amount in Future Budget Years	\$ 40,000	

Description:
 Considers recurring annual costs associated with the procurement of a comprehensive parking management solution, including possible add on services currently available in the market.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 If not approved, the Parking Division would continue to provide status quo services. This would impact the division's ability to improve the customer experience and realize administrative efficiencies.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project is not associated with GHG emissions reductions or the recommendations of the Corporate Energy and Emissions Plan at this time.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Corporate Services**
Division **A.2 Information Technology**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
A.2.1	Personal Computers	90,000	30,000	50,000	90,000	90,000		220,000	250,000	-		820,000				820,000	820,000	
A.2.2	Network Equipment	100,000	50,000	50,000	50,000	150,000	50,000	120,000	200,000	50,000		820,000				820,000	820,000	
A.2.3	Website enhancements	30,000			50,000			50,000				130,000				130,000	130,000	
	Enterprise ERP enhancements		100,000		200,000			200,000			200,000	700,000				700,000	700,000	
	GIS Enhancements		50,000		50,000			50,000			50,000	250,000				250,000	250,000	
	Intranet enhancements		50,000					25,000				75,000				75,000	75,000	
	Video Surveillance Equipment								250,000			250,000				250,000	250,000	
	Conference Room Technologies			100,000						100,000		200,000				200,000	200,000	
	Unified Communication Systems		200,000			100,000						300,000				300,000	300,000	
		\$ 220,000	\$ 480,000	\$ 200,000	\$ 440,000	\$ 340,000	\$ 125,000	\$ 590,000	\$ 750,000	\$ 150,000	\$ 250,000	\$ 3,545,000	\$ -	\$ -	\$ -	\$ -	\$ 3,545,000	\$ 3,545,000
New Assets Identified in DC Study																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2025 Capital Project Detail Form

Department and Division	Corporate Services - Information Technology
Project Number	A.2.1
Project Name	Personal Computers
Start Date and End Date	06/01/25 to 12/30/25

Brief Project Description:
Replacement of Desktops, Monitors and Laptops with accessories.

A. Project Justification/Contribution to City Services and Strategic Priorities:
To keep current with technology and maintain the level of support and services, computers and laptops are to be replaced on a four year replacement plan.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	90,000	
Total Project Cost	\$ 90,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	90,000	R-R11-ITCA
Total Funding	\$ 90,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The risks include increased vulnerability to cyber threats, decreased productivity and employee morale, and higher operational costs due to potential incompatibility issues and maintenance of older computers.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2029
Projected Replacement Cost	\$ 90,000
Projected Useful Life	
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Estim. GHG Emissions Reduction (tCO₂e)

<5 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Additional Detail

An indirect impact on emissions is expected, however more energy efficient equipment does contribute to comparatively reduced energy usage and reflect in overall utility savings.

Explain:

Manufacturers offer Energy Star qualified IT equipment in a number of product categories. Such equipment may use approximately 25% to 40% less energy, on an average, than a standard model. Reduced energy usage is expected to impact emissions generation throughout a facility, and result in comparatively lower energy bills.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Corporate Services - Information Technology
Project Number	A.2.2
Project Name	Network Equipment
Start Date and End Date	06/01/25 to 12/30/25

Brief Project Description:
Based on replacement cycle on network equipment across all City facilities.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The benefits of regular network upgrades is enhanced performance, better support for contemporary applications, and a resilient system architecture, able to handle evolving organizational demands.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-ITCA
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Without the necessary upgrades, our current network equipment may become increasingly vulnerable to cyber attacks, putting city data, systems, and operations at risk. Outdated equipment may lack the necessary security features to protect against modern threats, increasing the likelihood of breaches.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2030
Projected Replacement Cost	\$ 120,000
Projected Useful Life	5
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) Unknown

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all

Explain:

Manufacturers offer Energy Star qualified IT equipment in a number of product categories. Such equipment may use approximately 25% to 40% less energy, on an average, than a standard model. Reduced energy usage is expected to impact emissions generation throughout a facility, and result in comparatively lower energy bills.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Corporate Services - Information Technology
Project Number	A.2.3
Project Name	Website enhancements
Start Date and End Date	03/01/25 to 06/30/25

Brief Project Description:
 This project involves migrating the City website to a new platform to enhance management capabilities and implement advanced tools.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Migrating the City website to a new platform is a strategic investment that will enhance service delivery, improve user experience, and align with the city's strategic priorities. It will provide the necessary infrastructure to support future growth, foster collaboration, and ensure the city remains at the forefront of technological innovation.

B. Project Financials: (including 1.76% net HST expenses)	Cost	Additional Detail
Other (specify)	30,000	One time licensing + upgrades
Total Project Cost	\$ 30,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,000	R-R11-ITCA
Total Funding	\$ 30,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The existing platform may not be able to accommodate future enhancements, such as expanding online payment options or adding new digital services. This could limit the city's ability to adapt to changing needs and expectations, requiring more costly and complex upgrades in the future.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2028
Projected Replacement Cost	\$	50,000
Projected Useful Life		3
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all

Explain:

This capital request does not directly relate to the recommendations of the Corporate Energy and Emissions Plan (CEEP), and climate targets.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept Fire
Division B.1 Fire

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
B.1.1	Utility Vehicle Replacement	95,000										95,000					95,000	95,000	
B.1.2	Mobile Data Terminals	20,352					20,000					40,352					40,352	40,352	
	Fire Hose		10,500			11,500		11,750				45,750					45,750	45,750	
	SCBA Replacement						850,000					850,000					850,000	850,000	
		\$ 115,352	\$ 10,500	\$ -	\$ -	\$ 11,500	\$ 870,000	\$ 11,750	\$ -	\$ 12,000	\$ -	\$ 1,031,102	\$ -	\$ -	\$ -	\$ -	\$ 1,031,102	\$ 1,031,102	
New Assets Identified in DC Study																			
	Engine 2 replacement			2,400,000								2,400,000		780,000			1,620,000	2,400,000	
TOTALS		\$ -	\$ -	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ -	\$ 780,000	\$ -	\$ -	\$ 1,620,000	\$ 2,400,000	

2025 Capital Project Detail Form

Department and Division	Fire
Project Number	B.1.1
Project Name	Utility Vehicle Replacement
Start Date and End Date	3 Mar 25/30 Nov 25

Brief Project Description:

Replace existing 2013 Ford Escape with new Hybrid SUV.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Current 2013 vehicle is beyond its 10-year replacement schedule. The vehicle will be used to perform inspections, presentations, fire extinguisher training, etc. This vehicle responds to second and third alarms.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	95,000	
Total Project Cost	\$ 95,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	95,000	R-R11-FIRE
Total Funding	\$ 95,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Vehicle age means maintenance costs increase and reliability decreases. New hybrid vehicle will decrease fuel costs and reduce impact on environment.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2023
Projected Replacement Cost	\$ 95,000
Projected Useful Life	10 years
Service Level Impact	Maintain

Explain:

Vehicle will be 2 years beyond projected replacement year and is required to maintain our current service level.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #	
Description (make, model, year)	2013 Ford Escape
Expected Disposal Date	September 1, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	500	Estimated based on 2023 usage
Annual GHG emissions (tCO2e)	1.2	
Service Life GHG Emissions (tCO2e)	13.9	
Service Life Fuel Costs (\$)	15,600	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	300	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	0.7	
Service Life GHG emissions (tCO2e)	8.3	
Expected Operational Savings (\$)	6,240	
Emissions Reductions achieved (%)	40	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e) (tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This capital item is aligned with CEEP. The vehicle proposed is a hybrid option, which provides 30% fuel efficiency per year (resulting in 40% reduction or 8.3 tonnes of GHG emission savings over the vehicle's service life), and operational savings of approx. \$6,240.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Fire
Project Number	B.1.2
Project Name	Mobile Data Terminals
Start Date and End Date	2 Jan 25/31 Aug 25

Brief Project Description:
 Mounted in fire apparatus, provides real-time information from dispatchers to firefighters during emergency responses.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Enhanced emergency response time and building pre-plan information representing intentional change to support the future.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	20,352	
Total Project Cost	\$ 20,352	Two data terminals and hard/software
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	20,352	R-R11-FIRE
Total Funding	\$ 20,352	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Current
Amount in Future Budget Years	\$ 1,800	Annual Bell SIM card usage fees

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Efficient responses through GPS mapping, information on infrastructure responded to, reducing radio traffic and enhancing communications. If not approved, the dispatch centre will take considerably longer to provide info.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2030	
Projected Replacement Cost	\$ 20,352	Total for 4 units, hardware already in place
Projected Useful Life	5 years	
Service Level Impact	Increase	

Explain:
 Four data terminals with estimated 5 year life span and SIM cards.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Climate lens has been applied and all mobile data terminals purchased will be Energy Star rated. This labelling ensures energy efficiency and cost savings.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept Fire
Division B.2 Airport

2025 Project Number	Project Name	Gross Project Costs											Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total Project Costs	Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
	Airfield Lighting System Upgrade							620,000				620,000					620,000	620,000
	Taxiway extension					1,300,000						1,300,000					1,300,000	1,300,000
	Extension of services/hangar expansions						500,000					500,000					500,000	500,000
		\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 500,000	\$ 620,000	\$ -	\$ -	\$ -	\$ 2,420,000	\$ -	\$ -	\$ -	\$ -	\$ 2,420,000	\$ 2,420,000
New Assets Identified in DC Study																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Community Services**
Division **C.1 Parks and Forestry**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
C.1.1	Replace Play Structure at Inverness Park	110,000	120,000	120,000	120,000	130,000	130,000	130,000	135,000	135,000	135,000	1,265,000					1,265,000	1,265,000
C.1.2	SERC Track Replacement	650,000										650,000	500,000				150,000	650,000
C.1.3	Parks Building (Paint Shop Lunch Room Roof)	50,000										50,000					50,000	50,000
	Replace Upper Queens Playground Rubberized Surface		60,000									60,000					60,000	60,000
	Replace Swan Building							300,000				300,000					300,000	300,000
	Renovation of parks lunchroom			30,000								30,000					30,000	30,000
	Replace Play Structures annual		115,500	121,275	127,339	133,706	140,391	147,411	154,781	162,520	170,646	1,273,568					1,273,568	1,273,568
		\$ 810,000	\$ 295,500	\$ 271,275	\$ 247,339	\$ 263,706	\$ 270,391	\$ 577,411	\$ 289,781	\$ 297,520	\$ 305,646	\$ 3,628,568	\$ 500,000	\$ -	\$ -	\$ -	\$ 3,128,568	\$ 3,628,568
New Assets Identified in DC Study																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2025 Capital Project Detail Form		
Department and Division Project Number Project Name Start Date and End Date	Community Services - Parks and Forestry C.1.1 Replace Play Structure at Inverness Park August 1 - September 1, 2025	
Brief Project Description: Removal and replacement of 24-year old play structure at Inverness Park.		
A. Project Justification/Contribution to City Services and Strategic Priorities: Enhancing our infrastructure through the cyclical replacement of aging play structure which is over the 15-year Canadian Standards Association (CSA) recommended life span. Continue to provide safe play units in all neighbourhoods.		
B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
3050 Materials	110,000	Removal of old equipment and installation of new
Total Project Cost	\$ 110,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	110,000	R-R11-RECR
Total Funding	\$ 110,000	
C. Impact on Operating Budget Going Forward:		
Amount in this Budget Year		
Amount in Future Budget Years	\$ -	
Description:		
D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved: Equipment is in poor condition as it is over 20 years old which is over the CSA standard life span of 15 years. Continue cyclical replacement program to avoid inspection and equipment failure, resulting in possible injuries or equipment shut down order.		
E. Asset Management Plan:		
E.1 For a new purchase or construction		
E.2 For a major repair or rehabilitation of an existing asset		
E.3 Is there an asset to be disposed? Yes		
Asset ID #		
Description (make, model, year)		
Expected Disposal Date		Upon replacement

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

No energy and emissions implications are applicable.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Parks and Forestry
Project Number	C.1.2
Project Name	SERC Track Replacement
Start Date and End Date	Unknown at this time

Brief Project Description:
 Replace current stonedust track with polyurethane track surface and accessible entrance.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This project has been requested by the Accessibility Advisory Committee, user groups, and local high schools in order to make the track at the Stratford Education and Recreation Centre site (SERC) more accessible and make it fall within the Sports Tourism lens. This project is dependent on receiving grant funding which may require additional funding from the City to secure the grant.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	650,000	
Total Project Cost	\$ 650,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	500,000	No specific grant confirmed at this time R-R11-RECR
Reserve or Reserve Fund (specify)	150,000	
Total Funding	\$ 650,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Unknown at this time
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Ability to attract larger sporting events to the community by creating a more user friendly facility that would be accessible to all. If not approved, this would limit the ability to apply for any future track & field events, for example Ontario Federation of School Athletic Associations (OFSAA).

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	25 years
Projected Replacement Cost	\$1 million
Projected Useful Life	25 years
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	
Current Condition Rating	Good
Will it extend useful life?	Yes
If yes, amended useful life in years	25 years
Service Level Impact	Increase

Explain:

Good condition, but is stonedust material.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

No energy and emissions implications are applicable.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Parks and Forestry
Project Number	C.1.3
Project Name	Parks Building (Paint Shop Lunch Room Roof)
Start Date and End Date	To be completed in 2025

Brief Project Description:
 Roof replacement for the Parks paint shop building, and lunch room are well beyond there life expectancy and are in very poor condition. This was not previously on the building inspections and will be added to ensure proper replacement timeframes are in place.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To maintain the structural integrity of the building, the current roof has gone well past it's service life and requires replacement to avoid further issues (water damage). This will result in a much higher amount to repair therefore replacement is crucial to avoid additional expenses.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	Roof tender required
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-11-RECR
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		
Description:		

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 If not approved water damage is inevitable, the roof must be replaced before further damage occurs.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	25 years	Each area/structure
Projected Replacement Cost		Unknown at this time
Projected Useful Life	25 years	
Service Level Impact	Increase	

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Should this project proceed, staff will be applying sustainability objectives to the development, such as the consideration of climate mitigation and adaptation in long-range planning. This consideration is aligned with the recommendations of the Corporate Energy and Emissions Plan, as well as the Community Climate Action Plan

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.2 Cemetery**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
C.2.1	Niche/Wall Columbarium	130,000		150,000		300,000				350,000		930,000				930,000	930,000	
C.2.2	Roof replacement - Office/Chapel	50,000										50,000				50,000	50,000	
	Continuation of Section Expansions										50,000	50,000				50,000	50,000	
		\$ 180,000	\$ -	\$ 150,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 350,000	\$ 50,000	\$ 1,030,000	\$ -	\$ -	\$ -	\$ -	\$ 1,030,000	\$ 1,030,000
New Assets Identified in DC Study																		
												-					-	
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

2025 Capital Project Detail Form

Department and Division	Community Services - Cemetery
Project Number	C.2.1
Project Name	Niche/Wall Columbarium
Start Date and End Date	August 1 - September 1, 2025

Brief Project Description:

Installation of three columbarium niche walls with base and walking surround - 64 x 3 (192 niches)

A. Project Justification/Contribution to City Services and Strategic Priorities:

Cremation burial is a very popular choice in every cemetery and as we are quickly running out of current niche inventory, it is imperative that more columbariums are installed (new growth related project).

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
3050 Materials	130,000	
Total Project Cost	\$ 130,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	130,000	R-R11-CEME - recovered in the form of sales as niches are purchased
Total Funding	\$ 130,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -
Amount in Future Budget Years	\$ -

Description:

All cremated interments provide revenue which covers ongoing costs.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

This will fill a need for interments as 65% of cemetery business is cremation. We will not be able to provide this service to cemetery patrons if we were to run out of niches, which would result in a decrease of revenue, with individuals going to other cemeteries.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

No energy and emissions implications are applicable.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Cemetery
Project Number	C.2.2
Project Name	Roof replacement - Office/Chapel
Start Date and End Date	August 1 - September 1, 2025

Brief Project Description:
 Roof replacement for the Cemetery office and chapel are well beyond there life expectancy and are in very poor condition. This was not previously on the building inspections and will be added to ensure proper replacement timeframes are in place.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To maintain the structural integrity of the building, the current roof has gone well past it's service life and requires replacement to avoid further issues (water damage). This will result in a much higher amount to repair therefore replacement is crucial to avoid additional expenses.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-CEME
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ -	

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 If not approved water damage is inevitable, the roof must be replaced before further damage occurs.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	25 years	Each area unknown at this time
Projected Replacement Cost		
Projected Useful Life	25 years	
Service Level Impact	Increase	

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Should this project proceed, staff will be applying sustainability objectives to the development, such as the consideration of climate mitigation and adaptation in long-range planning. This consideration is aligned with the recommendations of the Corporate Energy and Emissions Plan, as well as Community Climate Action Plan.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.3 Facilities - Recreation**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding	
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves			
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																				
ALLMAN ARENA																				
C.3.1	HVAC Rooftop Units	190,000													190,000				190,000	190,000
C.3.2	Exterior Insulating Finishing System	95,000													95,000				95,000	95,000
C.3.3	Interior Doors	26,000													26,000				26,000	26,000
	Ice Resurfacer		150,000												150,000				150,000	150,000
	Exterior Sealants		20,000												20,000				20,000	20,000
	Rubber Flooring		14,000												14,000				14,000	14,000
	Interior Lighting		60,000												60,000				60,000	60,000
	Dehumidifier		90,000												90,000				90,000	90,000
	Electrical Distribution Equipment		12,000												12,000				12,000	12,000
	Asphalt Paving		155,000												155,000				155,000	155,000
	Concrete Curbs		25,000												25,000				25,000	25,000
	Concrete Elements		117,000												117,000				117,000	117,000
	Winterize Exterior Washrooms				51,000										51,000				51,000	51,000
	Painted Wood Railing				40,000										40,000				40,000	40,000
	Powered Door Operators					20,000									20,000				20,000	20,000
	BUR Roofing							130,000							130,000				130,000	130,000
	Showers							24,000							24,000				24,000	24,000
	Sinks							30,000							30,000				30,000	30,000
	Toilets							28,000							28,000				28,000	28,000
	Urinals							21,000							21,000				21,000	21,000
	Painted Wood and Steel Seating							840,000							840,000				840,000	840,000
	Exit Signs							14,000							14,000				14,000	14,000
	Refrigeration Distribution System - Major Repairs							10,000							10,000				10,000	10,000
	Ceramic Tile Floors								45,000						45,000				45,000	45,000
	Domestic Water Distribution System								15,000						15,000				15,000	15,000
	Domestic Hot Water Heater								8,000						8,000				8,000	8,000
	Ice Resurfacer Hot Water & Water Treatment System								29,000						29,000				29,000	29,000
	Brick Masonry Walls									30,000					30,000				30,000	30,000
	Structural Analysis										50,000				50,000				50,000	50,000
	PVC Toilet Partitions											20,000			20,000				20,000	20,000
	Ceramic Tiled Finishes											88,000			88,000				88,000	88,000
	Millwork - Cabinetry & Counters											50,000			50,000				50,000	50,000
	Scoreboard LED Video Display Unit											40,000			40,000				40,000	40,000
	Closed Circuit Television System (CCTV)											27,500			27,500				27,500	27,500
	Asphalt Paving											23,000			23,000				23,000	23,000
	Steel Entrance Doors												50,000		50,000				50,000	50,000
	Teired Seating Flooring													100,000	100,000				100,000	100,000
	Rubber Flooring													250,000	250,000				250,000	250,000
	Ceiling Tiles													60,000	60,000				60,000	60,000
	Gas Detection System													6,000	6,000				6,000	6,000
	HVAC Distribution System													10,000	10,000				10,000	10,000

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept Community Services
Division C.3 Facilities - Recreation

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
ROTARY COMPLEX																			
	Rotary Complex Parking Lot Renovations		2,300,000											-					2,300,000
C.3.4	HVAC Rooftop Units	1,700,000												1,700,000					1,700,000
C.3.5	Community Hall Floor Scrubber	25,000												25,000					25,000
C.3.6	Parking Lot Entrance Sign	65,000												65,000					65,000
C.3.7	Ice Machine Replacement	13,500												13,500					13,500
	Sound System Upgrades		30,000											30,000					30,000
	Precast Concrete Slabs		26,000											26,000					26,000
	EPDM Roofing		1,100,000											1,100,000				1,100,000	1,100,000
	Main Entrance Doors		40,000											40,000					40,000
	Elastomeric Flooring		36,000											36,000					36,000
	Toilets		117,000											117,000					117,000
	Sinks		34,000											34,000					34,000
	Urinals		32,000											32,000					32,000
	Powered Door Operators		24,000											24,000					24,000
	Scoreboard LED Video		40,000											40,000					40,000
	Fire Detection Devices		8,000											8,000					8,000
	Fire Alarm Control Panel		35,000											35,000					35,000
	Exit Signs		22,000											22,000					22,000
	Water Conditioning System		30,000											30,000					30,000
	Domestic Hot Water Boilers		100,000											100,000					100,000
	Make-up Air Units		310,000											310,000					310,000
	Split Air Conditioning Unit		6,000											6,000					6,000
	Refrigeration System - Controls				40,000									40,000					40,000
	Exterior Sealants				22,000									22,000					22,000
	Radiant Heaters				36,000									36,000					36,000
	Ice Resurfacers													150,000					150,000
	Metal Roofing													370,000					370,000
	Guardrails													8,500					8,500
	Vinyl Tile													28,000					28,000
	Domestic Water Distribution System													15,000					15,000
	Unit Paved Walkways													29,000					29,000
	Overhead Doors													34,000					34,000
	Rubber Flooring													420,000					420,000
	Millwork - Countertops													8,500					8,500
	Drinking Fountains													7,000					7,000
	Commercial Kitchen Equipment													82,000					82,000
	Wood Benches													13,000					13,000
	Fire Alarm Devices													16,000					16,000
	Domestic Hot Water Storage Tanks													12,000					12,000
	Domestic Hot Water Tank Heaters													15,000					15,000
	Fridge/Freezer Condenser Units													12,000					12,000
	Dehumidifier													150,000					150,000
	Exterior Lighting													12,000					12,000
	Loading Dock													12,000					12,000
	Concrete Elements													8,000					8,000
	Asphalt Paving													1,100,000				1,100,000	1,100,000
	Heating Boilers									90,000				90,000					90,000
	Concrete Slabs-on-Grade										3,000			3,000					3,000
	Painted Walls & Ceiling													15,000					15,000
	Refrigeration Plant Replacements													30,000					30,000

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.3 Facilities - Recreation**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
DUFFERIN ARENA																			
C.3.8	Metal Roofing	250,000											250,000					250,000	250,000
C.3.9	Building Automation System (temp control)	25,000											25,000					25,000	25,000
C.3.10	Drinking Fountain Replacement	8,000											8,000					8,000	8,000
C.3.11	Carbon Dioxide/Gas Detection System	10,000											10,000					10,000	10,000
	Dehumidifier		70,000										70,000					70,000	70,000
	Modified Bitumen Roofing			364,000									364,000					364,000	364,000
	Fire Detection Devices			2,500									2,500					2,500	2,500
	Refrigeration Distribution System & Auxiliary Systems					10,000							10,000					10,000	10,000
	Concrete Elements					10,000							10,000					10,000	10,000
	Wood Fencing					4,000							4,000					4,000	4,000
	Exterior Sealants							7,500					7,500					7,500	7,500
	Architectural Block Masonry							5,000					5,000					5,000	5,000
	Brick Masonry							5,000					5,000					5,000	5,000
	Metal Sectional Overhead Doors							10,000					10,000					10,000	10,000
	Aluminum Framed Entrance Assembly							20,000					20,000					20,000	20,000
	Laminate Toilet Partitions							10,000					10,000					10,000	10,000
	Rubber Flooring							220,000					220,000					220,000	220,000
	Sinks							16,000					16,000					16,000	16,000
	Toilets							21,000					21,000					21,000	21,000
	Urinals							4,000					4,000					4,000	4,000
	Scoreboard & Speaker							25,000					25,000					25,000	25,000
	Fire Alarm Annunciator Panel							3,000					3,000					3,000	3,000
	Fire Alarm Control Panel							13,000					13,000					13,000	13,000
	Emergency Lights							17,500					17,500					17,500	17,500
	Exit Signs							7,500					7,500					7,500	7,500
	Domestic Water Distribution System							12,000					12,000					12,000	12,000
	Water Softener System							18,000					18,000					18,000	18,000
	Domestic Hot Water Heaters							40,000					40,000					40,000	40,000
	Closed Circuit Television System (CCTV)							14,000					14,000					14,000	14,000
	Asphalt Paving							180,000					180,000					180,000	180,000
	Powered Door Operators										12,000		12,000					12,000	12,000
	Makeup Air Units											140,000	140,000					140,000	140,000
AGRIPLEX																			
C.3.12	Fieldhouse Hardwood Flooring Refinishing	68,000											68,000					68,000	68,000
C.3.13	Public Announcement and Sound System	30,000											30,000					30,000	30,000
C.3.14	Carpet Replacement (Upstairs Boardroom)	10,000											10,000					10,000	10,000
	TPO Roof Membrane		375,000										375,000					375,000	375,000
	Hardwood Floor - Gym			45,000									45,000					45,000	45,000
	HVAC Distribution System			12,000									12,000					12,000	12,000
	Fire Detection Devices			7,000									7,000					7,000	7,000
	Packaged Rooftop Units - Carrier			500,000									500,000					500,000	500,000
	Exterior Sealants				15,000								15,000					15,000	15,000
	Masonry Veneer				10,000								10,000					10,000	10,000
	Main Entrance Door				36,000								36,000					36,000	36,000
	Millwork - Cabinetry & Counters				18,000								18,000					18,000	18,000
	Powered Door Operators				30,000								30,000					30,000	30,000
	Sprinkler System				12,000								12,000					12,000	12,000
	Fire Alarm Control Panel				13,000								13,000					13,000	13,000
	Domestic Water Distribution System				15,000								15,000					15,000	15,000

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept Community Services
Division C.3 Facilities - Recreation

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
	Domestic Hot Water Heaters				31,000								31,000					31,000	31,000
	Water Softener System				8,000								8,000					8,000	8,000
	Closed Circuit Television System (CCTV)				15,000								15,000					15,000	15,000
	Asphalt Paving				390,000								390,000					390,000	390,000
	Concrete Elements				8,000								8,000					8,000	8,000
	Unit Paved Walkways				10,000								10,000					10,000	10,000
	Wood Fencing				4,000								4,000					4,000	4,000
	Painted Walls & Ceilings					20,000							20,000					20,000	20,000
	Carpet - First Floor						7,500						7,500					7,500	7,500
	Metal Sloped Roofing							93,000					93,000					93,000	93,000
	Overhead Doors										42,000		42,000					42,000	42,000
	Drinking Fountain										6,000		6,000					6,000	6,000
	Heating Boilers										75,000		75,000					75,000	75,000
	Radiant Heater										3,500		3,500					3,500	3,500
	Scoreboard Systems										36,000		36,000					36,000	36,000
	Vinyl Tile Flooring										50,000		50,000					50,000	50,000
NATIONAL STADIUM																			
C.3.15	National Stadium Upgrades	100,000											100,000					100,000	100,000
	National Stadium Upgrades		100,000										100,000					100,000	100,000
	Lamp Standards			32,000									32,000					32,000	32,000
	Scoreboard			15,000									15,000					15,000	15,000
	Concrete Block Walls					35,000							35,000					35,000	35,000
	Steel Framing					30,000							30,000					30,000	30,000
	Painted Walls					25,000							25,000					25,000	25,000
	Metal Fence					12,000							12,000					12,000	12,000
	Concrete Stairs					90,000							90,000					90,000	90,000
	Chain-link Fence						48,000						48,000					48,000	48,000
	Handrails and Guardrails								3,000				3,000					3,000	3,000
	Precast Concrete Slabs										10,000		10,000					10,000	10,000
	Interior Doors										8,000		8,000					8,000	8,000
LIONS POOL																			
C.3.16	Lions Pool Liner (Lap Pool)	205,000											205,000					205,000	205,000
	Wood Entrance Doors		6,000										6,000					6,000	6,000
	Sand Filter		45,000										45,000					45,000	45,000
	Pool Deck			145,000									155,000					155,000	155,000
	Wood Framed Windows					15,000							15,000					15,000	15,000
	Domestic Water Distribution System					9,000							9,000					9,000	9,000
	Chlorinator					2,000							2,000					2,000	2,000
	Driveway					50,000							50,000					50,000	50,000
	Chain Link Fence					7,000							7,000					7,000	7,000
	Concrete Slabs-on-Grade								5,000				5,000					5,000	5,000
	Gas Fired Direct Vent Boilers								40,000				40,000					40,000	40,000
	Pool Liner								170,000				170,000					170,000	170,000
	Eavestroughs & Downspouts										8,000		8,000					8,000	8,000
	Roof (Asphalt Shingles)										40,000		40,000					40,000	40,000
	Vinyl Bay Window										5,000		5,000					5,000	5,000
	Ceramic Tile Flooring										5,000		5,000					5,000	5,000
	Ceramic Wall Tile										8,000		8,000					8,000	8,000
	Powered Door Operator										7,000		7,000					7,000	7,000
	Changeroom Partitions										40,000		40,000					40,000	40,000

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.3 Facilities - Recreation**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
	Emergency Lighting											6,000	6,000					6,000	6,000
	Water Feature Pumps											12,000	12,000					12,000	12,000
	Concrete Walkway											6,000	6,000					6,000	6,000
SERC																			
C.3.17	Washroom Upgrades SERC	200,000											200,000					200,000	200,000
	Sportsfield Lighting		150,000										150,000					150,000	150,000
	Tennis Court Replacement								220,000				220,000					220,000	220,000
	Sunshades			50,000									50,000					50,000	50,000
	Pathway Lighting							300,000					300,000					300,000	300,000
UPPER QUEENS																			
C.3.18	Bandshell Refurbishment	75,000											75,000					75,000	75,000
	Washroom Upgrades								1,750,000				1,750,000					1,750,000	1,750,000
	Concession								750,000				750,000					750,000	750,000
	Pavilion								45,000				45,000					45,000	45,000
GOLF COURSE																			
C.3.19	Fire Alarm Control Panel	10,000											10,000					10,000	10,000
	Brick Walls		5,000										5,000					5,000	5,000
	Concrete Slabs-on-Grade			5,000									5,000					5,000	5,000
	Main Entrance Glass Door			3,500									3,500					3,500	3,500
	Carpet			24,000									24,000					24,000	24,000
	Millwork - Cabinetry & Counters				10,000								10,000					10,000	10,000
	Exterior Sealants					4,000							4,000					4,000	4,000
	Vinyl Tile					15,000							15,000					15,000	15,000
	Electric Unit Heaters					8,000							8,000					8,000	8,000
	Closed Circuit Television System (CCTV)					15,000							15,000					15,000	15,000
	Asphalt Walkway					6,000							6,000					6,000	6,000
	Concrete Walkway					8,000							8,000					8,000	8,000
	Fire Alarm Devices							8,000					8,000					8,000	8,000
	Interior Doors								6,000				6,000					6,000	6,000
	Chain Link Fence								4,500				4,500					4,500	4,500
	Roof (Asphalt Shingles)										50,000		50,000					50,000	50,000
	Skylights										9,000		9,000					9,000	9,000
	Metal Frame Glass Door										18,000		18,000					18,000	18,000
	Steel Service Doors										15,000		15,000					15,000	15,000
	Painted Walls & Ceilings										20,000		20,000					20,000	20,000
	Male Washroom										100,000		100,000					100,000	100,000
	Drinking Fountain										6,000		6,000					6,000	6,000
	Electrical Distribution Equipment										8,000		8,000					8,000	8,000
BOATHOUSE																			
C.3.20	Window Replacements	25,000											25,000					25,000	25,000
	Interlocking Pavers		4,000								4,000		8,000					8,000	8,000
	Closed Circuit Television System (CCTV)			10,000									10,000					10,000	10,000
	Concrete Block Walls							8,000					8,000					8,000	8,000
	Overhead Garage Doors							16,500					16,500					16,500	16,500
	Exterior Lighting							5,500					5,500					5,500	5,500

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept Community Services
Division C.3 Facilities - Recreation

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
	Painted Concrete Block Walls							5,000				5,000					5,000	5,000	
	Furnace							5,000				5,000					5,000	5,000	
	Exterior Sealants								7,500			7,500					7,500	7,500	
	Asphalt Shingles									5,500		5,500					5,500	5,500	
OTHER																			
C.3.21	Optimist Ball Diamond Lighting	50,000										50,000					50,000	50,000	
C.3.22	Various Facilities - Salto/Security	21,000										21,000					21,000	21,000	
C.3.23	Chairs & Tables - Various Facilities	35,000										35,000					35,000	35,000	
C.3.24	Veterans Drive Bandshell Refurbishment	75,000										75,000					75,000	75,000	
	Insulated Floor				140,000							140,000					140,000	140,000	
	Art Gallery Parking Lot		110,000									110,000					110,000	110,000	
	Anne Hathaway Bathroom Refurbish							120,000				120,000					120,000	120,000	
	Packham Sunshades								60,000			60,000					60,000	60,000	
	Packham Reset Patio								35,000			35,000					35,000	35,000	
	Packham Retrofit Lighting on ballfields with LED								400,000			400,000					400,000	400,000	
	Anne Hathaway Diamonds 1, 3 and 4								100,000			100,000					100,000	100,000	
	Packham Diamonds 3, 4, 5								110,000			110,000					110,000	110,000	
TOTALS		\$ 3,311,500	\$ 5,798,000	\$ 1,346,000	\$ 843,000	\$ 1,502,000	\$ 1,709,500	\$ 2,384,500	\$ 3,626,000	\$ 435,500	\$ 1,092,000	\$ 22,048,000	\$ -	\$ -	\$ -	\$ -	\$ 22,048,000	\$ 22,048,000	
	<u>New Assets Identified in DC Study</u>																		
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.1
Project Name	HVAC Rooftop Units
Start Date and End Date	April 1, 2025 - October 1, 2025

Brief Project Description:
 Replacement of the Heating, Ventilation, and Air Conditioning (HVAC) rooftop units at the William Allman Memorial Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The rooftop units for the HVAC system at the facility have reached the end of the serviceable life and require replacement. The replacement is required to ensure the facility maintains the current level of service to facility users and patrons.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	190,000	
Total Project Cost	\$ 190,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	190,000	R-R11-RECR
Total Funding	\$ 190,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 There is potential in annual utility savings from gas usage reductions with replacing existing gas-fired units with electric units.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The equipment has reached the end of its serviceable life. If the equipment is not replaced, there is potential of failure of the equipment that would affect the heating, cooling, and ventilation for the facility which would negatively impact the operations and service delivery of the facility and department.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2045
Projected Replacement Cost	\$ 245,000
Projected Useful Life	20 Years
Service Level Impact	Maintain

Explain:
 The expected useful life for the HVAC equipment is 20 to 25 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes
 Asset ID # Existing Rooftop Units
 Description (make, model, year)
 Expected Disposal Date October 1, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	Heat Pump (Air Source)
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO ₂ e)	3.0	
Service Life GHG emissions (tCO ₂ e)	180.0	Estimated fuel savings are based on replacing gas-fired units with hybrid or electric heat pump units.
Expected Units Fuel Savings (\$)	>45% Savings	

F.3 Climate Lens for Other Purchases

	Additional Detail
Estim. GHG Emissions Reduction (tCO ₂ e) (tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	N/A

Explain:

The replacement HVAC equipment will be selected as a more efficient option than the existing end-of-life equipment. Such energy efficient units can result in energy and cost savings, as well as some emission reductions to align with the recommendations of the Corporate Energy and Emissions Plan. Replacing the existing units with electric heat pumps can also result in more savings, and significantly lower the annual GHG emissions from the facility.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.2
Project Name	Exterior Insulating Finishing System
Start Date and End Date	April 1, 2025 - October 31, 2025

Brief Project Description:
Repairs, maintenance, and replacements of the cladding on the exterior of the facility.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The facility is clad with an Exterior Insulating Finishing System. The system is in poor condition overall with physical damage and staining throughout. These repairs will extend the useful life of the facility as a whole.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	95,000	
Total Project Cost	\$ 95,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	95,000	R-R11-RECR
Total Funding	\$ 95,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
There is no anticipated impact on current or future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
There is physical damage to the cladding that covers the exterior of the facility. There is potential for damage to the structure of the facility if the repairs/replacements are not completed. Damage to the structure has the potential to result in safety issues as well as significant structural repair expenses.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2045
Projected Replacement Cost	\$ 125,000
Projected Useful Life	20 Years
Service Level Impact	Maintain

Explain:
The required repairs and replacement of the cladding on the exterior of the facility are expected to have a useful life of 20 years. Repairs/replacements are expected to be necessary again in 20 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing exterior cladding system.

Expected Disposal Date

October 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Exterior Wall
Annual GHG emissions reduction (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	120.0	
Expected Units Fuel Savings (\$)	15-30% Savings	

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This budget request aligns with the recommendations of the Corporate Energy and Emissions Plan, and can contribute to the City's emission reduction targets.

Repairs to the exterior walls are anticipated to improve the efficiency of the insulation of the facility, and result in utility savings over time.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.3
Project Name	Interior Doors
Start Date and End Date	May 1, 2025 - December 31, 2025

Brief Project Description:
 Replacement of the wood and steel swing doors that are in poor to fair condition on the interior of the William Allman Memorial Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Some of the wood and steel interior doors are in fair to poor condition overall with physical damage and corrosion throughout. These door replacements will extend the useful life of the facility as a whole.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	26,000	
Total Project Cost	\$ 26,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	26,000	R-R11-RECR
Total Funding	\$ 26,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Maintenance including repairing door hardware and re-painting of the interior doors will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits of replacing the interior doors includes better sound installation between rooms and areas, enhanced energy efficiency, smoother operation and functionality, and increased security of rooms and areas throughout the facility.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040 - 2055
Projected Replacement Cost	\$ 35,000
Projected Useful Life	15 to 30 Years
Service Level Impact	Maintain

Explain:

Interior wood doors are expected to have a serviceable life of 15 years, while interior steel doors are expected to have a serviceable life of 30 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	Existing wood and steel interior doors.
Description (make, model, year)	
Expected Disposal Date	31/Dec/25

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

Explain:

This capital project is not directly applicable to the recommendations of the CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.4
Project Name	HVAC Rooftop Units
Start Date and End Date	April 1, 2025 - October 1, 2025

Brief Project Description:
 Replacement of the Heating, Ventilation, and Air Conditioning (HVAC) rooftop units at the Rotary Complex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The rooftop units for the HVAC system at the facility have reached the end of the serviceable life and require replacement. The replacement is required to ensure the facility maintains the current level of service to facility users and patrons.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	1,700,000	
Total Project Cost	\$ 1,700,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	1,700,000	R-R11-RECR
Total Funding	\$ 1,700,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 There is potential in annual utility savings from gas usage reductions with replacing existing gas-fired units with electric units.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The equipment has reached the end of its serviceable life. If the equipment is not replaced, there is potential of failure of the equipment that would affect the heating, cooling, and ventilation for the facility which would negatively impact the operations and service delivery of the facility and department.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2045
Projected Replacement Cost	\$ 2,000,000
Projected Useful Life	20 Years
Service Level Impact	Maintain

Explain:
 The expected useful life for the HVAC equipment is 20 to 25 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes
 Asset ID # Existing Rooftop Units
 Description (make, model, year)
 Expected Disposal Date October 1, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	Heat Pump (Air Source)
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	Estimated fuel savings are based on replacing gas-fired units with hybrid or electric heat pump units.
Expected Units Fuel Savings (\$)	30-45% Savings	

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
 (tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The replacement HVAC equipment is anticipated to be more efficient than the existing equipment. Selecting energy efficient units such as a heat pump can result in significant energy and cost savings, as well as substantial emission reductions for the facility. This capital project has the potential to directly impact the corporate emissions trajectory and aligns with the recommendations of the Corporate Energy and Emissions Plan.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.5
Project Name	Community Hall Floor Scrubber
Start Date and End Date	March 1, 2025 - July 31, 2025

Brief Project Description:
 Replacement of the floor scrubber machine that is used for daily floor maintenance and cleaning at the Rotary Complex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The existing floor scrubber machine is in fair condition and has reached the end of its serviceable life. Over the past two years, significant investment has been required for repairs of the machine. This has resulted in extended periods of time when the machine is not available to be used. Replacement of the machine will ensure that the cleaning and maintenance of the floors is completed as per the established standards.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	25,000	
Total Project Cost	\$ 25,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	25,000	R-R11-RECR
Total Funding	\$ 25,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		
Description:		
Annual maintenance of the machine, and replacements of the parts (brushes, pads, squeegees) will be included in future operating budgets.		

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Improved maintenance and daily cleaning of the floor surfaces in the facility. The existing machine is no longer in good working condition which results in the inability to fully clean and maintain the floors to established standards.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2032
Projected Replacement Cost	\$ 32,000
Projected Useful Life	7 Years
Service Level Impact	Maintain

Explain:
 Floor scrubbers are expected to have a useful life of 7 years. Completing the required annual maintenance, and daily cleaning of the machine will ensure it reaches the projected useful life.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Nobles SS26 Ride-On, ECH20, Serial #: SSR-10606425

Expected Disposal Date

31/Dec/25

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

Explain:

There is potential to purchase a battery-powered floor scubber replacement, which will generate zero-emissions whilst in operation. This capital project aligns with the recommendations of the CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.6
Project Name	Parking Lot Entrance Sign
Start Date and End Date	May 1, 2025 - October 31, 2025

Brief Project Description:
 Replacement of the exterior digital/electronic sign at the parking lot entryway at the Rotary Complex and Agriplex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The existing digital sign at the parking lot entrance is currently non-operational as the sign requires replacement parts and components that are obsolete due to the age of the sign. Replacement of the sign will permit digital advertisements for annual and special events and allow staff to display departmental information.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	65,000	
Total Project Cost	\$ 65,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	65,000	R-R11-RECR
Total Funding	\$ 65,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Annual maintenance including repairs/replacements to digital components will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 There is potential for the replacement sign to have advertising space which would result in annual revenue for the department. The digital sign will showcase annual and special events, as well as display departmental information that has the potential to increase utilization and revenue for programming and facilities.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 84,000
Projected Useful Life	15 Years
Service Level Impact	Maintain

Explain:
 Exterior digital/electronic signs are expected to have a useful life of 15 years. Completing routine maintenance of the sign can help to extend the useful life.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Hamilton Digital Designs. Model# 9HDD80X32. Serial# 30125B-098.

Expected Disposal Date

October 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings (\$)	Unknown	

F.3 Climate Lens for Other Purchases

	Additional Detail
Estim. GHG Emissions Reduction (tCO2e)	

Explain:

There is potential to have LED display in order to have minimum impact on energy usage.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.7
Project Name	Ice Machine Replacement
Start Date and End Date	March 1, 2025 - July 31, 2025

Brief Project Description:
Replacement of the ice making machine at the Rotary Complex (Community Halls).

A. Project Justification/Contribution to City Services and Strategic Priorities:
The Rotary Complex has two ice making machines that are used for events at the Community Halls. Both ice machines have reached the end of their useful life. One machine is currently non-operational and requires replacement. The other machine is operational, but has required significant repairs the last two years. Replacement of the non-operational ice machine will ensure that this service is available for all events at the Community Halls.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	13,500	
Total Project Cost	\$ 13,500	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	13,500	R-R11-RECR
Total Funding	\$ 13,500	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Annual maintenance including service and filter replacements will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The one operational ice making machine has required various repairs and service over the past two years to ensure the normal operation of the machine. Failure to the machine will result in no ice making capabilities for the facility and will negatively impact events that are hosted at the facility. The replacement of one ice making machine will ensure this service is available for event organizers.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 15,000
Projected Useful Life	10 Years
Service Level Impact	Maintain

Explain:
Completing annual maintenance and service of the machine and filters will help to ensure that the machine reaches the estimated useful life of 10 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Hoshizaki. Model#KML-451MAH. Serial#S11928C.

Expected Disposal Date

July 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e

Explain:

It is recommended that an Energy Star certified commercial ice machine or ice maker be considered as it uses 15% less energy and is 23% more water efficient, on average, than a standard model. Selecting energy efficient equipment at end-of-life replacement stage can unlock significant energy and cost savings annually.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.8
Project Name	Metal Roofing
Start Date and End Date	April 1, 2025 - September 15, 2025

Brief Project Description:
 The metal roofing system at Dufferin Arena requires repairs to ensure the continued level of service of the facility.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The sloped metal standing seam roof system requires repairs (elastomeric coating) to prolong the roof service life. These repairs will extend the life of the metal roofing system and ensure the continued level of service of the facility.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	250,000	
Total Project Cost	\$ 250,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	250,000	R-R11-RECR
Total Funding	\$ 250,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 There is no anticipated impact on current or future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits of elastomeric coating include extending the life of the roof, energy efficiency, and waterproofing to prevent water leaks. The sloped metal roofing system has signs of corrosion and will continue to worsen without the repairs being completed.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Sloped Metal Standing Seam Roof System
Current Condition Rating	Fair
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	
Service Level Impact	Maintain

Explain:
 Completing the coating repairs will ensure that the roofing system meets the expected useful life.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	<u>Additional Detail</u>
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Roof
Annual GHG emissions reduction (tCO ₂ e)	2.0	
Service Life GHG emissions (tCO ₂ e)	120.0	
Expected Units Fuel Savings (\$)	Unknown	

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The elastomeric topcoat can provide a "cool roof" effect, reflecting the sun's rays and mitigating the urban heat island effect. This way, the facility can stay cooler and help reduce the energy required for space cooling. This initiative is anticipated to decrease annual energy consumption and utility costs for the facility.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.9
Project Name	Building Automation System (temp control)
Start Date and End Date	April 1, 2025 - December 31, 2025

Brief Project Description:
 Installation of a centralized digital Building Automation System (BAS) for the Heating, Ventilation, and Air Conditioning (HVAC) equipment at the Dufferin Lions Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 A Building Automation System (BAS) is an advanced technology that controls and monitors the heating, ventilation, and air conditioning systems in a building. A BAS combines various components to optimize energy consumption, improve comfort levels, and enhance overall building performance. The installation of a digital BAS can further offer a remote building performance and monitoring system, fault detection and a proactive approach to lower maintenance and utility costs for the facility.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	25,000	
Total Project Cost	\$ 25,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	25,000	R-R11-RECR
Total Funding	\$ 25,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 The installation of a digital BAS has the potential to decrease the annual energy and utility costs for the facility which will impact (lower) expenses in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 BAS optimizes HVAC operations by ensuring systems operate only when required based on hours of operation of the facility and scheduled programming. BAS systems maintain consistent indoor climate control and thermal comfort for public areas of the facility during occupancy hours, and reduce system usage during facility down-time. There is significant potential to attain annual cost savings and long-term financial benefits from streamlined energy usage throughout the facility.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 32,000
Projected Useful Life	15 Years
Service Level Impact	Maintain

Explain:

A typical BAS control system has a useful life of 15 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.0	
Service Life GHG emissions (tCO2e)	-	
Expected Units Fuel Savings (\$)	30-45% Savings	

F.3 Climate Lens for Other Purchases

		Additional Detail
Estim. GHG Emissions Reduction (tCO2e)	<5 tCO2e	Estimated GHG savings based on a typical BAS usage cycle.

Explain:

A properly operated building automation system has the potential to reduce energy consumption and allows for more efficient building system operations, which enables building management to increase occupant comfort while reducing operating costs year over year. This capital project is in alignment with the recommendations of CEEP and can lower energy bills, extend equipment life and also impact emissions annually.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.10
Project Name	Drinking Fountain Replacement
Start Date and End Date	April 1, 2025 - August 31, 2025

Brief Project Description:
Replacement of the water drinking fountains located in the corridors of the Dufferin Lions Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The water drinking fountains that are located in the main lobby area of the facility are in fair condition and have required replacement parts over the last two years. Replacing the drinking fountains with a water bottle fill station will result in health and environmentally-friendly benefits.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	8,000	
Total Project Cost	\$ 8,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	8,000	R-R11-RECR
Total Funding	\$ 8,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Annual maintenance including cleaning, service, and water filter replacements will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Replacing the current water drinking fountains in the lobby of the facility with a combination unit of a water bottle fill station and drinking fountain represents an environmentally-friendly option. Patrons will be provided an option to make use of re-usable water bottles instead of single-use plastic bottles, resulting in reduction in single-use plastic bottle usage.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 11,000
Projected Useful Life	15 Years
Service Level Impact	Maintain

Explain:
Routine maintenance and scheduled water filter changes will help to ensure the anticipated useful life of 15 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing water drinking fountain.

Expected Disposal Date

August 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.0	
Service Life GHG emissions (tCO2e)	-	
Expected Units Fuel Savings (\$)	30-45% Savings	

F.3 Climate Lens for Other Purchases

		Additional Detail
Estim. GHG Emissions Reduction (tCO2e)	<5 tCO2e	

Explain:

There are water and cost savings associated with this capital project, and it has the potential to reduce single-use plastic bottle usage at the facility. There is also opportunity to equip this machine with an electronic display tracking how many water bottle refills have occurred (and by extension how many one-use bottles were spared), supporting patron awareness and outreach regarding the City's commitment to sustainability.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.11
Project Name	Carbon Dioxide/Gas Detection System
Start Date and End Date	March 1, 2025 - July 31, 2025

Brief Project Description:
Replacement of the ammonia detection and gas (CO2) detection systems at the Dufferin Lions Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Detection systems for ammonia and gas leaks are essential to ensure the safety of patrons and staff inside facilities and assist staff with leading the evacuation of facilities in emergency situations when unsafe levels of ammonia and gas are detected. Calibration of these systems is performed annually to ensure accurate operations, but replacement is required at the end of the useful life.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	10,000	
Total Project Cost	\$ 10,000	
	Amount	Additional Detail
Reserve or Reserve Fund (specify)	10,000	R-R11-RECR
Total Funding	\$ 10,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Annual maintenance including calibration and repairs to the leak detector systems will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Not replacing the leak detector systems has the potential public safety risk of the outdated systems not operating properly and not sensing the proper level of ammonia or gas. This would result in health issues for patrons and staff if a facility is not evacuated in an emergency situation and unsafe levels of gas or ammonia are present in the facility.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 13,000
Projected Useful Life	10 Years
Service Level Impact	Maintain

Explain:
Proper annual service and calibration performed by a qualified service provider will help to ensure the estimated useful life of 10 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing ammonia and gas detection systems.

Expected Disposal Date

July 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

Explain:

This request is not applicable to CEEP recommendations, and does not directly impact City generated emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.12
Project Name	Fieldhouse Hardwood Flooring Refinishing
Start Date and End Date	May 1, 2025 - Oct 1, 2025

Brief Project Description:

Maintenance and refinishing of hardwood gymnasium flooring in the Agriplex Fieldhouse.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Hardwood gymnasium flooring is recommended and required to be refinished every 5 to 10 years as a measure to prolong the lifespan of the flooring surface. This maintenance will establish a safe playing surface, and ensure the facility maintains the current level of service to facility users.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4107 Building Repair	68,000	
Total Project Cost	\$ 68,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	68,000	R-R11-RECR
Total Funding	\$ 68,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

There is no anticipated impact on current or future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The hardwood flooring is due for refinishing as there is wear on the surface that has the potential to result in risks of injuries from slips, trips, or falls for facility users. The refinished floor will result in a safer playing surface.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Fieldhouse Hardwood Flooring
Current Condition Rating	Good
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	
Service Level Impact	Maintain

Explain:

Refinishing the hardwood surface every 5 to 10 years will extend the life of the gymnasium flooring.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital initiative is not directly related to the recommendations of the CEEP. However, applying a climate lens across procurement it is suggested that materials selected be sustainably sourced (FSC certified) hardwood with low or no formaldehyde/VOC finish, locally-available (in-province) and durable.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.13
Project Name	Public Announcement and Sound System
Start Date and End Date	July 1, 2025 - August 31, 2025

Brief Project Description:
 Installation of a Public Announcement (PA) and sound system in all public and programming areas at the Agriplex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The Agriplex currently does not have a permanent public announcement or sound system in any areas of the facility. The installation of a sound system will maximize the use of the facility for programming and special events, and improve user and renters experience. A PA system will enhance communication, and increase the safety and security of patrons and staff.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	30,000	
Total Project Cost	\$ 30,000	
	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,000	R-R11-RECR
Total Funding	\$ 30,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Maintenance including repairs, adjustments, and testing of the sound system will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 A PA system plays a crucial role in ensuring the safety and security of the facility. In emergency situations or evacuations procedures, announcements can be made quickly, keeping patrons and staff informed about necessary actions to take. A sound system will enhance customer service for programming and special events within the facility.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 39,000
Projected Useful Life	15 Years
Service Level Impact	Increase

Explain:
 The major components of the sound system speakers are expected to have an estimated useful life of 10 to 15 years depending on routine maintenance and amount of usage.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

Explain:

This request is not applicable to CEEP recommendations, and does not directly impact City generated emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.14
Project Name	Carpet Replacement (Upstairs Boardroom)
Start Date and End Date	April 1, 2025 - December 31, 2025

Brief Project Description:
Replacement of the carpet flooring in the Boardroom located on the 2nd floor at the Agriplex.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The carpet flooring in the Boardroom has reached the end of the service life and requires replacement. The replacement flooring will maintain the level of service of the room and facility. The carpet replacement can improve indoor air quality in the space to enhance health and hygiene.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
4107 Building Repair	10,000	
Total Project Cost	\$ 10,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	10,000	R-R11-RECR
Total Funding	\$ 10,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Maintenance including cleaning and minor repairs will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Replacing the flooring will result in a facility improvement and decrease the amount of floor maintenance expenses. Not replacing the flooring has the potential to impact users of the facility and Boardroom, and create safety issues. The replacement carpet will revitalize and improve the appearance of the Boardroom.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year		2040
Projected Replacement Cost	\$	13,000
Projected Useful Life		15 Years
Service Level Impact		Maintain

Explain:
Carpet flooring is expected to have a service life of 15 years. Regular maintenance and cleaning of the flooring will help to extend the life.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes	
Asset ID #	
Description (make, model, year)	Existing carpet flooring.
Expected Disposal Date	31/Dec/25
F. Corporate Energy and Emissions Plan:	
F.1 Corporate Fleet	
F.2 Facility Asset	
F.3 Climate Lens for Other Purchases	
	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
Explain:	
This capital project does not directly impact corporate emission targets, however it is recommended that a sustainability lens be applied during procurement and materials selected contain recycled content, be non-toxic, and durable. Environmental Product Declarations (EPD) to be reviewed at the time of purchase to ensure eco-friendly materials are chosen.	
Note: Procurement Policy shall ensure climate lens and asset management principles are applied.	

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.15
Project Name	National Stadium Upgrades
Start Date and End Date	September 1, 2025 - December 31, 2025

Brief Project Description:
Repairs, and replacements for guardrails, exterior doors, and cement floors at National Stadium.

A. Project Justification/Contribution to City Services and Strategic Priorities:
This facility requires repairs and upgrades to maximize the use and extend the life of the facility. This facility is important to the community and is an historical figure. Repairs include the installation of guardrails in the spectator seating area, replacement of exterior doors, and coating of cement floors.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-RECR
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Maintenance including cleaning and re-painting of the guardrails will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The spectator seating area currently does not have any guardrails or handrails on the concrete steps and landings to protect patrons from falling. There is risk for a trip or fall that has the potential to cause a serious injury that represents liability concerns.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2060
Projected Replacement Cost	\$ 120,000
Projected Useful Life	35 Years
Service Level Impact	Increase Increased safety measures for patrons.

Explain:
The service life of the guardrails is expected to be 35 years. The guardrails and handrails should be planned to be cleaned and re-painted every 12 to 15 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing exterior doors.

Expected Disposal Date

Dec 31 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project does not directly impact corporate emission targets, however it is recommended that a sustainability lens be applied during procurement and that materials selected be non-toxic, locally-available (in-province), contain zero formaldehyde and Volatile Organic Compounds (VOC). Environmental Product Declarations (EPD) to be reviewed at the time of purchase to ensure eco-friendly materials are chosen.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.16
Project Name	Lions Pool Liner (Lap Pool)
Start Date and End Date	Jan 1, 2025 - May 15, 2025

Brief Project Description:
Replacement of the lap pool shell liner at Lions Pool.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The vinyl pool liner for the lap section of the pool requires replacement to ensure the continued level of service of the facility. The existing liner has passed its useful life, and to extend the life of the asset, a new liner is required.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	205,000	
Total Project Cost	\$ 205,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	205,000	R-R11-RECR
Total Funding	\$ 205,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
There is no anticipated impact on current or future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The existing pool liner is past the expected service life and is due for replacement. There are damaged areas noted throughout the liner. Temporary repairs to the liner have been completed the last two years. The existing liner has the potential to fail due to its age and condition which would result in service disruption to the facility and programming.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 250,000
Projected Useful Life	10 Years
Service Level Impact	Maintain

Explain:
A vinyl pool shell liner has an expected service life of 10 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing pool liner.

Expected Disposal Date

May 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project does not directly impact corporate emission targets, however it is recommended that a sustainability lens be applied during procurement and materials selected contain recycled content, be non-toxic, and durable. Environmental Product Declarations (EPD) to be reviewed at the time of purchase to ensure eco-friendly materials are chosen.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.17
Project Name	Washroom Upgrades SERC
Start Date and End Date	September 15, 2025 - December 31, 2025

Brief Project Description:

Stratford Education & Recreation Centre (SERC) washroom renovations and upgrades.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The facility requires repairs and upgrades to maximize the use and extend the life of the facility. The project will include necessary accessibility upgrades to ensure that the facility complies with the Accessibility for Ontarians with Disabilities Act (AODA).

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4107 Building Repair	200,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-RECR
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

Maintenance (plumbing and electrical repairs), and materials (hardware, supplies) will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The washrooms are in poor condition and require upgrades to comply with public health regulations. These renovations will include accessibility upgrades in accordance with the AODA mandates. This facility is heavily utilized by the community and various sporting groups.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2045
Projected Replacement Cost	\$	220,000
Projected Useful Life		20 Years
Service Level Impact		Maintain

Explain:

The replacement fixtures (toilets, sinks, urinals, partitions, lighting, etc.) are expected to have a useful life of 20 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing washroom fixtures.

Expected Disposal Date

Dec 31 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	<u>Additional Detail</u>
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings (\$)	15-30% Savings	Estimated to be up to 15%

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital request is aligned with the recommendations of the CEEP and will contribute to emission reduction targets. Proposed upgrades to the interior and exterior lighting to replace the existing T8 and T12 lighting with LED options will result in annual energy and utility savings. Upgrading the washroom fixtures (toilets, sinks, urinals) to more efficient fixtures (e.g. WaterSense labelled) will result in annual water utility savings.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.18
Project Name	Bandshell Refurbishment
Start Date and End Date	April 1, 2025 - October 31, 2025

Brief Project Description:
 Refurbishment (maintenance and repairs) to the exterior shell of the Bandshell and interior components of the Pavilion at Upper Queens Park.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The bandshell/pavilion requires repairs and upgrades to the exterior shell and interior components to maximize the use and extend the life of the facility. Refurbishment includes repairs for the concrete elements and stucco, repainting, and retrofitting lighting to LED. This facility is important to the community, serves the public at large and has demonstrable community benefits.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	75,000	
Total Project Cost	\$ 75,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	75,000	R-R11-RECR
Total Funding	\$ 75,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Maintenance including cleaning, painting, and general carpentry will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Some of the components of both the bandshell and pavilion are in fair to poor condition and are in need of repairs and maintenance in advance of replacements. Repainting and upgrading the lighting fixtures to LED has the potential to increase the usage and utilization of the pavilion, while achieving significant cost savings from energy usage.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Masonry elements, lighting fixtures, entrance door
Current Condition Rating	Fair/Poor
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	20 to 25 Years
Service Level Impact	Maintain

Explain:

It is expected that this project will extend the useful life of the different components another 20 to 25 years.

E.3 Is there an asset to be disposed? Yes

Asset ID #	
Description (make, model, year)	Existing lighting fixtures.
Expected Disposal Date	October 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings (\$)		

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital request is aligned with the recommendations of the CEEP and will contribute to emission reduction targets. Proposed upgrades to the lighting system to LED options will result in significant annual energy and utility savings.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.19
Project Name	Fire Alarm Control Panel
Start Date and End Date	April 1, 2025 - December 31, 2025

Brief Project Description:
Replacement of the main fire alarm control panel at the Stratford Municipal Golf Course Clubhouse.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The existing fire alarm control panel is in fair condition and requires replacement. A fire alarm system that has reached the anticipated life expectancy has the potential to result in system failure, frequent repairs, and false alarms due to the age of the equipment.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	10,000	
Total Project Cost	\$ 10,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	10,000	R-R11-RECR
Total Funding	\$ 10,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Annual inspections and testing of the fire alarm system and control panel will be included in annual operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
An aging fire alarm system can require frequent repairs that are noted in the annual inspection and testing of the equipment. Required parts for aging systems are not always readily available. A new control panel will ensure that the fire alarm system abides by the building and fire codes, and will ensure that the fire system operates properly in an emergency situation.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2045
Projected Replacement Cost	\$ 13,000
Projected Useful Life	20 Years
Service Level Impact	Maintain

Explain:
Fire alarm control panels are designed to have a useful life of 15 to 20 years. Annual inspections and testing of the panel and equipment will help to extend the life.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing main fire alarm system panel.

Expected Disposal Date

Dec 31 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail _____

Estim. GHG Emissions Reduction (tCO2e)

Explain:

Not directly applicable to the recommendations of the CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.20
Project Name	Window Replacements
Start Date and End Date	May 1, 2025 - October 31, 2025

Brief Project Description:
 Replacement of two sections of windows, including the glass, frames, and sill plates at the Boathouse Washroom facility.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 During the renovation project of the Boathouse Washroom facility, some of the sections of windows and doors were replaced. This included the replacement of the glass, frames, and sill plates. Two sections of windows were not replaced. These windows have reached the end of the serviceable life and require replacement. New windows will further contribute to enhancing the energy efficiency of the washroom facility.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
4107 Building Repair	25,000	
Total Project Cost	\$ 25,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	25,000	R-R11-RECR
Total Funding	\$ 25,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Cleaning, maintenance, and general repairs of the windows will be included in annual operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 During the Boathouse Washroom renovation project, the window and door sill plates that were replaced were noted to be in poor condition. Water leaking was noted throughout the sill plates. Water leaking into the lower space under the washroom facility has been a problem and has resulted in damage. Replacing the windows, frames, and sill plates will help to eliminate the potential of future water leaking issues in those areas, and mitigate further damage to the facility.

E. Asset Management Plan:		
E.1 For a new purchase or construction		
Projected Replacement Year		2050
Projected Replacement Cost	\$	33,000
Projected Useful Life		25 Years
Service Level Impact		Maintain

Explain:

The lifespan of glass windows is expected to be 20 to 25 years. Regular maintenance and cleaning of the windows, frames, and installation of weather-stripping will help extend the life.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing window frames and glass.

Expected Disposal Date

October 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	0.6 - 1.2	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.9	
Service Life GHG emissions (tCO2e)	54.0	
Expected Units Fuel Savings (\$)		

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

Explain:

High-performance windows can contribute to an energy efficient building envelope, resulting in annual cost savings from utility usage.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.21
Project Name	Optimist Ball Diamond Lighting
Start Date and End Date	April 1, 2025 - May 31, 2025

Brief Project Description:
Replacement of the lighting fixtures and standards at the Optimist Recreational Park Baseball Diamond.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The sportsfield lighting at the Optimist Recreational Park Baseball Diamond is currently inadequate and non-operational. Replacing the lighting will maximize the use of the facility by permitting user group organizations to use the sportsfield for extended periods and increase the utilization. Stratford Minor Baseball is the primary user of the facility and has experienced an increase in registration and enrollment over the past 5 years. That trend is expected to continue to increase and will result in a higher utilization of the facility required.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
4107 Building Repair	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-RECR
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
Maintenance and repairs to the lighting fixtures and standards will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The sportsfield currently does not have adequate lighting to permit usage during times when lighting is required. The replacement of the standards and lighting will create a safe playing surface for organizations and facility users. Installation of LED lighting to replace metal halide lamps will result in several benefits including increased levels of lighting coverage, updated controls, energy efficiency, cost savings, lower utility usage and emission generation, as well as improved visibility.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2050
Projected Replacement Cost	\$ 65,000
Projected Useful Life	25 Years
Service Level Impact	Increase

Explain:

The service level of the facility will increase with replacement lighting to allow longer hours of operation and a higher utilization rate.

E.2 For a major repair or rehabilitation of an existing asset**E.3 Is there an asset to be disposed?** Yes

Asset ID #

Description (make, model, year)

Existing lighting fixtures and standards.

Expected Disposal Date

May 31, 2025

F. Corporate Energy and Emissions Plan:**F.1 Corporate Fleet****F.2 Facility Asset**

Proposed Retrofit Components	Estimated Savings	<u>Additional Detail</u>
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO ₂ e)	0.6	
Service Life GHG emissions (tCO ₂ e)	36.0	
Expected Units Fuel Savings (\$)	30-45% Savings	

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	

Explain:

Outdoor LED lighting replacements for conventional metal halide lamps are anticipated to result in significant savings in energy and costs, and aligned with the recommendations of the CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.22
Project Name	Various Facilities - Salto/Security
Start Date and End Date	April 1, 2025 - October 31, 2025

Brief Project Description:
 Installation of Salto security key fob systems at facilities including Packham Sports Complex, Upper Queens Park, and the William Allman Memorial Arena.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Upgrading the entrance doors to Salto systems will enhance the security at the facilities. Hours of operation for the facilities can be programmed on the Salto system to ensure that the facilities are accessed and secured during the established daily and seasonal schedules. Salto systems are capable to lockdown the facility which assists the Custodial staff to perform daily enhanced cleaning of the facilities as per department standards.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	21,000	
Total Project Cost	\$ 21,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	21,000	R-R11-RECR
Total Funding	\$ 21,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Expenses in annual operating budgets for mechanical key maintenance will decrease with the installation of Salto systems.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits of Salto systems include long-term durability and reliability, capabilities to monitor and track access, which enhances security and accountability, and eliminates the risk of lost or stolen keys. Salto systems for facilities is a method for reducing costs associated with managing machanical keys and transferring them between users.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 27,000
Projected Useful Life	15 Years
Service Level Impact	Increase

Explain:
 The batteries for Salto system readers are expected to last 4 to 6 years. The systems are expected to have a useful life of 15 years.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

Explain:

Not applicable to CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.23
Project Name	Chairs & Tables - Various Facilities
Start Date and End Date	April 1, 2025 - December 31, 2025

Brief Project Description:
 Replacements of tables and chairs at facilities including the Rotary Complex, Agriplex, and City Hall.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The newly renovated Hall on the 2nd floor at the Agriplex requires tables and chairs for the different types of events and programming that will occur in the space. Replacement chairs for the Auditorium at City Hall are required to replace the existing aging chairs. New tables and chairs are required at the Rotary Complex to replace the existing damaged furniture.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	35,000	
Total Project Cost	\$ 35,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	35,000	R-R11-RECR
Total Funding	\$ 35,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Maintenance and repairs, and cleaning of the tables and chairs will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Some of the existing tables and chairs at the three facilities are damaged and replacement parts are not available. Replacement furniture will ensure that the facilities are equipped with the quantity required for all regular, annual, and special events. Some of the existing furniture is not safe to be used as it represents safety issues for staff and patrons. Furniture is required for the renovated Hall at the Agriplex to support the events and programming in the space.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 45,000
Projected Useful Life	10 Years
Service Level Impact	Maintain

Explain:
 Proper care and maintenance of the tables and chairs will help to ensure the expected useful life of 10 years is reached.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing tables and chairs that are damaged.

Expected Disposal Date

December 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

Explain:

Not applicable to CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Recreation
Project Number	C.3.24
Project Name	Veterans Drive Bandshell Refurbishment
Start Date and End Date	April 1, 2025 - October 31, 2025

Brief Project Description:
 Refurbishment (maintenance and repairs) to the exterior shell of the Bandshell on Veterans Drive.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The bandshell requires repairs and upgrades to the exterior shell to maximize the use and extend the life of the facility. Refurbishment includes repairs for the hardwood flooring, repointing deteriorated masonry elements, repainting, and retrofitting lighting to LED lighting.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	75,000	
Total Project Cost	\$ 75,000	
	Amount	Additional Detail
Reserve or Reserve Fund (specify)	75,000	R-R11-RECR
Total Funding	\$ 75,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Maintenance including cleaning, painting, and general carpentry will be included in future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Some areas of the hardwood flooring are in poor condition and require repairs to eliminate the potential to cause an injury to a patron from a trip or fall.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Hardwood flooring, masonry elements, lighting
Current Condition Rating	Fair/Poor
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	20 to 25 Years
Service Level Impact	Maintain

Explain:

It is expected that this project will extend the useful life of the different components another 20 to 25 years.

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Existing lighting fixtures.

Expected Disposal Date

October 31, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	0.4 - 0.8	LED
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	0.6	
Service Life GHG emissions (tCO2e)	36.0	
Expected Units Fuel Savings (\$)		

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital request is aligned with the recommendations of the CEEP and will contribute to emission reduction targets. Proposed upgrades to the lighting system to LED options will result in annual energy and utility savings, while other elements will incorporate a sustainability lens during the procurement process.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.4 Facilities - Other City Buildings**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
	<u>1 Wellington St. - City Hall</u>																		
C.4.1	Exterior Envelope Maintenance	1,100,000	950,000	1,100,000									3,150,000				3,150,000	3,150,000	
	Flooring (Tile, Carpet, Hardwood)		41,000	115,000			31,000						187,000				187,000	187,000	
	Interior Finishes		15,000						15,000				30,000				30,000	30,000	
	Flat Roof (Modified Bitumen)				120,000								120,000				120,000	120,000	
	Washroom Replacements		30,000	80,000									110,000				110,000	110,000	
	HVAC - Air Handling Units				90,000								90,000				90,000	90,000	
	HVAC - Condensers					93,000							93,000				93,000	93,000	
	HVAC - Chiller System					105,000							105,000				105,000	105,000	
	HVAC - Fan Coil Units							63,000	63,000				126,000				126,000	126,000	
	Electrical Distribution Equipment								9,000				9,000				9,000	9,000	
	HVAC Distribution System									7,000			7,000				7,000	7,000	
	Slate Shingles (Repair)										10,000		10,000				10,000	10,000	
	Laminate Flooring										25,000		25,000				25,000	25,000	
	<u>270 Water - Discovery Centre (former Teacher's College)</u>																		
	Exterior Envelope Maintenance		1,000,000	1,500,000									2,500,000				2,500,000	2,500,000	
	Flat Roof (Modified Bitumen)		250,000										250,000				250,000	250,000	
	Interior Finishes		20,000		75,000		20,000			10,000			125,000				125,000	125,000	
	Flooring (Tile, Carpet, Hardwood)						110,000						110,000				110,000	110,000	
	Washroom Replacements			50,000									50,000				50,000	50,000	
	HVAC - Heating Boilers		135,000										135,000				135,000	135,000	
	HVAC - Distributions System		12,000										12,000				12,000	12,000	
	HVAC - Cooling Tower							60,000					60,000				60,000	60,000	
	HVAC - Unit and Radiant Heaters							60,000					60,000				60,000	60,000	
	HVAC - Heat Pumps								9,000				9,000				9,000	9,000	
	HVAC - Make up Air Handling Units												-				-	-	
	Interior Light replacements (LED)												-				-	-	
	Asphalt Paving					55,000							55,000				55,000	55,000	
	Concrete Walkways, Exterior Stairs		15,000										15,000				15,000	15,000	
	Passenger Elevator										155,000		155,000				155,000	155,000	
	Fire Safety upgrades										8,000		8,000				8,000	8,000	
	<u>82 Erie Street - City Hall Annex</u>																		
	Exterior Envelope Maintenance				300,000								300,000				300,000	300,000	
	Flat Roof (Modified Bitumen)						190,000						190,000				190,000	190,000	
	Washroom Replacements			78,000									78,000				78,000	78,000	
	Interior Finishes							30,000					30,000				30,000	30,000	
	Asphalt Paving		30,000										30,000				30,000	30,000	
	Flooring (Tile, Carpet, Hardwood)								94,000				94,000				94,000	94,000	
	Passenger Elevator										140,000		140,000				140,000	140,000	

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.4 Facilities - Other City Buildings**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding	
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves			
	Painted Walls and Ceilings											16,000		16,000					16,000	16,000
	Carpet											56,000		56,000					56,000	56,000
	Domestic Hot Water Heaters											4,500		4,500					4,500	4,500
	Powered Door Operators												25,000	25,000					25,000	25,000
	<u>246 Railway - Storage Building</u>																			
	Asphalt Roofing			10,000										10,000					10,000	10,000
	<u>Market Square - City Hall</u>																			
	Furniture Replacements			40,000										40,000					40,000	40,000
	<u>47 Downie - Tourism</u>																			
	Interior Finishes											31,500		31,500					31,500	31,500
	Brick Masonry Walls												15,000	15,000					15,000	15,000
	Metal Framed Windows												24,000	24,000					24,000	24,000
	Carpet												16,000	16,000					16,000	16,000
	<u>Anne Hathaway Daycare</u>																			
	Roofing (Built-up roofing)											150,000		150,000					150,000	150,000
	Interior Finishes											45,000		45,000					45,000	45,000
	Washroom Replacements											10,000		10,000					10,000	10,000
	Asphalt Paving						41,000							41,000					41,000	41,000
	Playground Fencing											10,000		10,000					10,000	10,000
	Playground Equipment			25,000										25,000					25,000	25,000
	Life Safety upgrades											3,000		3,000					3,000	3,000
	Painted Walls & Ceilings													8,000					8,000	8,000
	Fire Detection Devices													5,000					5,000	5,000
	Electrical Distribution Equipment													15,000					15,000	15,000
	<u>19 St. Andrew - Public Library</u>																			
	Roofing (Built-up roofing)											70,000		70,000					70,000	70,000
	Interior Finishes						15,000					45,000		60,000					60,000	60,000
	Flooring (Tile, Hardwood, Carpet)			12,000								13,000		25,000					25,000	25,000
	HVAC - Make up Air Handling Units											45,000		51,000					51,000	51,000
	Heating Boilers						35,000							35,000					35,000	35,000
	Asphalt Paving											40,000		40,000					40,000	40,000
C.4.2	Elevator Modernization	200,000												200,000					200,000	200,000
	Painted Walls and Ceilings													13,000					13,000	13,000
	Carpet													80,000					80,000	80,000
	Concrete Elements													9,000					9,000	9,000
	Masonry Walls													220,000					220,000	220,000
	Asphalt Shingles													10,000					10,000	10,000
	Powered Door Operators													25,000					25,000	25,000
	Unit & Radiant Heaters													80,000					80,000	80,000
	<u>17 George - Administration of Justice</u>																			
	Exterior Envelope Maintenance											50,000		65,000					65,000	65,000
	Roofing (Built-up Roofing)													-					-	-
	Flooring (Tile, Hardwood, Carpet)			130,000			30,000					29,000		189,000					189,000	189,000

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Community Services
Division C.4 Facilities - Other City Buildings**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
	Interior Finishes		12,000			55,000			12,000			79,000					79,000	79,000	
	Washroom Replacements						24,000					24,000					24,000	24,000	
	Passenger Elevator					165,000						165,000					165,000	165,000	
	HVAC - Make up Air Handling Units								42,000			42,000					42,000	42,000	
	HVAC - Heat Pump						12,000					12,000					12,000	12,000	
	HVAC - Variable Volume Fans											-					-	-	
	Interior Light Replacements (LED)					64,000						64,000					64,000	64,000	
	Exterior Elements			10,000								10,000					10,000	10,000	
	Accessible upgrades											-					-	-	
	Emergency Generator									65,000		65,000					65,000	65,000	
	Concrete Elements									20,000		20,000					20,000	20,000	
	Aluminum Framed Windows										80,000	80,000					80,000	80,000	
	Millwork - Cabinetry & Countertops										75,000	75,000					75,000	75,000	
	Wood Finishes										45,000	45,000					45,000	45,000	
	Ceramic Tile Floor										14,000	14,000					14,000	14,000	
	Resilient Flooring										40,000	40,000					40,000	40,000	
	Electrical Distribution Equipment										20,000	20,000					20,000	20,000	
	Lamp Standards										18,000	18,000					18,000	18,000	
TOTALS		\$ 1,300,000	\$ 2,677,000	\$ 2,983,000	\$ 706,000	\$ 906,000	\$ 546,500	\$ 238,000	\$ 566,000	\$ 270,500	\$ 770,000	\$ 10,963,000	\$ -	\$ -	\$ -	\$ -	\$ 10,963,000	\$ 10,963,000	
New Assets Identified in DC Study												-						-	
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Other
Project Number	C.4.1
Project Name	Exterior Envelope Maintenance
Start Date and End Date	April 1, 2025 - December 31, 2025

Brief Project Description:

Maintenance, repairs, and replacements for masonry elements, windows, slate roof, eavestroughs, downspouts, and entrance doors at City Hall. An exterior envelope assessment was completed in 2021 that outlined four priorities for the repairs. In 2025, priorities one and two will be completed, with the remaining priorities being completed over a phase of 3 years.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Exterior components of the facility require repairs and replacements to extend the life of the facility and resolve safety issues. Repairs include repointing deteriorated masonry elements, maintenance to the windows and slate roof, and replacement of the back entrance doors. City Hall is a focal point for members of the community and tourists, and is an important part of heritage for the City.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4107 Building Repair	1,100,000	
Total Project Cost	\$ 1,100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	1,100,000	R-R11-FACI
Total Funding	\$ 1,100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

It is anticipated that the project will be completed in phases of a timeframe of 2 to 3 years.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

There are areas of the steps at the front entrance that are deteriorated and have the risk of a patron tripping or falling and causing an injury. There have been instances of falling brick or slate which could result in an injury to a bystander or property damage.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Slate roof, windows, entrance doors, masonry elements
Current Condition Rating	Fair/Poor
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	20 to 25 Years
Service Level Impact	Maintain

Explain:

It is expected that this project will extend the useful life of the different components another 20 to 25 years.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project is not directly applicable to the CEEP or emission reduction targets. However it is recommended that sustainable materials be selected for this initiative, and Environmental Product Declarations (EDP) be reviewed to ascertain environmental impact.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Community Services - Facilities Other
Project Number	C.4.2
Project Name	Elevator Modernization
Start Date and End Date	March 1, 2025 - December 31, 2025

Brief Project Description:
 Modernization including replacement of components and controls of the elevator at the Stratford Public Library.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The elevator at the Public Library has been in service for over 30 years and requires modernization and upgrades to ensure the components meet safety and security standards as mandated by the Technical Standards & Safety Authority (TSSA). The modernization will extend the life of the asset.

B. Project Financials:

(including 1.76%
 net HST expenses)

	Cost	Additional Detail
4107 Building Repair	185,000	
4040 Consultants	15,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-FACI
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Completion of this project has the potential in decreasing the annual expenses for elevator maintenance and repairs.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The benefits include enhanced safety, better reliability, faster and smoother operation, and greater energy efficiency. Not completing the modernization could result in failure of the elevator due to its age and outdated components. Parts required for the existing components are no longer readily available.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #	
Description (make, model, year)	Passenger Elevator
Current Condition Rating	Fair
Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	25 Years
Service Level Impact	Maintain

Explain:

The completion of the modernization is expected to extend the useful life of the elevator by 25 years.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

As per the recommendations of CEEP, energy efficient equipment is to be selected at the time of replacement of equipment. An energy efficient elevator can help reduce building operating costs and achieve utility savings. Compare technical specifications to ISO 25745 during the procurement process.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Community Services**
Division **C.5 Transit**

2024 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
C.5.1	(1) Regular Fuel Mobility Bus	150,000										150,000	150,000				150,000	
	Bus Shelters		150,000			150,000	150,000					450,000	450,000				450,000	
	40 ft Electrical Bus		1,400,000		1,400,000	1,400,000	1,400,000	1,400,000		2,800,000		9,800,000	9,800,000				9,800,000	
	Transit Garage roof			400,000								400,000	400,000				400,000	
	Electric Mobility Bus			400,000				350,000		450,000		1,200,000	1,200,000				1,200,000	
	Transit Roof								350,000			350,000	350,000				350,000	
	Hybrid Pick-up Truck (Transit)							75,000				75,000	75,000				75,000	
	Electric 40 foot Conventional bus									1,540,000		1,540,000	1,540,000				1,540,000	
		\$ 150,000	\$ 1,550,000	\$ 800,000	\$ 1,400,000	\$ 1,550,000	\$ 1,900,000	\$ 1,475,000	\$ 350,000	\$ 3,250,000	\$ 1,540,000	\$ 13,965,000	\$ 13,965,000	\$ -	\$ -	\$ -	\$ -	\$ 13,965,000
New Assets Identified in DC Study																		
												-					-	
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

2025 Capital Project Detail Form

Department and Division	Community Services - Transit
Project Number	C.5.1
Project Name	(1) Regular Fuel Mobility Bus
Start Date and End Date	March 1, 2025 - December 31, 2025

Brief Project Description:
 This project has been revised from an electrical mobility bus to one (1) regular fuel mobility bus as present technology with hybrid fleets of this size are not yet at operational standards/sustainability. Buses of this size have not kept up to the technology pace as the bigger 40-foot buses have. Prior to the next order in a few years, staff will review options and revisit available technology again.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To keep as current as possible and avoid costly repairs or out of service to aging fleet, which in turn provides exceptional service delivery.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	150,000	
Total Project Cost	\$ 150,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	60,000	Investing in Canada Infrastructure Program (ICIP federal)
Federal or Provincial Funding	40,000	Investing in Canada Infrastructure Program (ICIP provincial)
Federal or Provincial Funding	50,000	Provincial Gas Tax
Total Funding	\$ 150,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$	17,000	
Amount in Future Budget Years	\$	20,000	Fuel & Maintenance in Fleet Division

Description:
 Annual fuel and maintenance costs.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 To keep as current as possible and avoid costly repairs or out of service to an aging fleet, which in turn provides exceptional service delivery.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2036
Projected Replacement Cost	\$	375,000
Projected Useful Life		10 years
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes
 Asset ID # PT 11
 Description (make, model, year) 2013 CHEV ETV
 Expected Disposal Date December 1, 2025

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	26,500	
Annual GHG emissions (tCO ₂ e)	61.2	
Service Life GHG Emissions (tCO ₂ e)	734.6	
Service Life Fuel Costs (\$)	826,800	
Alternative Fuel Type		Anticipated to have a more efficient engine
Estimated Fuel Consumption (litres)	FALSE	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO ₂ e)	FALSE	
Service Life GHG emissions (tCO ₂ e)	-	
Expected Operational Savings (\$)	826,800	
Emissions Reductions achieved (%)	100	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Estim. GHG Emissions Reduction (tCO ₂ e)	<5 tCO ₂ e	Some reduction is anticipated from an efficient engine.
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)		

Explain:

Mobility buses were planned to be an electric option to the Transit fleet, however due to technological constraints and the unavailability of viable low carbon options, this request is for regular gasoline fleet. Note that annual km driven by a bus are still lower in terms of carbon footprint than single occupant personal vehicles; and regular transit use will also support improved air quality and reduce congestion on City roads.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.1 Roads and Traffic**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding	
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
D.1.1	Sidewalk Replacements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000					3,000,000	3,000,000
D.1.2	Accessibility Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000					500,000	500,000
D.1.3	Pedestrian Crossing Improvements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000					1,000,000	1,000,000
D.1.4	Bridge Improvements/Renewal	900,000	1,200,000	575,000	600,000	1,000,000	800,000	500,000	500,000	500,000	500,000	500,000	7,075,000	7,075,000					7,075,000
D.1.5	Signalized Intersection Updates	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000						500,000	500,000
D.1.6	Street Lighting Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000						500,000	500,000
D.1.7	Erie Street Multi-Use Trail Replacement	1,000,000										1,000,000						1,000,000	1,000,000
D.1.8	Gordon Street Sidewalk	80,000										80,000						80,000	80,000
	Downtown Intersection Improvements			500,000								500,000						500,000	500,000
	New Traffic Signals - Lorne and Wright							100,000				100,000						100,000	100,000
	Transportation Master Plan projects		600,000	600,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,200,000		1,500,000				6,700,000	8,200,000
												-							
		\$ 2,530,000	\$ 2,350,000	\$ 2,225,000	\$ 2,150,000	\$ 2,550,000	\$ 2,350,000	\$ 2,150,000	\$ 2,050,000	\$ 2,050,000	\$ 2,050,000	\$ 22,455,000		\$ 8,575,000	\$ -	\$ -	\$ -	\$ 13,880,000	\$ 22,455,000
New Assets Identified in DC Study																			
D.1.9	New Sidewalks, Collector and Arterial	200,000	210,000	220,000	230,000	240,000	250,000	250,000	250,000	250,000	250,000	2,350,000						1,175,000	2,350,000
	New Traffic Signals - McCarthy and Romeo											150,000						135,000	150,000
	New Traffic Signals - Quinlan and Mornington											150,000						135,000	150,000
	McCarthy/O'Loane Roundabout					600,000						600,000						600,000	600,000
TOTALS		\$ 200,000	\$ 210,000	\$ 220,000	\$ 230,000	\$ 840,000	\$ 250,000	\$ 250,000	\$ 400,000	\$ 400,000	\$ 250,000	\$ 3,250,000		\$ -	\$ 2,045,000	\$ -	\$ -	\$ 1,205,000	\$ 3,250,000

2025 Capital Project Detail Form

Department and Division Project Number Project Name Start Date and End Date	Infrastructure Services - Roads and Traffic D.1.1 Sidewalk Replacements April to October 2025
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Brief Project Description:
 Annual program for replacement of existing sidewalks in poor condition and elimination of trip hazards, plus an allowance for City contribution towards sidewalk replacement at driveways when requested by private citizens.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Required to meet minimum maintenance standards, and as per Council policy S.2.10 Sidewalk Replacement at Driveways.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	300,000	
Total Project Cost	\$ 300,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	300,000	R-R11-PWCA
Total Funding	\$ 300,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	net zero	Annual
Amount in Future Budget Years	net zero	

Description:
 Since this is replacing existing infrastructure, no additional operation and maintenance or asset renewal funds are anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk - if not approved - will not comply with Council policy, will not meet minimum maintenance standards, deterioration of sidewalk network and possible claims due to injury.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

If yes, amended useful life in years

Service Level Impact

Maintain

E.3 Is there an asset to be disposed? No

Asset ID #

Description (make, model, year)

Expected Disposal Date

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Replacing small sections of deteriorated sidewalk can extend its useful life, without requiring a larger and more energy intensive replacement project. Although these sidewalk upgrades are not anticipated to have a direct impact on GHG emissions reductions, it must be noted that locally available raw material would be more sustainable and lower in emissions as compared to that which is sourced from afar (e.g. outside the province). Similarly, recycled content within the material can also indirectly relate to embodied emissions and reduced requirement of virgin materials that require intensive energy to process. Such an approach may result in higher costs than status quo, however will align with circular economy principles.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.2
Project Name	Accessibility Improvements
Start Date and End Date	April to October 2025

Brief Project Description:
 Annual program to repair or correct sidewalk areas that do not meet Accessibility for Ontarians with Disabilities Act requirements (AODA), new curb cuts, ramps and parking areas, as identified by staff and as recommended by Accessibility Advisory Committee (AAC).

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Annual program to repair or correct sidewalk areas that do not meet AODA requirements, new curb cuts, ramps and parking areas, as recommended by AAC.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-PWCA
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	negligible
Amount in Future Budget Years	

Description:
 Installations are largely located or contained with existing infrastructure. Once installed, a negligible addition to the operating budget is anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Risk if not approved - Accessibility improvements will not take place, limiting movement for people with accessibility limitations in public spaces.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	40
Service Level Impact	Increase in terms of accessibility

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Fossil fuel based equipment is required to prepare and install accessible infrastructure. The nature of these installations is small, and expected to have a low, and indirect, impact to the City's GHG emissions. Indirectly however, having access to repaired sidewalks can encourage use of active transportation modes of travel which may result in GHG reductions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.3
Project Name	Pedestrian Crossing Improvements
Start Date and End Date	Summer 2025

Brief Project Description:
 Crossings on West Gore St, near Mowat St., and Downie St. at West Gore St, possible additional locations being reviewed.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Priority locations are recommended in the Transportation Master Plan.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-PWCA
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	varies	Annual
Amount in Future Budget Years		

Description:
 Inspection and maintenance to ensure infrastructure is operating correctly, periodic replacement of components as necessary, additional line painting.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Provides safe crossings of major streets for pedestrians. Risk if not approved - safety will continue to be an issue for pedestrians in problematic areas.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	60
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Fossil fuel based equipment will be required for the preparation and installation of infrastructure, however, improving pedestrian infrastructure supports multi-modal transportation options that are not reliant on traditional fossil fuel based vehicles. Although these upgrades are not anticipated to have a direct impact on GHG emissions reductions, it must be noted that locally available raw material would be more sustainable and lower in emissions as compared to that which is sourced from afar (e.g. outside the province). Similarly recycled content within the material can also indirectly relate to embodied emissions and reduced requirement of virgin materials that require intensive energy to process. Such an approach may result in higher costs than status quo, however will align with circular economy principles.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.4
Project Name	Bridge Improvements/Renewal
Start Date and End Date	Fall 2025

Brief Project Description:

Various bridge, footbridge and culvert repairs as identified in legislated bi-annual bridge inspections.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Recommended work, included in the latest (2023) Ontario Structural Inspection Manual (OSIM) bridge appraisal report, to maintain public safety. Work includes concrete and railing repairs to various structures, erosion protection for various structures.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	900,000	
Total Project Cost	\$ 900,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	900,000	R-R11-RFED
Total Funding	\$ 900,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:

There may be reduction of maintenance costs once repairs and rehabilitation are completed on various structures.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

If not approved, there will be deterioration of structures, safety and liability concerns, and possible structure collapse. Water crossings help maintain Council objectives of improving accessibility and mobility in the City.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	20-65
Service Level Impact	Maintain

Explain:

Work includes replacement of a deteriorated structure.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

Asset ID #

Description (make, model, year)

Expected Disposal Date

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The proposed maintenance and repairs prolong the useful life of the assets, reducing the need for larger replacement that comes with associated energy and subsequent GHG demands. The proposed replacement ensures that surrounding infrastructure will not fail prematurely in the face of extreme weather events as an impact of climate change, and require additional energy and GHG demands to replace at a much inflated cost in the future.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.5
Project Name	Signalized Intersection Updates
Start Date and End Date	Apr-Nov 2025

Brief Project Description:
 Replacement of wiring, signal heads and other components of signalized intersections, and addition of audible signals in various locations.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Signalized intersection infrastructure and wiring in many locations are reaching the end of their service life and must be replaced before they fail. There are also some audible signals that don't meet current Accessibility for Ontarians with Disabilities Act that are proposed to be replaced when intersection infrastructure is being updated.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-PWCA
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:
 Possible decrease in maintenance costs as callouts and repairs will lessen with replacement of aging infrastructure. Future asset replacement is anticipated to be captured under the larger road reconstruction and replacement projects.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk - failure of intersection signalization requiring emergency repairs at increased costs.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

There is minimal climate related impacts associated with this initiative.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.6
Project Name	Street Lighting Improvements
Start Date and End Date	Year Round - 2025

Brief Project Description:
Annual program to provide for new street lights.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Installation of new street lights in areas with poor lighting and for conversions to energy efficient LED lighting.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-PWCA
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:
There may be a slight increase or decrease depending on whether LED replacement or new installation is done. Number of lights depends on location and difficulty of installation, which in turn determines the cost of installation.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Risk - no improvement to low lit areas, resulting in no movement towards public safety.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	30
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

If yes, amended useful life in years

30

Service Level Impact

Increase

Explain:

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) >15 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Ongoing replacement of street lighting to LED options has resulted in the City achieving significant savings in energy consumption (to the tune of 50-70%), reduced GHG emissions generation and lower maintenance. Such conversions speak to the recommendations of the Corporate Energy and Emissions Plan and contribute directly toward our climate goals.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.7
Project Name	Erie Street Multi-Use Trail Replacement
Start Date and End Date	Summer 2025

Brief Project Description:
 Replacement and upgrading of the 1.4km long existing asphalt multi-use trail on the east side of Erie Street from Lorne Avenue south to its current terminus.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The existing multi-use trail has reached the end of its useful life. The surface is subject to rutting from maintenance equipment, ponding, excessive settlement, cracked edges etc., resulting in a safety concern for cyclists and pedestrians. Replacement of the trail will ensure compliance with current standards.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	1,000,000	
Total Project Cost	\$ 1,000,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	1,000,000	R-R11-PWCA
Total Funding	\$ 1,000,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	net zero	
Amount in Future Budget Years		

Description:
 Since this is replacing existing infrastructure, no additional operation and maintenance or asset renewal funds are anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk - if not approved - will not meet minimum maintenance standards, and there will be deterioration of sidewalk network and possible claims due to injury.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	60
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

If yes, amended useful life in years

Service Level Impact

Maintain

Explain:

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Fossil fuel based equipment will be required for the preparation and installation of infrastructure, however, improving pedestrian infrastructure supports multi-modal transportation options that are not reliant on traditional fossil fuel based vehicles.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.8
Project Name	Gordon Street Sidewalk
Start Date and End Date	Fall 2025

Brief Project Description:
Installation of new sidewalk from Willow Street to Ontario Street.

A. Project Justification/Contribution to City Services and Strategic Priorities:
As recommended by the Transportation Master Plan and Council adopted policy, this initiative seeks to infill missing sidewalk connections to promote pedestrian safety and provide connectivity.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	80,000	
Total Project Cost	\$ 80,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	80,000	R-R11-PWCA
Total Funding	\$ 80,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
The estimated increase in operation and maintenance associated with snow removal, inspection and repairs is \$1,000 annually. Asset renewal contributions is estimated to be \$3,000 annually.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Risk - pedestrian access and safety will continue to be an issue in various locations, and will not align with strategic priority of improving mobility and accessibility.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	40-60
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Fossil fuel based equipment will be required for the preparation and installation of infrastructure, however, improving pedestrian infrastructure supports multi-modal transportation options that are not reliant on traditional fossil fuel based vehicles and will help reduce GHG emissions community-wide, and support an adaptive, resilient city. Selecting low-carbon materials that are locally available would be more sustainable and lower in emissions. Such an approach may result in higher costs than status quo, however will align with circular principles.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Roads and Traffic
Project Number	D.1.9
Project Name	New Sidewalks, Collector and Arterial
Start Date and End Date	Apr - Nov 2025

Brief Project Description:
 Installation of new development charge eligible sidewalks at various locations - to be determined.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 As recommended by the Transportation Master Plan and Council adopted policy, this initiative seeks to infill missing sidewalk connections to promote pedestrian safety and provide connectivity.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	200,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-PWCA
Development Charges	100,000	R-DIS-ROAD
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years	\$ 4,000	for operations and maintenance

Description:
 The estimated increase in operation and maintenance associated with snow removal, inspection and repairs is \$1,000 annually. Asset renewal contributions is estimated to be \$3,000 annually.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk - pedestrian access and safety will continue to be an issue in various locations, will not align with strategic priority of improving mobility and accessibility.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	40 - 60
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Fossil fuel based equipment will be required for the preparation and installation of infrastructure, however, improving pedestrian infrastructure supports multi-modal transportation options that are not reliant on traditional fossil fuel based vehicles and will help reduce GHG emissions community-wide, and support an adaptive, resilient city. Selecting low-carbon materials that are locally available would be more sustainable and lower in emissions. Such an approach may result in higher costs than status quo, however will align with circular principles.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

CITY OF STRATFORD 2025 CAPITAL PROGRAM

Dept Infrastructure Services
Division D.2 Storm

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.2.1	Roadhouse Municipal Drain Improvement	2,000,000										2,000,000	2,000,000				2,000,000	
D.2.2	Lorne Trunk Storm Sewer Rehabilitation	1,000,000	1,000,000									2,000,000					2,000,000	
	Storm Water Management Facility Maintenance		250,000		250,000		250,000		250,000		250,000	1,250,000					1,250,000	
	Lake Victoria Outfall Replacements		700,000		700,000							1,400,000					1,400,000	
	Lake Victoria Sediment Removal		400,000									400,000					400,000	
TOTALS		\$ 3,000,000	\$ 2,350,000	\$ -	\$ 950,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ 7,050,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,050,000	\$ 7,050,000
<u>New Assets Identified in DC Study</u>																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Storm
Project Number	D.2.1
Project Name	Roadhouse Municipal Drain Improvement
Start Date and End Date	2025 to 2026

Brief Project Description:
 Replacement of deteriorating gabion basket retaining walls, in accordance with the Drainage Act. Dependent on the timing of the Drainage Act process and the finalization of the preferred alternative for rehabilitation option, construction is expected to begin in 2025 and finish in 2026.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Replacement of deteriorating gabion basket retaining walls, in accordance with the Drainage Act. The gabion basket walls have been deteriorating over the last 10 years, and the walls have been temporarily braced to ensure failure does not occur. The walls must be replaced in order to protect adjacent properties and buildings, and maintain a major storm drainage channel for the north end of the City. The drain is considered City storm infrastructure with very little ability to recover funds.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	2,000,000	
Total Project Cost	\$ 2,000,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	2,000,000	R-R11-RFED
Total Funding	\$ 2,000,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	\$ 30,000	Annually

Description:
 An estimated \$3,000 would be required for periodic operation and maintenance of the drain. An estimated \$27,000 annual is anticipated for asset renewal.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Temporary bracing measures may fail, resulting in significant damages to neighbouring property. If this critical storm infrastructure fails it may cause flooding upstream in a storm event.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	75
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Last minute or emergency repairs often require more work to complete a replacement as the work expands beyond what would have otherwise been done. Destruction of neighbouring property could require significant rebuilding. Additional work could result in a moderate increase in use of fossil fuel based equipment and related materials required to complete the work.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Storm
Project Number	D.2.2
Project Name	Lorne Trunk Storm Sewer Rehabilitation
Start Date and End Date	June to December 2025

Brief Project Description:
Investigation and evaluation of corrugated steel pipe (CSP) trunk storm sewer past its end of life, followed by implementation of recommended rehabilitation.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The Lorne Avenue trunk storm sewer is a 3300 to 3750mm diameter CSP pipe more than 50 years old, and past its normal service life. Its location and depth make it very difficult and costly to replace by conventional methods. Rehabilitation is required to prevent failure.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	900,000	
4040 Consultants	100,000	
Total Project Cost	\$ 1,000,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	1,000,000	R-R11-STRM
Total Funding	\$ 1,000,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:
Decreased cost of maintenance and flushing of poorly performing sewers.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
This is a very cost effective approach to avoid critical failures that would result in flooding, loss of service, and major disruption to City infrastructure.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

50

Service Level Impact

Increase

Explain:

Rehabilitation of the CSP pipe will result in better flows and increased service.

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Trenchless construction requires significantly less energy for installation than traditional open cut methods.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.3 Water**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.3.1	Miscellaneous Water Repairs	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	1,090,000					1,090,000	1,090,000
D.3.2	Mechanical Upgrades to Wells	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	1,090,000					1,090,000	1,090,000
D.3.3	Well Chlorination System Upgrades	65,000	65,000	65,000	65,000							260,000					260,000	260,000
D.3.4	Water Tower Safety Upgrades	200,000										200,000					200,000	200,000
D.3.5	Romeo Treatment Facility Upgrades	90,000										90,000					90,000	90,000
D.3.6	Rehabilitation Flood Control Structures	160,000	240,000	310,000	80,000							790,000					790,000	790,000
		\$ 715,000	\$ 509,000	\$ 583,000	\$ 357,000	\$ 216,000	\$ 220,000	\$ 224,000	\$ 228,000	\$ 232,000	\$ 236,000	\$ 3,520,000	\$ -	\$ -	\$ -	\$ -	\$ 3,520,000	\$ 3,520,000
New Assets Identified in DC Study																		
												-						-
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Water
Project Number	D.3.1
Project Name	Miscellaneous Water Repairs
Start Date and End Date	Year Round 2025

Brief Project Description:
 A contingency for unplanned or emergency repairs required in the water supply or distribution system where immediate or timely attention is required.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Unplanned events such as water main breaks, pump failures, and hydrant malfunctions can disrupt water supply. This contingency ensures continuous water distribution and safe drinking water during emergencies.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-WATR
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	
Amount in Future Budget Years	Negligible

Description:
 The small failed and repaired sections may see a slight decrease in operation and maintenance requirements.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The lack of contingency funding for unexpected issues, such as compromised water mains or lead removal, poses a risk. This could lead to higher costs and prolonged disruptions while ensuring safe drinking water.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	
Service Level Impact	Maintain

Explain:
 Small sections of replaced infrastructure would likely be replaced again when the entire section of infrastructure is renewed.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Water infrastructure related projects are not directly related to the Corporate Energy and Emissions Plan, though resilient infrastructure will build into community assets and overall climate adaptation elements. This budget item is largely related to aging infrastructure that is more prone to failure. Last minute and emergency repairs tend to expend more resources as the scope of work is greater than what would have otherwise been undertaken in a planned proactive approach.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Water
Project Number	D.3.2
Project Name	Mechanical Upgrades to Wells
Start Date and End Date	April to October 2025

Brief Project Description:
 Various repairs and maintenance to wells in accordance with the Well Monitoring Study completed in 2019. Examples for this are valve, piping, miltronics or instrumentation replacement or upgrade.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Continuous improvement to the water treatment and supply facilities in the City are required in order to maintain the City's water supply resources and the distribution of potable water that is provided to the public.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-WATR
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 As this is a replacement of existing infrastructure, no additional operation and maintenance or asset renewal is anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Continuous and reactive improvements to the well supply system ensure long term sustainability to the drinking water system.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	25
Service Level Impact	Maintain

Explain:
 The proposed work is largely related to the replacement of similar existing infrastructure, resulting in minimal anticipated change to future operating budgets.

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

If yes, amended useful life in years

25

Service Level Impact

Maintain

Explain:

The proposed work is largely related to the replacement of similar existing infrastructure, resulting in a similar level of service being provided.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

There are no direct impacts to corporate GHG emissions identified as a result of this project.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Water
Project Number	D.3.3
Project Name	Well Chlorination System Upgrades
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
Replacement of all gas chlorination system components at various wells.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Completing upgrades to all gas chlorination system components as a preventative measure will help ensure uninterrupted water service for residents.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	45,000	Equipment Purchases
4050 Contractors	20,000	Contractor Installation
Total Project Cost	\$ 65,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	65,000	R-R11-WATR
Total Funding	\$ 65,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible
Amount in Future Budget Years	

Description:
Since the proposed work would be replacing existing infrastructure, minimal change to existing operation and maintenance is anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
This project will ensure long term sustainability and uninterrupted service to the drinking water system. If the system is not upgraded, water service from critical facilities may be impacted if the chlorination system fails.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset
Asset ID #
Description (make, model, year)
Current Condition Rating
Will it extend useful life?
If yes, amended useful life in years 20
Service Level Impact Maintain

Explain:

Replacement of the existing poor condition gas chlorination system scales, piping, pump, manifold and valves will extend the useful life of the chlorination system and ensure raw water disinfection requirements are met.

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The new assets are anticipated to use energy more efficiently, resulting in lower energy demands than the previous units. This will result in an energy efficient system and resilient infrastructure, consistent with the recommendations of the Corporate Energy and Emissions Plan, and community-wide strategies for adaptation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division Project Number Project Name Start Date and End Date	Infrastructure Services - Water D.3.4 Water Tower Safety Upgrades Summer 2025
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Brief Project Description:
Recent tower inspection identified ladders not meeting current safety code, and therefore they need to be replaced.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The ladder at Dufferin tower is out of service and needs a full ladder and safety cable system replacement. Forman tower requires a safety cable system replacement. These replacements are essential to mitigate fall risks and ensure maintenance access.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	200,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-WATR
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
A small reduction in contracted service and staff time is anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Ladder systems are required for regular legislated maintenance. When inoperable, procedures for access expose staff to additional risk. It also creates delays in providing maintenance to critical infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #
Description (make, model, year)
Current Condition Rating
Will it extend useful life?
If yes, amended useful life in years 50
Service Level Impact Maintain

Explain:
The proposed work is largely related to the replacement of similar existing infrastructure, resulting in a similar level of service being provided.

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

There are no direct impacts to corporate GHG emissions identified as a result of this project.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Water
Project Number	D.3.5
Project Name	Romeo Treatment Facility Upgrades
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
Improvements to the facility that would enable better equipment and material storage, along with facility functionality through structure enhancements such as doors and windows.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Post-pandemic, the Romeo Treatment Facility has been used more frequently in daily operations, necessitating additional improvements to enhance the site's effectiveness.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	90,000	
Total Project Cost	\$ 90,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	90,000	R-R11-WATR
Total Funding	\$ 90,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
There will be a reduction in staff time as more equipment and material will be able to be housed at what has become a central hub for the Water Services Division.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The risk of not proceeding with this project would be the continued disconnection of materials, equipment and staff being spread out over more sites across the City and the associated inefficiencies.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	
Projected Replacement Cost	
Projected Useful Life	50
Service Level Impact	Maintain

Explain:
Access to external sites available to the Water Division ensured adequate storage of equipment, material and staff. This would reestablish resources available to the Water Division.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

There would be less driving between various City facilities, thus resulting in lower emission generation from transportation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Water
Project Number	D.3.6
Project Name	Rehabilitation Flood Control Structures
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
 Various components of the Thomas Orr Dam need replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Various components critical to the functionality of the Upper Thames River Conservation Authority- owned Thomas Orr Dam requires replacement to ensure dam functions for flood and recreational purposes.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	160,000	
Total Project Cost	\$ 160,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	160,000	R-R11-WATR
Total Funding	\$ 160,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible
Amount in Future Budget Years	

Description:
 There will be a reduction in staff time currently spent addressing failing equipment.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The Thomas Orr Dam creates the build up of water that enables Lake Victoria. Critical failure could result in less flood mitigation and substantially lower lake levels used in the summer for recreational purposes.

E. Asset Management Plan:
E.1 For a new purchase or construction
 Projected Replacement Year
 Projected Replacement Cost
 Projected Useful Life
 Service Level Impact Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This project is not directly related to energy or emission reductions (CEEP, CCAP) however is closely aligned with adaptation related considerations for City-wide infrastructure maintenance and periodic renewal.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.4 Miscellaneous**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	Homeowners Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.4.1	Public Works Facility Upgrades (Carry forward) Excess Soil Transfer Site	200,000		300,000								200,000 300,000					200,000 300,000	200,000 300,000
TOTALS		\$ 200,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
New Assets Identified in DC Study																		
D.4.2	Rehabilitation and Expansion of PW Facility	160,000	5,000,000			5,000,000			5,000,000			15,160,000		6,200,000			8,960,000	15,160,000
TOTALS		\$ 160,000	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 15,160,000	\$ -	\$ 6,200,000	\$ -	\$ -	\$ 8,960,000	\$ 15,160,000

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Miscellaneous
Project Number	D.4.1
Project Name	Public Works Facility Upgrades (Carry forward)
Start Date and End Date	Summer 2025

Brief Project Description:
 Carryforward work from 2023 and 2024. Replacement windows, doors, gates, and asphalt at varied locations throughout the facility.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 These projects will ensure that the Public Works facility continues to provide timely maintenance for equipment by updating our overhead door access to the facility.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4107 Building Repair	200,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-PWCA
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Infrastructure installations are largely replacements, with minimal anticipated impact on future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Safety concerns for overhead doors. If the motors stop working, it will affect service levels for operations and repairs in the shop.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	<u>Additional Detail</u>
Mechanical System		
Windows		
Lighting		
Insulation Upgrade		
Annual GHG emissions reduction (tCO2e)	6.5	
Service Life GHG emissions (tCO2e)	390.0	
Expected Units Fuel Savings (\$)		

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The proposed work is anticipated to require equipment and material that rely on fossil fuels, resulting in a small to moderate increase in corporate GHG emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Miscellaneous
Project Number	D.4.2
Project Name	Rehabilitation and Expansion of PW Facility
Start Date and End Date	March to September 2025

Brief Project Description:

Detailed design and tender preparation for Fleet Maintenance Bays and Administrative Area.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The existing Public Works yard layout reduces productivity and many of the facilities have surpassed their expected service life. Fleet maintenance bays and office work space is undersized to meet modern services provided by the division.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4040 Consultants	160,000	
Total Project Cost	\$ 160,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	40,000 120,000	R-R11-PWCA R-DIS-OTRN
Total Funding	\$ 160,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The new facility would include other divisions and departments as needed. Housing resources and staff under one facility will improve communication and optimize existing resources.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	50% efficiency
Windows	0.6 - 1.2	Triple Glazed
Lighting	0.4 - 0.8	LED
Insulation Upgrade	1.4 - 2.6	Roof
Annual GHG emissions reduction (tCO2e)	6.5	
Service Life GHG emissions (tCO2e)	390.0	
Expected Units Fuel Savings (\$)	15-30% Savings	

F.3 Climate Lens for Other Purchases

	Additional Detail
Estim. GHG Emissions Reduction (tCO2e)	Should a near zero facility be approved, it is anticipated to generate reduced emissions during operations annually, in comparison to the current facility.
	5-15 tCO2e
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

A new building would meet or exceed the Ontario Building Code, and align with the recommendations of the Corporate Energy and Emissions Plan to commission new City builds as most energy efficient. A near net zero would be the anticipated approach to design and development. Options and pricing will be conveyed as part of detailed design.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Infrastructure Services
Division D.5 Sanitary**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	Developer Contribution	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
D.5.1	Pollution Control Plant Improvements	420,000	425,000	430,000	440,000	450,000	460,000	470,000	480,000	490,000	500,000	4,565,000					4,565,000	4,565,000	
D.5.2	Basement Isolation	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	345,000					345,000	345,000	
D.5.3	Miscellaneous Sanitary Repairs	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000	39,000	345,000					345,000	345,000	
D.5.4	Sanitary Relining Subsidy	50,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000	545,000					545,000	545,000	
D.5.5	Pumping Station Upgrades	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	1,090,000					1,090,000	1,090,000	
D.5.6	Pumping Station Security Upgrades	55,000										55,000					55,000	55,000	
D.5.7	Pumping Station Magnetic Flow Meters	75,000	75,000	75,000								225,000					225,000	225,000	
D.5.8	Pumping Station Maintenance Program	75,000										75,000					75,000	75,000	
D.5.9	WPCP Aeration Piping and Valves	550,000										550,000					550,000	550,000	
D.5.10	WPCP Sludge Storage Clean Out	120,000										120,000					120,000	120,000	
D.5.11	WPCP Aeration Sluice Gates	180,000										180,000					180,000	180,000	
D.5.12	WPCP Grit Separator	1,500,000										1,500,000					1,500,000	1,500,000	
	WPCP New Aeration Blower		200,000									200,000					200,000	200,000	
	WPCP SCADA Replacements			100,000								100,000					100,000	100,000	
	WPCP Sludge Storage Upgrades				2,000,000		5,000,000					7,000,000					7,000,000	7,000,000	
	WPCP Bar Screen Strategies					200,000						200,000					200,000	200,000	
		\$ 3,185,000	\$ 915,000	\$ 825,000	\$ 2,665,000	\$ 880,000	\$ 5,695,000	\$ 710,000	\$ 725,000	\$ 740,000	\$ 755,000	\$ 17,095,000	\$ -	\$ -	\$ -	\$ -	\$ 17,095,000	\$ 17,095,000	
New Assets Identified in DC Study																			
D.5.13	O'Loane Ave. Trunk Sanitary Phase 1	2,290,000	2,000,000									4,290,000		4,118,400			171,600	4,290,000	
	Ontario St Sanitary Upgrade East of CHMeier		800,000									800,000		536,000			264,000	800,000	
	Quinlan Sanitary Pumping Station and Forcemain, Phase 2					400,000						400,000		400,000				400,000	
	Tertiary Filter Upgrade WPCP					290,000	2,560,000					2,850,000		2,850,000				2,850,000	
	Huron Street Sanitary Extension west							1,100,000				1,100,000		935,000			165,000	1,100,000	
	Ontario Street Sanitary Extension		400,000									400,000		125,000	\$ 275,000			400,000	
TOTALS		\$ 2,290,000	\$ 3,200,000	\$ -	\$ -	\$ 690,000	\$ 2,560,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 9,840,000	\$ -	\$ 8,964,400	\$ -	\$ 275,000	\$ 600,600	\$ 9,840,000	

2025 Capital Project Detail Form

Department and Division Project Number Project Name Start Date and End Date	Infrastructure Services - Sanitary D.5.1 Pollution Control Plant Improvements Year Round 2025
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Brief Project Description:
 An allowance for various capital improvements to the Water Pollution Control Plant (WPCP) as recommended and required by the City's operating authority Ontario Clean Water Agency (OCWA).

A. Project Justification/Contribution to City Services and Strategic Priorities:
 OCWA's annual report outlines capital works for the next eight years, reviewed by the Manager of ES and Director of IS. Continuous WPCP improvements ensure plant integrity and protect the environment, staff, and public health.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	420,000	
Total Project Cost	\$ 420,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	420,000	R-R11-WWTR
Total Funding	\$ 420,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible	
Amount in Future Budget Years		

Description:
 Capital improvements are largely related to the replacement of existing infrastructure, resulting in minimal impact to future operating budgets.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Funding is based on a 2014 needs report recommending over \$8.5 million in upgrades. Neglecting these upgrades risks compromising safety and operations, leading to higher costs for reactive repairs.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Replacing aging infrastructure generally results in slight reduction in overall energy demand and speaks to the recommendations of the Corporate Energy and Emissions Plan to build adaptive, resilient infrastructure.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.2
Project Name	Basement Isolation
Start Date and End Date	Year Round 2025

Brief Project Description:
 A City program intended to provide subsidy to eligible properties in accordance with the Basement Isolation and Sump Pump Subsidy program.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Storm events in the early 2000's have identified many properties in the City that have a cross connection between their storm and sanitary plumbing. This program aligns with the City's priority of optimizing Stratford's physical assets and resources.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
Other (specify)	30,000	Rebates
Total Project Cost	\$ 30,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,000	R-R11-WWTR
Total Funding	\$ 30,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible	
Amount in Future Budget Years		

Description:
 This is a recurring annual capital budget item for as long as the program is available to residents.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The benefits of homeowner disconnections from the storm/sanitary cross connections will offset any subsidy rebates because of the reduction of storm water having to be treated during storm events at the Water Pollution Control Plant.

- E. Asset Management Plan:**
- E.1 For a new purchase or construction**
 - E.2 For a major repair or rehabilitation of an existing asset**
 - E.3 Is there an asset to be disposed?** No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Supporting protective installation will reduce significant loss in flooding events, and associated overall energy demands required to address impacts and replaced losses. This budget item is congruent with building resilient infrastructure in the face of significant weather events.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

Please confirm that the Climate Change Program Manager has reviewed this form prior to submitting to Finance

Confirmed

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.3
Project Name	Miscellaneous Sanitary Repairs
Start Date and End Date	Year Round 2025

Brief Project Description:
 A contingency for unplanned or emergency repairs required in the wastewater collection system where immediate or timely attention is necessary.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This contingency will ensure that continuous wastewater collection is provided to residents should any emergency or abnormal condition be identified and require immediate remediation.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	30,000	
Total Project Cost	\$ 30,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,000	R-R11-WWTR
Total Funding	\$ 30,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
 Minimal impact to future operating budgets are anticipated as this is largely replacing existing infrastructure.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Lack of contingency funding should an unusual finding occur that will require a timely or immediate response, could put the operation of the wastewater collection system at risk or cause service interruptions to residents.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Unplanned repairs tend to be larger in scale than planned repairs, resulting in increased overall energy demands to fix the larger than needed repair. Taking a proactive planned approach to remedy deficiencies will support building resilient infrastructure city-wide.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.4
Project Name	Sanitary Relining Subsidy
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
Funding for the sanitary lateral subsidy to homeowners who reline their property sewer lines.

A. Project Justification/Contribution to City Services and Strategic Priorities:
As part of the sewer subsidy program, this rebate is for property owners who reline and rehabilitate their sewer laterals rather than open cut, excavate and replace the laterals.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	50,000	
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-WWTR
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
This is will be a recurring annual capital item as long as the subsidy program is in place.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Due to cost and low impact to residents, this has become the most common method of pipe rehabilitation. It is beneficial for the City to have property owners reline instead of open cut since it uses far less city resources and funds.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Supporting sewer lining activities will result in less infiltration and inflow to the City's sewer system and will overall reduce the volume of wastewater and associated energy demands, needing treatment by the City's Water Pollution Control Plant.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.5
Project Name	Pumping Station Upgrades
Start Date and End Date	April to October 2025

Brief Project Description:
Upgrades to pumping stations as per the 2015 Pumping Stations Condition Assessment Report.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Continuous improvements and upgrades to the City's wastewater pumping infrastructure ensures proper operation of the pump stations, the protection of the environment, and health and safety of staff and the public.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-WWTR
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible
Amount in Future Budget Years	

Description:
Minimal impact to future operating budgets are anticipated as this is largely replacing existing infrastructure.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The upgrades recommended in 2025 include health and safety, electrical and process upgrades. Failure to continue to improve/upgrade could compromise safety and process related activities with increased risk to the public and staff.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This budget item aligns with the recommendations of the Corporate Energy and Emissions Plan. New efficient equipment generally results in a slight reduction in annual energy consumption.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.6
Project Name	Pumping Station Security Upgrades
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
Security / electronic access installations at all 12 Pumping Stations.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Installing security key fobs enhances site security by restricting access to authorized personnel only, thereby reducing the risk of unauthorized entry, theft, and ensuring safer work environments and easier access for more employees.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	55,000	
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-WWTR
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible
Amount in Future Budget Years	

Description:
Minimal impact to future operating budgets are anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Failure to implement security enhancements will elevate the risk of unauthorized access, hinder staff access efficiency, and remove the ability to maintain an electronic remote security log.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

There is not anticipated to impact the City's Corporate Climate Action initiatives related to this project.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.7
Project Name	Pumping Station Magnetic Flow Meters
Start Date and End Date	Summer/Fall 2025

Brief Project Description:
 Installation of Magnetic Flow Meters at various pump stations to enable use of remote (SCADA) monitoring.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Installing magnetic flow meters at all pump stations in the coming years will enable highly accurate remote monitoring of sewage flows, which currently has limited recording and accuracy.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	75,000	
Total Project Cost	\$ 75,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	75,000	R-R11-WWTR
Total Funding	\$ 75,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Minimal impact to future operating budgets are anticipated.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Increasing accuracy of sewage flow recordings and ability to do it remotely, will greatly enhance staff ability to promptly assess current issues as they arise and develop strategies for its sanitary pumping stations.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Improving flow monitoring accuracy may lead to strategies that reduce peak energy demands and optimize machinery usage more efficiently.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

Please confirm that the Climate Change Program Manager has reviewed this form prior to submitting to Finance

Confirmed

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.8
Project Name	Pumping Station Maintenance Program
Start Date and End Date	Year Round 2025

Brief Project Description:
Development of a pumping station maintenance program.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Implementing a proactive pumping station maintenance program ensures optimal performance and longevity of equipment, reduces unexpected breakdowns, minimizes downtime, and lowers overall maintenance costs.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	75,000	
Total Project Cost	\$ 75,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	75,000	R-R11-WWTR
Total Funding	\$ 75,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
Maintenance costs are anticipated to be offset by reduced costs from unexpected breakdowns.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Proactive maintenance minimizes expensive unplanned breakdowns and promotes reliable operation of vital infrastructure.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Well-maintained equipment is expected to contribute slightly to reducing carbon emissions due to its optimized efficient operation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.9
Project Name	WPCP Aeration Piping and Valves
Start Date and End Date	Fall 2025

Brief Project Description:

Replacement of Water Pollution Control Plant (WPCP) aeration tank piping and valves.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The WPCP aeration tank piping and valves have experienced repeated failures, necessitating repairs that cause operational disruptions, escalate costs, and complicate compliance efforts.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	550,000	
Total Project Cost	\$ 550,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	550,000	R-R11-WWTR
Total Funding	\$ 550,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:

Maintenance costs are anticipated to be offset by reduced costs from unexpected breakdowns.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Proactive maintenance minimizes expensive unplanned breakdowns and promotes reliable operation of core infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Well-maintained equipment is expected to contribute slightly to reducing carbon emissions due to its optimized efficient operation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.10
Project Name	WPCP Sludge Storage Clean Out
Start Date and End Date	Spring/Summer 2025

Brief Project Description:

Removal of accumulated stored sludge.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Over time, solids settle and accumulate in the sludge storage tanks, reducing their effective capacity. A cleanout ensures tanks can store the maximum amount of sludge, maintaining operational efficiency.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	120,000	
Total Project Cost	\$ 120,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	120,000	R-R11-WWTR
Total Funding	\$ 120,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	Negligible
Amount in Future Budget Years	

Description:

Maintenance costs are anticipated to be offset by reduced costs from unexpected breakdowns.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Proactive maintenance minimizes expensive unplanned breakdowns and promotes reliable operation of vital infrastructure.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Well-maintained equipment is expected to contribute slightly to reducing carbon emissions due to its optimized efficient operation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.11
Project Name	WPCP Aeration Sluice Gates
Start Date and End Date	Summer 2025

Brief Project Description:
Valve replacements to improve maintenance operations.

A. Project Justification/Contribution to City Services and Strategic Priorities:
There are four valves that leak when the associated cell is pumped down for its scheduled clean-out. This leakage complicates the isolation of the cell and cleaning the area beneath the sluice gate.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	180,000	
Total Project Cost	\$ 180,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	180,000	R-R11-WWTR
Total Funding	\$ 180,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
Maintenance costs are anticipated to be offset by reduced costs from unexpected breakdowns.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Proactive maintenance minimizes expensive unplanned breakdowns and promotes reliable operation of vital infrastructure.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Well-maintained equipment is expected to contribute slightly to reducing carbon emissions due to its optimized efficient operation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.12
Project Name	WPCP Grit Separator
Start Date and End Date	Fall 2025

Brief Project Description:
Replacement of Water Pollution Control Plant (WPCP) Grit Separator that is well past its service life.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Grit separators remove heavy particles from influent wastewater. The current system is inefficient, allowing grit to enter the treatment process, causing more wear and tear, reduced efficiency, and higher maintenance needs.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	1,500,000	
Total Project Cost	\$ 1,500,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	1,500,000	R-R11-WWTR
Total Funding	\$ 1,500,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	Negligible	

Description:
Maintenance costs are anticipated to be offset by reduced costs from unexpected breakdowns.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Proactive maintenance minimizes expensive unplanned breakdowns and promotes reliable operation of vital infrastructure. Improvements to this structure result in improvements to the overall plant.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset
E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Well-maintained equipment is expected to contribute slightly to reducing carbon emissions due to its optimized efficient operation.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Sanitary
Project Number	D.5.13
Project Name	O'Loane Ave. Trunk Sanitary Phase 1
Start Date and End Date	April to December 2025

Brief Project Description:
 Design of the O'Loane Avenue sanitary trunk sewer from south of Huron Street to Galt Street. Tendering and start of construction in 2025, with final completion of construction in 2026.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 There is significant developable residential land in the northwest end of the City. The main deterrent from the development community to proceed further is the need to have a trunk sewer available for their developments.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
4040 Consultants	300,000	
4050 Contractors	1,990,000	
Total Project Cost	\$ 2,290,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	91,600	R-R11-WWTR
Development Charges	2,198,400	R-DIS-WAST
Total Funding	\$ 2,290,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Not proceeding with this project may deter significant developments in Stratford from proceeding in a timely manner.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2100
Projected Replacement Cost	\$	2,000,000
Projected Useful Life		75
Service Level Impact		

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) Unknown
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Trunk sewer would permit significant growth, which comes with additional energy demands to service the City's anticipated growth and new residents. It is recommended that the trunk sewer assessment identify climate adaptation elements for new neighbourhood growth and consider future climate projections including more frequent, intense storm events.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

**Dept Infrastructure Services
Division D.6 Linear Infrastructure**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	Developer/ LI Charges	Reserves	Total Funding
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.6.1	Asphalt Resurfacing	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	21,750,000	18,750,000			3,000,000	21,750,000
D.6.2	2026 Preliminary Studies and Investigations	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	2,000,000				2,000,000
D.6.3	Watermain Relining	800,000	800,000		1,000,000		1,100,000		1,100,000			1,200,000	6,000,000				6,000,000	6,000,000
D.6.4	Avondale and Avon Reconstruction	5,600,000											5,600,000	3,000,000			2,600,000	5,600,000
D.6.5	Lorne Downie Intersection	625,000											625,000				625,000	625,000
D.6.6	Huron Street Phase 2 - John to Matilda	2,950,000	3,350,000										6,300,000	3,000,000			3,300,000	6,300,000
D.6.7	East Gore Watermain Looping	500,000											500,000				500,000	500,000
2026	Daly Ave with Birmingham to Worsley		2,700,000										2,700,000	650,000			2,050,000	2,700,000
	Queen Street- Regent to Brunswick		3,215,000										3,215,000	2,350,000			865,000	3,215,000
2027	Mowat Street - West Gore to Brydges			2,910,000									2,910,000	2,400,000			510,000	2,910,000
	Brunswick Street - Queen to King			2,270,000									2,270,000				2,270,000	2,270,000
	Perth Street - Downie to Taylor			1,950,000									1,950,000				1,950,000	1,950,000
	Connecting Link Project - Ontario Downtown			2,500,000									2,500,000	1,575,000			925,000	2,500,000
	North Street - Lakeside to Water			900,000									900,000				900,000	900,000
	Sewer Relining			1,500,000		1,700,000		1,700,000		1,700,000			6,600,000				6,600,000	6,600,000
2028	McDonald Street - Willow to Devon				1,450,000								1,450,000				1,450,000	1,450,000
	Jones Street - Caledonia to Britannia				1,680,000								1,680,000	1,000,000			680,000	1,680,000
	Norfolk Street - Borden to Romeo				3,380,000								3,380,000	1,500,000			1,880,000	3,380,000
	Mercer Street - Caledonia to Britannia				1,700,000								1,700,000				1,700,000	1,700,000
2029	Perth Street - Taylor to Borden					2,675,000							2,675,000	900,000			1,775,000	2,675,000
	Brunswick Street - King to Romeo					2,300,000							2,300,000				2,300,000	2,300,000
	Connecting Link Project					3,600,000							3,600,000	3,000,000			600,000	3,600,000
	Queen Street - Brunswick to Water					2,510,000							2,510,000	1,700,000			810,000	2,510,000
2030	Water Street - Parkview to Queen						2,000,000						2,000,000				2,000,000	2,000,000
	Birmingham Street - Cambria to Daly						2,000,000						2,000,000	1,000,000			1,000,000	2,000,000
	Stratford Street - St. David to Cambria						2,000,000						2,000,000				2,000,000	2,000,000
	Douglas Street - Huntingdon to John						2,800,000						2,800,000	2,000,000			800,000	2,800,000
2031	East Gore Street - Taylor to Borden							2,000,000					2,000,000				2,000,000	2,000,000
	Romeo Street - Ontario to Brunswick							2,730,000					2,730,000	2,000,000			730,000	2,730,000
	Woods Street - Birmingham to St. Vincent							1,950,000					1,950,000	1,000,000			950,000	1,950,000
2032	West Gore - St. Vincent to John								2,150,000				2,150,000	1,000,000			1,150,000	2,150,000
	John Street storm - West Gore to Cambria								1,345,000				1,345,000				1,345,000	1,345,000
	Grange Street - Waterloo to Front								3,430,000				3,430,000	2,000,000			1,430,000	3,430,000
	Laurier Street - East Gore to Norfolk								1,500,000				1,500,000				1,500,000	1,500,000
2033	Avon Street - Avondale to McLagan									2,585,000			2,585,000	300,000			2,285,000	2,585,000
	Cobourg Street - Waterloo to Front									3,500,000			3,500,000				3,500,000	3,500,000
	Well Street - Brunswick to Regent									2,900,000			2,900,000	2,700,000			200,000	2,900,000

Dept Infrastructure Services Division D.6 Linear Infrastructure		Gross Project Costs											Funding Sources					
2025 Project Number	Project Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total Project Costs	Federal & Prov Funding	Development Charges	Long Term Debt	Developer/ LI Charges	Reserves	Total Funding
2034	Brunswick Street - Front to Queen Douglas Street - Huntingdon to John Norfolk Street - Downie to Borden										3,600,000	3,600,000	3,000,000				600,000	3,600,000
											2,500,000	2,500,000					2,500,000	2,500,000
											4,000,000	4,000,000					4,000,000	4,000,000
		\$ 12,725,000	\$ 12,315,000	\$ 14,280,000	\$ 11,460,000	\$ 15,035,000	\$ 12,400,000	\$ 10,880,000	\$ 12,025,000	\$ 13,185,000	\$ 13,800,000	\$ 128,105,000	\$ 56,825,000	\$ -	\$ -	\$ -	\$ 71,280,000	\$ 128,105,000
New Assets Identified in DC Study																		
	Short Street - Matilda to O'Loane				725,000							725,000					276,050	725,000
	McCarthy Road - Orr to O'Loane		900,000									900,000		448,950		30,000	331,000	900,000
TOTALS		\$ -	\$ 900,000	\$ -	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,625,000	\$ -	\$ 987,950	\$ -	\$ 30,000	\$ 607,050	\$ 1,625,000

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.1
Project Name	Asphalt Resurfacing
Start Date and End Date	Apr-Nov 2025

Brief Project Description:
Annual program for road surface reconstruction and/or rehabilitation of various streets.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Annual program for the reconstruction/rehabilitation of various streets. Streets to be determined according to the Pavement Evaluation Study completed in 2022 and rehabilitation techniques based on geotechnical report recommendations. Regent Street, Britannia Street, Willow Street, and various other road segments are under consideration.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	2,050,000	
Total Project Cost	\$ 2,050,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	1,750,000	R-R11-RFED
Reserve or Reserve Fund (specify)	100,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	100,000	R-R11-WATR
Reserve or Reserve Fund (specify)	100,000	R-R11-STRM
Total Funding	\$ 2,050,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:
Decrease in maintenance costs - less patching, pothole and emergency repairs - will allow more temporary repair work to be done on other non-improved roads.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Risk - deterioration of asphalt roads requiring more remediation and rehabilitation and maintenance costs. Poorer driver/cycling experience. Poorer condition roads results in the City receiving more legal claims for damages etc.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

15-25

Service Level Impact

Maintain

Explain:

Depending on the pavement's lifecycle stage, either basic rehabilitation / resurfacing or full reconstruction will be facilitated. Full reconstruction is recommended near end of service life. This costs more but lasts longer.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Asphalt production, processing and transportation is energy intensive, and results in emissions generation, that are generally accounted for within the manufacturer's Scope 1 and Scope 2 emissions.

Estim. GHG Emissions Reduction (tCO2e)

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly so staff will review, consider and present viable options where possible.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.2
Project Name	2026 Preliminary Studies and Investigations
Start Date and End Date	Apr-Nov 2025

Brief Project Description:
Preliminary studies and investigations for the upcoming (2026) reconstruction and resurfacing programs.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Geotechnical investigations and reporting is required for the design and tendering of future reconstruction and resurfacing projects. Investigative studies ensure that the most optimal and cost effective designs are selected.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4040 Consultants	200,000	Geotechnical and Excess Soils
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	200,000	R-R11-RFED
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Annual
Amount in Future Budget Years		

Description:
Reconstruction and resurfacing projects decrease maintenance costs - less patching, pothole and emergency repairs - will allow more temporary repair work to be done on other non-improved roads.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Deteriorating asphalt roads in reconstruction and resurfacing projects lead to higher maintenance costs, poorer driving and cycling experiences, and more legal claims against the City.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset
Asset ID #
Description (make, model, year)
Current Condition Rating

Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	15-25
Service Level Impact	Maintain

Explain:

Depending on the pavement's lifecycle stage, either basic rehabilitation / resurfacing or full reconstruction will be facilitated. Full reconstruction is recommended near end of service life. This tends to cost more but lasts longer.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

Asphalt production, processing and transportation is energy intensive, and results in emissions generation, that are generally accounted for within the manufacturer's Scope 1 and Scope 2 emissions.

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.3
Project Name	Watermain Relining
Start Date and End Date	Apr-Oct 2025

Brief Project Description:
 Annual program to rehabilitate deteriorated watermains by relining, which eliminates the need for open cut construction and restoration. Target area for 2025 may include St. Vincent Street. This section of watermain has experienced many historic breaks.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Annual program to rehabilitate deteriorated watermains by relining, eliminating the need for open cut construction and restoration. Target area for 2025 may include St. Vincent Street. This section of watermain has experienced many historic breaks.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	800,000	
Total Project Cost	\$ 800,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	800,000	R-R11-WATR
Total Funding	\$ 800,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 Watermain breaks regularly require afterhours work at elevated costs to repair. Avoiding breaks will reduce staff overtime. Each year staff respond to 20 - 40 main breaks requiring approximately \$1,800 in staff overtime costs per event.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Watermains will continue to deteriorate and break, resulting in more impacts to service, and mains will have to be replaced by open cut. Construction costs will be significantly greater and public disruption will be encountered to close the necessary roads. Discolouration and water quality will require further monitoring.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

50

Service Level Impact

Maintain

Explain:

This trenchless construction approach essentially replaces what is existing with a new pipe.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Trenchless construction for watermain projects is anticipated to require less energy for installation than traditional open cut methods, however, it will require more energy than sewer lining as a temporary water service will need to be created and maintained.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.4
Project Name	Avondale and Avon Reconstruction
Start Date and End Date	April to October 2025

Brief Project Description:
 Avondale from Hibernia Street to the Cemetery entrance, Avon from Avondale to John. Reconstruction of road, replace sanitary, water and storm sewer which are all in poor condition.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The sanitary and storm sewers are over 100 years old and in poor condition. The storm sewers are undersized. The road surface is in poor condition. The watermain is cast iron and over 90 years old. There are possible lead services throughout the street that need replacements. The reconstruction of Avon Street is required in order to provide sufficient depth for the Avondale sanitary sewer to be constructed to current standards.

B. Project Financials: (including 1.76% net HST expenses)	Cost	Additional Detail
4040 Consultants	200,000	Geotechnical and Excess Soils
4050 Contractors	670,000	Sanitary
4050 Contractors	1,210,000	Water
4050 Contractors	1,900,000	Road
4050 Contractors	1,620,000	Storm
Total Project Cost	\$ 5,600,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	670,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	1,210,000	R-R11-WATR
Reserve or Reserve Fund (specify)	720,000	R-R11-STRM
Federal or Provincial Funding	3,000,000	R-R11-OCIF
Total Funding	\$ 5,600,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 New road, sidewalks and underground infrastructure will require less maintenance. In recent past, significant costs have been allocated to asphalt to patch this deteriorated road.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk if not approved - Further deterioration of watermain, further breaks and repairs, further loss of service to residents. Reduced ability to provide adequate fire suppression flows. Increased deterioration of road, storm sewer, sidewalks. Increased maintenance of sanitary system.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

40 to 60

Service Level Impact

Maintain

Explain:

Paved surfaces service life anticipated range of 40-60 years, while watermain and sewer infrastructure service life anticipated to be 75 years.

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Estim. GHG Emissions Reduction (tCO2e)

Additional Detail

Significant energy is required to install new infrastructure, however intensification will help alleviate these increases per capita.

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Significant energy demands will be required in the production of materials and equipment used for installations. Since the replacements are largely critical infrastructure, the main way to mitigate climate impacts would be intensification where more people are being serviced off the same infrastructure.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.5
Project Name	Lorne Downie Intersection
Start Date and End Date	Fall 2025

Brief Project Description:
 Reconstruction of the Lorne Avenue and Downie Street Intersection with dedicated left turn lanes.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This intersection operates poorly with significant delays and queuing on Lorne Ave. The installation of left turn lanes on Lorne Avenue, in both directions, will improve operations and better manage traffic demands.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4040 Consultants	35,000	Geotechnical and Excess Soils
4050 Contractors	590,000	
Total Project Cost	\$ 625,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	525,000	R-R11-PWCA
Reserve or Reserve Fund (specify)	100,000	R-R11-STRM
Total Funding	\$ 625,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	
Amount in Future Budget Years	minimal

Description:
 There would be less traffic signal maintenance.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 No improvement to the operation of the Lorne/Downie intersection.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset
 Asset ID #
 Description (make, model, year)
 Current Condition Rating

Will it extend useful life?	Yes - provide specifics
If yes, amended useful life in years	40-60
Service Level Impact	Maintain

Explain:

Depending on the pavement's lifecycle stage, either basic rehabilitation / resurfacing or full reconstruction will be facilitated. Full reconstruction is recommended near end of service life. This costs more but lasts longer.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

A significant amount of energy is required to create asphalt, facilitated by fossil fuel heating. Slightly less energy intense options exist, however, are not common practice and have limited availability locally. This field of climate considerate paving is emerging quickly.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.6
Project Name	Huron Street Phase 2 - John to Matilda
Start Date and End Date	March 2025- November 2026

Brief Project Description:
 Reconstruction of Huron Street from John Street to Matilda Street.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The sanitary and storm sewers are over 100 years old and in poor condition. The storm sewers are undersized. The road surface is in poor condition. The watermain is cast iron and 60 to 90 years old. There are possible lead services throughout the street that need replacements. The road and storm sewer work is eligible for Connecting Link grant funding.

B. Project Financials: (including 1.76% net HST expenses)		
	Cost	Additional Detail
4040 Consultants	100,000	Geotech and Excess Soils
4050 Contractors	700,000	Sanitary
4050 Contractors	500,000	Water
4050 Contractors	750,000	Road
4050 Contractors	900,000	Storm
Total Project Cost	\$ 2,950,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	700,000	R-R11-WWTR
Reserve or Reserve Fund (specify)	500,000	R-R11-WATR
Reserve or Reserve Fund (specify)	100,000	R-R11-PWCA
Reserve or Reserve Fund (specify)	150,000	R-R11-STRM
Federal or Provincial Funding	1,500,000	Connecting Link provincial funding
Total Funding	\$ 2,950,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 New road, sidewalks and underground infrastructure will require less maintenance. In recent past, significant costs have been allocated to asphalt to patch this deteriorated road.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk if not approved - Further deterioration of watermain, further breaks and repairs, further loss of service to residents. Reduced ability to provide adequate fire suppression flows. Increased deterioration of road, storm sewer, sidewalks. Increased maintenance of sanitary system.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

40-60

Service Level Impact

Maintain

Explain:

Paved surfaces service life has an anticipated range of 40-60 years. Watermain and sewer infrastructure service life is anticipated to be 75 years.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Estim. GHG Emissions Reduction (tCO2e)

Additional Detail

Significant energy is required to install new infrastructure, however intensification will help alleviate these increases per capita.

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Significant energy demands will be required in the production of materials and equipment used for installations. Since the replacements are largely critical infrastructure, the main way to mitigate climate impacts would be intensification where more people are being serviced off the same infrastructure.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Linear Infrastructure
Project Number	D.6.7
Project Name	East Gore Watermain Looping
Start Date and End Date	Summer 2025

Brief Project Description:
 Installation by directional drilling of new watermain on East Gore from Laurier to Borden, and connecting to the existing watermain at the intersection of Borden and Perth Street.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Water servicing was proposed to 161 East Gore Street. Recognizing that this area has poor water pressure, poor water quality and poor fire protection, extending the installation of the new watermain is proposed to alleviate these issues.

B. Project Financials: (including 1.76% net HST expenses)	Cost	Additional Detail
4050 Contractors	500,000	
Total Project Cost	\$ 500,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	305,000	R-R11-WATR
Other (specify)	195,000	Carry Forward
Total Funding	\$ 500,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2100
Projected Replacement Cost	\$	500,000
Projected Useful Life		75
Service Level Impact		Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This initiative has no direct correlation to the CEEP, and is more service-delivery based in nature.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.7 Fleet**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.7.1 to D.7.10	Light Duty Fleet Replacement Schedule	703,650	850,000	450,000	515,000	260,000	255,000	80,000	630,000	660,000	650,000	5,053,650					5,053,650	5,053,650
D.7.11 to D.7.14	Heavy Duty Fleet Replacement Schedule	1,218,000	2,180,000	2,025,000	1,050,000	400,000	275,000	-	765,000	250,000	-	8,163,000					8,163,000	8,163,000
D.7.15 to D.7.16	Tractor Fleet Replacement Schedule	122,000	665,000	-	-	-	435,000	-	185,000	385,000	795,000	2,587,000					2,587,000	2,587,000
D.7.17 to D.7.18	Mid-Size Equipment Fleet Replacement Schedule	265,000	390,000	278,000	105,000	30,000	166,500	265,000	13,000	160,000	105,000	1,777,500					1,777,500	1,777,500
		\$ 2,308,650	\$ 4,085,000	\$ 2,753,000	\$ 1,670,000	\$ 690,000	\$ 1,131,500	\$ 345,000	\$ 1,593,000	\$ 1,455,000	\$ 1,550,000	\$ 17,581,150	\$ -	\$ -	\$ -	\$ -	\$ 17,581,150	\$ 17,581,150
New Assets Identified in DC Study																		
	Public Works - Sidewalk Machine		320,000									320,000		320,000				320,000
	Parks - Pickup Truck				70,000							70,000		70,000				70,000
	Public Works - New Service Truck					85,000						85,000		85,000				85,000
	Public Works - Dump Truck						250,000					250,000		250,000				250,000
	Public Works - Loader							300,000				300,000		300,000				300,000
	Public Works - Plow Truck								500,000			500,000		500,000				500,000
TOTALS		\$ -	\$ 320,000	\$ -	\$ 70,000	\$ 85,000	\$ 250,000	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ 1,525,000	\$ -	\$ 1,525,000	\$ -	\$ -	\$ -	\$ 1,525,000

Definitions:

Light Duty = any vehicle under a gross vehicle weight of 5,000 kg: cars, vans, service vehicles, pickups, HD pickups

Heavy Duty = any vehicle over a gross vehicle weight of 5,000 kg, or equipment over 100hp: dump trucks, plow trucks, vacuum trucks, loaders, backhoes, compactors, dozers

Tractor = any unit less than 100hp: Kubota tractors/loaders, Bobcat loaders, Sidewalk Tractors

Mid-Size Equipment = Ride-on equipment (not hand-held): forklifts, scissor lifts, wood chippers, zambonis, line painters

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.1
Project Name	L91 Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:

This 2008 pickup truck is at its life cycle end and is in need of replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Replacing this truck with a small Hybrid Pickup will not only reduce the repair costs but ensure we are continue to meet our 2030 Greenhouse Gas reduction targets.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	New Hybrid Pickup
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS

Description:

\$500 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 65,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #	112 / L91
Description (make, model, year)	2008 Dodge Dakota pickup
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	1,700	(Estimate based on 2023 usage)
Annual GHG emissions (tCO ₂ e)	3.9	
Service Life GHG Emissions (tCO ₂ e)	47.1	
Service Life Fuel Costs (\$)	53,040	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,190	
Electricity Consumption (kWh)	-	Not applicable
Annual GHG emissions (tCO ₂ e)	2.7	
Service Life GHG emissions (tCO ₂ e)	33.0	
Expected Operational Savings (\$)	15,912	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. Upgrading a gas powered gasoline vehicle to a hybrid option will provide 30% fuel efficiency, resulting in GHG savings of 14 tonnes of CO₂ and operational cost savings of approximately \$15,912 over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.2
Project Name	L44 Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:
 Replacement of a 2012 Dodge Caravan that is currently being used daily by the Engineering Department's Locator.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This vehicle has been part of the Fire Department, then moved to the Fleet Department and assigned to the Engineering Department. This van is at its useful life span under the Fleet Department's 10 year replacement program and can be replaced with a hybrid vehicle that will help us make strides toward corporate GHG emission reduction target of 30% reduction by 2030.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	Hybrid Mid Size Pickup
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS

Description:
 \$500 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Reduced repair and fuel costs along with helping reduce greenhouse gases to enable us to reach our 2030 targets. Increased repair and fuel costs if current vehicle is not replaced.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 60,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	144
Description (make, model, year)	2012 Dodge Caravan
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	1,700	
Annual GHG emissions (tCO ₂ e)	3.9	
Service Life GHG Emissions (tCO ₂ e)	47.1	
Service Life Fuel Costs (\$)	53,040	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,190	
Electricity Consumption (kWh)	4,200	14,000 km; energy use 30kWh per 100km
Annual GHG emissions (tCO ₂ e)	2.7	
Service Life GHG emissions (tCO ₂ e)	33.0	
Expected Operational Savings (\$)	15,912	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. By upgrading a gasoline van to a hybrid option, significant savings can be achieved in terms of operational costs of approximately \$53,040 and emission reductions of approximately 97% over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.3
Project Name	L52 - Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:
 Replacing this car will be replaced with and Hybrid will not only reduce the repair costs but ensure we are continue to meet our 2030 Greenhouse Gas reduction targets.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This vehicle has been part of the Fire Department, then moved to the Fleet Department and was assigned to the Fleet Department. This car is at its useful life span under the Fleet Department's 10 year replacement program and can be replaced with a hybrid vehicle that will help us reach our 2030 Greenhouse Gas reduction target.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	hybrid
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS

Description:
 \$500 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits - helping us make strides toward our GHG emission reduction targets of 30% reduction by 2030. Additionally, repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 65,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	143 / L52
Description (make, model, year)	2009 Chevy Impala
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	1,210	
Annual GHG emissions (tCO2e)	2.8	
Service Life GHG Emissions (tCO2e)	33.5	
Service Life Fuel Costs (\$)	37,752	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	847	4200 kms/yr
Electricity Consumption (kWh)	924	4200 km; energy use 22kWh per 100km
Annual GHG emissions (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	23.5	
Expected Operational Savings (\$)	11,326	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. By upgrading a gasoline vehicle to a hybrid option, significant savings can be achieved in terms of operational costs of approximately \$37,752 and emission reductions of approximately 99% over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.4
Project Name	R07 Replacement Pickup Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:
 This 2010 pickup is scheduled to be replaced in the Fleet's 10 year replacement forecast.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This vehicle is at the Fleet Departments 10 year replacement program and can be replaced with a Hybrid vehicle that will help us reach our 2030 Greenhouse Gas reduction target.

B. Project Financials: (including 1.76% net HST expenses)	Cost	Additional Detail
9020 Vehicles	75,000	Hybrid
Other (specify)	3,000	Retro Fitting lights etc. Back rack
Total Project Cost	\$ 78,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	78,000	R-R11-FLET
Total Funding	\$ 78,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS

Description:
 \$500 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction		
Projected Replacement Year		2035
Projected Replacement Cost	\$	85,000
Projected Useful Life		10
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Expected Disposal Date

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	3,800	
Annual GHG emissions (tCO ₂ e)	8.8	
Service Life GHG Emissions (tCO ₂ e)	105.3	
Service Life Fuel Costs (\$)	118,560	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	2,660	11000 kms/yr
Electricity Consumption (kWh)	-	
Annual GHG emissions (tCO ₂ e)	6.1	
Service Life GHG emissions (tCO ₂ e)	73.7	
Expected Operational Savings (\$)	35,568	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. Upgrading a gas powered gasoline vehicle to a hybrid option will provide 30% fuel efficiency, resulting in GHG savings of 32 tonnes of CO₂ and operational cost savings of approximately \$35,568 over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.5
Project Name	P02 - Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:
 This 2009 heavy duty pickup with a plow attachment is scheduled to be replaced in the Fleet's 10 year replacement forecast.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan this pickup is at its life cycle end and can be replaced with a new energy efficient vehicle helping our 2030 target reduction in Greenhouse Gas emissions.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	110,000	Pickup
9030 Equipment	15,000	Plow attachment
Total Project Cost	\$ 125,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	125,000	R-R11-FLET
Total Funding	\$ 125,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 700	PM Maintenance and GPS

Description:
 \$700 per year on regular maintenance. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 110,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	161
Description (make, model, year)	2007 Ram 2500 HD with Plow assembly
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	3,900	
Annual GHG emissions (tCO ₂ e)	9.0	
Service Life GHG Emissions (tCO ₂ e)	108.1	
Service Life Fuel Costs (\$)	121,680	
Alternative Fuel Type	Gasoline	Upgrade vehicle is expected to be more fuel efficient than replacement
Estimated Fuel Consumption (litres)	3,900	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO ₂ e)	9.0	
Service Life GHG emissions (tCO ₂ e)	108.1	
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

Although the vehicle replacement is planned to be gasoline, the selected vehicle will be more fuel efficient, which will help realize some cost savings over the vehicle service life. Recognizing that some medium duty vehicles do not have hybrid or electric options, fuel efficient options are encouraged, and this recommendation is in line with the CEEP.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.6
Project Name	B202 Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:

This 2008 pickup is scheduled to be replaced in the Fleets 10 year replacement forecast.

A. Project Justification/Contribution to City Services and Strategic Priorities:

To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan this pickup is at the end of its life cycle and can be replaced with a new energy efficient hybrid vehicle helping our 2030 target reduction in Greenhouse Gas emissions.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	Hybrid
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS

Description:

\$250 per year on regular maintenance. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2035
Projected Replacement Cost	\$	65,000
Projected Useful Life		10
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	153
Description (make, model, year)	2008 Dodge Dakota Pickup
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	3,500	
Annual GHG emissions (tCO ₂ e)	8.1	
Service Life GHG Emissions (tCO ₂ e)	97.0	
Service Life Fuel Costs (\$)	109,200	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	2,450	
Electricity Consumption (kWh)	-	5000 kms/yr
Annual GHG emissions (tCO ₂ e)	5.7	
Service Life GHG emissions (tCO ₂ e)	67.9	
Expected Operational Savings (\$)	32,760	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. Upgrading a gas powered gasoline vehicle to a hybrid option will provide 30% fuel efficiency, resulting in GHG savings of 30 tonnes of CO₂ and operational cost savings of approximately \$32,760 over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.7
Project Name	L50 - Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:
 Replacement of L50 which is a 2015 1500 Dodge Ram 4x4 used by Public Works in its operations of Roads and Storm needs.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan this pickup is at its life cycle end and should be replaced with a new energy efficient Hybrid pickup truck to help achieve our 2030 target reduction of Greenhouse Gas emissions.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	75,000	New Hybrid Vehicle retro fitting lights, backrack , etc.
9030 Equipment	3,000	
Total Project Cost	\$ 78,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	78,000	R-R11-FLET
Total Funding	\$ 78,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	License Fees and GPS

Description:
 \$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Benefits are helping ensure that we reach our 2030 reduction of Greenhouse Gas targets - repairs and fuel costs will be reduced. Should we choose to not move forward the repair and fuel costs will continue to increase.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes
 Asset ID # 131 / L50
 Description (make, model, year) 2015 1500 Dodge Ram
 Expected Disposal Date TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	11,000	
Annual GHG emissions (tCO2e)	25.4	
Service Life GHG Emissions (tCO2e)	304.9	
Service Life Fuel Costs (\$)	343,200	

Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	7,700	
Electricity Consumption (kWh)	-	30000 km/yr
Annual GHG emissions (tCO2e)	17.8	
Service Life GHG emissions (tCO2e)	213.4	
Expected Operational Savings (\$)	102,960	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e) (tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. Upgrading a gas powered gasoline vehicle to a hybrid option will provide 30% fuel efficiency, resulting in GHG savings of 91 tonnes of CO2 and operational cost savings upwards of \$100k over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form		
Department and Division	Infrastructure Services - Fleet	
Project Number	D.7.8	
Project Name	L60 Replacement Light Duty	
Start Date and End Date	April to December 2025	
Brief Project Description:		
Replacement of a 2014 Chevrolet 2500 Cargo Van used by the Engineering Department's Locater.		
A. Project Justification/Contribution to City Services and Strategic Priorities:		
To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan. This van is at its life cycle end and can be replaced with a new electric vehicle helping our 2030 target reduction in Greenhouse Gas emissions.		
B. Project Financials:		
(including 1.76% net HST expenses)		
	Cost	Additional Detail
9020 Vehicles	90,000	Electric Van
9030 Equipment	1,500	Charging Station
Total Project Cost	\$ 91,500	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	91,500	R-R11-FLET
Total Funding	\$ 91,500	
C. Impact on Operating Budget Going Forward:		
Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	Licensing and GPS
Description:		
\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.		
D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:		
Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.		
E. Asset Management Plan:		
E.1 For a new purchase or construction		
Projected Replacement Year	2035	
Projected Replacement Cost	\$	105,000
Projected Useful Life	10	
Service Level Impact	Maintain	
Explain:		
Maintained service levels with a new vehicle vs service interruptions if current vehicle is in operation.		
E.2 For a major repair or rehabilitation of an existing asset		

E.3 Is there an asset to be disposed?	Yes
Asset ID #	128 / L60
Description (make, model, year)	2014 Chev 2500 Express Cargo Van
Expected Disposal Date	TBD with arrival of new unit

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	3,000	Estimate annual usage
Annual GHG emissions (tCO2e)	6.9	
Service Life GHG Emissions (tCO2e)	83.2	
Service Life Fuel Costs (\$)	93,600	
Alternative Fuel Type	Electric Vehicle	
Estimated Fuel Consumption (litres)	-	
Electricity Consumption (kWh)	3,600	12,000km; energy use of 30kW/100km
Annual GHG emissions (tCO2e)	0.1	
Service Life GHG emissions (tCO2e)	1.2	
Expected Operational Savings (\$)	93,600	
Emissions Reductions achieved (%)	99	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. By upgrading a gasoline van to an electric option, significant savings can be achieved in terms of operational costs and emission reductions of approximately 99% over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.9
Project Name	L71 - Replacement Light Duty
Start Date and End Date	April to December 2025

Brief Project Description:

This car will be replaced with a hybrid vehicle which will not only reduce the repair costs but ensure we are continue to meet our 2030 Greenhouse Gas reduction targets.

A. Project Justification/Contribution to City Services and Strategic Priorities:

This 2007 car is at its useful life span under the Fleet Department's 10 year replacement program and can be replaced with a Hybrid vehicle that will help us reach our 2030 Greenhouse Gas reduction target.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	Hybrid
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-FLET
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM maintenance and GPS

Description:

\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping us make strides toward our GHG emission reduction targets of 30% reduction by 2030. Additionally, repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 65,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	140 / L71
Description (make, model, year)	2007 Dodge Caliber
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	1,210	4200 kms/yr
Annual GHG emissions (tCO2e)	2.8	
Service Life GHG Emissions (tCO2e)	33.5	
Service Life Fuel Costs (\$)	37,752	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	847	
Electricity Consumption (kWh)	924	
Annual GHG emissions (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	23.5	
Expected Operational Savings (\$)	11,326	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
 (tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. By upgrading a gasoline vehicle to a hybrid option, significant savings can be achieved in terms of operational costs of approximately \$11,326 and emission reductions of approximately 30% over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Corporate Services - Parking
Project Number	D.7.10 Light Duty
Project Name	Replacement of Parking Enforcement Vehicle
Start Date and End Date	April to December 2025

Brief Project Description:
The replacement of the current Parking Enforcement vehicle to a more efficient and suitable Hybrid vehicle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The current vehicle is being used by Parking Officers for enforcement outside of the downtown core as well as for maintenance and service calls for parking meters. As part of the work, staff transport parking meter heads and complete minor maintenance in the vehicle. A pick up truck would be more suitable for the work being completed and materials being transported by staff. Replacing the current vehicle with a Hybrid Midsize pick up truck will also reduce the additional maintenance and fuel costs and will help us make strides toward corporate GHG emission reduction target of 30% reduction by 2030.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	Hybrid Mid size Pickup
9030 Equipment	150	GPS Unit
Other (specify)	1,000	Roll out work tray
Total Project Cost	\$ 56,150	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	56,150	R-R11-FLET
Total Funding	\$ 56,150	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	-	Current
Amount in Future Budget Years	\$ 500	PM Maintenance and GPS Monthly Fee

Description:
\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
The service level would improve as staff can complete maintenance and service calls more efficiently. The replacement would also result in reduced maintenance costs on the current vehicle. If the current unit was not replaced, additional maintenance costs would continue.

E. Asset Management Plan:
E.1 For a new purchase or construction
E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

Asset ID #	150 / PE01
Description (make, model, year)	2019 Chevy Cruze
Expected Disposal Date	TBD Vehicle would be moved to Fleet Pool

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	2,000	Average 9000 kms / year
Annual GHG emissions (tCO2e)	4.6	
Service Life GHG Emissions (tCO2e)	55.4	
Service Life Fuel Costs (\$)	62,400	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	1,400	Same mileage as above
Electricity Consumption (kWh)	-	
Annual GHG emissions (tCO2e)	3.2	
Service Life GHG emissions (tCO2e)	38.8	
Expected Operational Savings (\$)	18,720	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
 (tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. By upgrading a gasoline vehicle to a hybrid option, significant savings can be achieved in terms of operational costs of approximately \$18,720 and emission reductions of approximately 30% over the vehicle service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.11
Project Name	C04 Replacement Heavy Duty
Start Date and End Date	April to December 2025

Brief Project Description:

2006 John Deere -move J40 to Cemetery - Current 2006 John Deere 6320 Tractor and loader located at the Cemetery has reached its life cycle and is scheduled for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels along with reduction of additional expense through contractors for our Mobility, Accessibility and Design Excellence Strategic Priorities while maintaining our Fleet Department's 10 year replacement program.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
9030 Equipment	395,000	
9030 Equipment	10,000	loader
9030 Equipment	15,000	10' plow
Total Project Cost	\$ 420,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	420,000	R-R11-FLET
Total Funding	\$ 420,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 1,500	PM Maintenance and GPS

Description:

\$1500 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair and operational expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 425,000
Projected Useful Life	15
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	C04
Description (make, model, year)	2006 John Deere 6320
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)		
Annual GHG emissions (tCO2e)	0.0	
Service Life GHG Emissions (tCO2e)	-	
Service Life Fuel Costs (\$)	-	
Alternative Fuel Type	Diesel	Anticipated to be more fuel efficient
Estimated Fuel Consumption (litres)	-	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	-	
Service Life GHG emissions (tCO2e)	-	
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)		

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. As this unit will be a diesel combustible engine it will be of the newest emissions reduction technology available, and is anticipated to help achieve some emission and cost savings.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.12
Project Name	J58 Heavy Duty
Start Date and End Date	April to December 2025

Brief Project Description:

Public Works has a 2005 RPM Snow Blower for street cleaning that has a stand alone diesel engine driven attachment for the Cat loader. This unit is at its end of life cycle and is scheduled for replacement. This equipment is an attachment for equipment under project number D.7.7.

A. Project Justification/Contribution to City Services and Strategic Priorities:

To stay in line with the City of Stratford's Fleet Department's replacement plan. This unit is at its life cycle end and can be replaced with a new hydraulic blower helping our 2030 target reduction in Greenhouse Gas emissions.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	98,000	
Total Project Cost	\$ 98,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	98,000	R-R11-FLET
Total Funding	\$ 98,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 250	PM Maintenance

Description:

\$250 per year on regular maintenance only this would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets by ensuring the new blower is hydraulic driven - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 100,000
Projected Useful Life	15
Service Level Impact	Increase

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	304
Description (make, model, year)	2005 RPM Snow Blower
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		Additional Detail
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	5,000	estimated 3,000L to 5,000L
Annual GHG emissions (tCO2e)	13.4	
Service Life GHG Emissions (tCO2e)	160.8	
Service Life Fuel Costs (\$)	156,000	
Alternative Fuel Type		This equipment will be a hydraulic
Estimated Fuel Consumption (litres)	FALSE	and will not be using any diesel for operation
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	FALSE	
Service Life GHG emissions (tCO2e)	-	
Expected Operational Savings (\$)	13,000	annual operational savings
Emissions Reductions achieved (%)	100	annual emission reduction achieved

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		Additional Detail
Estim. GHG Emissions Reduction (tCO2e)	5-15 tCO2e	noted in explanation below
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)		

Explain:

This new unit will not be using diesel fuel, so there will be an annual fuel saving of approximately 3,000 litres to 5,000 litres, resulting in approximately 13.4 tCO2e emission reduction for corporate emissions, as well as significant fuel cost savings of around \$13,000, and equipment maintenance and operations related costs.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.13
Project Name	K50 Replacement Heavy Duty
Start Date and End Date	April to December 2025

Brief Project Description:

This 2012 International combo truck (plow,dump, sander) is scheduled to be replaced in the Fleet 10 year replacement forecast.

A. Project Justification/Contribution to City Services and Strategic Priorities:

To stay in line with the City of Stratford's Fleet Departments 10 year replacement plan this unit is at its life cycle end and can be replaced with a new energy efficient vehicle helping our 2030 target reduction in Greenhouse Gas emissions.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
9020 Vehicles	400,000	
Total Project Cost	\$ 400,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	400,000	R-R11-FLET
Total Funding	\$ 400,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 1,500	PM Maintenance, License and GPS

Description:

\$1500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 450,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	335
Description (make, model, year)	2012 International Prostar 70S - Plow Combo
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)		
Annual GHG emissions (tCO2e)	0.0	
Service Life GHG Emissions (tCO2e)	-	
Service Life Fuel Costs (\$)	-	
Alternative Fuel Type	Diesel	Anticipated to be more fuel efficient
Estimated Fuel Consumption (litres)	-	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO2e)	-	
Service Life GHG emissions (tCO2e)	-	
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)		

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. As this unit will be a diesel combustible engine it will be of the newest emissions reduction technology available.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form		
Department and Division	Infrastructure Services - Fleet	
Project Number	D.7.14	
Project Name	W31 - Replacement Heavy Duty	
Start Date and End Date	April to December 2025	
Brief Project Description:		
Current 2007 Sterling Dump Truck located at the Water Department has reached its life cycle and is scheduled for replacement.		
A. Project Justification/Contribution to City Services and Strategic Priorities:		
To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan this unit is at its life cycle end and can be replaced with a new energy efficient vehicle helping our 2030 target reduction in Greenhouse Gas emissions.		
B. Project Financials:		
(including 1.76% net HST expenses)		
	Cost	Additional Detail
9020 Vehicles	300,000	
Total Project Cost	\$ 300,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	300,000	R-R11-FLET
Total Funding	\$ 300,000	
C. Impact on Operating Budget Going Forward:		
Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 1,500	PM Maintenance license and GPS
Description:		
\$1500 per year on regular maintenace only. This would increase as unit gets nearer to end of life cycle.		
D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:		
Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.		
E. Asset Management Plan:		
E.1 For a new purchase or construction		
Projected Replacement Year	2040	
Projected Replacement Cost	\$ 350,000	
Projected Useful Life	15	
Service Level Impact	Maintain	
Explain:		
E.2 For a major repair or rehabilitation of an existing asset		

E.3 Is there an asset to be disposed?	Yes
Asset ID #	324
Description (make, model, year)	2007 Sterling Dump Truck
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)		
Annual GHG emissions (tCO2e)	0.0	
Service Life GHG Emissions (tCO2e)	-	
Service Life Fuel Costs (\$)	-	Anticipated to be more fuel efficient
Alternative Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	-	
Electricity Consumption (kWh)	-	
Annual GHG emissions (tCO2e)	-	
Service Life GHG emissions (tCO2e)	-	
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)	#DIV/0!	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. As this unit will be a diesel combustible engine it will be of the newest emissions reduction technology available.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D7.15
Project Name	C06 Replacement Tractor
Start Date and End Date	April to December 2025

Brief Project Description:

Current unit is a 2003 small tractor with attachments located at the Cemetery. It has reached its life cycle and is scheduled for replacement. Attachments include loader, undermount frame with debris blower, sweeper and snow blower.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels for our Mobility, Accessibility and Design Excellence Strategic Priorities. Will also maintain our Fleet Department's 10 year replacement program.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
9030 Equipment	62,000	
Total Project Cost	\$ 62,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	62,000	R-R11-FLET
Total Funding	\$ 62,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	\$ 500	PM Maintenance

Description:

\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interruptions will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2035
Projected Replacement Cost	\$	70,000
Projected Useful Life		10
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	C06
Description (make, model, year)	Kubota Tractor Loader
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

	<u>Additional Detail</u>
Conventional Fuel Type	Diesel
Estimated Fuel Consumption (litres)	
Annual GHG emissions (tCO ₂ e)	0.0
Service Life GHG Emissions (tCO ₂ e)	-
Service Life Fuel Costs (\$)	-
Alternative Fuel Type	Diesel
Estimated Fuel Consumption (litres)	-
Electricity Consumption (kWh)	
Annual GHG emissions (tCO ₂ e)	-
Service Life GHG emissions (tCO ₂ e)	-
Expected Operational Savings (\$)	-
Emissions Reductions achieved (%)	#DIV/0!

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. New equipment will be more fuel efficient.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.16
Project Name	P12 Replacement Tractor
Start Date and End Date	April to December 2025

Brief Project Description:
Currently Parks use a 1988 tractor to maintain heavy grass and trails areas. This unit has reached its life cycle and is scheduled for replacement.

A. Project Justification/Contribution to City Services and Strategic Priorities:
Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels for our Mobility, Accessibility and Design Excellence Strategic Priorities while maintaining our Fleet Department's 10 year replacement program.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	60,000	
Total Project Cost	\$ 60,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	60,000	R-R11-FLET
Total Funding	\$ 60,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance

Description:
\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate and service interrupts will occur.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 70,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes
 Asset ID # P12
 Description (make, model, year) 1998 Massey Ferguson Tractor
 Expected Disposal Date TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	3,000	
Annual GHG emissions (tCO ₂ e)	8.0	
Service Life GHG Emissions (tCO ₂ e)	96.5	
Service Life Fuel Costs (\$)	93,600	
Alternative Fuel Type	Diesel	Not applicable, although a slight deviation in energy and costs is anticipated through the purchase and operation of a more efficient vehicle.
Estimated Fuel Consumption (litres)	3,000	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO ₂ e)	8.0	
Service Life GHG emissions (tCO ₂ e)	96.5	
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	<5 tCO ₂ e	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)		

Explain:

There are no quantifiable energy and emissions implications that are applicable to this purchase. It is recommended that a fuel efficient tractor be purchased that uses diesel more efficiently, as there is a scarcity of feasible low-carbon options available for this unit.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.17
Project Name	C08 Replacement Mid-Size
Start Date and End Date	April to December 2025

Brief Project Description:
 Current 2015 riding lawn mower and its attachments located at the Cemetery have reached its life cycle and is scheduled for replacement. Attachments include mower decks, leaf pickup unit, snow blower.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Replacing this unit with a newer more efficient model and its attachments will continue to ensure we are maintaining our current service levels for our Mobility, Accessibility and Design Excellence Strategic Priorities while maintaining our Fleet Department's 10 year replacement program.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	65,000	Riding Lawn mower and attachments
Total Project Cost	\$ 65,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	65,000	R-R11-FLET
Total Funding	\$ 65,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 1,500	Yearly maintenance (10 yrs)

Description:
 \$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Service levels would be uninterrupted along with reduced maintenance and fuel costs. If the current unit was not to be replaced maintenance and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 75,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	C08
Description (make, model, year)	2015 Kubota 2690 and attachments
Expected Disposal Date	TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	
Estimated Fuel Consumption (litres)	2,500	Estimate of annual fuel usage
Annual GHG emissions (tCO2e)	6.7	
Service Life GHG Emissions (tCO2e)	80.4	
Service Life Fuel Costs (\$)	78,000	
Alternative Fuel Type	Diesel	Anticipated to be more fuel efficient
Estimated Fuel Consumption (litres)	2,500	Savings cannot be quantified at this time;
Electricity Consumption (kWh)		it is recommended that the most fuel
Annual GHG emissions (tCO2e)	6.7	efficient option be selected during
Service Life GHG emissions (tCO2e)	80.4	the procurement process.
Expected Operational Savings (\$)	-	
Emissions Reductions achieved (%)	-	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

		<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO2e)	<5 tCO2e	
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)		

Explain:

New equipment will be more fuel efficient, thus resulting in lower costs and emissions reduction annually for its service life. There are anticipated cost savings resulting from decreased operations and maintenance requirements.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Fleet
Project Number	D.7.18
Project Name	Ice Resurfacer Mid-Size
Start Date and End Date	April to December 2025

Brief Project Description:

Replacement of a 2011 Olympia Ice Resurfacer as it has reached its end of life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:

To stay in line with the City of Stratford's Fleet Department's 10 year replacement plan, this Ice Resurfacer is at its life cycle end and can be replaced with a new energy efficient Electric Ice Resurfacer helping our 2030 target reduction in Greenhouse Gas emissions.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	185,000	Electric Ice Resurfacer
9030 Equipment	15,000	Charging Station
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-FLET
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ -	
Amount in Future Budget Years	\$ 500	PM Maintenance

Description:

\$500 per year on regular maintenance only. This would increase as unit gets nearer to end of life cycle.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Benefits - helping ensure we reach our 2030 reduction targets - repair expenses and fuel cost will be drastically reduced. Should we choose to not move forward the repair and fuel costs would continue to escalate.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 200,000
Projected Useful Life	10
Service Level Impact	Maintain

Explain:

Maintained service levels with new equipment vs service interruptions if current equipment is in operation.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?	Yes
Asset ID #	OLY Ice Surf 1
Description (make, model, year)	2011 Olympia Ice Resurfacer
Expected Disposal Date	TBD with arrival of new unit

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Diesel	Placeholder on the left; fuel is propane
Estimated Fuel Consumption (litres)	2,100	
Annual GHG emissions (tCO2e)	5.6	
Service Life GHG Emissions (tCO2e)	67.5	
Service Life Fuel Costs (\$)	65,520	
Alternative Fuel Type	Electric Vehicle	(Electric option)
Estimated Fuel Consumption (litres)	-	approx. average 3,200 km/year
Electricity Consumption (kWh)	1,920	
Annual GHG emissions (tCO2e)	0.1	
Service Life GHG emissions (tCO2e)	0.6	
Expected Operational Savings (\$)	65,520	
Emissions Reductions achieved (%)	99	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Switching a propane unit to a fully electric option. With average 'travel' of 3200 km per year, the Ice Resurfacer upgrade is expected to achieve operational cost savings of \$65,520 and emissions reduction of 99% as compared to a conventional propane-powered equipment.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.8 Landfill**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
D.8.1	Landfill Buffer Acquisition	250,000										250,000				250,000	250,000	
		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
New Assets Identified in DC Study																		
	New Equipment				120,000							120,000		120,000			120,000	
	Cell Expansion and Structure		200,000	1,400,000				250,000	1,550,000			3,400,000		3,150,000		250,000	3,400,000	
	Diversion Site - Methan Expansion			200,000	1,300,000							1,500,000		1,350,000		150,000	1,500,000	
	Bin Upgrades						150,000	1,050,000				1,200,000		840,000		360,000	1,200,000	
	Facility Upgrades		700,000									700,000		490,000		210,000	700,000	
	Methane Burner Upgrades					250,000						250,000		175,000		75,000	250,000	
	Facility Upgrades						350,000					350,000		245,000		105,000	350,000	
																	-	
TOTALS		\$ -	\$ 900,000	\$ 1,600,000	\$ 1,420,000	\$ 250,000	\$ 350,000	\$ 150,000	\$ 1,300,000	\$ 1,550,000	\$ -	\$ 7,520,000	\$ -	\$ 6,370,000	\$ -	\$ -	\$ 1,150,000	\$ 7,520,000

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Landfill
Project Number	D.8.1
Project Name	Landfill Buffer Acquisition
Start Date and End Date	2025

Brief Project Description:
 Buffer area of land must be acquired by the City - 2025 forward + 50K

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Land acquisition at the landfill is required by the Ministry of Environment, Conservation and Parks to ensure contamination remains within the limits of the Landfill site.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
Other (specify)	250,000	Land Purchase
Total Project Cost	\$ 250,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	250,000	R-R11-WAST
Total Funding	\$ 250,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	not applicable	

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2025
Projected Replacement Cost	
Projected Useful Life	
Service Level Impact	

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This request does not impact corporate emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **Infrastructure Services**
Division **D.9 Parking Lots**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
D.9.1	Erie Lot Rehabilitation	700,000															700,000	700,000	
	Downie Lot Improvements		100,000														100,000	100,000	
	York Lot Improvements		725,000														725,000	725,000	
	Erie Lot Reconstruction																1,500,000	1,500,000	
	Cobourg Lot Improvements			50,000	50,000												100,000	100,000	
	Queen Street Parking Lot								100,000								100,000	100,000	
	Kalbfleisch Lot								75,000								75,000	75,000	
	Albert Lot							75,000									75,000	75,000	
		\$ 700,000	\$ 825,000	\$ 50,000	\$ 50,000	\$ -	\$ 75,000	\$ 75,000	\$ 100,000	\$ -	\$ 1,500,000	\$ 3,375,000	\$ -	\$ -	\$ -	\$ -	\$ 3,375,000	\$ 3,375,000	
New Assets Identified in DC Study																			
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

2025 Capital Project Detail Form

Department and Division	Infrastructure Services - Parking Lots
Project Number	D.9.1
Project Name	Erie Lot Rehabilitation
Start Date and End Date	April to November 2025

Brief Project Description:
 Rehabilitation of the Erie Street parking lot.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The infrastructure in the Erie Lot is at the end of its service life and significant aspects of the lot are in a state of disrepair including pavement and storm infrastructure. Rehabilitation is recommended to extend the life of the current parking lot until after such time as the final active transportation infrastructure is installed on Erie Street. This will allow the ultimate reconstruction of the parking lot to complement, and be integrated with the new infrastructure on Erie. This project was initially budgeted for in 2022 but was unable to commence due to legal barriers related to easements on site. Rehabilitation of the lot will not require needing to alter existing easement agreements. Future reconstruction may alter existing agreements, and staff are planning to report to Council with available options once a comprehensive analysis has been completed.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	700,000	
Total Project Cost	\$ 700,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	700,000	R-R11-PRKG
Total Funding	\$ 700,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Current
Amount in Future Budget Years		

Description:
 There will be ongoing maintenance and pavement patching required. These funds are already included in the parking budget annually.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 This is one of the City's most heavily used, paid lots. If this item is not approved the condition of the lot will continue to deteriorate and there could be additional insurance claims for trips and falls. Emergency repairs that may be required would also result in emergency closures of the lot. Any closures of the lot would result in a significant loss of revenue for paid parking and an impact to neighbouring businesses.

E. Asset Management Plan:
E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

Yes - provide
specifics

If yes, amended useful life in years

10

Service Level Impact

Maintain

Explain:

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This capital project is not associated with GHG emissions reductions or the recommendations of the Corporate Energy and Emissions Plan at this time.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **E. Social Services**
Division **E.1. Perth and Stratford Housing Corporation**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources (see Note 1 below)					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
E.1.1	Driveways, Parking Lots, and Sidewalks	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	700,000				700,000	700,000		
E.1.2	Connectivity	460,000	460,000									920,000				920,000	920,000		
E.1.3	Kitchen Replacements	200,000	200,000	240,000	140,000	250,000	250,000	250,000	250,000	250,000	250,000	2,280,000				2,280,000	2,280,000		
E.1.4	Furnace Replacements	55,000	90,000	100,000	100,000	100,000	100,000	125,000	100,000	100,000	100,000	970,000				970,000	970,000		
E.1.5	Roof Replacements	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000				2,400,000	2,400,000		
E.1.6	Window Replacements	70,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,870,000				1,870,000	1,870,000		
E.1.7	Accessibility Upgrades	200,000	75,000	100,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000	1,175,000				1,175,000	1,175,000		
E.1.8	Electrical Upgrades	75,000	75,000	150,000	150,000	140,000	150,000	150,000	150,000	150,000	150,000	1,340,000				1,340,000	1,340,000		
E.1.9	Fencing	10,000	20,000	25,000	25,000	25,000	25,000	30,000	100,000	100,000	100,000	460,000				460,000	460,000		
E.1.10	Roofing Tie-Offs and Access Ladders	100,000	100,000	100,000	100,000	100,000	85,000	25,000	100,000	100,000	100,000	910,000				910,000	910,000		
E.1.11	Balcony Repairs	25,000	25,000	20,000	20,000	20,000	25,000	55,000	35,000	35,000	35,000	295,000				295,000	295,000		
E.1.12	Asbestos Assessments and Abatement	100,000	100,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	450,000				450,000	450,000		
E.1.13	Flooring Repairs and Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000				500,000	500,000		
		\$ 1,635,000	\$ 1,685,000	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	\$ 1,320,000	\$ 1,320,000	\$ 1,420,000	\$ 1,420,000	\$ 1,420,000	\$ 14,270,000	\$ -	\$ -	\$ -	\$ -	\$ 14,270,000	\$ 14,270,000	
New Assets Identified in DC Study																			
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Note 1 - Perth Stratford Housing Corp is a shared service. 59.31% of the funding contributions come from the shared services partners in St. Marys and Perth County

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.1
Project Name	Driveways, Parking Lots, and Sidewalks
Start Date and End Date	June 1 2025 - September 1, 2025

Brief Project Description:
 Repair and replacement of driveways in houses and semi-detached homes and sidewalks that have reached the end of their life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The driveways located at houses and semi-detached homes have deteriorated and require repair as well as sidewalks. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	Driveway and sidewalk replacements
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-HOUS
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		
Description:		

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Deteriorated driveways and sidewalks are a safety hazard.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2050
Projected Replacement Cost	\$	50,000
Projected Useful Life		25
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

Asset ID #

Description (make, model, year)

Current Condition Rating

Will it extend useful life?

If yes, amended useful life in years

Service Level Impact

Explain:

These will be replacements of existing assets that have reached the end of their life cycle.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)

(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Although driveway replacements are not anticipated to have a direct impact on GHG emissions reductions, they can indirectly support use of active transportation modes, and contribute to community resilience. Raw material procured from local sources can also contribute to a more reduced carbon footprint than what is sourced from afar (e.g. outside the province). Similarly recycled content within the material can also indirectly relate to embodied emissions and reduced requirement of virgin materials that require intensive energy to process. Such an approach may result in higher costs than status quo, however will align with a circular economy approach.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.2
Project Name	Connectivity
Start Date and End Date	June 1 2020 - December 2026

Brief Project Description:

Installation of video surveillance and electronic locking mechanisms.

A. Project Justification/Contribution to City Services and Strategic Priorities:

In 2020 the Housing and IT Divisions jointly engaged the services of a Connectivity Consultant to conduct a thorough needs assessment of the security requirements for the multi-residential properties owned by the City and Perth and Stratford Housing Corporation (19 sites). The recommendations from this study are being used to guide a multi-year phased in approach to upgrading the video surveillance systems and introduce new electronic door locking systems throughout the portfolio. This will have a large impact on improving the safety and security of housing units for our tenants, and will also reduce operating costs in the long-term as less staff time will be needed to address lock changes and manually retrieve video footage, particularly for sites in St. Marys and Perth County. Cameras and access control systems are integral to ensuring life safety in buildings as they can help deter crime and monitor the activities of the building as well as ensure the buildings are secure by controlling entry to them. This relates to the City of Stratford Strategic Priority of Build Housing Stability.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	460,000	Electronic locking systems
Total Project Cost	\$ 460,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	460,000	R-R11-HOUS
Total Funding	\$ 460,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ 50,000	Annual
Amount in Future Budget Years	\$ 50,000	Annually

Description:

The video surveillance and electronic locking systems will require managed services contracts.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Failure to implement a new connectivity/security system will impact safety and security of the tenants, visitors and the properties, and lead to possible liability issues and complaints.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2040
Projected Replacement Cost	\$	460,000
Projected Useful Life		15
Service Level Impact		Increase

Explain:

The installation of video surveillance and electronic access will increase service levels for tenants and community partners by increasing the efficiency of lock changes and improving the safety and security of the buildings.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

<5 tCO₂e

This project has a lower carbon footprint and resultant direct GHG savings.
Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Installation of video surveillance and electronic access will allow each of these systems to be controlled remotely and will reduce the frequency and distance travelled to each housing site. This is congruent with the CEEP recommendations to proactively manage direct and indirect emissions as a result of corporate fleet use.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.3
Project Name	Kitchen Replacements
Start Date and End Date	Jan1 2025 - Dec 31 2025

Brief Project Description:
 This project involves the replacement of kitchen cabinets.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Kitchen cabinets in most units are original to the building and have long passed their useful life expectancy. Legislation mandates that landlords are to maintain a certain level of maintenance on the properties. Cabinets will be exchanged during unit turnover. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	200,000	Kitchen replacements
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-HOUS
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 No anticipated impact on operating budget moving forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 If approved, better quality of life and improved health and safety for tenants. If not approved, there is a risk of being in violation of mandate requiring units to be maintained in good repair.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2050
Projected Replacement Cost	\$ 200,000
Projected Useful Life	25
Service Level Impact	Maintain

Explain:
 This is the replacement of existing kitchens.

E.2 For a major repair or rehabilitation of an existing asset
 Asset ID #
 Description (make, model, year)
 Current Condition Rating
 Will it extend useful life?
 If yes, amended useful life in years
 Service Level Impact

Explain:

Kitchen replacements are not anticipated to have a major impact on direct GHG emissions. Local materials with recyclable content can ensure that the project encompasses a strategic climate lens, with a focus on all elements of sustainability. For example, if wood/timber is selected as the main component in the cabinets, chain of custody certification (e.g. FSC certified material) is recommended to be selected for this purpose. Costs are usually comparable to conventional material, however that may vary depending upon vendors.

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Kitchen replacements are not anticipated to have a major impact on direct GHG emissions. Local materials with recyclable content can ensure that the projects encompasses a strategic climate lens, with a focus on all elements of sustainability. For example, if wood/timber is selected as the main component in the cabinets, chain of custody certification (e.g. FSC certified material) is recommended to be selected for this purpose. Costs are usually comparable to conventional material, however that may vary depending upon vendors.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.4
Project Name	Furnace Replacements
Start Date and End Date	January 1 2025 - Mar 31 2025

Brief Project Description:
Replacement of furnaces.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Several family unit furnaces have reached the end of their life cycle. Replacement of furnaces is required in order to reduce the likelihood of heating system failures which result in increased operating costs. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	55,000	Furnace replacements
Total Project Cost	\$ 55,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	55,000	R-R11-HOUS
Total Funding	\$ 55,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
No anticipated ongoing impact to operating budget.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Furnaces that are not replaced at the end of life cycle have a greater risk of breakdown which will result in increased operating costs to repair as well as potential after hours service costs and tenant displacement costs as a result of no heat during extreme weather conditions.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2045
Projected Replacement Cost	\$	55,000
Projected Useful Life		20
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	1.5 - 4.5	30% efficiency
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO2e)	3.0	
Service Life GHG emissions (tCO2e)	180.0	
Expected Units Fuel Savings (\$)	15-30% Savings	

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)

(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

New furnaces are anticipated to be more efficient than those they are replacing. Energy efficient furnaces with 30% efficiency can result in both fuel and cost savings. There would be options to look into models with greater energy efficiency (e.g. SEER rating depending on building size) but it is anticipated that this would slightly increase costs. The highest impact in terms of emissions would mean seeking options for heat pumps or a hybrid approach, that can be attained at a higher cost, however can be supported through funding opportunities such as CMHC.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.5
Project Name	Roof Replacements
Start Date and End Date	May 1 2025 - Oct 31 2025

Brief Project Description:

This project will replace roofs that have reached the end of their life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:

This project is for roof replacements for buildings that have reached the end of their life cycle. This contributes to the City of Stratford's Strategic Priority of Build Housing Resources.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	240,000	Roof replacement
Total Project Cost	\$ 240,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	240,000	R-R11-HOUS
Total Funding	\$ 240,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

No impact on annual.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

New roofs are anticipated to be more energy efficient than those they are replacing. If roofs are not replaced as they near the end of their life cycle, leaks could occur leading to water damage.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2045
Projected Replacement Cost	\$	200,000
Projected Useful Life		20
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	N/A	
Lighting	N/A	
Insulation Upgrade	1.4 - 2.6	Roof
Annual GHG emissions reduction (tCO2e)	2.0	
Service Life GHG emissions (tCO2e)	120.0	
Expected Units Fuel Savings (\$)	15-30% Savings	Upgraded insulation in roof can contribute

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

New roofs with thicker insulation are anticipated to be more efficient than those they are replacing. These have the ability to contribute to an airtight envelope with efficiencies achieved in terms of energy usage, resulting in reduced energy usage and costs. Thicker insulation will result in higher initial costs, however can be tied to return on investment (ROI) over a short-medium term, through decreased utility costs.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.6
Project Name	Window Replacements
Start Date and End Date	May 1 2025 - October 31 2025

Brief Project Description:

Replacement of windows.

A. Project Justification/Contribution to City Services and Strategic Priorities:

Windows which have reached the end of their life cycle could cause damage to buildings and also represent an opportunity to improve the efficiency of buildings when replaced. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	70,000	Window replacement
Total Project Cost	\$ 70,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	70,000	R-R11-HOUS
Total Funding	\$ 70,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

No anticipated impact on budget moving forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

New windows are anticipated to be more energy efficient than those they are replacing. Not replacing the windows could lead to leaks resulting in water damage, higher energy bills due to undue pressure on the heating system, as well as decreased thermal comfort for occupants.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2050
Projected Replacement Cost	\$	70,000
Projected Useful Life		25
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

Proposed Retrofit Components	Estimated Savings	Additional Detail
Mechanical System	N/A	
Windows	0.6 - 1.2	Triple Glazed
Lighting	N/A	
Insulation Upgrade	N/A	
Annual GHG emissions reduction (tCO ₂ e)	0.9	
Service Life GHG emissions (tCO ₂ e)	54.0	
Expected Units Fuel Savings (\$)	Unknown	High performance windows such as those that are triple glazed can contribute toward a tighter building envelope and increased energy efficiency, resulting in natural gas savings between 5% to 10%

F.3 Climate Lens for Other Purchases

		Additional Detail
Estim. GHG Emissions Reduction (tCO ₂ e)	<5 tCO ₂ e	Annual estimate
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)		

Explain:

New windows, specifically triple glazed options are anticipated to be more efficient than those they are replacing. This upgrade can contribute to improved heat retention, potentially lower energy bills and also account for optimized thermal comfort for occupants.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.7
Project Name	Accessibility Upgrades
Start Date and End Date	January 1 2025 - December 31 2025

Brief Project Description:
 These projects will address barriers to accessibility including but not limited to scooter storage, power door openers, and ensuring entrances and exits are accessible.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 These projects will reduce barriers to accessibility and improve quality of life for tenants. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	200,000	Accessibility upgrades
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	200,000	R-R11-HOUS
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 No anticipated impact on operating budget

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Proceeding with this project will reduce barriers to accessibility and improve quality of life for tenants. Not moving forward could lead to legal implications as landlords have a duty to accommodate tenants' needs according to the Ontario Human Rights Code.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		
Projected Replacement Cost	\$ 200,000	
Projected Useful Life		
Service Level Impact		Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Identified accessibility upgrades are not expected to have a direct impact on the City's GHG emissions reductions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.8
Project Name	Electrical Upgrades
Start Date and End Date	January 1 2025 - December 31 2025

Brief Project Description:
The project will replace outdated electrical panels with new electrical panels.

A. Project Justification/Contribution to City Services and Strategic Priorities:
The replacement of outdated panels will minimize the risk of fire and danger to staff, tenants or contractors. It is also currently a challenge to source replacement parts for these panels as their components are often no longer in production. This project contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
(including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	75,000	Electrical upgrades
Total Project Cost	\$ 75,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	75,000	R-R11-HOUS
Total Funding	\$ 75,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
No anticipated impact on operating budget going forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
Moving forward with this project will help to ensure uninterrupted electrical service to tenants.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2055
Projected Replacement Cost	\$ 75,000
Projected Useful Life	30
Service Level Impact	Maintain

Explain:
These upgrades are expected to maintain the existing level of electrical service to tenants.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The upgrades to the electrical panels would be anticipated to be more efficient than the panels they are replacing. The direct impact on GHG emissions is anticipated to be minimal, however this project does have the capacity to strengthen the City's assets.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.9
Project Name	Fencing
Start Date and End Date	May 1 2025 - October 31 2025

Brief Project Description:
 This project will replace fences that are at the end of their life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Fences that have reached the end of their life cycle represent potential health, safety and liability concerns. This project would work to address these matters. This contributes to the City of Stratford's Strategic Priorities through developing our resources - optimizing Stratford's physical assets and digital resources.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	10,000	Fencing repairs
Total Project Cost	\$ 10,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	10,000	R-R11-HOUS
Total Funding	\$ 10,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 No anticipated impact on operating budget moving forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

If it is decided to not proceed with this project there could be health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 10,000
Projected Useful Life	25
Service Level Impact	Maintain

Explain:
 This project would replace existing fences and maintain service levels.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This project is not anticipated to have a discernible impact on GHG emissions. It would be possible to use products with recycled content, or fully reuse salvaged material (e.g. from construction sites etc.) with lower embodied carbon than traditional fencing materials made out of virgin material. It is not anticipated that these sustainability considerations will result in increased costs or decreased service levels.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.10
Project Name	Roofing Tie-Offs and Access Ladders
Start Date and End Date	May 1 2025 - October 31 2025

Brief Project Description:

This project will consist of installing tie-offs and access ladders on buildings to address health and safety concerns.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The installation of roof tie-offs and access ladders will promote the health and safety of staff and contractors. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	Roofing Tie-Offs and Access Ladders
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-HOUS
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

No anticipated impact on operating budget moving forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

This project is to address health and safety concerns for staff and contractors. If it is determined not to move forward with it there are health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2050
Projected Replacement Cost	\$	100,000
Projected Useful Life		25
Service Level Impact		Maintain

Explain:

This project will provide an increased level of health and safety.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

It is not anticipated that this project will have a significant impact on GHG emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.11
Project Name	Balcony Repairs
Start Date and End Date	May 1 2025 - September 30 2025

Brief Project Description:
 This project will involve repairs to balconies as needed.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Balconies at housing properties are nearing the end of their life cycle and require repairs. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	25,000	Balcony repairs
Total Project Cost	\$ 25,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	25,000	R-R11-HOUS
Total Funding	\$ 25,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 No anticipated impact on operating budget.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Proceeding with this project would minimize health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year		2085
Projected Replacement Cost	\$	25,000
Projected Useful Life		60
Service Level Impact		Maintain

Explain:
 The repair of balconies is maintenance of an existing asset.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The replacement of balconies is not anticipated to have a direct impact on GHG emissions. It is recommended that materials be selected based on their embodied emissions (such as information from Environmental Product Declaration). Those that are available locally are preferred, so they can contribute to indirect GHG emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.12
Project Name	Asbestos Assessments and Abatement
Start Date and End Date	Jan 1 2025 - December 31 2025

Brief Project Description:

This project would involve assessments and, as needed, abatement of asbestos in housing buildings.

A. Project Justification/Contribution to City Services and Strategic Priorities:

This project would undertake asbestos assessments and abatement in housing units which have not yet been assessed. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
4050 Contractors	100,000	Asbestos assessment and abatement
Total Project Cost	\$ 100,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	100,000	R-R11-HOUS
Total Funding	\$ 100,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

No anticipated impact on operating budget moving forward.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Proceeding with this project would minimize health, safety and liability risks. The undertaking of the asbestos assessments also meets with accounting reporting standards in determining estimated costs and future liabilities related to assets that are returned at the end of their useful lives.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

Asbestos assessment and abatement is not anticipated to have a significant impact on GHG emissions. However end-of-life disposal would need to be confirmed with the contractor, and is recommended to conform to provincial regulations.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Social Services - Perth and Stratford Housing
Project Number	E.1.13
Project Name	Flooring Repairs and Replacement
Start Date and End Date	Jan 1 2025 - Dec 31 2025

Brief Project Description:
 This project would involve replacing flooring that has reached the end of its life cycle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Flooring that has reached the end of its life cycle requires replacement. This contributes to the City of Stratford's Strategic Priority of Build Housing Stability.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
4050 Contractors	50,000	Flooring replacement
Total Project Cost	\$ 50,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	50,000	R-R11-HOUS
Total Funding	\$ 50,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:
 No anticipated impact on operating budget.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

Proceeding with this project would minimize health, safety and liability risks.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2040
Projected Replacement Cost	\$ 50,000
Projected Useful Life	15
Service Level Impact	Maintain

Explain:
 This project would maintain service levels as it would be the replacement of existing flooring.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

The replacement of flooring is not anticipated to have significant impacts on GHG emissions. Options such as engineered wood, material with recycled content, zero VOCs and formaldehyde are recommended for use.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **E. Social Services**
Division **E.2. Affordable Housing Buildings**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
	230 Britannia - Fire Alarm					130,000						130,000				130,000	130,000		
	230 Britannia - Appliances					64,000						64,000				64,000	64,000		
	230 Britannia - Painting					168,000						168,000				168,000	168,000		
	230 Britannia - Connectivity Equipment					40,000						40,000				40,000	40,000		
	200 Britannia - Fire Alarm										130,000	130,000				130,000	130,000		
	230 Britannia - Appliances										49,280	49,280				49,280	49,280		
	230 Britannia - Painting					168,000					168,000	336,000				336,000	336,000		
	230 Britannia - Connectivity Equipment					40,000					40,000	80,000				80,000	80,000		
		\$ -	\$ -	\$ -	\$ -	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ 387,280	\$ 997,280	\$ -	\$ -	\$ -	\$ -	\$ 997,280	\$ 997,280	
New Assets Identified in DC Study																			
TOTALS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **F. Stratford Public Library**

2025 Project Number	Project Name	Gross Project Costs										Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		Federal & Prov Funding	Development Charges	Long Term Debt	(specify) Other	Reserves	
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																		
F.1	Library Computer Equipment	31,000	31,000	32,000	50,000	32,000	32,000	33,000	52,000	33,000	33,000	359,000					359,000	359,000
		\$ 31,000	\$ 31,000	\$ 32,000	\$ 50,000	\$ 32,000	\$ 32,000	\$ 33,000	\$ 52,000	\$ 33,000	\$ 33,000	\$ 359,000	\$ -	\$ -	\$ -	\$ -	\$ 359,000	\$ 359,000
New Assets Identified in DC Study																		
F.2	Physical Library Collections	169,744	173,139	176,602	180,134	183,736	187,411	191,159	194,982	198,882	202,860	1,858,649		1,858,649				1,858,649
	PLOW Van Replacement				85,000							85,000		5,000			80,000	85,000
	Library Building									22,000,000		22,000,000	5,000,000	1,200,000	10,000,000	4,500,000	1,300,000	22,000,000
TOTALS		\$ 169,744	\$ 173,139	\$ 176,602	\$ 265,134	\$ 183,736	\$ 187,411	\$ 191,159	\$ 194,982	\$ 22,198,882	\$ 202,860	\$ 23,943,649	\$ 5,000,000	\$ 3,063,649	\$ 10,000,000	\$ 4,500,000	\$ 1,380,000	\$ 23,943,649

2025 Capital Project Detail Form

Department and Division	Stratford Public Library
Project Number	F.1
Project Name	Library Computer Equipment
Start Date and End Date	January 1, 2025 - December 31, 2025

Brief Project Description:
 Routine scheduled replacement of staff and public workstations as well as network infrastructure.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 To keep current with technology and maintain a consistent high level of service, support and security, staff and public workstations are replaced on a four year cycle. Network and communications equipment such as firewalls and servers are generally replaced on a five year cycle to ensure security and support is maintained.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	31,000	
Total Project Cost	\$ 31,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	31,000	R-R11-LIBR
Total Funding	\$ 31,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ 31,000	Current
Amount in Future Budget Years		

Description:
 Capital equipment is replaced on a schedule and financial impact varies year by year.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Staff and public workstations and network infrastructure that is modern and up-to-date helps fulfill the mandate of libraries to deliver effective and efficient services to the community. Library technologies play a vital role in bridging the digital divide for residents who wouldn't otherwise have access to reliable technology. Updating technologies on a regular basis helps limit security risks and service outages. Additionally, with outdated technology, there is a decrease in productivity and employee morale and the potential for higher operational costs due to incompatibility and maintenance issues.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2029
Projected Replacement Cost	
Projected Useful Life	4-5 years
Service Level Impact	Maintain

Explain:

Staff and public workstations are replaced on a four year cycle; network equipment is replaced on a five year cycle.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Expected Disposal Date TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO2e)
(tCO2e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

In accordance with the Corporate Energy and Emissions Plan, computers and network infrastructure purchased are planned to be 'energy efficient' or Energy Star labelled, to maximize energy efficiency and reduce operating costs.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Public Library
Project Number	F.2
Project Name	Physical Library Collections
Start Date and End Date	January 1, 2025 - December 31, 2025

Brief Project Description:
 The library houses a large collection (approx. 86,000 items) of resources that are available for members to borrow. This project supports the purchase of new library materials to lend to the community.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 This reserve funds the purchase of physical books, audiovisual and other materials for circulation to the public. The library collection helps fulfill the core mission of the library which is to provide the community with timely and relevant information and cultural resources.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
3050 Materials	169,744	
Total Project Cost	\$ 169,744	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	169,744	R-DGS-LIBR
Total Funding	\$ 169,744	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	169,744	Annual
Amount in Future Budget Years		

Description:
 Costs may increase for annual inflation or with changes to formats and resources required.

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Through its collections, the Library fulfills a number of its core goals: to encourage reading, develop literacy skills, and foster life-long learning. The various collections at the library support informational and recreational reading, viewing, listening, and engagement; stimulate the imagination and empower creativity; increase an individual's ability to succeed and participate actively in the community and a modern society.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year
Projected Replacement Cost
Projected Useful Life
Service Level Impact

Explain:

Library materials have a varied yet limited life cycle related to: popularity, timeliness, accuracy of information, and physical condition. Without unlimited space, the collection must be treated as rotating stock: new items are purchased and older items are discarded on a regular basis.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #

Description (make, model, year)

Expected Disposal Date TBD

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This request is not directly applicable to the Corporate Energy and Emissions Plan.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

**CITY OF STRATFORD 2025 CAPITAL PROGRAM
2026 -2034 CAPITAL FORECAST**

Dept **G. Stratford Police Service**

2025 Project Number	Project Name	Gross Project Costs											Total Project Costs	Funding Sources					Total Funding
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Federal & Prov Funding		Development Charges	Long Term Debt	(specify) Other	Reserves		
Replacement Of Existing Capital Assets and Non DC Eligible New Assets																			
G.1	Desktop Computer refresh	30,600		42,000	43,000	45,000	50,000		55,000	58,000		323,600					323,600	323,600	
G.2	Vehicles (4 replaced)	336,960				377,914						714,874				357,437	357,437	714,874	
G.3	Canine Vehicle	120,000					130,000					250,000					250,000	250,000	
G.4	Intoxilyzer	11,000			13,000			15,000			20,000	59,000					59,000	59,000	
G.5	Video System Re-Cabling	36,000										36,000					36,000	36,000	
G.6	Next Generation 9-1-1	200,000							100,000			300,000		200,000			100,000	300,000	
	Automated Licence Plate Reader/In-Car Video				100,000							250,000					250,000	250,000	
	Admin Vehicle 2		53,000								70,000	123,000					123,000	123,000	
	Emergency Response Unit Van		53,000									123,000					123,000	123,000	
	Drone		60,000					70,000				210,000					210,000	210,000	
	Vehicle 2				90,978				98,256			291,235					291,235	291,235	
	Vehicle 6				90,978				98,256			291,235					291,235	291,235	
	Vehicle 8		84,239		90,978				98,256			375,474					375,474	375,474	
	D/Chief Admin Vehicle		60,000							100,000		160,000					160,000	160,000	
	Criminal Investigations Vehicle 1		53,000								70,000	123,000					123,000	123,000	
	Criminal Investigations Vehicle 2		53,000								70,000	123,000					123,000	123,000	
	Radio System Upgrade				110,000							260,000					260,000	260,000	
	Vehicle 5				85,891					92,762		278,653					278,653	278,653	
	Vehicle 11				85,891					92,762		278,653					278,653	278,653	
	Vehicle 12				85,891					92,762		278,653					278,653	278,653	
	Virtual Machine Server Replacement				55,000						70,000	125,000					125,000	125,000	
	Admin Vehicle 1				54,000							126,000			72,000		126,000	126,000	
	Phone System Server				23,000						40,000	63,000					63,000	63,000	
	Next Generation 9-1-1 Dispatch Interface - Two consoles at SPS						110,000					230,000					230,000	230,000	
	Telephone System Upgrade									180,000		180,000					180,000	180,000	
		\$ 734,560	\$ 416,239	\$ 541,673	\$ 428,935	\$ 602,914	\$ 558,286	\$ 309,769	\$ 825,000	\$ 568,000	\$ 588,000	\$ 5,573,376	\$ 200,000	\$ -	\$ -	\$ 357,437	\$ 5,015,939	\$ 5,573,376	
New Assets Identified in DC Study																			
	New Police facility			30,000,000								30,000,000	\$ 1,000,000	5,000,000	\$ 24,000,000		-	30,000,000	
TOTALS		\$ -	\$ -	\$ 30,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	\$ 1,000,000	\$ 5,000,000	\$ 24,000,000	\$ -	\$ -	\$ 30,000,000	

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.1
Project Name	Desktop Computer refresh
Start Date and End Date	January 1, 2025 to 31 December 2025

Brief Project Description:
 Refresh one-third of the Police Service's desktop computers. Refresh occurs every three years so this represents an annual cost.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Refreshing the Police Service's desktop computers is critical to ensuring uninterrupted service delivery and continuity of operations. The strategy would be to refresh the remaining third of the desktop computers in 2025.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	30,600	
Total Project Cost	\$ 30,600	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	30,600	R-R11-POLI
Total Funding	\$ 30,600	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Risk of failure of desktop computers which could have serious operational impact.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2028
Projected Replacement Cost	\$ 43,000
Projected Useful Life	3 years
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

Asset ID #	Internal inventory ongoing
Description (make, model, year)	
Expected Disposal Date	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e) <5 tCO₂e
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain: Not applicable

New desktop computers procured will be more energy efficient than their replacements, preferably Energy Star, consistent with the City's other IT purchases.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.2
Project Name	Replacement Police Cruisers
Start Date and End Date	January 1, 2025 to 31 December 2025

Brief Project Description:
 Replace four operational cruisers - end of life. Two for Stratford, One for St Marys, One for Perth South.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 Replace four aging police cruisers that are end of life. Cruisers are on the road 24/7 and form the primary response vehicle for all frontline calls for service. Due to their usage the Service has determined a three-four year life cycle, which strikes a balance between fiduciary responsibility and vehicle/officer safety.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	92,800	Remove and install equipment
9020 Vehicles	220,000	Four cruisers
9020 Vehicles	24,160	Tablets for cruisers
Total Project Cost	\$ 336,960	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	168,480	R-R11-POLI
Other (specify)	168,480	St Marys and Perth South funded from partners
Total Funding	\$ 336,960	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Fuel maintenance, repairs, included in operating.
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 The Police Service has established a three to four year life span for frontline police cruisers. Four cruisers need to be replaced in 2025. These vehicles operate 24/7 and are required to provide emergency response to the community. Each cruiser will be updated with a new computer/workstation.

E. Asset Management Plan:
E.1 For a new purchase or construction

Projected Replacement Year	2028
Projected Replacement Cost	\$ 90,978
Projected Useful Life	3 years
Service Level Impact	

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? Yes

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	160,000	40,000L per vehicle
Annual GHG emissions (tCO ₂ e)	369.6	
Service Life GHG Emissions (tCO ₂ e)	1,478.4	
Service Life Fuel Costs (\$)	1,664,000	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	112,000	
Electricity Consumption (kWh)		
Annual GHG emissions (tCO ₂ e)	258.7	
Service Life GHG emissions (tCO ₂ e)	1,034.9	
Expected Operational Savings (\$)	499,200	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

	<u>Additional Detail</u>
Estim. GHG Emissions Reduction (tCO ₂ e)	
(tCO ₂ e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)	

Explain:

As per the recommendations of CEEP, selecting 4 hybrid vehicles over 4 conventional ICE vehicles will result in total estimated cost savings of \$499,200 and emissions reductions of 111 tCO₂e over the 4-year service life as noted.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.3
Project Name	Canine Vehicle
Start Date and End Date	January 1, 2025 to 31 December 2025

Brief Project Description:
 Re-launch of Police Canine Unit - purchase of new Police Canine vehicle.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The SPS is planning to re-launch its Canine Program since its canine retired. The program will help to serve the community through tracking, drug detection, firearm detection and community service. A dedicated canine vehicle is required to support the program.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9020 Vehicles	55,000	New canine vehicle - base Equip and installation of components Tablet
	58,960	
	6,040	
Total Project Cost	\$ 120,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	120,000	R-R11-POLI
Total Funding	\$ 120,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	\$ 120,000	Annual Operating costs included in operating budget
Amount in Future Budget Years		

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 Ability to track missing persons, locate suspects, locate evidence, be a community resource.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2030
Projected Replacement Cost	\$ 130,000
Projected Useful Life	5 years
Service Level Impact	

Explain:
 Driven only by canine operator, not 24/7.

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

		<u>Additional Detail</u>
Conventional Fuel Type	Gasoline	
Estimated Fuel Consumption (litres)	20,000	Estimated annual fuel usage
Annual GHG emissions (tCO ₂ e)	46.2	
Service Life GHG Emissions (tCO ₂ e)	554.4	
Service Life Fuel Costs (\$)	624,000	
Alternative Fuel Type	Hybrid	
Estimated Fuel Consumption (litres)	14,000	
Electricity Consumption (kWh)	-	
Annual GHG emissions (tCO ₂ e)	32.3	
Service Life GHG emissions (tCO ₂ e)	388.1	
Expected Operational Savings (\$)	187,200	
Emissions Reductions achieved (%)	30	

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

As per the recommendations of CEEP, selecting a hybrid vehicle over conventional ICE vehicle will result in total estimated cost savings of \$187,200 and emissions reductions of 166 tCO₂e over the 12 year average service life.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.4
Project Name	Intoxilyzer
Start Date and End Date	January 1, 2025 to December 31 2025

Brief Project Description:

To replace the aging Intoxilyzer used for Impaired Driving investigations.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The current Intoxilyzer 8000 is approaching end of life. The new model 9000 will soon be available and required to support Impaired Driving related investigations. Older models cannot get serviced and do not meet legal requirements.

B. Project Financials:

(including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	11,000	Inc HST
Total Project Cost	\$ 11,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	11,000	R-R11-POLI
Total Funding	\$ 11,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year	
Amount in Future Budget Years	\$ -

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

The new technology is Ministry approved and will be a requirement to support an Impaired Driving charge pursuant to the provisions of the Criminal Code.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2028
Projected Replacement Cost	\$ 13,000
Projected Useful Life	3
Service Level Impact	

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed?

Yes	
Asset ID #	473 18 year old asset in system
Description (make, model, year)	
Expected Disposal Date	

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This request is not applicable to CEEP recommendations, and does not directly impact City generated emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.5
Project Name	Video System Re-Cabling
Start Date and End Date	January 1, 2025 to 31 December 2025

Brief Project Description:
 Re-cable video surveillance system with new network cabling lines at 17 George St Headquarters.

A. Project Justification/Contribution to City Services and Strategic Priorities:
 The current video surveillance system at 17 George St has been failing. It has been determined that a suitable fix would be to re-cable all camera runs. This would be much less expensive than replacing the system and would ensure important video is captured in a consistent fashion.

B. Project Financials:
 (including 1.76% net HST expenses)

	Cost	Additional Detail
9030 Equipment	36,000	
Total Project Cost	\$ 36,000	
Funding Sources	Amount	Additional Detail
Reserve or Reserve Fund (specify)	36,000	R-R11-POLI
Total Funding	\$ 36,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		
Amount in Future Budget Years	\$ -	

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:
 It is vital that the Police Service be able to consistently record activities in and around the Police Headquarters for safety and legal requirements. This includes prisoner and facility security.

E. Asset Management Plan:

E.1 For a new purchase or construction

Projected Replacement Year	2035
Projected Replacement Cost	\$ 40,000
Projected Useful Life	10 years
Service Level Impact	Maintain

Explain:

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This project does not directly impact City generated emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 Capital Project Detail Form

Department and Division	Stratford Police Service
Project Number	G.6
Project Name	Next Generation 9-1-1
Start Date and End Date	January 1 2025 to December 31 2025

Brief Project Description:

Continued work on implementation of the NG911 call system.

A. Project Justification/Contribution to City Services and Strategic Priorities:

The Canadian Radio-Television and Telecommunications Commission (CRTC) has regulated that all PSAP (Public Service Answering Points) upgrade their 911 infrastructure to be compliant with the NG911 standard. For the past few years the service has been working locally and with the ESCO group (formerly PRIDE) to meet the standard. The project is expected to go-live in 2025.

B. Project Financials:

(including 1.76%
net HST expenses)

	Cost	Additional Detail
3050 Materials	200,000	
Total Project Cost	\$ 200,000	
Funding Sources	Amount	Additional Detail
Federal or Provincial Funding	200,000	NG9-1-1 Transition Funding Program
Total Funding	\$ 200,000	

C. Impact on Operating Budget Going Forward:

Amount in this Budget Year		Current
Amount in Future Budget Years	\$ 20,000	

Description:

D. Benefits and Outcomes of Proceeding with this Item/Risks and Outcomes if not approved:

This is regulated for all PSAPs across Canada. If unfunded the SPS would not be able to receive 911 calls which would result in a risk to public safety.

E. Asset Management Plan:

E.1 For a new purchase or construction

E.2 For a major repair or rehabilitation of an existing asset

E.3 Is there an asset to be disposed? No

F. Corporate Energy and Emissions Plan:

F.1 Corporate Fleet

F.2 Facility Asset

F.3 Climate Lens for Other Purchases

Additional Detail

Estim. GHG Emissions Reduction (tCO₂e)
(tCO₂e, or tonnes of carbon dioxide equivalent, is a metric measure used to quantify emissions from all greenhouse gases in one standard unit)

Explain:

This request is not applicable to CEEP recommendations, and does not directly impact City generated emissions.

Note: Procurement Policy shall ensure climate lens and asset management principles are applied.

2025 DRAFT BUDGET SUMMARY	2022	2023	2024	2024	2025	2026	2027	2028
as at October 15, 2024	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
					DRAFT	FORECAST	FORECAST	FORECAST
Mayor and Council Services								
101 Mayor And Council Services	473,570	693,700	716,724	485,161	705,158	723,526	743,077	766,533
102 Committees Of Council	103,945	94,945	94,945	19,904	110,365	114,380	117,477	120,656
Chief Administrative Officer								
111 CAO'S Office	875,047	1,148,500	952,071	684,024	973,339	1,075,109	1,102,709	1,131,169
Human Resources								
112 Human Resources	691,710	719,230	1,166,301	884,537	1,522,097	1,722,378	1,774,220	1,827,674
Corporate Services								
139 General Government	(66,483,845)	(72,128,631)	(81,176,229)	(79,559,576)	(85,064,260)	(89,730,795)	(93,369,144)	(97,133,767)
513 Industrial Land Servicing	0	0	0	347,006	0	0	0	0
810 Requisitions From Others (see Note 1)	23,550,244	25,006,138	27,144,014	22,003,122	27,798,345	28,818,670	29,745,005	30,708,032
872 Community Supports & Grants	769,050	670,870	1,049,868	736,410	1,196,870	1,196,870	1,196,870	1,196,870
121 City Clerk	508,770	707,665	876,443	616,112	1,014,888	1,046,161	1,078,496	1,111,936
134 Information Technology	1,705,196	1,551,955	0	(644,944)	0	0	0	0
135 Parking	(464,230)	(249,968)	(587,334)	(444,032)	(524,458)	(534,135)	(543,831)	(553,533)
136 Crossing Guards	242,910	261,369	257,950	119,967	272,950	279,773	286,767	293,935
Note 1: 810 includes Stratford Police Service and Stratford Public Library								
Community Services								
711 Parks	2,563,180	2,438,300	2,779,472	2,220,466	3,278,922	3,444,296	3,585,633	3,735,175
715 Facilities	0	1,632,805	2,093,245	1,088,357	3,795,911	3,895,827	4,142,262	4,408,941
141 City Buildings	862,318	1,481,628	2,216,487	1,264,882	1,844,923	1,987,932	2,144,601	2,316,297
721 Recreation	5,320,967	4,684,399	6,220,030	4,607,480	4,541,070	4,810,848	4,937,504	5,079,422
731 Cemetery	460,180	464,170	503,508	367,904	753,551	801,188	852,435	907,606
750 Transit	2,092,955	2,804,924	3,706,795	2,255,578	3,873,410	3,998,911	4,129,396	4,265,043
751 Parallel Transit	517,180	532,494	646,955	462,965	657,520	677,447	697,977	719,126
752 Community Transportation	87,829	56,172	0	301,392	46,583	645,750	661,894	678,442
Fire and Airport								
211 Fire	8,390,884	8,649,460	9,877,547	8,032,230	10,064,855	10,368,345	10,682,587	11,007,989
512 Stratford Municipal Airport	184,742	167,240	73,049	72,059	76,899	89,608	92,413	95,317
Building and Planning Services								
250 Building Permits	0	0	0	(450,300)	0	0	0	0
251 Development Services	350,422	420,957	680,617	618,826	709,196	731,996	755,541	779,856
252 By-Law Enforcement	267,610	353,010	378,632	86,260	433,780	443,863	456,238	468,993

2025 DRAFT BUDGET SUMMARY	2022	2023	2024	2024	2025	2026	2027	2028
as at October 15, 2024	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
					DRAFT	FORECAST	FORECAST	FORECAST
Infrastructure Services								
310 Engineering	803,839	1,130,090	1,320,212	1,490,967	1,223,647	1,429,893	1,608,206	1,663,702
315 Fleet	1,614,790	1,502,455	1,079,512	898,098	0	0	0	0
320 Roads	5,762,180	6,267,912	7,311,046	5,207,607	9,005,268	9,743,795	10,328,281	10,963,175
330 Sanitary	0	0	0	(32,722)	0	0	0	0
340 Storm	4,416,682	4,523,645	4,929,662	2,744,435	5,086,985	5,198,122	5,336,631	5,504,336
350 Water	(7,235)	0	0	54,650	0	0	0	0
360 Waste	1,035,740	773,746	882,311	266,295	857,208	971,692	1,097,519	1,235,778
Social Services								
610 Social Services Administration	17,000	16,980	21,115	2,023,181	142,240	148,502	131,136	112,313
611 Ontario Works	528,530	499,450	624,920	498,468	563,973	605,345	648,958	694,924
612 Homelessness	45,450	85,480	239,010	401,960	394,200	421,309	449,866	479,934
613 Anne Hathaway Day Care Centre	1,170	12,210	47,290	1,090,295	330,725	356,930	384,482	413,445
614 PS Housing Corp / LHC	949,580	1,968,730	2,131,545	3,039,536	2,553,958	2,746,900	2,959,863	3,194,573
615 Housing Division-Service Mgr	1,407,170	730,980	791,270	167,568	760,220	785,998	812,719	840,423
616 Children Services	354,470	326,990	326,421	8,228,730	413,940	441,897	471,327	502,308
618 Affordable Housing Buildings	0	0	624,596	(263,571)	585,722	541,669	500,885	463,377



2025 BUDGET – WORK PLAN

Department:	CAO's Office
Budget Division:	G101 Mayor and Council Services

Department/Division Overview:

The elected Mayor and Councillors are statutory positions under the Municipal Act, 2001.

As Head of Council, the Mayor provides leadership to City Council in carrying out their responsibilities for governing and setting strategic goals and objectives. The Mayor is the spokesperson for Council on all matters and advocates with government ministers at the provincial and federal levels.

The Mayor presides at Council meetings where the business of Council is conducted in accordance with legislation, regulations, by-laws and policies adopted by Council.

Councillors represent the constituents of Stratford and consider the well-being and interests of the municipality. Councillors serve on Committees and Sub-committees of Council to initially consider reports on matters requiring decisions of Council. Councillors are also appointed to City advisory committees with citizen appointees to provide advice to Council. Councillors are also appointed to certain outside City boards and committees.

Collectively, the Mayor and Councillors determine what services the municipality will provide and the level of service.

Key Activities Planned for 2025:

Mayor's Office:

The Mayor's Office portion of the Mayor and Council budget consists of salaries/benefits; conference expenses such as Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM); expenses and mileage to attend conferences/meetings; advertising (messaging for Kiwanis Music Festival, events, etc.); other expenses incurred for attending events/meetings not considered a conference; and miscellaneous office expenses such as postage, courier, supplies and equipment/furniture.

Council Services:

The Council Services portion of the budget consists of salaries/benefits; promotional materials for silent auctions and gifts; conferences such as (Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Ontario Small Urban Municipalities

(OSUM); meals and meeting costs for sub-committee, committee and council meetings held over lunch/dinner time including budget meetings; membership fees for the Association of Municipalities of Ontario and the Federation of Canadian Municipalities; and travel/mileage expenses that are not from a conference.

The Public Receptions budget includes Long Service Awards for employees (25 years of service) and the amount varies from year to year depending on employee anniversaries; memorial donations as set out in Police A.1.9 Donations policy; special events that include those held throughout the year organized by the Mayor's Office such as Awards Night, Holiday events and events held within the community.

Key activities will depend on the plans and strategies of the Mayor and Council.

New Initiatives Planned for 2025:

Strategic Priorities Implementation and Consulting fees were included in the 2024 budget. Now that the Strategic Priorities Project work is completed, Council may decide that certain strategic priority implementations require additional resources. An amount of \$20,000 has been included in the Council Budget.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Build meaningful partnerships to address community needs.

Intentionally Change To Support The Future

Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

- The Mayor and Council actively support building meaningful partnerships for addressing the community's needs by attending and hosting various events which promote inclusion and foster a sense of unity within the community. (i.e. Community Recognition Awards Night, Mayor's Community Breakfast, partnering with Community Services for a Newcomers Breakfast, etc.)

Explain Significant Changes from 2024 including applying a climate lens:

Council Services:

- \$6,000 added to Conferences for Councillors to attend.
- \$2,000 added to Memberships reflect increase in membership fees for FCM and AMO.
- \$2,800 added to Public Receptions/Long Service Awards as there are eleven employees set to receive their 25 years of service award in 2025.
- Reduced amount from \$75,000 in 2024 to \$20,000 in 2025 for Strategic Priorities.

	2022	2023	2024	2024	2025	2026	2027	2028
101 MAYOR AND COUNCIL SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
1011 Mayor's Office								
G-101-1011-2100 F.T. Salaries & Wages	81,000	82,620	84,110	66,441	86,800	89,404	92,086	94,849
G-101-1011-2500 F.T. Benefits & Employer Costs	8,520	11,410	11,780	5,843	8,920	9,188	9,464	9,748
G-101-1011-3070 Office Supplies	100	100	100	0	200	205	210	215
G-101-1011-3100 Postage	150	150	150	88	175	179	183	188
G-101-1011-4010 Advertising	2,000	2,000	2,000	457	2,000	2,050	2,101	2,154
G-101-1011-4036 Conference Expenses	3,000	5,000	6,500	2,459	6,700	6,867	7,039	7,215
G-101-1011-4060 Courier/Freight	50	50	50	0	50	51	52	53
G-101-1011-4120 Telephone - Cell Phones	2,320	0	0	0	0	0	0	0
G-101-1011-4150 Travel/Mileage-Excl Training & Conf	2,000	2,000	3,000	1,296	3,000	3,075	3,152	3,231
G-101-1011-4160 Special Projects	0	5,000	41,000	941	6,000	6,150	6,304	6,462
G-101-1011-4164 Special Events	0	0	3,000	0	3,000	3,075	3,152	3,231
G-101-1011-7907 Interfunctional Telephone	0	720	720	720	490	515	541	568
G-101-1011-9010 Office Equipment & Furnishings	500	500	500	0	2,500	0	0	0
Total 1011 Mayor's Office	99,640	109,550	152,910	78,245	119,835	120,759	124,284	127,914
1021 Council Administration								
G-101-1021-1770 Recoverables	0	0	0	(1,718)	0	0	0	0
G-101-1021-1810 Contribution From Reserves	(30,000)	(30,000)	(75,000)	0	0	0	0	0
G-101-1021-2100 F.T. Salaries & Wages	236,230	239,980	244,280	181,158	250,840	258,365	266,116	274,099
G-101-1021-2500 F.T. Benefits & Employer Costs	58,000	64,670	62,760	42,343	57,940	59,678	61,468	63,312
G-101-1021-3050 Materials	1,500	1,500	1,500	798	1,500	1,537	1,575	1,614
G-101-1021-3070 Office Supplies	200	100	500	0	500	513	526	539
G-101-1021-3080 Misc - Promotional Material	5,000	5,000	5,000	2,329	5,000	5,125	5,253	5,384
G-101-1021-3120 Meals & Meeting Costs	2,000	5,000	5,000	1,954	5,400	5,535	5,673	5,815
G-101-1021-4036 Conferences	8,000	16,000	18,000	16,139	24,000	24,600	25,215	25,845
G-101-1021-4040 Consultants	30,000	175,000	125,000	32,834	75,000	76,875	78,797	80,767
G-101-1021-4097 Memberships	17,500	20,000	22,000	20,076	24,000	24,600	25,215	25,845
G-101-1021-4120 Telephone- Cell Phones	1,000	0	0	0	0	0	0	0
G-101-1021-4142 Training	0	12,000	12,000	0	14,000	14,350	14,709	15,077
G-101-1021-4150 Travel/Mileage	200	200	800	179	1,000	1,025	1,051	1,077
G-101-1021-7810 Transfer To Reserve	10,000	20,000	20,000	20,000	0	0	0	0
G-101-1021-7901 Interfunctional IT Support	0	0	63,274	63,274	66,603	69,933	73,430	77,102
G-101-1021-7907 Interfunctional Telephone	0	6,600	6,600	6,600	4,490	4,715	4,951	5,199
Total 1021 Council Administration	339,630	536,050	511,714	385,966	530,273	546,851	563,979	581,675

	2022	2023	2024	2024	2025	2026	2027	2028
101 MAYOR AND COUNCIL SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
1031 Public Receptions								
G-101-1031-1770 Recoverables	0	0	0	(1,700)	0	0	0	0
G-101-1031-3050 Materials - Long Service Awards	800	1,600	1,600	0	4,400	4,000	1,600	2,400
G-101-1031-3081 Blue Jays Day	1,000	0	0	0	0	0	0	0
G-101-1031-4001 Memorial Donations	500	500	500	203	650	666	683	700
G-101-1031-4164 Special Events	32,000	46,000	50,000	2,997	50,000	51,250	52,531	53,844
Total 1031 Public Receptions	34,300	48,100	52,100	1,500	55,050	55,916	54,814	56,944
1055 Special Events								
G-101-1055-1820 Contribution From Reserve Fund	(20,000)	0	(11,000)	0	0	0	0	0
G-101-1055-4160 Special Projects - Covid-19	20,000	0	11,000	6,186	0	0	0	0
Total 1055 Special Events	0	0	0	6,186	0	0	0	0
Total 101 MAYOR AND COUNCIL SERVICES	473,570	693,700	716,724	471,897	705,158	723,526	743,077	766,533



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G102 Committees of Council

Department/Division Overview:

The Advisory Committees provide recommendations, advice, and information to Council on matters as per their mandate. This budget reflects the expenses of the Advisory Committees, including hours for the Council Committee Coordinator, a Clerk’s Office staff member who functions as a recording secretary for these committees, advertising and office supplies.

The Council Committee Coordinator position, which was filled and commenced in March 2024, was created to assist with the liaison between the advisory committees and the Clerk and Council. The Coordinator will continue to work with the Advisory Committees to ensure they are meeting their mandate and using the approved budgets for projects within their terms of reference in accordance with City policies and procedures.

Previous year surpluses have been allocated to a reserve and in 2024 the reserve was used to off set costs. It is noted that surpluses are anticipated from some committees in 2024 which would increase the current reserve.

The Election Audit Committee did not use the 2024 allocation, so is considered a 2024 surplus and can offset the budgeted line item in 2025.

Key Activities Planned for 2025:

Accessibility Advisory Committee

A management report will be forthcoming requesting the addition of an accessible viewing area on Veteran’s Drive across from the bandshell as a line item in the Engineering or Community Services 2025 budget. The Committee will continue with community improvements, educational campaigns and National Accessibility week.

Active Transportation Advisory Committee

The Committee will continue with active transportation signage, bike racks, educational conferences, school travel planning and the annual bike month event.

Communities in Bloom

Communities in Bloom (CiB) will be hosting the 2025 National Symposium in Stratford in October 2025. This event is a 3-day international symposium bringing together CiB members from various countries. At the March 25, 2024, Regular Council meeting, Council adopted the following resolution:

THAT Council authorize staff to work with the Communities in Bloom Advisory Committee regarding details around transit and facility requirements for the 2025 National Symposium;

AND THAT Council authorize the use of the advisory committee reserve to provide \$5,000 for attending the Communities in Bloom 2024 Conference.

Additionally, CiB will work on student youth engagement, Ted Blowes Memorial Garden, pollinator pathway project, the CiB garden and community projects such as Market Day and the Pumpkin Parade.

Energy & Environment Advisory Committee

The Committee will look at furthering community projects such as the TJ Dolan entrance signage and boardwalks, native grass plantings, shoreline and naturalization projects.

Heritage Stratford

The Committee will continue with research and writing for property designations, at-risk buildings, properties of interest, awards and plaques and educational conferences.

Town & Gown

This advisory committee is currently paused.

Stratfords of the World

The 2025 Stratfords of the World Reunion is being held in New Zealand in January. Committee members and citizens will be travelling to New Zealand to celebrate.

New Initiatives Planned for 2025:

A governance review of the current advisory committee / board composition and structure to be completed with findings presented to Council for their review and consideration.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.

This Work Plan reflects Council's strategic priority by partnering with the community to make collective priorities in arts, culture, heritage and more.

Explain Significant Changes from 2024 including applying a climate lens:

There is a slight increase in the budget for the Communities in Bloom Advisory Committee for hosting the 2025 National Symposium. The Stratfords of the World Advisory Committee will also be increasing their budget for attending the 2025 Stratfords of the World Reunion.

102 COMMITTEES OF COUNCIL	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7260 Active Transportation Committee								
G-102-7260-2110 P.T. Salaries & Wages	5,000	3,060	3,120	0	6,560	6,757	6,960	7,169
G-102-7260-2510 P.T. Benefits & Employer Costs	1,590	960	1,090	0	2,180	2,245	2,312	2,381
G-102-7260-3050 Materials	5,000	5,000	0	0	0	0	0	0
G-102-7260-3070 Office Supplies	300	300	300	0	300	308	316	324
G-102-7260-4036 Conferences - Expenses	1,500	1,500	1,500	622	750	1,537	1,575	1,614
G-102-7260-4130 Town Crier	300	300	300	0	0	0	0	0
G-102-7260-4160 Special Projects	2,500	4,000	8,500	654	10,250	8,713	8,931	9,154
Total 7260 Active Transportation	16,190	15,120	14,810	1,276	20,040	19,560	20,094	20,642
7502 Heritage Stratford Committee								
G-102-7502-1810 Contribution From Reserves	0	(320)	(140)	0	0	0	0	0
G-102-7502-2110 P.T. Salaries & Wages	6,160	6,410	6,230	0	6,560	6,757	6,960	7,169
G-102-7502-2510 P.T. Benefits & Employer Costs	1,920	1,990	1,990	0	2,180	2,245	2,312	2,381
G-102-7502-3050 Materials	7,500	7,500	0	0	0	0	0	0
G-102-7502-3070 Office Supplies	300	300	300	0	300	308	316	324
G-102-7502-4020 Service Contracts	0	0	5,000	0	2,000	2,050	2,101	2,154
G-102-7502-4036 Conferences - Expenses	0	0	2,500	206	5,500	5,637	5,778	5,922
G-102-7502-4097 Memberships	225	225	225	75	225	231	237	243
G-102-7502-4130 Town Crier	300	300	300	0	0	0	0	0
Total 7502 Heritage Stratford	16,405	16,405	16,405	281	16,765	17,228	17,704	18,193
7508 Shared Services Committee								
G-102-7508-1810 Contribution From Reserves	0	(20)	0	0	0	0	0	0
G-102-7508-2110 P.T. Salaries & Wages	300	310	1,560	0	1,640	1,689	1,740	1,792
G-102-7508-2510 P.T. Benefits & Employer Costs	90	100	500	0	540	556	573	590
Total 7508 Shared Services Committee	390	390	2,060	0	2,180	2,245	2,313	2,382
7513 Election Audit Compliance Committee								
G-102-7513-1810 Contribution From Reserves	0	0	(2,000)	0	(2,000)	0	0	0
G-102-7513-2550 Honorarium	0	2,000	2,000	0	2,000	2,060	2,122	2,186
Total 7513 Election Audit Compliance Comm	0	2,000	0	0	0	2,060	2,122	2,186
7514 Accessibility Advisory Committee								
G-102-7514-1810 Contribution From Reserves	0	(340)	(500)	0	0	0	0	0
G-102-7514-2110 P.T. Salaries & Wages	6,040	6,280	6,230	0	3,280	3,378	3,479	3,583
G-102-7514-2510 P.T. Benefits & Employer Costs	1,880	1,950	1,990	0	1,090	1,123	1,157	1,192
G-102-7514-3050 Materials	420	450	920	0	500	513	526	539
G-102-7514-3070 Office Supplies	450	450	300	0	300	308	316	324
G-102-7514-3120 Meeting Costs	900	900	400	33	1,000	1,025	1,051	1,077

102 COMMITTEES OF COUNCIL	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-102-7514-4036 Conferences - Expenses	0	0	0	0	2,000	2,050	2,101	2,154
G-102-7514-4130 Town Crier	450	450	300	0	0	0	0	0
G-102-7514-4160 Special Projects	1,500	1,500	2,000	0	2,000	2,050	2,101	2,154
Total 7514 Accessibility Advisory Committee	11,640	11,640	11,640	33	10,170	10,447	10,731	11,023
7516 Energy & Environment Committee								
G-102-7516-1810 Contribution From Reserves	0	(290)	0	0	0	0	0	0
G-102-7516-2110 P.T. Salaries & Wages	5,780	6,000	6,230	0	6,560	6,757	6,960	7,169
G-102-7516-2510 P.T. Benefits & Employer Costs	1,800	1,870	1,990	0	2,180	2,245	2,312	2,381
G-102-7516-3050 Materials	17,500	17,500	17,500	10,416	17,500	17,938	18,386	18,846
G-102-7516-3070 Office Supplies	300	300	300	0	300	308	316	324
G-102-7516-4130 Town Crier	300	300	300	0	0	0	0	0
Total 7516 Energy & Environment Committee	25,680	25,680	26,320	10,416	26,540	27,248	27,974	28,720
7521 Stratford Town & Gown Committee								
G-102-7521-1810 Contribution From Reserves	0	0	(4,100)	0	0	0	0	0
G-102-7521-2110 P.T. Salaries & Wages	4,160	0	3,110	0	0	0	0	0
G-102-7521-2510 P.T. Benefits & Employer Costs	1,300	0	990	0	0	0	0	0
G-102-7521-3050 Materials	200	0	0	0	0	0	0	0
G-102-7521-3070 Office Supplies	300	0	0	0	0	0	0	0
G-102-7521-3120 Meeting Costs	100	0	0	0	0	0	0	0
G-102-7521-4097 Memberships	300	0	0	0	0	0	0	0
G-102-7521-4130 Town Crier	300	0	0	0	0	0	0	0
G-102-7521-4160 Special Projects	3,270	0	0	0	0	0	0	0
Total 7521 Stratford Town & Gown	9,930	0	0	0	0	0	0	0
7536 Stratfords Of The World Committee								
G-102-7536-1405 Registration Revenue	0	(22,500)	0	(6,580)	0	0	0	0
G-102-7536-1810 Contribution From Reserves	0	(20,130)	(970)	0	0	0	0	0
G-102-7536-2110 P.T. Salaries & Wages	2,540	2,640	3,110	0	1,640	1,689	1,740	1,792
G-102-7536-2510 P.T. Benefits & Employer Costs	790	820	990	0	540	556	573	590
G-102-7536-3070 Office Supplies	300	300	0	0	300	308	316	324
G-102-7536-3080 Miscellaneous	0	0	800	540	800	820	840	861
G-102-7536-4130 Town Crier	300	300	0	0	0	0	0	0
G-102-7536-4167 Hosted Conferences	0	42,500	0	113	7,350	7,534	7,722	7,915
Total 7536 Stratfords Of The World	3,930	3,930	3,930	(5,927)	10,630	10,907	11,191	11,482
8252 Communities In Bloom Committee								
G-102-8252-1810 Contribution From Reserves	0	(3,250)	(1,980)	(5,000)	0	0	0	0
G-102-8252-2110 P.T. Salaries & Wages	4,940	5,130	4,670	0	6,560	6,757	6,960	7,169
G-102-8252-2510 P.T. Benefits & Employer Costs	1,540	1,600	1,490	0	2,180	2,245	2,312	2,381
G-102-8252-3050 Materials	7,000	10,000	0	2,067	0	0	0	0

	2022	2023	2024	2024	2025	2026	2027	2028
102 COMMITTEES OF COUNCIL	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-102-8252-3070 Office Supplies	300	300	300	0	300	308	316	324
G-102-8252-4020 Service Contracts	700	700	0	0	0	0	0	0
G-102-8252-4036 Conferences-Expenses	0	0	6,000	8,904	6,000	6,150	6,304	6,462
G-102-8252-4130 Town Crier	300	300	300	0	0	0	0	0
G-102-8252-4160 Special Projects	5,000	5,000	9,000	888	9,000	9,225	9,456	9,692
Total 8252 Communities In Bloom	19,780	19,780	19,780	6,859	24,040	24,685	25,348	26,028
Total 102 COMMITTEES OF COUNCIL	103,945	94,945	94,945	12,938	110,365	114,380	117,477	120,656



2025 BUDGET – WORK PLAN

Department:	CAO's Office
Budget Division:	G111 CAO's Office

Department/Division Overview:

The Office of the Chief Administrative Officer is responsible for the general management of the City of Stratford, coordinating the professional and administrative advice provided to Council and providing administrative services to the Mayor and Council. The Department oversees the implementation of Council decisions aligned with Council’s Strategic Priorities, in conjunction with Corporate Leadership, and provides Corporate Communications, and Corporate Initiatives.

Key Activities Planned for 2025:

- Advancement of Council’s Strategic Priorities
- Facilities and Space Needs Review
- Property Review
- Leadership Learning and Development
- Communications and Community Engagement
- Policy Review
- Grand Trunk Site Renewal

The 2025 budget request includes an envelope of projects to advance the Grand Trunk Site Renewal: fundraising prep work, environmental and site servicing, project management, design services, climate studies, and implementation plans. These efforts are essential to continue the momentum of the Grand Trunk Block redevelopment and help to ensure the realization of the Master Plan. The proposed budget for the Grand Trunk Renewal Work Plan will not have an impact on the tax levy.

1. Vision, Guiding Principles & Design
2. Site Analysis, Environmental Assessment and Site Servicing:
3. Develop Key Partnership Models:
4. Communications & Community Engagement
5. Procurement Processes & Services

6. Financial & Real Estate Model
7. Economic, Environmental, and Social Impact Analysis
8. Project Oversight

New Initiatives Planned for 2025:

Advocacy - Identify issues important to Stratford City Council and liaise with public sector partners and municipal associations in raising awareness to advocate for sustainable funding to address needs.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Explain Significant Changes from 2024 including applying a climate lens:

There are no significant changes identified from the 2024 Work Plan.

The adoption of Council's Strategic Priorities and key initiatives will be the focus for Corporate Leadership's goals and objectives in 2025 and beyond – a roadmap for inclusive growth.

For example, the adaptive reuse of the Grand Trunk Site requires mitigation measures to reduce GHG emissions to reduce impacts to climate change.

111 CAO'S OFFICE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1111 Administration								
G-111-1111-1810 Contribution From Reserves	(295,000)	(30,000)	(30,000)	0	(75,000)	0	0	0
G-111-1111-1820 Contribution From Reserve Fund	0	0	0	0	(1,900,000)	0	0	0
G-111-1111-2100 F.T. Salaries & Wages	596,997	721,370	551,570	455,925	587,520	605,146	623,300	641,999
G-111-1111-2110 P.T. Salaries & Wages	0	0	0	6,318	0	0	0	0
G-111-1111-2500 F.T. Benefits & Employer Costs	156,490	221,760	194,920	133,109	204,910	211,057	217,389	223,911
G-111-1111-2510 P.T. Benefits & Employer Costs	0	0	0	604	0	0	0	0
G-111-1111-3050 Materials	300	300	300	0	300	308	316	324
G-111-1111-3070 Office Supplies	1,800	1,800	1,800	2,017	2,000	2,050	2,101	2,154
G-111-1111-3080 Miscellaneous	250	250	250	109	250	256	262	269
G-111-1111-3090 Copier/Printer Lease	2,300	2,200	3,050	2,349	2,900	2,972	3,046	3,122
G-111-1111-3100 Postage	100	100	100	3	100	102	105	108
G-111-1111-3120 Meals & Meeting Costs	1,400	1,400	1,400	707	1,200	1,230	1,261	1,293
G-111-1111-3130 Publications & Subscriptions	290	600	600	809	1,175	1,204	1,234	1,265
G-111-1111-4020 Service Contracts	1,800	1,800	1,800	0	2,100	2,153	2,207	2,262
G-111-1111-4035 Conferences- Accommodations	2,000	2,000	4,000	1,897	5,500	5,637	5,778	5,922
G-111-1111-4036 Conferences - Expenses	400	600	600	27	600	615	630	646
G-111-1111-4037 Conferences - Registration	3,700	6,300	7,000	6,118	8,500	8,713	8,931	9,154
G-111-1111-4038 Conferences - Travel/Mileage	2,000	2,000	2,000	233	2,000	2,050	2,101	2,154
G-111-1111-4040 Consultants	175,000	96,000	96,000	24,381	115,000	115,000	115,000	115,000
G-111-1111-4060 Courier/Freight	70	70	70	0	50	51	52	53
G-111-1111-4090 Legal	5,000	5,000	5,000	241	5,000	5,125	5,253	5,384
G-111-1111-4097 Memberships	2,500	5,500	5,500	3,160	3,500	3,587	3,677	3,769
G-111-1111-4110 Telephone - Basic	1,400	0	0	0	0	0	0	0
G-111-1111-4120 Telephone - Cell Phones	3,000	0	0	0	0	0	0	0
G-111-1111-4142 Training - Expenses	4,200	38,100	5,000	400	5,000	5,125	5,253	5,384
G-111-1111-4150 Travel/Mileage-Excl Training & Conf	750	750	750	0	750	769	788	808
G-111-1111-4160 Special Projects	205,000	55,000	55,000	5,914	1,955,000	55,000	55,000	55,000
G-111-1111-4164 Special Events	1,800	6,000	7,000	5,312	7,000	7,175	7,354	7,538
G-111-1111-7901 Interfunctional IT Support	0	0	28,761	28,761	30,274	31,788	33,377	35,046
G-111-1111-7907 Interfunctional Telephone	0	5,600	5,600	5,600	3,710	3,896	4,091	4,296
G-111-1111-9010 Office Equipment& Furnishings	1,500	4,000	4,000	0	4,000	4,100	4,203	4,308
Total 1111 Administration	875,047	1,148,500	952,071	683,994	973,339	1,075,109	1,102,709	1,131,169
Total 111 CAO'S OFFICE	875,047	1,148,500	952,071	683,994	973,339	1,075,109	1,102,709	1,131,169



2025 BUDGET – WORK PLAN

Department:	Human Resources
Budget Division:	G112 Human Resources

Department/Division Overview:

The City of Stratford Human Resources Department provides human resource management programs and services consistent with Council and regulatory requirements, to enable the City to meet its business and service goals by:

- Promoting excellence in human resource management and providing leadership in the delivery of human resource services,
- Providing a proactive human resource advisory, information and service function to the departments of the City of Stratford,
- Providing information to the Chief Administrative Officer, the Corporate Leadership Team, Corporate Management Team, Union Executives, Council and the organization to support human resource decision making,
- Supporting employment related legislative compliance, and
- Assists in connecting people to process.

Key Activities Planned for 2025:

Recruitment

- Job evaluation – CUPE 1385, ongoing corporate wide
- Workforce planning and forecasting – analysis of current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that the corporation can accomplish visions, missions, goals and Strategic direction. Build culture, competency, capacity and community.
- New employee onboarding – develop program and implement
- Policies and procedures – develop/update all HR policies and procedures

Employee & Labour Relations

- Employee relations – build engagement into culture
- Labour relations – re-establish regular interaction/schedule
- Collective bargaining – lead ATU and IBEW Water 2025 negotiations

Wellness, Health & Safety

- Employee wellness - Corporate occupational health and safety, training and development of program
- Disability management – develop intake and case management process
- Employee and family assistance – enhance training, communication and support
- Safety data management - risk management – track and conduct the analysis
- Training and development – develop the training gap analysis procedure

Compensation & Benefits

- Human Resource Information Systems (HRIS) – systems integration, reduce manual processes and reallocate employee time
- Market assessments – regular for all labour groups
- Pension administration
- Design and develop the attendance management program

Organizational Development

- Change management – implement change management process, train and develop employees
- Staffing and succession planning – organizational capacity
- People Plan - employee engagement and define corporate culture
- Training and Development – leadership, Wellness, Health & Safety
- Performance management – update procedure and program for all labour groups
- Recognition programs – research opportunities and build into People Plan

Diversity, Equity & Inclusion

- Collaborate with the festival to update the display outside the Reception Office to highlight Indigenous Culture.
- Partner with organizations and community services to develop newcomer programming and a resource guide.
- Implement training on neurodiversity, gender, and sexual discrimination in the workplace.
- Offer informal training opportunities on conflict management and other equity and accessibility topics as needed.
- Focus on "Objective 2" of the strategic plan: Building meaningful partnerships to address community needs.
- Provide mandatory training for all staff on "Managing Microaggressions" and "Cultural Competence."
- Working to increase capacity of the Accessibility Advisory Committee through training opportunities
- Work towards complaint for website accessibility
- Work towards provide customer service training to raise awareness to navigate and service people living with a wide range of disabilities.

New Initiatives Planned for 2025:

- HRIS Request for Proposal, Sourcing and Implementation
- Organizational Development implementation – performance, leadership development
- Wellness Program implementation – assessment and development
- Training and Development – Corporate centralization & program development
- People Plan – employee engagement
- Job evaluation CUPE 1385

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- **Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.**
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

The objective of the Service Delivery Review was to identify ways that service delivery could improve, whether that was technology enablers to provide better customer experience, integration of services that allow economies of scale, structure realignment or increased revenue generation. From the full list of opportunities, eight were considered "high priority" and requiring more in-depth analysis.

The eight high priorities are:

- 1) Reduce the use of paper**
- 2) Enhance HR systems**
- 3) Review the utilization of the fleet
- 4) Consolidate grass maintenance
- 5) Increase airport revenues to offset expenses
- 6) Repair fire vehicles internally
- 7) Consolidate invoicing – Finance to process all invoices
- 8) Facility maintenance and utilization

The highest priorities and the greatest corporate impact is to focus on reducing manual processes, the use of paper and implementing an HRIS to gain maximum efficiency internally. Intentionally change to support the future.

Explain Significant Changes from 2024 including applying a climate lens:

At the July 22, 2024, Regular Council meeting, Council approved the investment into three additional full-time positions for the Human Resources Department. The new roles are Wellness, Health & Safety Coordinator, Organizational Development Coordinator, and an HR Administrative Assistant. Reallocating a current Human Resources Coordinator position to Manager of Human Resources/HRIS and reallocating the current Payroll Coordinator to Compensation & Benefits Coordinator. The goal is to ensure that Human Resources can effectively support the organization's workforce and contribute to the organization's success.

This work plan is not applicable to the CEEP.

112 HUMAN RESOURCES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1210 Administration								
G-112-1210-1130 Ontario Grants	(33,072)	(25,000)	0	0	0	0	0	0
G-112-1210-1810 Contribution From Reserves	(17,808)	0	0	0	(150,000)	0	0	0
G-112-1210-2100 F.T. Salaries & Wages	419,180	423,190	626,450	406,317	915,480	942,944	971,232	1,000,369
G-112-1210-2110 P.T. Wages	0	0	0	98,266	0	0	0	0
G-112-1210-2500 F.T. Benefits & Employer Costs	130,860	134,820	212,578	149,557	287,920	296,558	305,455	314,619
G-112-1210-2510 P.T. Benefits & Employer Costs	0	0	0	9,288	0	0	0	0
G-112-1210-3050 Materials	0	0	5,000	0	5,000	5,125	5,253	5,384
G-112-1210-3070 Office Supplies	2,000	2,000	1,230	447	2,000	2,050	2,101	2,154
G-112-1210-3090 Copier/Printer Lease	2,300	2,300	1,900	1,051	2,100	2,153	2,207	2,262
G-112-1210-3100 Postage	100	100	100	18	100	102	105	108
G-112-1210-3130 Publications & Subscriptions	250	0	0	0	0	0	0	0
G-112-1210-4010 Advertising	6,000	4,000	1,000	773	1,000	1,025	1,051	1,077
G-112-1210-4020 Service Contracts	0	0	35,000	7,351	10,000	10,250	10,506	10,769
G-112-1210-4035 Conferences - Accommodations	2,300	2,300	2,360	626	3,500	3,587	3,677	3,769
G-112-1210-4036 Conferences - Expenses	1,000	1,000	1,030	15	1,100	1,128	1,156	1,185
G-112-1210-4037 Conferences - Registration	5,000	5,000	5,130	1,321	6,000	6,150	6,304	6,462
G-112-1210-4038 Conferences - Travel/Mileage	1,600	1,600	1,640	1,134	1,600	1,640	1,681	1,723
G-112-1210-4095 Maintenance Contracts	50,880	0	0	796	0	0	0	0
G-112-1210-4097 Memberships	4,950	4,950	5,370	1,170	9,145	9,374	9,608	9,848
G-112-1210-4110 Telephone - Basic	1,120	0	0	0	0	0	0	0
G-112-1210-4120 Telephone - Cell Phones	4,800	0	0	0	0	0	0	0
G-112-1210-7901 Interfunctional IT Support	0	30,000	64,513	64,513	95,402	100,172	105,181	110,440
G-112-1210-7907 Interfunctional Telephone	0	3,520	3,500	3,500	3,050	3,203	3,363	3,531
G-112-1210-9010 Office Equipment & Furnishings	2,000	2,000	2,000	2,093	2,000	2,050	2,101	2,154
Total 1210 Administration	583,460	591,780	968,801	748,236	1,195,397	1,387,511	1,430,981	1,475,854
1212 Labour Relations								
G-112-1212-3110 Printing	600	600	620	0	700	717	735	753
G-112-1212-3120 Meals And Meeting Costs	2,000	2,000	2,050	891	3,000	3,075	3,152	3,231
G-112-1212-4090 Legal	30,500	50,000	50,000	79,608	100,000	102,500	105,062	107,689
Total 1212 Labour Relations	33,100	52,600	52,670	80,499	103,700	106,292	108,949	111,673
1214 Training								
G-112-1214-4140 Training Registration - Corporate	31,000	31,000	31,780	4,248	35,000	35,875	36,772	37,691
G-112-1214-4142 Health & Safety Expenses	12,850	12,850	46,270	13,705	73,000	74,825	76,696	78,613
Total 1214 Training	43,850	43,850	78,050	17,953	108,000	110,700	113,468	116,304
1216 Benefit Administration								
G-112-1216-4040 Consultants	31,300	31,000	66,780	33,093	115,000	117,875	120,822	123,843
G-112-1216-4100 Services - Other	0	0	0	1,497	0	0	0	0
Total 1216 Benefit Administration	31,300	31,000	66,780	34,590	115,000	117,875	120,822	123,843
Total 112 HUMAN RESOURCES	691,710	719,230	1,166,301	881,278	1,522,097	1,722,378	1,774,220	1,827,674



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G139 General Government

Department/Division Overview:

This cost centre within Corporate Services captures general corporate revenue and expenditures as well as activities formerly separated as the Finance division. Significant items include supplemental taxes and write-offs, debt repayments not included in specific departmental allocations, interest income, and municipal insurance not allocated to divisions. Core functions in the Finance area include Finance (Accounting), Taxation, Purchasing and Payroll. Costs consist substantially of staffing and IT resources. It is this cost centre that shows revenue recoveries for external partners that pay for services, such as Stratford Economic Enterprise Development Corporation (SEED Co.) and internal 'interfunctional' recoveries for administrative recoveries.

This cost centre now contains taxation revenue that was previously included under its own G100 budget division. The taxation revenue is related to the returned tax roll and payments-in-lieu (PIL) revenue from institutional and government-owned properties within the City. The values for property taxes and PILs are derived from the net required levy amounts and essentially balance the City's expenditure budget. The revenues required to balance the City's overall budget then are used to calculate the tax rate and appropriate distributions to each property class.

This division is also where the dividends receivable from Festival Hydro Inc. (FHI) and Festival Hydro Services Inc. (FHSI) are recorded in recognition of the City's ownership stake in these companies, as well as the interest receivable on outstanding demand loans of \$15,600,000 to FHI, and \$372,000 to FHSI.

Key Activities Planned for 2025:

Key activities include continued emphasis on ensuring that financial data and annual audited financial statements become timelier. This, along with other financial reporting is critical to ensure eligibility for grants, loan financing and to meet the City's asset management commitments.

Ongoing policy development for general revenue and billing and collection and payables and payment policies is also planned. Process reviews are being undertaken in payroll, and other financial processing areas. Ongoing staff training is also planned as newer staff continue to get familiar with the City processes.

Consulting costs, which include assessment base support (reviewing and supporting appeals) and asset management support will continue but have been reduced to reflect activity related to property value appeals.

In 2022 the creation of an Asset Management Coordinator position was the first step in moving the City towards meeting legislative requirements around asset management tracking, reporting, financial planning and data management. The City continues to work with the third party consultant and is looking to expand the division through the addition of a Manager of Asset Management that is expected to be in place by the end of 2024.

New Initiatives Planned for 2025:

Activities in 2025 relate to initiatives that are underway and outlined above.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This Work Plan also contributes to the current service delivery by ensuring revenues and expenses are received and paid respectively to keep operations moving.

Explain Significant Changes from 2024 including applying a climate lens:

There can be some variances, in the supplemental taxes and write-offs generated in the year, as these are less predictable. Estimates are generally based on historical averages, but this isn't always the best indicator. As there has not been a reassessment from MPAC since 2016, the number of write-offs is expected to be comparable to 2023. Supplemental taxation comes from previously omitted assessment being added to the tax roll, and from new building growth added during the year. It is not easy to predict with certainty, so estimates are based upon historic activity.

In 2023, there was an administrative change for a couple of areas that have traditionally been reported in this division. First, insurance premiums have typically been fully costed in this division. However, it is becoming apparent that allocating costs to various divisions better reflects the costs of specific service provision. This results in a shift between this division and the divisions that provide services. Claims against the City, settlements or other administrative costs continue to be captured in this division. Insurance premiums continue to increase in 2024, with an estimated 10%, reflecting overall claims history and still volatile market conditions. It was the intent to issue a Request for Proposals in 2024 to ensure competitive pricing and packaging of services is being obtained, however at the advice of our broker, this was deferred.

Another area that shows a variance due to a shift from this division to the appropriate divisions is that of property taxes. It is typical that municipally owned properties are exempt from property taxation. But there are a few legislated exceptions to this, including properties used for water and wastewater activities, landfills, and properties where the City has a commercial-type lease agreement. Until now, these property tax costs have been included in this division classified as 'write-offs', but by shifting these to the specific divisions, the true costs of the services can be reflected more transparently and ensure that cost recoveries (or the degree to which this is considered) are analyzed fully.

Some of the shifts into user pay divisions, like water and wastewater, result in a decreased reliance on the tax levy, and a shift to relying on the user fees. This shift is based on the legislative requirement for these divisions to be fully user-pay. The change results in a more appropriate allocation, consistent with the intent of the legislation.

Investment income continues to be a stable source of revenues. A recent change in our banking agreement along with higher interest rates reflects an increase in expected interest revenues. Interest rates have reached new levels in 2024 and this is expected to continue for at least part of 2025.

Tax Stabilization Reserve historically has been used to capture cash surpluses that have arisen from previous years. It is most appropriately used to 'stabilize' tax rate increases that relate to temporary variances, or one-time costs in the budgeted expenditures. In 2024, there was a planned transfer of \$3,094,945 but this is not a sustainable reliance on prior year surpluses, as costs continue to rise for recurring operating costs. The 2025 draft budget proposes using \$2,250,000. Reducing dependence on this reserve for operating cost increases that are more permanent in nature is strongly recommended.

Provincial Offences Act (POA) revenues previously included in this division have been moved to the 'Requisitions from Others' division 810 to more appropriately be grouped with the other shared services. Estimates for revenues and expenses appear to vary widely from actual activity and staff will be seeking a better understanding how these estimates are arrived at.

Transfer to the reserve fund for the self-funded sick time is proposed to be removed until a full analysis is completed around the reserve and future liabilities.

There is an increase in special projects due to the regional roads line item being relocated from cost centre 810. The financial impact from this line item has been moved to special projects under corporate services for discussion and direction from Council.

139 GENERAL GOVERNMENT	2022	2023	2024	2024	2025	2026	2027	2028
	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
1010 Taxation								
G-139-1010-1010 Reg Residential & Farm	(49,996,646)	(53,295,256)	(52,210,916)	(58,711,246)	(63,720,216)	(67,369,375)	(70,375,964)	(73,477,007)
G-139-1010-1020 Reg Commercial & Industrial	(18,267,480)	(19,729,257)	(27,879,460)	(21,379,118)	(23,101,942)	(24,424,955)	(25,515,002)	(26,639,294)
G-139-1010-1044 Taxation City Centre	0	0	0	(156)	0	0	0	0
Total 1010 Taxation	(68,264,126)	(73,024,513)	(80,090,376)	(80,090,520)	(86,822,158)	(91,794,330)	(95,890,966)	(100,116,301)
1132 Treasury Administration								
G-139-1132-1360 Interest On A/R Accounts	(4,300)	(5,500)	(5,500)	(14,766)	(8,500)	(8,713)	(8,931)	(9,154)
G-139-1132-1380 Tax Certificates	(24,000)	(27,600)	(27,600)	(32,775)	(32,000)	(32,800)	(33,620)	(34,461)
G-139-1132-1405 User Fees	0	0	(6,000)	(8,685)	(6,000)	(6,150)	(6,304)	(6,462)
G-139-1132-1770 Recoverables	(15,200)	0	0	(1)	0	0	0	0
G-139-1132-1900 Interfunctional Transfers	(320,550)	0	0	0	0	0	0	0
G-139-1132-1902 Interfunctional Admin Services	0	(423,540)	(423,540)	(423,540)	(473,540)	(497,217)	(522,078)	(548,182)
G-139-1132-2100 F.T. Salaries & Wages	1,037,700	1,103,740	1,121,854	867,864	1,342,130	1,382,394	1,423,866	1,466,582
G-139-1132-2110 P.T. Salaries & Wages	0	0	0	15,195	0	0	0	0
G-139-1132-2500 F.T. Benefits & Employer Costs	460,160	358,780	395,020	307,157	429,850	442,746	456,028	469,709
G-139-1132-2510 P.T. Benefits & Employer Costs	0	0	0	1,239	0	0	0	0
G-139-1132-3050 Materials	2,500	1,000	1,000	73	750	769	788	808
G-139-1132-3070 Office Supplies	14,900	14,900	12,000	6,768	12,000	12,300	12,607	12,922
G-139-1132-3090 Copier/Printer Lease	5,450	5,450	3,390	3,880	4,150	4,254	4,360	4,469
G-139-1132-3100 Postage	24,000	22,000	27,500	33,363	30,000	30,750	31,519	32,307
G-139-1132-3120 Meeting Costs	1,000	1,000	1,000	0	750	769	788	808
G-139-1132-3130 Publications & Subscriptions	1,400	1,500	1,500	771	2,000	2,050	2,101	2,154
G-139-1132-4010 Advertising	250	250	250	305	250	256	262	269
G-139-1132-4020 Service Contracts	550	550	0	0	0	0	0	0
G-139-1132-4030 Audit	52,500	55,000	60,000	19,334	62,500	64,062	65,664	67,306
G-139-1132-4040 Consultants	110,000	50,000	45,000	15,032	45,000	46,125	47,278	48,460
G-139-1132-4060 Courier/Freight	0	0	500	0	500	513	526	539
G-139-1132-4095 Maintenance Contracts	19,500	0	6,500	916	6,500	6,662	6,829	7,000
G-139-1132-4097 Memberships	9,250	13,000	14,000	10,189	13,975	14,324	14,682	15,049
G-139-1132-4110 Telephone - Basic	3,920	0	0	0	0	0	0	0
G-139-1132-4120 Telephone - Cell Phones	1,200	0	0	0	0	0	0	0
G-139-1132-4140 Training	16,000	18,000	20,000	6,236	20,000	20,500	21,012	21,537
G-139-1132-4150 Travel/Mileage	500	500	0	0	0	0	0	0
G-139-1132-5010 Bank & Financing Charges	0	0	0	15	0	0	0	0
G-139-1132-7901 Interfunctional IT Support	0	68,650	292,984	294,205	166,823	128,821	88,407	45,518
G-139-1132-7907 Interfunctional Telephone	0	5,720	5,120	5,120	4,720	4,948	5,192	5,454
G-139-1132-9010 Office Equipment& Furnishings	7,500	7,500	12,000	0	15,000	15,375	15,759	16,153
Total 1132 Treasury Administration	1,404,230	1,270,900	1,556,978	1,107,895	1,636,858	1,632,738	1,626,735	1,618,785
1240 Taxes - Interest, Supps, Adjustments								
G-139-1240-1042 Taxation - Area Openings	(19,500)	0	0	0	0	0	0	0
G-139-1240-1045 Supplementaries	(500,000)	(600,000)	(650,000)	(755,634)	(650,000)	(650,000)	(650,000)	(650,000)
G-139-1240-1050 Taxation - Stratford General Hospital	(22,200)	(22,201)	(22,200)	(22,200)	(22,200)	(22,200)	(22,200)	(22,200)
G-139-1240-1055 Taxation- University Of Waterloo	(36,075)	(36,000)	(34,575)	(37,350)	(37,350)	(37,350)	(37,350)	(37,350)
G-139-1240-1060 Taxation - Perth County Jail	(3,000)	(3,000)	(3,000)	(3,375)	(3,375)	(3,375)	(3,375)	(3,375)

	2022	2023	2024	2024	2025	2026	2027	2028
139 GENERAL GOVERNMENT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-139-1240-1070 Taxation - Railways	(5,910)	(6,130)	(5,910)	(4,464)	(5,910)	(5,910)	(5,910)	(5,910)
G-139-1240-1080 Retained Education Portion	(169,780)	(175,230)	(179,058)	(1,446)	(182,380)	(182,380)	(182,380)	(182,380)
G-139-1240-1510 Penalties And Interest On Taxes	(420,000)	(400,000)	(400,000)	(374,436)	(425,000)	(435,625)	(446,516)	(457,679)
G-139-1240-1710 Festival Hydro Dividends/Interest	(1,658,900)	(1,658,900)	(1,602,334)	(1,277,165)	(1,558,900)	(1,597,872)	(1,637,819)	(1,678,764)
G-139-1240-5050 Property Tax Adjustments	500,000	550,000	475,000	159,888	475,000	486,875	499,047	511,523
G-139-1240-5062 Property Taxes	0	49,230	52,169	0	57,604	59,044	60,520	62,033
Total 1240 Taxes - Interest, Supps, Adjust	(2,335,365)	(2,302,231)	(2,369,908)	(2,316,182)	(2,352,511)	(2,388,793)	(2,425,983)	(2,464,102)
1241 Debt Servicing								
G-139-1241-5010 Bank & Financing Charges	0	0	0	51	0	0	0	0
G-139-1241-5030 Interest On Long-Term Debt	492,055	385,850	379,369	241,029	341,125	324,069	307,866	292,473
G-139-1241-5035 Principal On Long-Term Debt	1,573,150	1,232,270	1,256,843	746,661	1,144,920	1,087,674	1,033,290	981,626
Total 1241 Debt Servicing	2,065,205	1,618,120	1,636,212	987,741	1,486,045	1,411,743	1,341,156	1,274,099
1242 Cash Management								
G-139-1242-1560 Investment And Interest Income	(253,770)	(380,000)	(575,000)	(783,264)	(600,000)	(615,000)	(630,375)	(646,134)
Total 1242 Cash Management	(253,770)	(380,000)	(575,000)	(783,264)	(600,000)	(615,000)	(630,375)	(646,134)
1243 Municipal Accommodation Tax								
G-139-1243-1260 MAT Revenue	0	0	0	(288,714)	0	0	0	0
G-139-1243-4020 Service Contracts	0	0	0	105,751	0	0	0	0
G-139-1243-7820 Transfer To Reserve Funds	0	0	0	101,533	0	0	0	0
Total 1243 Municipal Accommodation Tax	0	0	0	(81,430)	0	0	0	0
1248 Other Financial Services								
G-139-1248-1470 Rent And Lease Revenue	0	0	0	(1)	0	0	0	0
G-139-1248-1770 Recoverables	(14,200)	(16,780)	(17,080)	(15,224)	(14,580)	(14,944)	(15,318)	(15,701)
G-139-1248-1810 Contribution From Reserves	(1,000,000)	(1,498,041)	(3,094,945)	0	(2,250,000)	(1,500,000)	(1,000,000)	(500,000)
G-139-1248-1900 Interfunctional Transfers	(114,210)	0	0	0	0	0	0	0
G-139-1248-1902 Interfunctional Admin Services	0	(127,000)	(127,000)	(127,000)	(766,458)	(804,781)	(845,020)	(887,271)
G-139-1248-1906 Interfunctional Insurance	0	(114,670)	(624,830)	(628,318)	(684,562)	(718,790)	(754,730)	(792,467)
G-139-1248-2500 F.T. Benefits & Employer Costs	0	142,719	0	0	0	0	0	0
G-139-1248-4040 Consultants	0	0	120,000	7,123	0	0	0	0
G-139-1248-4080 Insurance Premiums	998,387	1,144,081	1,270,936	1,263,090	1,372,613	1,441,244	1,513,306	1,588,971
G-139-1248-4081 Insurance Claims - Adjuster Fees	15,000	20,000	20,000	13,757	20,000	20,500	21,012	21,537
G-139-1248-4085 Insurance Claims	175,000	150,000	125,000	77,150	125,000	128,125	131,328	134,611
G-139-1248-4090 Legal	75,000	80,000	80,000	139,383	120,000	123,000	126,075	129,227
G-139-1248-4160 Special Projects	0	0	0	0	2,713,000	2,780,825	2,850,346	2,921,605
G-139-1248-5010 Bank & Financing Charges	0	45,000	50,000	14,220	75,000	76,875	78,797	80,767
G-139-1248-6030 Municipal Property Assessment	415,004	413,784	413,784	422,004	423,000	433,575	444,414	455,524
G-139-1248-7810 Transfer To Reserves	350,000	450,000	450,000	450,000	400,000	0	0	0
G-139-1248-7901 Interfunctional IT Support	0	0	0	0	54,493	57,218	60,079	63,083
Total 1248 Other Financial Services	899,981	689,093	(1,334,135)	1,616,184	1,587,506	2,022,847	2,610,289	3,199,886
Total 139 GENERAL GOVERNMENT	(66,483,845)	(72,128,631)	(81,176,229)	(79,559,576)	(85,064,260)	(89,730,795)	(93,369,144)	(97,133,767)



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G513 Industrial Land Servicing

Department/Division Overview:

This budget reflects revenue and expenditures related to the sales and purchases of the City’s industrial land, currently located on Wright Boulevard and Crane Avenue. 92% of net revenue (after deducting all costs for each transaction) is transferred to the Industrial Land reserve fund at year-end and the remaining 8% of net revenue is transferred to the Strategic Community Development reserve fund.

The Industrial Land reserve fund also pays the debt servicing costs that have been financed by long-term debt with maturity in 2026.

Key Activities Planned for 2025:

Subject to the resolution of street access challenges, the moving of topsoil on one parcel in the Wright Business Park will be at the City’s cost as a requirement of a future sale agreement and this has been included in the budget to be funded from reserve fund. An estimated figure of \$400,000 has been used as this is the estimated upside but the cost could be lower, depending on when during the year the work is completed (season could impact cost). This was included in the 2023 planned expenditures and transfers from reserves but not completed, so represents a carried over activity since then.

All other City industrial lots are sold, while demand remains high. Development of new City industrial lands has been identified as a priority to accommodate existing company expansions and attract new investment. Work will continue in 2025 for the design and servicing of City-owned lands for the new business park. Costs to service will be recovered in the sale of the lands, but further information will come forward to Council regarding the financing of this when available. In 2026 and beyond, a placeholder has been included to be funded from reserves, which as in previous developments, results in a negative balance in the reserve and a use of cashflow until lands are sold.

New Initiatives Planned for 2025:

As noted above.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.

Explain Significant Changes from 2024 including applying a climate lens:

No variances other than minor to declining debt-repayment amounts.

	2022	2023	2024	2024	2025	2026	2027	2028
513 INDUSTRIAL LAND SERVICING	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
5130 Administration								
G-513-5130-1820 Contribution From Reserve Fund	(900,550)	(770,960)	(761,382)	0	(733,325)	(316,659)	(1,000,000)	(1,000,000)
G-513-5130-4040 Consultants	0	0	0	132,465	0	0	0	0
G-513-5130-4050 Contractors	500,000	400,000	400,000	27,930	400,000	0	0	0
G-513-5130-4090 Legal	0	0	0	4,685	0	0	0	0
G-513-5130-5030 Interest On Long-Term Debt	68,800	37,330	27,051	14,845	16,845	16,003	250,000	250,000
G-513-5130-5035 Principal On Long-Term Debt	331,750	333,630	334,331	167,081	316,480	300,656	750,000	750,000
Total 513 INDUSTRIAL LAND SERVICING	0	0	0	347,006	0	0	0	0



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G810 Requisitions from Others

Department/Division Overview:

This budget reflects required payments made to outside agencies. The costs included in this budget are apportioned in different ways based on specific agreements or legislation in place.

Typically most of these shared services estimates are based on budgets presented to the Municipal Shared Services Committee (MSSC) in the fall. In 2025 this will not take place until after the City draft budget package has been prepared. As a result, estimated increases have been applied to 2024 amounts based on known or anticipated information for each service through discussions with the various partners.

Key Activities Planned for 2025:

Huron Perth Public Health (HPPH):

- Cost shared between the City of Stratford, the County of Perth and Town of St. Marys, based on weighted assessment for Stratford of 23.17% for 2025. Preliminary increases are estimated at 5.9% over the previous year.

Paramedic Services, Spruce Lodge, Stratford-Perth Archives:

- Cost shared between the City, County and St. Marys and based on weighted assessment of 40.69% for 2025. Spruce Lodge’s preliminary increases are estimated at 14% over the previous year due to staffing challenges, and upcoming reserve replenishment requirements. Paramedic Services is estimating 9% due in large part to significant increases to WSIB costs. Stratford-Perth Archives did not provide an estimate but 3% has been included in the draft budget as a placeholder.

Stratford Perth Museum:

- Cost is based on agreement at 60% Stratford/40% County of Perth, with an annual increase based on CPI.

Destination Stratford (DS):

- DS has requested \$793,552 which is comprised of \$643,552 for base funding and an additional \$150,000 for the 2024/2025 Lights On program. This additional amount has been included in the budget but is also being presented as an expansion initiative and will require Council’s approval to proceed.
- Supporting detail for the DS 2025 budget submission is provided in the Supporting Documents section of the budget package.
- DS also receives use of this facility at 47 Downie Street free of any rental charges.

- Since this building is City-owned, the costs for such things as custodial services, utilities and maintenance are borne by the tax levy under G141 City Buildings in Community Services Department.

Annexation Agreement:

- Compensation payments are made under three annexation agreements with the Townships of Perth South and Perth East. They are impacted annually by respective tax rate changes and are estimated at \$937,900 for 2025.

Stratford Economic Enterprise Development Corporation (SEED Co.):

- SEED Co. has requested a total of \$782,508.
- This represents \$610,069 for core funding for the delivery of the City's economic development service, \$132,439 for funding Stratford-Perth Centre for Business operations, and \$40,000 for the Housing project approved in 2024 that was gapped during the 2024 process.
- The 2025 budget presented also includes \$200,000 to assist with furthering the Grand Trunk activities and is intended to be used for consultants and specialists. The proposed funding source for this initiative is the GTCH reserve for 2025, however it is noted that should this need continue beyond 2025, there may be levy impacts at that time.
- Minor annual operating fees back to the City of Stratford for finance, payroll and insurance services and rent are also included in accordance with the purchase of service agreement between the City and SEED Co.
- Supporting detail for the SEED Co. 2025 budget submission is provided in the Supporting Documents section of the budget package.

Stratford Police Service Board

- The external boards' operating budgets were added to this section in 2024 as they represent a financial contribution to the Board by Council, without direct oversight, like the other entities in this section.
- Supporting detail is provided in the Supporting Documents section of the budget package.
- The Police Board budget as presented in the budget package represents a 16.5% increase over previous year, due largely to staffing costs and contributions to capital reserves to ensure sufficient resources are available for the 10-year forecast. The initial draft also includes reinstating the canine unit and related operating and capital costs.
- Police Services Board has asked the administration to review this budget and come back with opportunities for reductions. This information will be provided as a supplementary addition to the budget package when it is available.

Stratford Public Library Board

- The Library is also an external board that is included in this section as it represents a financial contribution to the Board by Council, without direct oversight, similar to the other entities in this section
- Supporting detail is provided in the Supporting Documents section of the budget package
- The Library Board budget represents a 5.02% increase over previous year, due largely to contributions to capital reserves to ensure sufficient resources are available for the 10-year forecast

New Initiatives Planned for 2025:

Initiatives relating to each entity are included in their supplementary information provided in that section of the budget package.

Strategic Priority or Current Service Delivery:

This Work Plan does not directly link to Council's Strategic Priorities, however all the entities contribute to the current service delivery in their respective areas.

Explain Significant Changes from 2024 including applying a climate lens:

- Huron Perth Public Health (HPPH) – proposed increase of 5.90%
- Paramedic Services - proposed increase of 9.00%
- Provincial Offences Act – this budget has been changed to reflect revenue recovery only based on 2023 and 2024 actuals
- Spruce Lodge - proposed increase of 14.00%
- Stratford Perth Archives - proposed increase of 6.00%
- Stratford Perth Museum - proposed increase of 6.00%
- Destination Stratford - proposed increase of 4.00% excluding Lights On request
- Annexation Agreement – estimated increase of 4.87%
- Stratford Economic Enterprise Development Corporation (SEEDCo) - proposed increase of 2.67% excluding Grand Trunk expansion initiative

There is an overall decrease in this cost centre due to the removal of the regional roads line item from cost centre 810. The financial impact from this line item has been moved to special projects under corporate services for discussion and direction from Council.

810 REQUISITIONS FROM OTHERS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
231 Stratford Police Service	12,097,829	12,621,026	13,821,228	11,237,362	16,105,281	16,789,330	17,367,201	17,969,349
411 Stratford Public Library	2,640,922	2,708,630	2,913,558	2,086,241	3,128,129	3,250,281	3,379,269	3,515,185
5100 Huron Perth Public Health	703,970	708,013	705,718	529,575	747,355	766,039	785,190	804,820
5300 Perth Paramedic Services	2,987,206	3,278,470	3,507,435	2,593,543	3,823,104	3,918,682	4,016,649	4,117,065
5305 Provincial Offences Act	(57,935)	(39,136)	(10,078)		(80,000)	(82,000)	(84,050)	(86,151)
6200 Spruce Lodge	577,580	731,752	835,186	626,390	952,112	975,915	1,000,313	1,025,321
7500 Stratford/Perth Archives	319,770	340,626	367,876	270,014	389,950	399,699	409,691	419,933
7504 Stratford Perth Museum	156,680	159,800	163,000	121,984	172,780	177,099	181,526	186,064
8217 Destination Stratford	630,510	646,520	693,800	700,137	793,552	813,391	833,726	854,569
8219 Annexation Agreement	869,100	898,600	937,900	695,925	983,574	1,008,163	1,033,367	1,059,201
8221 County Roads Agreement	1,967,410	2,265,045	2,446,249	1,852,162				
8222 Stratford Economic Enterprise Development Co. (SEED Co.)	657,202	686,792	762,142	762,142	782,508	802,071	822,123	842,676
Total 810 REQUISITIONS FROM OTHERS	23,550,244	25,006,138	27,144,014	21,475,475	27,798,345	28,818,670	29,745,005	30,708,032
Note - see Supporting Documents for further detail on Police and Library budgets - detail for remaining budgets to be provided when available								



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G872 Community Support & Grants

Department/Division Overview:

The City provides monetary grants and in-kind support to a variety of community organizations and special events through the community grants program Policy F.1.1. This cost centre reflects this program, as well as other forms of community supports such as Community Improvement Plans and the contributions required to keep development charges whole under Bill 23. Currently all forms of Community Improvement Plan programs are unfunded in the draft budget as they await the official plan review.

Any funds remaining at year-end in the Community Grants are transferred to a reserve for future community grant needs.

Key Activities Planned for 2025:

The Community Grants Evaluation Team began a review of the policy in 2024 which will continue into 2025. The Team reviews all applications received, and makes recommendations to Council after the 2025 budget has final approval. The number of grants awarded, and their amounts will be limited to the funds included in the G872 budget.

Funding for one-time annual grants, multi-year grants and the contingency available for after-budget requests has been maintained at previous levels pending the completion of the grants policy.

NEW: Fee waivers has been removed from this cost centre and has been captured in the respective divisions with a new line called "Fee Discounts". This represents amounts that are formally waived or discounted as well as negotiated discounts for facility rentals with groups. The amounts are similar to previous years but are just captured in the respective cost centres for better transparency and facility tracking instead, rather than a single line in this cost centre.

Included in the multi-year grants is an increase to the hospital pledge amount to support the \$5 million dollar pledge over 10 years from the Stratford Hospital Foundation. Additional information from the hospital is included in Supporting Documents.

Continued in 2025 is the Impact of Bill 23 and keeping Development Charges whole via taxation.

New Initiatives Planned for 2025:

The Committee will continue reviewing and updating the policy in 2025.

Strategic Priority or Current Service Delivery:

This Work Plan does not directly link to the Strategic Priorities, but it contributes to the current service delivery by allowing for community supports where needed in the form of discounts and fee waivers.

Explain Significant Changes from 2024 including applying a climate lens:

The largest variance in this division relates to the increase to the hospital pledge.

872 COMMUNITY SUPPORTS & GRANTS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7522 Contingency								
G-872-7522-6010 Grants To Community Organizations	40,000	40,000	40,000	0	0	0	0	0
Total 7522 Contingency	40,000	40,000	40,000	0	0	0	0	0
7643 Multi Year Grants								
G-872-7643-6010 Multi Year Grants	252,800	252,800	402,800	276,000	752,800	752,800	752,800	752,800
Total 7643 Multi Year Grants	252,800	252,800	402,800	276,000	752,800	752,800	752,800	752,800
7644 Annual Grants								
G-872-7644-6010 Annual Grants	133,070	133,070	119,070	219,392	119,070	119,070	119,070	119,070
Total 7644 Annual Grants	133,070	133,070	119,070	219,392	119,070	119,070	119,070	119,070
7645 Community Supports								
G-872-7645-1810 Contribution From Reserve	(39,600)	0	0	0	0	0	0	0
G-872-7645-6010 Fee Waivers	382,780	0	0	0	0	0	0	0
G-872-7645-7908 Interfunctional Fee Waivers	0	245,000	137,998	78,425	0	0	0	0
Total 7645 Community Supports	343,180	245,000	137,998	78,425	0	0	0	0
7650 City Portion Of Development Charges Bill 23								
G-872-7650-7820 Transfer To Reserve Fund	0	0	350,000	162,593	325,000	325,000	325,000	325,000
Total 7650 City Portion Of DCs Bill 23	0	0	350,000	162,593	325,000	325,000	325,000	325,000
Total 872 COMMUNITY SUPPORTS & GRANTS	769,050	670,870	1,049,868	736,410	1,196,870	1,196,870	1,196,870	1,196,870



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G121 City Clerk

Department/Division Overview:

The Clerk’s Office is a division of the Corporate Services Department. Staff provide corporate, statutory and customer support services to Council, internal departments, advisory committees, local boards, the public, and to external agencies. The Clerk’s Office provides legislative support to Council and Committees and is responsible for preparing agendas, minutes, by-laws, and agreements. Provincially delegated services are provided to the public through this office such as vital statistics, licensing, civil ceremonies, and commissioning of documents.

The Clerk’s Office is responsible for programs and services such as providing corporate document records management services, processing requests made under the Municipal Freedom of Information and Protection of Privacy Act, administering municipal and school board elections every four years, and managing sale and disposition of municipally owned, non-industrial land.

As the first point of contact at City Hall, the Clerk’s Office directs resident and visitor questions to all areas of the City’s services and is often the ‘go-to’ for questions when someone is unsure where to begin.

In addition, the Clerk’s Office is responsible for parking enforcement and crossing guard contracted services.

Key Activities Planned for 2025:

- continuing work on the governance review and records management project being completed
- supporting the implementation of Council’s strategic priorities and other initiatives identified by Council
- providing education and training to staff and members of advisory committees

New Initiatives Planned for 2025:

The Clerk’s Office will begin preparations for the 2026 Municipal and School Board Election.

Strategic Priority or Current Service Delivery:

This Work Plan contributes to the current service delivery by meeting the City’s statutory obligations and direction of Stratford City Council.

Explain Significant Changes from 2024 including applying a climate lens:

Auditorium rentals are now managed by the Community Services Department and any associated user fees are now accounted for in that operating budget.

121 CITY CLERK	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1126 City Clerk's Administration								
G-121-1126-1405 Rentals/FOI/Commissioning	(17,000)	(17,000)	(17,000)	(4,775)	(10,000)	(10,250)	(10,506)	(10,769)
G-121-1126-1434 Admin Fee	(500)	(1,000)	(1,000)	(665)	(1,000)	(1,025)	(1,051)	(1,077)
G-121-1126-1435 Commissioning	(3,900)	(3,500)	(1,500)	(1,000)	(1,500)	(1,537)	(1,575)	(1,614)
G-121-1126-1437 Freedom Of Information	(1,000)	(1,000)	(1,000)	(1,245)	(1,500)	(1,537)	(1,575)	(1,614)
G-121-1126-1438 Civil Ceremony	(14,000)	(14,000)	(20,000)	(10,795)	(20,000)	(20,500)	(21,012)	(21,537)
G-121-1126-1439 Encroachment Fee	(16,500)	(22,000)	(35,000)	(35,688)	(35,000)	(35,875)	(36,772)	(37,691)
G-121-1126-1441 Marriage Licence	(30,000)	(30,000)	(3,500)	(12,000)	(25,000)	(25,625)	(26,266)	(26,923)
G-121-1126-1442 Lottery Licence	(54,000)	(34,000)	(34,000)	(25,020)	(32,000)	(32,800)	(33,620)	(34,461)
G-121-1126-1443 Pet Licencing	(2,000)	(2,000)	(1,550)	(1,558)	(1,550)	(1,589)	(1,629)	(1,670)
G-121-1126-1444 Business Licences	(30,000)	(35,000)	(42,000)	(39,151)	(42,000)	(43,050)	(44,126)	(45,229)
G-121-1126-2100 F.T. Salaries & Wages	417,970	496,616	543,520	384,450	596,420	614,313	632,742	651,724
G-121-1126-2110 P.T. Salaries & Wages	0	0	0	22,297	0	0	0	0
G-121-1126-2500 F.T. Benefits & Employer Costs	133,020	138,460	188,260	120,042	236,970	244,079	251,401	258,943
G-121-1126-2510 P.T. Benefits & Employer Costs	0	0	0	6,467	0	0	0	0
G-121-1126-3050 Materials	13,600	12,000	12,000	1,460	12,000	12,300	12,607	12,922
G-121-1126-3070 Office Supplies	3,000	3,000	3,000	3,377	5,000	5,125	5,253	5,384
G-121-1126-3090 Copier/Printer Lease	4,030	5,000	5,400	2,993	4,500	4,613	4,728	4,846
G-121-1126-3100 Postage	2,000	1,500	1,000	811	1,000	1,025	1,051	1,077
G-121-1126-3110 Printing	1,000	1,000	0	0	0	0	0	0
G-121-1126-3130 Publications & Subscriptions	1,500	500	500	407	500	513	526	539
G-121-1126-4035 Conferences- Accommodations	1,500	1,500	1,500	0	2,500	2,563	2,627	2,693
G-121-1126-4036 Conferences - Expenses	300	300	300	241	300	308	316	324
G-121-1126-4037 Conferences - Registration	1,500	1,500	1,500	1,063	5,000	5,125	5,253	5,384
G-121-1126-4038 Conferences- Travel/Mileage	600	600	600	435	600	615	630	646
G-121-1126-4050 Contractors	22,500	22,500	30,000	14,446	30,000	30,750	31,519	32,307
G-121-1126-4060 Courier/Freight	3,200	3,000	2,500	1,783	2,500	2,563	2,627	2,693
G-121-1126-4090 Legal	30,000	30,000	35,000	15,695	35,000	35,875	36,772	37,691
G-121-1126-4097 Memberships	1,500	1,500	1,500	1,186	1,500	1,537	1,575	1,614
G-121-1126-4110 Telephone	1,400	0	0	0	0	0	0	0
G-121-1126-4130 Town Crier	30,000	30,000	30,000	17,432	30,000	30,750	31,519	32,307
G-121-1126-4140 Training - Registration	6,000	20,000	20,000	725	20,000	20,500	21,012	21,537
G-121-1126-4141 Training - Mileage	500	500	500	0	500	513	526	539
G-121-1126-4142 Training - Expenses	500	500	500	0	500	513	526	539
G-121-1126-4150 Travel/Mileage-Excl Training & Conf	500	500	500	0	500	513	526	539
G-121-1126-5010 Bank & Financing Charges	50	74	0	5,670	0	0	0	0

121 CITY CLERK	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-121-1126-7901 Interfunctional IT Support	0	38,215	89,013	89,013	126,938	133,285	139,949	146,946
G-121-1126-7907 Interfunctional Telephone	0	1,400	1,400	1,400	2,210	2,321	2,437	2,559
G-121-1126-9010 Office Equipment& Furnishings	1,500	2,000	4,500	0	5,000	5,125	5,253	5,384
Total 1126 City Clerk's Administration	508,770	652,665	816,443	559,496	949,888	981,036	1,013,243	1,046,552
1128 Election Services								
G-121-1128-1810 Contribution From Reserves	(279,000)	0	0	0	0	0	0	0
G-121-1128-3050 Materials	189,000	0	0	0	5,000	5,125	5,253	5,384
G-121-1128-4040 Consultants	35,000	0	0	2,824	0	0	0	0
G-121-1128-7810 Transfer To Reserves	55,000	55,000	60,000	60,000	60,000	60,000	60,000	60,000
Total 1128 Election Services	0	55,000	60,000	62,824	65,000	65,125	65,253	65,384
Total 121 CITY CLERK	508,770	707,665	876,443	622,320	1,014,888	1,046,161	1,078,496	1,111,936



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G134 Information Technology

Department/Division Overview:

The Information Technology Services (ITS) division, part of the Corporate Services Department, provides essential technology support across the entire City organization. The mission is to deliver innovative solutions that empower both residents and various City departments. The division manages numerous technology projects daily, ensuring the continuous availability and effective operation of enterprise systems, applications, networks, end-user devices, and communication systems, all crucial for supporting the city's operations.

Key Activities Planned for 2025:

For 2025, the ITS division will continue with projects from previous years, including enhancements to the Video Surveillance System and the revamp of the server room and Disaster Recovery (DR) facilities. In addition to these ongoing projects, the division has begun embarking on developing a new IT Strategic Plan document. This plan will guide the City's technological initiatives for the next 5 to 10 years, ensuring alignment with the corporate vision and objectives.

New Initiatives Planned for 2025:

The City is committed to advancing its technological capabilities to support its strategic priorities of inclusive growth, innovation, and sustainability. To achieve these objectives, a comprehensive IT Strategic Plan will be developed in collaboration with an external consultant. This plan will involve a thorough review of our current IT infrastructure, systems, and processes.

As this strategic planning process moves forward, it will attempt to incorporate significant requirements from various departments that will shape the City's future direction. One example is the Human Resources Information System (HRIS) - a critical need that will enhance the management and integration of HR functions. Additionally, there are pressing needs for upgrades to the current financial system and work order systems to ensure they meet the demands of our growing city. Moreover, the plan will explore opportunities for further integration between existing systems to enhance efficiency and data sharing across departments.

The IT Strategic Plan is crucial for positioning Stratford as a leader in municipal service delivery and ensuring that our technological infrastructure is robust, scalable, and aligned with the City's long-term vision. This initiative will also provide actionable recommendations to improve

efficiency, security, and service delivery across all city departments. Furthermore, the plan will be instrumental in shaping short-term operating costs and long-term capital planning in IT, ensuring that our investments are strategically aligned with our overall goals.

Through this strategic planning process, we aim to address current needs while also anticipating future challenges, ultimately supporting the City's long-term growth and sustainability goals.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.

Build Housing Stability

Objectives:

- Streamlining the approvals process, and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Explain Significant Changes from 2024 including applying a climate lens:

In 2025, the ITS division is making significant changes by applying a climate lens to our technology initiatives. This includes evaluating the environmental impact of IT projects and prioritizing solutions that enhance energy efficiency and sustainability. Key changes include investing in energy-efficient hardware as part of our server room and Disaster Recovery (DR) facilities upgrades, exploring cloud-based solutions to reduce physical infrastructure and energy consumption, and adopting sustainable procurement practices.

Additionally, all new IT initiatives will align with the City's climate action goals, reducing carbon emissions and supporting the broader corporate strategy for sustainability.

A change in the presentation of the IT cost-centre results in this division directly being a zero-based cost centre on the levy, while interfunctionally allocating costs to the divisions where the resources are expended. The operation of the division remains separate and distinct from the operations but allocates the costs of delivering the services to the operational divisions. This is to better reflect the costs of the various departments inclusive of their share of IT costs.

134 INFORMATION TECHNOLOGY	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1230 IT Administration								
G-134-1230-1130 Ontario Grants	0	(98,983)	0	0	0	0	0	0
G-134-1230-1770 Recoverables	(8,400)	(8,400)	(9,720)	(9,720)	(9,300)	(9,533)	(9,771)	(10,015)
G-134-1230-1820 Contribution From Reserve Fund	(92,300)	0	0	0	0	0	0	0
G-134-1230-1901 Interfunctional IT Support	0	0	(2,364,537)	(2,364,537)	(2,496,512)	(2,574,997)	(2,656,894)	(2,742,430)
G-134-1230-2100 F.T. Salaries & Wages	627,626	661,680	698,480	578,652	751,640	774,189	797,415	821,337
G-134-1230-2110 P.T. Salaries And Wages	38,800	41,510	40,700	31,891	42,860	44,146	45,470	46,834
G-134-1230-2500 F.T. Benefits & Employer Costs	179,263	198,970	230,070	180,741	253,430	261,033	268,864	276,930
G-134-1230-2510 P.T. Benefits & Employer Costs	10,280	8,050	4,660	5,201	5,340	5,500	5,665	5,835
G-134-1230-3070 Office Supplies	1,000	1,000	1,000	248	1,000	1,025	1,051	1,077
G-134-1230-4035 Conferences - Accommodations	6,000	6,600	7,000	0	5,600	5,740	5,883	6,030
G-134-1230-4037 Conferences - Registration	5,900	6,700	7,000	0	4,500	4,613	4,728	4,846
G-134-1230-4038 Conferences - Travel/Mileage	2,300	3,500	3,500	281	3,000	3,075	3,152	3,231
G-134-1230-4097 Memberships	4,000	4,000	4,000	463	3,000	3,075	3,152	3,231
G-134-1230-4140 Training - Registration	6,000	13,200	13,200	748	10,000	10,250	10,506	10,769
Total 1230 IT Administration	780,469	837,827	(1,364,647)	(1,576,032)	(1,425,442)	(1,471,884)	(1,520,779)	(1,572,325)
1234 IT Maintenance & Support								
G-134-1234-1760 Sale Of Equipment	0	0	0	(758)	0	0	0	0
G-134-1234-1770 Recoverables	0	(1,320)	0	(3,614)	0	0	0	0
G-134-1234-1900 Interfunctional Transfer (Revenue)	(189,720)	0	0	0	0	0	0	0
G-134-1234-1901 Interfunctional IT Support	0	(540,959)	0	(1,221)	0	0	0	0
G-134-1234-1907 Interfunctional Telephone	0	(212,670)	(215,230)	(215,230)	(167,720)	(176,106)	(184,911)	(194,157)
G-134-1234-3090 Copier/Printer Lease	1,280	1,280	1,280	835	1,250	1,281	1,313	1,346
G-134-1234-4040 Consultants	0	60,000	50,000	1,322	65,000	66,625	68,291	69,998
G-134-1234-4095 Support & Maintenance Contracts	872,807	906,457	1,023,547	818,794	1,059,400	1,085,885	1,113,032	1,140,858
G-134-1234-4110 Telephone - Basic	1,120	96,360	96,360	58,782	86,730	88,898	91,120	93,398
G-134-1234-4120 Telephone - Cell Phones	2,000	121,950	123,930	46,991	85,100	87,227	89,408	91,643
G-134-1234-4122 Data Telecommunications	67,870	69,230	70,960	57,289	82,882	84,954	87,078	89,255
G-134-1234-4125 Internet	13,800	13,800	13,800	10,176	12,800	13,120	13,448	13,784
G-134-1234-7820 Transfer To Reserve Funds	155,570	200,000	200,000	150,000	200,000	220,000	242,000	266,200
G-134-1234-9030 Equipment Purch For Other Depts	0	0	0	20,751	0	0	0	0
Total 1234 IT Maintenance & Support	924,727	714,128	1,364,647	944,117	1,425,442	1,471,884	1,520,779	1,572,325
Total 134 INFORMATION TECHNOLOGY	1,705,196	1,551,955	0	(631,915)	0	0	0	0



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G135 Parking

Department/Division Overview:

The Parking Division is responsible for enforcing certain provisions of the City’s Traffic and Parking By-law 159-2008, receiving payments for fines and issuing monthly parking permits for municipal downtown parking lots.

Key Activities Planned for 2025:

The Parking Division will continue work on the following:

- Implementation of the Smart Parking Project (2021-2025).
- Completion of the EV Charging Expansion Project.
- Implementation of a comprehensive parking management system.
- Review of parking signage in the downtown core.

New Initiatives Planned for 2025:

The Parking Division will release an RFP for the provision of parking enforcement services as the current contract with Commissionaires Great Lakes will expire in March 2025.

Staff have also applied for funding for additional EV Charging Stations under the Electric Vehicle (EV) ChargeON Program and the Zero Emission Vehicle Infrastructure Program. Should the City be successful in its applications for the grant funding, the EV Charging stations will be installed in 2025.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

This Work Plan reflects Council’s strategic priority by improving and expanding on available parking infrastructure and technologies to enhance the parking experience and planning for a sustainable future through the addition of new electric vehicle charging stations.

Explain Significant Changes from 2024 including applying a climate lens:

There is an expected slight annual increase in the costs of the contracted services for parking enforcement.

Any new initiatives which result in added capital expenses or increased variance related to ongoing initiatives will be funded through the parking reserve and would not impact the tax levy.

In 2024, the surplus revenues relating to parking were used to mitigate the increasing operating costs in other divisions and were not transferred to the parking reserve fund. When the 2024 year-end is finalized, should these not be required, they will be transferred. This approach is expected to continue due to high cost increase pressures on the general levy.

Also in 2024, it was determined operationally that the responsibility of maintenance and capital works required for parking lots in the City would be moved to the Infrastructure Services Department for economies of scale and expertise in resurfacing projects. As such, those capital projects are identified in that section of the budget package.

135 PARKING	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3411 Parking Control Administration								
G-135-3411-1335 Parking Revenue - Permits	(1,000,000)	(1,000,000)	(1,000,000)	(677,046)	(1,000,000)	(1,025,000)	(1,050,625)	(1,076,891)
G-135-3411-1480 Parking Ticket/Fines/Hood Rental	(132,000)	(100,000)	(325,000)	(167,631)	(325,000)	(333,125)	(341,453)	(349,989)
G-135-3411-2100 F.T. Salaries & Wages	82,540	87,890	90,250	13,249	95,000	97,850	100,786	103,810
G-135-3411-2500 F.T. Benefits & Employer Costs	26,270	33,030	37,460	8,896	34,210	35,236	36,293	37,382
G-135-3411-3040 Hydro	1,750	1,350	1,650	2,335	3,200	3,280	3,362	3,446
G-135-3411-3050 Materials	6,200	6,150	6,150	7,518	9,650	9,891	10,138	10,391
G-135-3411-3070 Office Supplies	9,500	9,000	9,500	4,357	9,500	9,738	9,981	10,231
G-135-3411-3090 Copier/Printer Lease	1,000	0	0	0	0	0	0	0
G-135-3411-3100 Postage	3,000	2,500	3,000	2,134	3,000	3,075	3,152	3,231
G-135-3411-3180 Vehicle - Fuel	1,500	1,560	2,000	0	0	0	0	0
G-135-3411-4010 Advertising	750	750	750	275	750	769	788	808
G-135-3411-4020 Service Contracts	0	0	0	20,492	28,000	28,700	29,417	30,152
G-135-3411-4040 Consultants	10,000	0	0	0	0	0	0	0
G-135-3411-4050 Contractors	217,000	222,700	260,000	120,085	267,800	274,495	281,357	288,391
G-135-3411-4090 Legal	3,000	3,000	3,000	0	3,000	3,075	3,152	3,231
G-135-3411-4095 Maintenance Contracts	83,090	69,663	123,229	37,698	120,884	123,906	127,004	130,179
G-135-3411-4110 Telephone	560	0	0	0	0	0	0	0
G-135-3411-4120 Telephone - Cell Phone	3,850	0	0	0	0	0	0	0
G-135-3411-5010 Bank & Financing Charges	11,000	11,000	20,000	26,542	30,000	30,750	31,519	32,307
G-135-3411-5062 Property Taxes	0	4,390	4,581	0	4,939	5,062	5,189	5,319
G-135-3411-7820 Transfer To Reserve Funds	0	204,800	0	0	5,200	5,720	6,292	6,921
G-135-3411-7900 Interfunctional Transfer	146,260	0	0	0	0	0	0	0
G-135-3411-7901 Interfunctional IT Support	0	11,469	17,256	17,256	24,219	25,430	26,702	28,037
G-135-3411-7903 Interfunctional Maintenance	0	120,000	98,000	98,000	101,000	106,050	111,353	116,921
G-135-3411-7905 Interfunctional Fleet	0	1,920	1,980	1,980	3,870	4,064	4,267	4,480
G-135-3411-7907 Interfunctional Telephone	0	5,360	5,360	5,360	2,820	2,961	3,109	3,264
Total 3411 Parking Control Administration	(524,730)	(303,468)	(640,834)	(478,500)	(577,958)	(588,073)	(598,217)	(608,379)
3450 Parking Lot Facilities								
G-135-3450-3050 Materials	10,000	2,500	2,500	207	2,500	2,563	2,627	2,693
G-135-3450-4050 Contractors	15,000	15,000	15,000	6,772	15,000	15,375	15,759	16,153
G-135-3450-5040 Rental Of Bldg, Machinery, Equip	35,500	36,000	36,000	25,000	36,000	36,000	36,000	36,000
Total 3450 Parking Lot Facilities	60,500	53,500	53,500	31,979	53,500	53,938	54,386	54,846
Total 135 PARKING	(464,230)	(249,968)	(587,334)	(446,521)	(524,458)	(534,135)	(543,831)	(553,533)



2025 BUDGET – WORK PLAN

Department:	Corporate Services
Budget Division:	G136 Crossing Guards

Department/Division Overview:

Crossing Guards is a division managed by the Clerk’s Office. Crossing Guards provide safe crossing for students, from Junior Kindergarten to Grade 6, who walk to and from school. While an external contracted service, oversight and decision-making remains within the purview of the Clerk’s Office. While not a mandatory service under the Municipal Act, if a municipality deems it a service they wish to provide, it falls within municipal jurisdiction to deliver and fund.

Key Activities Planned for 2025:

The Crossing Guards Division will continue to provide status quo service and review any requests for additional service locations as received.

New Initiatives Planned for 2025:

A Request for Proposal for Crossing Guard Services is planned as the current agreement with Commissionaires Great Lakes will expire in June 2025.

A review of the requirements for each of the crossings will be undertaken in 2025.

Strategic Priority or Current Service Delivery:

Enhance Our Infrastructure

Objectives:

- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

This Work Plan reflects Council’s strategic priority by offering a safe way for children to cross specific intersections on their way to and from school. This assists in the reduction of the number of parents driving their children to school as well as encourages alternative modes of transportation.

Explain Significant Changes from 2024 including applying a climate lens:

There is an increase in the hourly rates for crossing guard services from the current contractor which will be in effect for the 2024-2025 school year. The costs for the provision of the services for the 2025-2026 school year will be dependent on the results of the current review being undertaken by staff. Staff are currently investigating whether the service can be moved in-house or if an RFP process will need to be undertaken.

	2022	2023	2024	2024	2025	2026	2027	2028
136 CROSSING GUARDS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
3192 Crossing Guard Protection								
G-136-3192-3050 Materials	1,600	1,600	1,500	817	1,500	1,537	1,575	1,614
G-136-3192-4050 Contractors	236,610	254,069	250,000	119,150	265,000	271,625	278,416	285,376
G-136-3192-9030 Equipment Purchases	4,700	5,700	6,450	0	6,450	6,611	6,776	6,945
Total 136 CROSSING GUARDS	242,910	261,369	257,950	119,967	272,950	279,773	286,767	293,935



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G711 Parks

Department/Division Overview:

The Parks & Forestry Division is responsible for the maintenance of 45 City parks (25 neighborhood, 16 City parks, and 5 specialty parks), 31 playground structures, swan care, natural areas with 8 km of pathways, sport fields and tree maintenance throughout City as well as horticulture and maintenance of all City gardens. In addition, this Division is also responsible for garbage collection in the parks and facilities daily with scheduled overtime for weekends. The Parks & Forestry Division is also responsible for landscape redevelopment and site plans.

Services are provided through a combination of full-time, temporary staff and contracted services. Grass cutting, tree removal and some pruning are undertaken through contracted services. Grass cutting on the boulevards is undertaken by staff. In the spring the Horticultural Society assists in planting flowers, but the ongoing maintenance is provided by full-time staff and temporary labourers. During the winter months this Division also assists in snow plowing and removal at recreation locations, furniture repair and winter housing of swans.

Key Activities Planned for 2025:

- Replace Inverness Park play structure
- Serc Track Resurfacing (grant driven)
- Accessible ramp to Shakespeare Garden Island Bridge
- Implement Invasive Species Action Plan to a higher degree (\$10,000 added to operating budget)

New Initiatives Planned for 2025:

- Concept plan and public engagement for the development of McCarthy Road Complex Destination Park

Strategic Priority or Current Service Delivery:

This work plan advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

To develop with public consultation a park plan/design for the designated parkland behind the Rotary Complex and Agriplex off McCarthy Road.

Implementation of plan over the next 5 - 10 years.

With the high demand for a destination park in Stratford's north end, the undeveloped dedicated parkland is an optimal location to support such an endeavour.

With lots of existing parking at the Complex, many events can also facilitate the space, taking pressure off Upper Queen's Park. A good example is the Winterfest program that could use this space.

Park Development fund resources can be used for development.

The concept will/may include but not limited to:

- Ice rink using existing infrastructure from the twin pads
- Outdoor walking track
- Play structure
- Splash pad
- Off leash dog run
- Natural areas
- Adult exercise equipment
- Cricket Pitch

Explain Significant Changes from 2024 including applying a climate lens:

- Staff will continue to apply a climate lens for all new development work such as the proposed McCarthy Road Complex Destination Park.
- Staff will continue planting 500 - 700 street/park trees per year.

711 Parks	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7100 Parks Operations								
G-711-7100-1470 Rentals And Leases	(140,000)	(120,000)	(78,100)	(101,300)	(86,440)	(88,601)	(90,816)	(93,086)
G-711-7100-1499 Fee Discounts	0	0	0	47,375	8,340	0	0	0
G-711-7100-1570 Donations	(8,000)	(20,000)	(20,000)	(10,000)	(20,000)	(20,500)	(21,012)	(21,537)
G-711-7100-1770 Recoverables	(5,300)	0	0	0	0	0	0	0
G-711-7100-1820 Contribution From Reserve Fund	0	0	0	0	(40,000)	0	0	0
G-711-7100-1908 Interfunctional Fee Waivers	0	(5,300)	(9,140)	(8,203)	0	0	0	0
G-711-7100-2100 F.T. Salaries & Wages	560,310	514,720	525,920	433,807	499,400	514,382	529,813	545,707
G-711-7100-2110 P.T. Salaries & Wages	358,280	353,370	366,540	359,316	385,680	397,250	409,168	421,443
G-711-7100-2500 F.T. Benefits & Employer Costs	171,230	173,770	205,790	152,441	183,410	188,912	194,579	200,416
G-711-7100-2510 P.T. Benefits & Employer Costs	60,550	68,980	46,890	39,204	55,280	56,938	58,646	60,405
G-711-7100-2700 Other Payroll Expenses	0	0	0	80	0	0	0	0
G-711-7100-3010 Clothing	2,000	2,500	2,500	1,010	2,500	2,563	2,627	2,693
G-711-7100-3030 Heat	6,000	9,000	8,000	2,705	6,750	6,919	7,092	7,269
G-711-7100-3040 Hydro	25,000	26,000	24,000	10,499	24,000	24,600	25,215	25,845
G-711-7100-3045 Water / Sewage	12,000	16,000	16,000	5,908	16,000	16,400	16,810	17,230
G-711-7100-3050 Materials	100,000	100,000	100,000	46,365	100,000	102,500	105,062	107,689
G-711-7100-3053 Plant Materials	100,000	100,000	110,000	106,641	110,000	112,750	115,569	118,458
G-711-7100-3090 Copier/Printer Lease	470	350	390	664	890	912	935	958
G-711-7100-3100 Postage	500	500	500	68	500	513	526	539
G-711-7100-3140 R & M - Buildings & Equipment	10,000	10,000	10,000	9,418	0	0	0	0
G-711-7100-3180 Vehicle - Fuel	0	1,000	0	0	0	0	0	0
G-711-7100-3190 Vehicle-Repairs And Maintenance	10,000	10,000	5,000	5,280	0	0	0	0
G-711-7100-4035 Conference - Accomodations	0	0	0	646	0	0	0	0
G-711-7100-4036 Conferences- Expenses	2,500	2,500	3,500	3,280	3,500	3,587	3,677	3,769
G-711-7100-4040 Consultants	4,500	0	0	0	40,000	41,000	42,025	43,076
G-711-7100-4045 Parks- Swan Care	6,000	6,000	6,000	3,565	6,000	6,150	6,304	6,462
G-711-7100-4050 Contractors - Goose Management	50,000	50,000	50,000	26,057	60,000	61,500	63,037	64,613
G-711-7100-4095 Maintenance Contracts	80,000	80,000	92,000	78,086	102,000	104,550	107,164	109,843
G-711-7100-4097 Memberships	1,900	1,900	3,000	4,376	4,000	4,100	4,203	4,308
G-711-7100-4106 Lawn Maintenance	320,000	320,000	365,000	320,944	365,000	374,125	383,478	393,065
G-711-7100-4107 Building Maintenance	3,000	4,500	3,500	2,677	3,500	3,587	3,677	3,769
G-711-7100-4120 Telephone - Cell Phones	1,800	0	0	0	0	0	0	0
G-711-7100-4140 Training/Safety	5,000	5,000	5,500	7,315	7,500	7,687	7,879	8,076
G-711-7100-4155 Facility Improvements	50,000	30,000	30,000	22,517	40,000	41,000	42,025	43,076
G-711-7100-5062 Property Taxes	0	8,560	8,965	0	9,744	9,988	10,238	10,494
G-711-7100-7820 Transfer To Reserve Funds	317,000	200,000	300,000	233,174	499,200	549,120	604,032	664,435

	2022	2023	2024	2024	2025	2026	2027	2028
711 Parks	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-711-7100-7901 Interfunctional IT Support	0	4,900	50,917	50,917	65,348	68,615	72,046	75,648
G-711-7100-7905 Interfunctional Fleet	0	0	18,020	18,020	188,410	197,831	207,723	218,109
G-711-7100-7907 Interfunctional Telephone	0	3,000	3,000	3,000	2,040	2,142	2,249	2,361
Total 7100 Parks Operations	2,104,740	1,957,250	2,253,692	1,875,852	2,642,552	2,790,520	2,913,971	3,045,133
8400 Forestry								
G-711-8400-1405 User Fees Incl. Tree Planting Rev	(25,000)	(20,000)	(20,000)	(22,500)	(20,000)	(20,500)	(21,012)	(21,537)
G-711-8400-1570 Donations	(8,000)	(8,000)	(8,000)	(700)	(8,000)	(8,200)	(8,405)	(8,615)
G-711-8400-1770 Recoverables	(75,000)	(75,000)	(75,000)	(89,825)	(75,000)	(76,875)	(78,797)	(80,767)
G-711-8400-1810 Contribution From Reserves	0	0	(25,000)	0	0	0	0	0
G-711-8400-2100 F.T. Salaries & Wages	148,190	150,460	150,620	115,447	214,700	221,141	227,775	234,608
G-711-8400-2110 P.T. Salaries & Wages	11,540	11,760	12,000	0	12,630	13,009	13,399	13,801
G-711-8400-2500 F.T. Benefits & Employer Costs	44,760	44,700	49,930	38,737	70,610	72,728	74,910	77,157
G-711-8400-2510 P.T. Benefits & Employer Costs	1,950	2,130	1,230	0	1,430	1,473	1,517	1,563
G-711-8400-3050 Materials	75,000	75,000	75,000	41,601	75,000	76,875	78,797	80,767
G-711-8400-4095 Maintenance Contracts	285,000	300,000	365,000	331,190	365,000	374,125	383,478	393,065
Total 8400 Forestry	458,440	481,050	525,780	413,950	636,370	653,776	671,662	690,042
Total 711 PARKS	2,563,180	2,438,300	2,779,472	2,289,802	3,278,922	3,444,296	3,585,633	3,735,175



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G715 Facilities-Recreation

Department/Division Overview:

The Facilities Division oversees the operations and maintenance of indoor and outdoor recreational and seasonal facilities. Indoor recreational facilities include the Rotary Complex, Agriplex, William Allman Memorial Arena, and the Dufferin Lions Arena. Outdoor recreational facilities include Lions Pool, Splash Pad at Anne Hathaway Park, SERC, Packham Sports Complex, Tennis/Pickleball Courts, and Basketball Courts. A variety of seasonal facilities include the Boathouse, North Shore washroom, National Stadium, and the Upper Queens Park pavilion/bandshell, and public washrooms.

Divisional operational staffing includes employees in the positions of Facility Maintenance (2), Recreation Facility Operator (11), Full-Time Custodian (6), Part-Time Custodian (5), Call-In Recreation Facility Operator (12), as well as seasonal employees.

Utilizing software to monitor and review a work management system, data tracking of all revenue and expenses for individual facilities, cost benefit analysis of contracted services, and tracking the utilization of individual recreational facilities are established methods. These processes enable consistency in the maintenance and capital improvements of all facilities and allow staff to analyze facility maintenance and expenses to compare to actual spend per facility versus budget.

Key Activities Planned for 2025:

The replacement of the digital sign at the entrance of the parking lot at the Rotary Complex/Agriplex. The existing sign is due for replacement as required parts for repairs are no longer available. New signage will permit advertising for events and create potential advertising and sponsorship revenue. This project was included in the 2024 draft budget by staff; however, it was deferred by Council. The digital portion of the existing sign is currently not operational.

The Agriplex facility requires a sound system to be installed in all areas of the facility including the Fieldhouse, Market, upstairs Hall, meeting rooms, and public spaces. A public announcement (PA) system will be included to allow staff to make emergency announcements regarding the facility including emergency evacuations.

Over the past few years, registration and enrollment for baseball in the City of Stratford has been on the rise. This has resulted in an increase to the number of teams and a higher utilization of the baseball diamond facilities. The Optimist Ball Diamond is required to be used more frequently including evening usage where the lights are required. Repairs and replacements to the lighting is required to ensure a safe playing surface for all users.

Facility energy management and energy savings is a continued goal for staff. Planned proposed projects including washroom fixture replacements, installation of occupancy sensors for lighting, installation of building automation systems for programming HVAC equipment, and installation of timers for exhaust fans will help to generate facility energy and cost savings.

New Initiatives Planned for 2025:

In 2024, approved grant funding was received from Federation of Canadian Municipalities (FCM) for feasibility studies to be completed at the seven largest energy emitting corporate facilities. The completion of the feasibility studies will outline potential major capital projects that can be completed at the facilities that will result in the reduction of Greenhouse Gas Emissions, minimize carbon taxes and lower utility costs, while improving energy efficiency. The feasibility studies will qualify the Corporation to be shovel ready for additional grant funding opportunities to provide funding to complete capital replacement projects to be investigated by staff.

Review and analyze the annual expenses for labour for Heating, Ventilation and Air Conditioning (HVAC) trades at all facilities. Create a business case for an expansion request for an internal Facility HVAC employee that would result in contractor cost savings and increase maintenance service delivery for facilities.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This work plan aligns with the Corporation's strategic priorities to enhance energy efficiency to achieve the corporate climate action goals and advance the maintenance of infrastructure to ensure maintenance and projects are completed on schedule and in a timely manner. Several energy efficient measures and upgrades are implemented in the workplan to generate facility energy and utility savings.

Work Together For Greater Impact

Objectives:

- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

This work plan aligns with the Corporation's strategic priority to implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners. All indoor and outdoor recreational facilities are appropriately staffed with trained, skilled, knowledgeable, and experienced staff to ensure that the facilities can host new initiatives, events, and programming during all seasons.

Explain Significant Changes from 2024 including applying a climate lens:

Ice rental utilization and revenue is expected to continue to increase with the Last Minute Ice program that permits available ice time to be rented online outside of primetime facility rentals. It is recommended that a standardized flat rate is established in 2025 for this program.

The building condition assessments that were completed for the corporate facilities identified significant building deficiencies including gas detection and fire alarm system upgrades, window and door repairs and replacements, HVAC system upgrades, repairs and maintenance to filtration and mechanical systems, and roofing repairs for Lions Pool, William Allman Memorial Arena, Dufferin Lions Arena, and the Boathouse. Increases to the building maintenance expenses for these buildings is required to complete the scheduled replacements to continue to provide services at the expected levels.

715 FACILITIES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7320 Agriplex								
G-715-7320-1350 Revenue - Recreation Programs	0	(42,400)	(75,000)	(46,684)	(75,000)	(76,875)	(78,797)	(80,767)
G-715-7320-1460 Recreation Facilities Rental Income	0	(135,830)	(129,000)	(79,051)	(119,000)	(121,975)	(125,024)	(128,150)
G-715-7320-1499 Fee Discounts	0	0	0	6,350	0	0	0	0
G-715-7320-1770 Recoverables	0	0	0	(467)	0	0	0	0
G-715-7320-2100 F.T. Salaries & Wages	0	174,960	192,500	119,781	204,480	210,614	216,932	223,440
G-715-7320-2110 P.T. Salaries & Wages	0	63,860	40,130	17,777	42,440	43,713	45,024	46,375
G-715-7320-2500 F.T. Benefits & Employer Costs	0	55,090	67,340	45,591	79,210	81,586	84,034	86,555
G-715-7320-2510 P.T. Benefits & Employer Costs	0	19,270	9,760	3,278	5,290	5,449	5,612	5,780
G-715-7320-3030 Heat	0	26,300	37,000	0	23,000	23,575	24,164	24,768
G-715-7320-3040 Hydro	0	92,320	82,000	47,234	82,000	84,050	86,151	88,305
G-715-7320-3045 Water / Sewage	0	5,700	5,000	1,979	4,100	4,203	4,308	4,416
G-715-7320-3050 Materials	0	5,050	5,200	966	6,350	6,509	6,672	6,839
G-715-7320-4050 Contractors	0	24,600	25,325	9,356	26,500	27,162	27,841	28,537
G-715-7320-4095 Maintenance Contracts	0	33,165	34,040	19,187	36,200	37,105	38,033	38,984
G-715-7320-4107 Building Maintenance	0	51,275	72,800	29,823	51,875	53,172	54,501	55,864
G-715-7320-7820 Transfer To Reserve Fund	0	0	0	0	200,000	220,000	242,000	266,200
Total 7320 Agriplex	0	373,360	367,095	175,120	567,445	598,288	631,451	667,146
7321 Dufferin Arena								
G-715-7321-1460 Recreation Facilities Rental Income	0	(7,370)	(7,370)	(3,761)	(11,000)	(11,275)	(11,557)	(11,846)
G-715-7321-1461 Recreation Ice Rentals	0	(169,835)	(200,000)	(129,209)	(268,000)	(274,700)	(281,568)	(288,607)
G-715-7321-1499 Fee Discounts	0	0	0	1,354	28,000	0	0	0
G-715-7321-1770 Recoverables	0	(35,392)	0	0	0	0	0	0
G-715-7321-1908 Interfunctional Fee Waivers	0	0	(28,000)	(13,875)	0	0	0	0
G-715-7321-2100 F.T. Salaries & Wages	0	138,640	143,980	67,168	147,370	151,791	156,345	161,035
G-715-7321-2110 P.T. Salaries & Wages	0	28,700	10,310	20,299	50,800	52,324	53,894	55,511
G-715-7321-2500 F.T. Benefits & Employer Costs	0	41,720	47,790	23,132	52,930	54,518	56,154	57,839
G-715-7321-2510 P.T. Benefits & Employer Costs	0	1,910	1,090	4,290	5,810	5,984	6,164	6,349
G-715-7321-3030 Heat	0	17,850	25,000	9,658	19,500	19,988	20,488	21,000
G-715-7321-3040 Hydro	0	82,200	72,000	34,510	64,000	65,600	67,240	68,921
G-715-7321-3045 Water / Sewage	0	5,000	5,000	2,730	8,000	8,200	8,405	8,615
G-715-7321-3050 Materials	0	9,025	9,250	7,327	9,530	9,768	10,012	10,262
G-715-7321-4050 Contractors	0	18,500	19,025	609	19,595	20,085	20,587	21,102
G-715-7321-4095 Maintenance Contracts	0	45,675	47,025	30,310	48,425	49,636	50,877	52,149
G-715-7321-4107 Building Maintenance Contracts	0	26,065	48,150	15,359	33,415	34,250	35,106	35,984
G-715-7321-7820 Transfer To Reserve Fund	0	0	0	0	155,000	170,500	187,550	206,305
Total 7321 Dufferin Arena	0	202,688	193,250	69,901	363,375	356,669	379,697	404,619

715 FACILITIES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7322 William Allman Arena								
G-715-7322-1460 Recreation Facilities Rental Income	0	(28,370)	(28,370)	(24,713)	(34,490)	(35,352)	(36,236)	(37,142)
G-715-7322-1461 Recreation Ice Rentals	0	(231,173)	(234,000)	(180,267)	(305,000)	(312,625)	(320,441)	(328,452)
G-715-7322-1499 Fee Discounts	0	0	0	(395)	25,000	0	0	0
G-715-7322-1770 Recoverables	0	(35,392)	0	0	0	0	0	0
G-715-7322-1908 Interfunctional Fee Waivers	0	0	(18,500)	(14,576)	0	0	0	0
G-715-7322-2100 F.T. Salaries & Wages	0	159,920	166,090	104,080	170,610	175,728	181,000	186,430
G-715-7322-2110 P.T. Salaries & Wages	0	28,700	10,310	42,541	50,800	52,324	53,894	55,511
G-715-7322-2500 F.T. Benefits & Employer Costs	0	48,130	55,140	32,032	61,280	63,118	65,012	66,962
G-715-7322-2510 P.T. Benefits & Employer Costs	0	1,910	1,090	3,550	5,540	5,706	5,877	6,053
G-715-7322-3030 Heat	0	32,000	42,000	23,247	48,000	49,200	50,430	51,691
G-715-7322-3040 Hydro	0	128,400	118,000	63,615	125,000	128,125	131,328	134,611
G-715-7322-3045 Water / Sewage	0	11,000	11,000	2,071	13,750	14,094	14,446	14,807
G-715-7322-3050 Materials	0	12,025	12,355	8,221	15,475	15,862	16,259	16,665
G-715-7322-4050 Contractors	0	18,500	19,025	12,083	19,595	20,085	20,587	21,102
G-715-7322-4095 Maintenance Contracts	0	55,575	57,210	43,360	58,910	60,383	61,893	63,440
G-715-7322-4107 Building Maintenance	0	33,565	86,500	44,365	76,975	78,899	80,871	82,893
G-715-7322-7820 Transfer To Reserve Fund	0	0	0	0	310,000	341,000	375,100	412,610
Total 7322 William Allman Arena	0	234,790	297,850	159,214	641,445	656,547	700,020	747,181
7323 Rotary Complex								
G-715-7323-1460 Recreation Facilities Rental Income	0	(174,600)	(174,600)	(180,906)	(216,000)	(221,400)	(226,935)	(232,608)
G-715-7323-1461 Recreation Ice Rentals	0	(676,052)	(725,000)	(409,972)	(975,000)	(999,375)	(1,024,359)	(1,049,968)
G-715-7323-1499 Fee Discounts	0	0	0	6,227	75,000	0	0	0
G-715-7323-1770 Recoverables	0	(106,176)	0	0	0	0	0	0
G-715-7323-1820 Contribution From Reserve Fund	0	0	(50,000)	0	0	0	0	0
G-715-7323-1903 Interfunctional Maintenance	0	0	(5,500)	(5,500)	(5,660)	(5,943)	(6,240)	(6,552)
G-715-7323-1908 Interfunctional Fee Waivers	0	0	(80,000)	(38,423)	0	0	0	0
G-715-7323-2100 F.T. Salaries & Wages	0	479,010	500,910	293,774	521,450	537,094	553,207	569,803
G-715-7323-2110 P.T. Salaries & Wages	0	115,250	47,220	96,735	144,050	148,372	152,823	157,408
G-715-7323-2500 F.T. Benefits & Employer Costs	0	145,010	170,340	104,745	190,620	196,339	202,229	208,296
G-715-7323-2510 P.T. Benefits & Employer Costs	0	22,290	9,570	10,358	16,920	17,428	17,951	18,490
G-715-7323-3010 Clothing	0	0	0	265	0	0	0	0
G-715-7323-3030 Heat	0	83,100	125,000	107,158	149,000	152,725	156,543	160,457
G-715-7323-3040 Hydro	0	308,240	268,000	172,321	300,000	307,500	315,188	323,068
G-715-7323-3045 Water / Sewage	0	42,200	50,000	22,762	49,000	50,225	51,481	52,768
G-715-7323-3050 Materials	0	22,275	38,305	58,256	46,900	48,072	49,274	50,506
G-715-7323-4050 Contractors	0	30,900	31,900	43,686	40,000	41,000	42,025	43,076
G-715-7323-4095 Maintenance Contracts	0	83,665	86,185	87,238	90,270	92,527	94,840	97,211

715 FACILITIES	2022	2023	2024	2024	2025	2026	2027	2028
	BUDGET	BUDGET	BUDGET	YTD Oct 7/24	BUDGET Draft	BUDGET Forecast	BUDGET Forecast	BUDGET Forecast
G-715-7323-4107 Building Maintenance	0	104,220	192,960	78,688	118,070	121,022	124,048	127,149
G-715-7323-4155 Facility Improvements	0	62,360	0	0	0	0	0	0
G-715-7323-7820 Transfer To Reserve Fund	0	0	0	0	830,000	913,000	1,004,300	1,104,730
Total 7323 Rotary Complex	0	541,692	485,290	447,412	1,374,620	1,398,586	1,506,375	1,623,834
7324 Lions Pool								
G-715-7324-1460 Recreation Facilities Rental Income	0	(115,000)	(145,000)	(113,555)	(150,000)	(153,750)	(157,594)	(161,534)
G-715-7324-1499 Fee Discounts	0	0	0	691	0	0	0	0
G-715-7324-2100 F.T. Salaries & Wages	0	10,940	11,310	3,708	15,870	16,346	16,836	17,341
G-715-7324-2110 P.T. Salaries & Wages	0	251,970	302,850	212,211	236,821	243,926	251,244	258,781
G-715-7324-2500 F.T. Benefits & Employer Costs	0	3,260	3,730	5,491	5,660	5,830	6,005	6,185
G-715-7324-2510 P.T. Benefits & Employer Costs	0	24,390	28,280	13,277	24,050	24,772	25,515	26,280
G-715-7324-2700 Payroll - EAP, WSIB	0	0	500	0	500	515	530	546
G-715-7324-3030 Heat	0	7,100	7,300	7,252	5,000	5,125	5,253	5,384
G-715-7324-3040 Hydro	0	7,250	7,000	1,600	7,500	7,687	7,879	8,076
G-715-7324-3045 Water / Sewage	0	6,000	6,000	251	4,500	4,613	4,728	4,846
G-715-7324-3050 Materials	0	28,725	29,625	10,838	30,470	31,232	32,013	32,813
G-715-7324-4050 Contractors	0	7,600	14,725	15,575	15,165	15,544	15,933	16,331
G-715-7324-4095 Maintenance Contracts	0	5,050	5,175	1,770	5,320	5,453	5,589	5,729
G-715-7324-4107 Building Maintenance	0	22,850	80,050	57,899	114,225	117,081	120,008	123,008
G-715-7324-7820 Transfer To Reserve Fund	0	0	0	0	100,000	110,000	121,000	133,100
Total 7324 Lions Pool	0	260,135	351,545	217,008	415,081	434,374	454,939	476,886
7325 National Stadium								
G-715-7325-2100 F.T. Salaries & Wages	0	1,460	1,510	35	3,170	3,265	3,363	3,464
G-715-7325-2500 F.T. Benefits & Employer Costs	0	440	500	31	1,130	1,164	1,199	1,235
G-715-7325-3030 Heat	0	465	450	345	400	410	420	430
G-715-7325-3040 Hydro	0	6,050	4,000	360	3,600	3,690	3,782	3,877
G-715-7325-3045 Water / Sewage	0	800	800	163	800	820	840	861
G-715-7325-3050 Materials	0	700	825	24	850	871	893	915
G-715-7325-4050 Contractors	0	1,950	2,025	433	2,025	2,076	2,128	2,181
G-715-7325-4095 Maintenance Contracts	0	1,350	1,400	0	1,025	1,051	1,077	1,104
G-715-7325-4107 Building Maintenance	0	6,925	16,550	624	7,250	7,431	7,617	7,807
G-715-7325-7820 Transfer To Reserve Fund	0	0	0	0	50,000	55,000	60,500	66,550
Total 7325 National Stadium	0	20,140	28,060	2,015	70,250	75,778	81,819	88,424
7326 Packham Road Complex								
G-715-7326-1460 Recreation Facilities Rental Income	0	0	(48,000)	(10,058)	(48,000)	(49,200)	(50,430)	(51,691)
G-715-7326-1908 Interfunctional Fee Waivers	0	0	0	(3,348)	0	0	0	0
G-715-7326-2100 F.T. Salaries & Wages	0	0	125,380	65,968	120,950	124,579	128,316	132,165
G-715-7326-2110 P.T. Salaries & Wages	0	0	11,120	18,356	22,630	23,309	24,008	24,728
G-715-7326-2500 F.T. Benefits & Employer Costs	0	0	31,590	26,228	43,450	44,754	46,097	47,480

715 FACILITIES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-715-7326-2510 P.T. Benefits & Employer Costs	0	0	1,210	3,775	2,950	3,039	3,130	3,224
G-715-7326-3040 Hydro	0	0	22,000	7,469	18,000	18,450	18,911	19,384
G-715-7326-3045 Water / Sewage	0	0	14,000	0	14,000	14,350	14,709	15,077
G-715-7326-3050 Materials	0	0	11,500	11,935	11,845	12,141	12,445	12,756
G-715-7326-4050 Contractors	0	0	5,000	2,205	5,150	5,279	5,411	5,546
G-715-7326-4095 Maintenance Contracts	0	0	16,300	5,370	16,780	17,200	17,630	18,071
G-715-7326-4107 Building Maintenance	0	0	40,000	8,634	30,600	31,365	32,149	32,953
Total 7326 Packham Road Complex	0	0	230,100	136,534	238,355	245,266	252,376	259,693
7327 Boathouse								
G-715-7327-1450 Rent And Lease Revenue	0	0	(9,000)	(4,300)	(9,000)	(9,225)	(9,456)	(9,692)
G-715-7327-2100 F.T. Salaries & Wages	0	0	39,470	447	41,540	42,786	44,070	45,392
G-715-7327-2110 P.T. Salaries & Wages	0	0	23,130	0	10,610	10,928	11,256	11,594
G-715-7327-2500 F.T. Benefits & Employer Costs	0	0	11,420	168	15,830	16,305	16,794	17,298
G-715-7327-2510 P.T. Benefits & Employer Costs	0	0	3,510	0	1,320	1,360	1,401	1,443
G-715-7327-3030 Heat	0	0	8,000	1,173	4,000	4,100	4,203	4,308
G-715-7327-3040 Hydro	0	0	8,250	3,294	7,800	7,995	8,195	8,400
G-715-7327-3045 Water / Sewage	0	0	4,275	1,965	4,000	4,100	4,203	4,308
G-715-7327-3050 Materials	0	0	3,500	128	3,600	3,690	3,782	3,877
G-715-7327-4050 Contractors	0	0	6,000	2,731	6,180	6,334	6,492	6,654
G-715-7327-4095 Maintenance Contracts	0	0	6,500	3,441	7,100	7,277	7,459	7,645
G-715-7327-4107 Building Maintenance	0	0	35,000	8,778	12,360	12,669	12,986	13,311
G-715-7327-7820 Transfer To Reserve Fund	0	0	0	0	20,000	22,000	24,200	26,620
Total 7327 Boathouse	0	0	140,055	17,825	125,340	130,319	135,585	141,158
Total 715 FACILITIES	0	1,632,805	2,093,245	1,225,029	3,795,911	3,895,827	4,142,262	4,408,941



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G141 Facilities - City Buildings

Department/Division:

The Facilities Division oversees the operations and maintenance of the City Buildings that include City Hall, City Hall Annex (82 Erie Street), Administration of Justice Building, Discovery Centre (former Teacher’s College at 270 Water Street), Stratford Tourism Alliance (47 Downie Street), 246 Railway Avenue, Transit Terminal Washrooms, Boathouse Washrooms, Anne Hathaway Daycare, and the Public Library.

Staffing consists of Facility Maintenance (2), Full-Time Custodian (8), and Part-Time Custodian (5) employees. These employees perform maintenance and repairs along with the custodial and janitorial duties of the buildings.

Utilizing software to monitor and review a work management system, data tracking of all revenue and expenses for individual facilities, cost benefit analysis of contracted services, and tracking the utilization of individual recreational facilities are established methods. These processes enable consistency in the maintenance and capital improvements of all facilities and allow staff to analyze facility maintenance and expenses to compare to actual spend per facility versus budget.

Key Activities Planned for 2025:

Completion of repairs and maintenance work at the Administration of Justice Building. This work will include the replacements of the fixtures (toilets, sinks, urinals) in the washrooms.

Exterior envelope maintenance at the Anne Hathaway Daycare including repairs and maintenance to the aluminum framed windows.

Facility energy management and energy savings is a continued goal for staff. Planned proposed projects including washroom fixture replacements, installation of occupancy sensors for lighting, maintenance of HVAC equipment, and exterior envelope maintenance will help to generate facility energy and cost savings.

Continue to maintain and complete repairs and maintenance and provide exemplary cleaning protocols at City Buildings.

New Initiatives Planned for 2025:

In 2024, approved grant funding was received from FCM for feasibility studies to be completed at the seven largest energy emitting corporate facilities. The completion of the feasibility studies will outline potential major capital projects that can be completed at the facilities that will result in the reduction of Greenhouse Gas Emissions, minimize carbon taxes and lower utility costs, while improving energy efficiency. The feasibility studies will qualify the Corporation to be shovel ready for additional grant funding opportunities to complete the capital replacement projects to be investigated by staff.

Review and analyze the annual expenses for labour for Heating, Ventilation and Air Conditioning (HVAC) trades at all facilities. Create a business case for a future expansion request for an internal Facility HVAC employee that would result in contractor cost savings and increase maintenance service delivery for facilities.

Expansion initiatives request in the 2025 budget to hire an internal plumber and electrician. Having these would result in contractor cost savings and increase maintenance service delivery for facilities.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

This work plan aligns with the Corporation's strategic priorities to enhance energy efficiency to achieve the corporate climate action goals and advance the maintenance of infrastructure to ensure maintenance and projects are completed on schedule and in a timely manner. Several energy efficient measures and upgrades are implemented in the work plan to generate facility energy and utility savings.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

This work plan aligns with the Corporation's strategic priority to implement the Municipal Cultural Plan to ensure that the City Hall Auditorium and Market Square are appropriately staffed to accommodate and support the implementation of new programs and initiatives at those locations.

Explain Significant Changes from 2024 including applying a climate lens:

In 2024, a safety issue was identified by the Corporation's Manager of Health & Safety regarding the staff lunchroom at City Hall. Renovations of the custodial storage room and staff lunchroom areas are included in the building maintenance budget for City Hall. These renovations will alter the layout of the areas to reduce the noise and exposure to cleaning chemicals for employees utilizing the staff lunchroom.

Increases to the building maintenance expenses for the Administration of Justice Building (flooring replacements, and interior finish maintenance), City Hall (hardwood flooring repairs and maintenance), and City Hall Annex (HVAC equipment insulation repair) are required to complete the scheduled replacements to continue to provide services at the expected levels.

141 CITY BUILDINGS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1250 Administration-City Buildings								
G-141-1250-2110 P.T. Salaries	104,660	0	0	0	0	0	0	0
G-141-1250-2510 P.T. Benefits & Employer Costs	9,360	0	0	0	0	0	0	0
G-141-1250-3050 Materials	0	0	0	1,343	0	0	0	0
G-141-1250-3170 Uniforms	3,000	3,100	4,500	4,426	4,500	4,613	4,728	4,846
G-141-1250-4040 Consultants	0	0	50,000	0	0	0	0	0
G-141-1250-4142 Training Expenses	2,990	2,990	4,000	611	4,000	4,100	4,203	4,308
G-141-1250-7820 Transfer To Reserve Funds	356,400	675,000	1,500,000	1,125,000	561,700	617,870	679,657	747,623
Total 1250 Administration-City Buildings	476,410	681,090	1,558,500	1,131,380	570,200	626,583	688,588	756,777
1255 City Hall								
G-141-1255-1470 Rentals And Leases	(7,000)	(7,000)	(5,000)	(2,938)	(6,000)	(6,150)	(6,304)	(6,462)
G-141-1255-1499 Fee Discounts	0	0	0	1,116	0	0	0	0
G-141-1255-2100 F.T. Salaries & Wages	136,210	133,530	140,250	136,900	143,370	147,671	152,101	156,664
G-141-1255-2110 P.T. Salaries & Wages	0	41,900	34,390	10,912	21,220	21,857	22,513	23,188
G-141-1255-2500 F.T. Benefits & Employer Costs	41,160	41,520	42,920	38,107	54,380	56,011	57,691	59,422
G-141-1255-2510 P.T. Benefits & Employer Costs	0	13,080	4,790	1,514	2,640	2,719	2,801	2,885
G-141-1255-3030 Heat	14,000	14,420	18,000	16,552	24,000	24,600	25,215	25,845
G-141-1255-3040 Hydro	73,000	73,000	65,000	31,164	65,000	66,625	68,291	69,998
G-141-1255-3045 Water / Sewage	5,500	5,600	3,800	1,272	3,000	3,075	3,152	3,231
G-141-1255-3050 Materials	15,000	15,450	16,000	8,765	5,000	5,125	5,253	5,384
G-141-1255-4050 Contractors	12,000	12,350	15,550	3,370	16,025	16,426	16,837	17,258
G-141-1255-4095 Maintenance Contracts	0	0	24,500	5,637	41,165	42,194	43,249	44,330
G-141-1255-4105 Snow Removal	18,000	18,550	17,000	6,945	17,000	17,425	17,861	18,308
G-141-1255-4107 Building Maintenance	53,000	186,050	58,175	18,392	131,025	134,301	137,659	141,100
G-141-1255-4120 Telephone - Cell Phones	2,700	0	0	0	0	0	0	0
G-141-1255-4124 Cable/Satellite	2,000	2,100	2,000	1,380	2,000	2,050	2,101	2,154
G-141-1255-7820 Transfer To Reserve Funds	0	0	0	0	400,000	440,000	484,000	532,400
G-141-1255-7907 Interfunctional Telephone	0	4,500	0	0	0	0	0	0
G-141-1255-9030 Equipment Purchases	1,500	1,550	2,000	0	12,000	12,300	12,607	12,922
Total 1255 City Hall	367,070	556,600	439,375	279,088	931,825	986,229	1,045,027	1,108,627
1256 Discovery Centre (Former Teacher's College)								
G-141-1256-1470 Rentals & Leases	(105,000)	(115,000)	(115,000)	(67,500)	(115,000)	(117,875)	(120,822)	(123,843)
G-141-1256-4095 Maintenance Contracts	0	0	0	1,628	2,000	2,050	2,101	2,154
G-141-1256-4107 Building Maintenance	35,000	15,900	16,375	11,540	17,000	17,425	17,861	18,308
G-141-1256-5062 Property Taxes	0	9,690	10,136	0	10,983	11,258	11,539	11,827
G-141-1256-7820 Transfer To Reserve Funds	70,000	89,410	0	0	350,000	385,000	423,500	465,850
Total 1256 Discovery Centre	0	0	(88,489)	(54,332)	264,983	297,858	334,179	374,296

141 CITY BUILDINGS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
1257 Market Square								
G-141-1257-3050 Materials	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-141-1257-4105 Market Square- Snow Removal	2,000	2,000	2,000	0	2,000	2,050	2,101	2,154
G-141-1257-4107 Building Maintenance/Custodial	2,400	2,400	2,500	0	2,500	2,563	2,627	2,693
G-141-1257-9010 Market Square-Furnishings	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
Total 1257 Market Square	6,400	6,400	6,500	0	6,500	6,663	6,830	7,001
1266 82 Erie St								
G-141-1266-1470 Rentals And Leases Revenue	(402,000)	0	0	(19,116)	0	0	0	0
G-141-1266-1900 Interfunctional Transfers	(111,000)	0	0	0	0	0	0	0
G-141-1266-1903 Interfunctional Maintenance	0	(94,000)	(29,080)	(43,161)	(29,950)	(31,448)	(33,020)	(34,671)
G-141-1266-1904 Interfunctional Rent	0	(404,000)	(404,000)	(404,000)	(404,000)	(424,200)	(445,410)	(467,681)
G-141-1266-2100 F.T. Salaries & Wages	116,600	114,730	81,600	90,830	88,720	91,382	94,123	96,947
G-141-1266-2110 P.T. Salaries & Wages	0	33,750	18,970	3,036	21,220	21,857	22,513	23,188
G-141-1266-2500 F.T. Benefits & Employer Costs	35,240	35,870	26,100	31,174	33,480	34,484	35,519	36,585
G-141-1266-2510 P.T. Benefits & Employer Costs	0	10,530	3,030	583	2,640	2,719	2,801	2,885
G-141-1266-3030 Heat	8,100	8,300	9,500	6,489	10,500	10,762	11,031	11,307
G-141-1266-3040 Hydro	60,000	60,000	55,000	29,032	55,000	56,375	57,784	59,229
G-141-1266-3045 Water / Sewage	2,200	2,300	2,100	1,576	2,600	2,665	2,732	2,800
G-141-1266-3050 Materials	7,000	7,200	10,000	3,806	5,000	5,125	5,253	5,384
G-141-1266-4050 Contractors	0	0	16,500	5,303	17,000	17,425	17,861	18,308
G-141-1266-4095 Maintenance Contracts	0	0	23,700	2,725	37,375	38,309	39,267	40,249
G-141-1266-4105 Snow Removal	6,000	6,200	7,000	6,237	7,000	7,175	7,354	7,538
G-141-1266-4107 Building Maintenance	31,000	21,550	13,000	20,266	35,000	35,875	36,772	37,691
G-141-1266-7820 Transfer To Reserve Funds	0	0	0	0	96,500	106,150	116,765	128,442
G-141-1266-9030 Equipment Purchases	1,500	1,550	27,000	0	2,000	2,050	2,101	2,154
Total 1266 82 Erie St	(245,360)	(196,020)	(139,580)	(265,220)	(19,915)	(23,295)	(26,554)	(29,645)
2230 Administration Of Justice Building								
G-141-2230-1470 Rentals And Leases	(245,342)	(245,342)	(245,342)	(184,005)	(285,342)	(292,476)	(299,788)	(307,283)
G-141-2230-1770 Recoverables	(36,000)	(36,000)	0	0	0	0	0	0
G-141-2230-1903 Interfunctional Maintenance	0	0	(10,905)	(10,905)	0	0	0	0
G-141-2230-1904 Interfunctional Rent	0	0	0	0	(313,741)	(329,699)	(346,781)	(365,083)
G-141-2230-2100 F.T. Salaries & Wages	154,490	152,390	155,700	127,836	163,300	168,199	173,245	178,442
G-141-2230-2110 P.T. Salaries & Wages	0	32,300	28,760	7,962	21,220	21,857	22,513	23,188
G-141-2230-2500 F.T. Benefits & Employer Costs	46,700	47,720	51,060	42,123	58,640	60,399	62,211	64,077
G-141-2230-2510 P.T. Benefits & Employer Costs	0	10,080	4,150	1,595	2,640	2,719	2,801	2,885
G-141-2230-3030 Heat	10,500	10,800	10,000	6,375	8,500	8,713	8,931	9,154
G-141-2230-3040 Hydro	70,000	70,000	65,000	33,909	65,000	66,625	68,291	69,998
G-141-2230-3045 Water / Sewage	2,880	3,000	3,000	1,809	3,975	4,074	4,176	4,280
G-141-2230-3050 Materials	11,000	11,300	11,650	8,202	5,000	5,125	5,253	5,384

141 CITY BUILDINGS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-141-2230-4050 Contractors	0	0	20,000	20,240	20,600	21,115	21,643	22,184
G-141-2230-4095 Maintenance Contracts	0	0	5,775	9,377	19,825	20,321	20,829	21,350
G-141-2230-4105 Snow Removal	10,000	10,300	11,000	6,634	10,000	10,250	10,506	10,769
G-141-2230-4107 Building Maintenance	50,000	81,700	62,500	3,065	92,000	94,300	96,657	99,073
G-141-2230-5062 Property Taxes	0	29,540	31,308	0	34,583	35,448	36,334	37,242
G-141-2230-7820 Transfer To Reserve Funds	0	0	0	0	91,800	100,980	111,078	122,186
G-141-2230-9030 Equipment Purchases	2,000	2,000	2,000	700	2,000	2,050	2,101	2,154
Total 2230 Administration of Justice Building	76,228	179,788	205,656	74,917	0	0	0	0
2252 154 Downie St								
G-141-2252-3050 Materials	1,000	1,000	0	0	0	0	0	0
Total 2252 154 Downie St	1,000	1,000	0	0	0	0	0	0
6390 Anne Hathaway Building								
G-141-6390-1903 Interfunctional Maintenance	0	0	0	0	(50,425)	(51,686)	(52,979)	(54,303)
G-141-6390-2100 F.T. Salaries & Wages	60,690	65,370	0	56,585	0	0	0	0
G-141-6390-2110 P.T. Salaries & Wages	0	5,700	0	0	0	0	0	0
G-141-6390-2500 F.T. Benefits & Employer Costs	18,350	20,380	0	15,904	0	0	0	0
G-141-6390-2510 P.T. Benefits & Employer Costs	0	1,780	0	0	0	0	0	0
G-141-6390-3050 Materials	4,000	6,000	6,200	5,855	1,000	1,025	1,051	1,077
G-141-6390-4050 Contractors	0	0	5,000	461	5,150	5,279	5,411	5,546
G-141-6390-4095 Maintenance Contracts	0	0	1,525	2,422	9,275	9,507	9,745	9,989
G-141-6390-4107 Building Maintenance	5,000	5,100	38,000	2,364	35,000	35,875	36,772	37,691
Total 6390 Anne Hathaway Building	88,040	104,330	50,725	83,591	0	0	0	0
8216 47 Downie Street								
G-141-8216-1900 Interfunctional	(50,510)	0	0	0	0	0	0	0
G-141-8216-1903 Interfunctional Maintenance	0	(51,520)	0	0	0	0	0	0
G-141-8216-2100 F.T. Salaries & Wages	32,190	7,480	30,580	21,204	31,950	32,909	33,896	34,913
G-141-8216-2110 P.T. Salaries & Wages	0	19,610	15,830	0	10,610	10,928	11,256	11,594
G-141-8216-2500 F.T. Benefits & Employer Costs	9,730	10,290	8,780	7,653	12,150	12,515	12,890	13,277
G-141-8216-2510 P.T. Benefits & Employer Costs	0	6,120	2,330	22	1,320	1,360	1,401	1,443
G-141-8216-3030 Heat	3,500	3,600	4,000	2,586	4,000	4,100	4,203	4,308
G-141-8216-3040 Hydro	5,000	5,000	4,500	1,510	4,000	4,100	4,203	4,308
G-141-8216-3045 Water / Sewage	650	1,000	750	322	925	948	972	996
G-141-8216-3050 Materials	1,500	1,550	1,600	0	1,650	1,691	1,733	1,776
G-141-8216-4050 Contractors	0	0	7,700	261	7,925	8,123	8,326	8,534
G-141-8216-4095 Maintenance Contracts	0	0	2,300	480	4,400	4,510	4,623	4,739
G-141-8216-4105 Snow Removal	4,000	4,150	4,800	2,991	4,000	4,100	4,203	4,308
G-141-8216-4107 Building Maintenance	17,000	12,350	5,000	427	5,000	5,125	5,253	5,384
G-141-8216-9030 Equipment Purchases	1,000	1,000	2,000	0	2,000	2,050	2,101	2,154
Total 8216 47 Downie Street	24,060	20,630	90,170	37,456	89,930	92,459	95,060	97,734

141 CITY BUILDINGS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
8290 246 Railway Ave								
G-141-8290-3040 Hydro	360	370	400	189	400	410	420	430
G-141-8290-4107 Building Maintenance	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
Total 8290 246 Railway Ave	1,360	1,370	1,400	189	1,400	1,435	1,471	1,507
8292 Library								
G-141-8292-1903 Interfunctional Maintenance	0	0	0	0	(68,310)	(70,039)	(71,813)	(73,631)
G-141-8292-2100 F.T. Salaries & Wages	7,380	7,480	3,890	4,695	3,170	3,265	3,363	3,464
G-141-8292-2500 F.T. Benefits & Employer Costs	2,230	2,210	840	1,816	1,130	1,164	1,199	1,235
G-141-8292-3050 Materials	0	0	1,500	0	1,550	1,589	1,629	1,670
G-141-8292-4050 Contractors	0	0	10,000	1,210	10,325	10,583	10,848	11,119
G-141-8292-4095 Maintenance Contracts	0	0	5,000	3,829	5,135	5,263	5,395	5,530
G-141-8292-4105 Snow Removal	9,500	13,000	16,500	5,081	12,000	12,300	12,607	12,922
G-141-8292-4107 Building Maintenance	48,000	103,750	54,500	15,151	35,000	35,875	36,772	37,691
Total 8292 Library	67,110	126,440	92,230	31,782	0	0	0	0
Total 141 CITY BUILDINGS	862,318	1,481,628	2,216,487	1,318,851	1,844,923	1,987,932	2,144,601	2,316,297



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G721 Programs - Recreation

Department/Division Overview:

The Recreation Division – Program comprises of six full time staff, and approximately 60 casual summer staff. It is responsible for the coordination and oversight of the development, operation, and evaluation of recreation programs and events, through direct offerings, facilitation, and in collaboration with community groups. These programs and events offer a variety of opportunities for children and youth through to senior aged community members and visitors.

Five key areas are:

- 1) Camps – three site locations ranging in age from 4 to 13
- 2) Pool Programs
- 3) Senior Lakeside Active Adults Association (SLAAA) – over 700 members
- 4) Direct Events – Canada Day Parade and Santa’s Parade of Lights
- 5) Community indoor and outdoor events – support initiatives on municipal owned and operated spaces

The Division manages the website, promotion, sponsorship and advertising, and the registration software for all divisions within the Community Services Department. It leads rental management through developing contracts, site plans, long-term user agreements, and related financial processes.

The team is newly responsible for leading the implementation of the Sport Tourism Strategy in partnership with Destination Stratford, the Cultural Plan, and the development of the Sponsorship Program.

Key Activities Planned for 2025:

- Continue the implementation of the Cultural Plan.
- Strengthen the framework of the Municipal Partnership Program as a source of revenue generation.
- Continue to partner with Destination Stratford in the implementation of the Sport Tourism Strategy.
- Implementation of change based on review of camp program operations
- Promote and secure diverse programming and events in the Agriplex Hall (former Bingo Hall). This area will also be utilized by SLAAA for larger events.

New Initiatives Planned for 2025:

- Development of a Facility Allocation Policy to meet the needs of the community and to maximize use of current assets.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future

Objectives:

- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Explain Significant Changes from 2024 including applying a climate lens:

- Utilize the contribution from reserve funding to support the Culture, Sport & Sponsorship Coordinator due to the position being hired in August. There are remaining funds to be incorporated into the 2025 budget to offset the cost.

721 RECREATION	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7200 Recreation Programs								
G-721-7200-1120 Canada Grants	0	0	(12,185)	(10,390)	(8,000)	(8,200)	(8,405)	(8,615)
G-721-7200-1130 Ontario Grants	(47,700)	(47,700)	(47,700)	(26,023)	(55,000)	(56,375)	(57,784)	(59,229)
G-721-7200-1330 Advertising Revenue	(18,000)	(15,000)	(20,000)	(5,390)	(32,500)	(33,313)	(34,146)	(35,000)
G-721-7200-1350 Revenue - Recreation Programs	(111,000)	(160,500)	(212,525)	(160,519)	(212,100)	(217,402)	(222,837)	(228,408)
G-721-7200-1570 Donations	0	(2,500)	0	0	0	0	0	0
G-721-7200-1770 Recoverables	0	0	0	2,244	0	0	0	0
G-721-7200-1810 Contribution From Reserves	0	(117,150)	(110,000)	0	(75,000)	0	0	0
G-721-7200-2100 F.T. Salaries & Wages	327,490	406,277	565,880	347,367	559,290	576,069	593,351	611,152
G-721-7200-2110 P.T. Salaries & Wages	135,560	178,640	261,240	175,684	235,027	242,078	249,340	256,820
G-721-7200-2500 F.T. Benefits & Employer Costs	102,410	100,920	149,740	116,619	191,920	197,678	203,608	209,716
G-721-7200-2510 P.T. Benefits & Employer Costs	11,310	19,720	25,600	11,749	24,820	25,565	26,332	27,122
G-721-7200-2700 Other Payroll Expenses	0	0	0	25	0	0	0	0
G-721-7200-3010 Clothing	5,550	6,550	3,050	884	2,900	2,972	3,046	3,122
G-721-7200-3050 Materials	16,500	26,500	30,000	7,668	30,000	30,750	31,519	32,307
G-721-7200-3070 Office Supplies	2,500	2,500	1,750	265	1,750	1,794	1,839	1,885
G-721-7200-3090 Copier/Printer Lease	1,560	1,950	2,400	1,602	2,100	2,153	2,207	2,262
G-721-7200-3120 Meal & Meeting Costs	1,500	1,500	1,500	70	750	769	788	808
G-721-7200-4010 Advertising	45,000	42,500	42,500	2,743	40,000	41,000	42,025	43,076
G-721-7200-4020 Service Contracts	50,000	50,000	72,550	72,943	70,150	71,904	73,702	75,545
G-721-7200-4035 Conferences - Accommodations	3,000	4,500	4,500	0	4,500	4,613	4,728	4,846
G-721-7200-4036 Conferences - Expenses	1,500	1,500	1,500	575	1,500	1,537	1,575	1,614
G-721-7200-4037 Conferences - Registration	2,000	3,500	3,500	0	3,500	3,587	3,677	3,769
G-721-7200-4038 Conferences - Travel/Mileage	1,000	1,750	1,750	0	1,750	1,794	1,839	1,885
G-721-7200-4040 Consultants	16,000	16,500	0	0	0	0	0	0
G-721-7200-4050 Contractors	5,000	0	0	106	0	0	0	0
G-721-7200-4095 Maintenance Contracts	25,000	27,000	27,000	18,574	27,000	27,675	28,367	29,076
G-721-7200-4097 Memberships	2,700	3,100	3,100	2,614	4,000	4,100	4,203	4,308
G-721-7200-4120 Telephone - Cell Phones	3,000	0	0	0	0	0	0	0
G-721-7200-4142 Training - Expenses	1,000	1,000	1,000	3,099	2,000	2,050	2,101	2,154
G-721-7200-4150 Mileage	2,000	2,000	2,000	275	500	513	526	539
G-721-7200-4160 Special Projects	115,000	115,000	12,185	1,316	8,000	8,200	8,405	8,615
G-721-7200-4164 Special Events	40,000	56,000	82,275	44,510	84,525	86,638	88,804	91,024
G-721-7200-5010 Bank & Financing Charges	0	0	0	28,595	0	0	0	0
G-721-7200-7907 Interfunctional Telephone	0	3,000	3,000	3,000	2,040	2,142	2,249	2,361
Total 7200 Recreation Programs	739,880	729,057	895,610	640,205	915,422	1,020,291	1,051,059	1,082,754

721 RECREATION	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
7300 Recreation Facilities								
G-721-7300-1350 Recreation Program Revenue	(42,440)	0	0	(3,239)	0	0	0	0
G-721-7300-1460 Recreational Facility Rental Income	(245,870)	(6,000)	(4,000)	(10,209)	(4,000)	(4,100)	(4,203)	(4,308)
G-721-7300-1461 Revenue- Ice Rentals	(927,060)	0	0	4,800	0	0	0	0
G-721-7300-1462 Revenue- Hall Rentals	(118,000)	0	0	(6,107)	0	0	0	0
G-721-7300-1463 Revenue - Lions Pool	(129,000)	0	0	0	0	0	0	0
G-721-7300-1499 Fee Discounts	0	0	0	482	0	0	0	0
G-721-7300-1770 Recoverables	(337,960)	0	0	0	0	0	0	0
G-721-7300-1810 Contribution From Reserves	(271,000)	0	0	0	0	0	0	0
G-721-7300-1820 Contribution From Reserve Fund	0	0	0	0	(82,580)	0	0	0
G-721-7300-1903 Interfunctional Maintenance	0	0	0	0	(11,235)	(11,797)	(12,387)	(13,006)
G-721-7300-1908 Interfunctional Fee Waivers	0	(120,000)	0	0	0	0	0	0
G-721-7300-2100 F.T. Salaries & Wages	1,388,747	570,557	496,590	663,809	549,080	565,552	582,519	599,995
G-721-7300-2110 P.T. Salaries & Wages	626,835	93,340	117,580	86,753	44,630	45,969	47,348	48,768
G-721-7300-2500 F.T. Benefits & Employer Costs	414,220	194,250	218,260	208,492	225,020	231,771	238,724	245,886
G-721-7300-2510 P.T. Benefits & Employer Costs	81,610	16,840	12,280	17,770	4,760	4,903	5,050	5,202
G-721-7300-2700 Other Payroll Expenses	0	0	250	136	260	268	276	284
G-721-7300-3010 Clothing	25,000	25,000	26,000	11,722	26,000	26,650	27,316	27,999
G-721-7300-3030 Heat	162,825	1,200	1,500	736	1,550	1,589	1,629	1,670
G-721-7300-3040 Hydro	747,000	45,650	20,000	6,087	20,650	21,166	21,695	22,237
G-721-7300-3045 Water/Sewage	133,970	71,125	57,025	15,368	58,740	60,208	61,713	63,256
G-721-7300-3050 Materials	100,940	26,400	16,650	13,966	10,285	10,542	10,806	11,076
G-721-7300-3070 Office Supplies	3,500	3,625	3,725	2,539	3,840	3,936	4,034	4,135
G-721-7300-3090 Copier/Printer Lease	2,400	1,850	2,300	1,807	2,800	2,870	2,942	3,016
G-721-7300-3100 Postage	50	300	300	192	300	308	316	324
G-721-7300-3180 Vehicle - Fuel	8,000	8,000	8,000	1,987	0	0	0	0
G-721-7300-3190 Vehicle - Repairs And Maintenance	6,250	6,250	6,400	2,721	0	0	0	0
G-721-7300-4010 Advertising	0	8,500	10,000	8,190	10,000	10,250	10,506	10,769
G-721-7300-4036 Conferences - Expenses	0	0	500	0	500	513	526	539
G-721-7300-4037 Conferences - Registration	0	0	2,000	2,310	2,500	2,563	2,627	2,693
G-721-7300-4038 Conferences - Travel/Mileage	0	0	300	0	300	308	316	324
G-721-7300-4040 Consultants	50,000	50,000	50,000	0	50,000	51,250	52,531	53,844
G-721-7300-4050 Contractors	120,000	21,550	20,000	11,465	20,600	21,115	21,643	22,184
G-721-7300-4095 Maintenance Contracts	248,000	46,040	31,590	8,317	31,610	32,400	33,210	34,040
G-721-7300-4097 Memberships	6,000	4,000	4,000	1,651	4,000	4,100	4,203	4,308
G-721-7300-4100 Services - Other	0	0	0	918	0	0	0	0
G-721-7300-4107 Building Maintenance	313,800	126,375	113,500	135,513	66,590	68,255	69,961	71,710
G-721-7300-4110 Telephone - Basic	24,840	0	0	1,963	0	0	0	0
G-721-7300-4120 Telephone- Cellular/Aircards	4,860	0	0	0	0	0	0	0

721 RECREATION	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-721-7300-4124 Cable/Satellite	3,300	3,300	3,300	2,723	3,300	3,382	3,467	3,554
G-721-7300-4140 Training- Registration	6,000	9,500	11,500	8,530	13,500	13,837	14,183	14,538
G-721-7300-4142 Training - Expenses	2,000	2,000	2,500	244	2,500	2,563	2,627	2,693
G-721-7300-4155 Facility Improvements	70,000	0	0	0	0	0	0	0
G-721-7300-5010 Bank & Financing Charges	0	0	0	504	0	0	0	0
G-721-7300-5030 Interest On Long-Term Debt	561,130	424,990	382,369	196,922	335,235	318,473	302,549	287,422
G-721-7300-5035 Principal On Long-Term Debt	1,017,140	1,018,340	1,018,896	509,382	863,965	820,767	779,729	740,743
G-721-7300-7820 Transfer To Reserve Funds	524,000	1,120,000	2,200,000	1,650,000	829,000	911,900	1,003,090	1,103,399
G-721-7300-7901 Interfunctional IT Support	0	0	385,395	385,395	363,288	381,452	400,525	420,551
G-721-7300-7905 Interfunctional Fleet	0	149,000	67,250	67,250	147,050	154,403	162,123	170,229
G-721-7300-7907 Interfunctional Telephone	0	33,360	38,460	38,460	31,610	33,191	34,851	36,594
Total 7300 Recreation Facilities	4,581,087	3,955,342	5,324,420	4,049,549	3,625,648	3,790,557	3,886,445	3,996,668
Total 721 RECREATION	5,320,967	4,684,399	6,220,030	4,689,754	4,541,070	4,810,848	4,937,504	5,079,422



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G731 Cemetery

Department/Division Overview:

Avondale Cemetery provides the community with cemetery services and we are dedicated to helping families and individuals understand and make decisions regarding cemetery services and products. We do this in a manner that is sensitive, caring and comforting.

The Cemetery lands are approximately 68 acres within excess of 32,000 interred. The Cemetery averages 300 interments a year consisting of traditional casket burials, cremation burials and niche interments along with a scattering garden option.

Key Activities Planned for 2025:

- Ongoing cycle of Cemetery road and parking lot paving, identified areas to be resurfaced
- Roof replacement for the office and chapel at Cemetery

New Initiatives Planned for 2025:

- Addition of three Columbarium Niche Walls and base surrounds (64 (3) – 192 Niches)
- As outlined in the Avondale Cemetery Master Plan and the 10-year capital forecast

Strategic Priority or Current Service Delivery:

This Work Plan contributes to the current service delivery by continuing to meet the needs of our customers.

Explain Significant Changes from 2024 including applying a climate lens:

Not applicable.

731 CEMETERY	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
5500 Cemetery Operations								
G-731-5500-1470 Rentals And Leases - Burials	(380,000)	(320,000)	(320,000)	(283,543)	(360,000)	(369,000)	(378,225)	(387,681)
G-731-5500-1820 Contribution From Reserve Fund	(10,000)	(10,000)	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)
G-731-5500-1830 Contribution From Trust Funds	(75,000)	(75,000)	(75,000)	0	(90,000)	(90,000)	(90,000)	(90,000)
G-731-5500-2100 F.T. Salaries & Wages	393,800	402,210	408,500	311,433	429,350	442,231	455,498	469,163
G-731-5500-2110 P.T. Salaries & Wages	34,620	35,280	34,620	25,805	19,190	19,766	20,359	20,970
G-731-5500-2500 F.T. Benefits & Employer Costs	120,080	122,280	138,100	106,272	145,000	149,350	153,831	158,446
G-731-5500-2510 P.T. Benefits & Employer Costs	3,250	6,600	5,280	3,676	2,930	3,018	3,109	3,202
G-731-5500-3010 Clothing	2,000	2,000	2,000	249	2,000	2,050	2,101	2,154
G-731-5500-3030 Heat	3,800	3,800	3,800	2,543	3,800	3,895	3,992	4,092
G-731-5500-3040 Hydro	7,000	7,000	6,000	2,511	6,000	6,150	6,304	6,462
G-731-5500-3045 Water / Sewage	6,000	7,000	4,800	2,415	4,800	4,920	5,043	5,169
G-731-5500-3050 Materials	30,000	35,000	50,000	38,456	60,000	61,500	63,037	64,613
G-731-5500-3070 Office Supplies	600	600	500	0	500	513	526	539
G-731-5500-3090 Copier/Printer Lease	1,620	1,450	1,670	1,114	1,700	1,742	1,786	1,831
G-731-5500-3100 Postage	300	300	500	297	500	513	526	539
G-731-5500-3140 R & M Building & Equipment	8,000	10,000	10,000	3,704	10,000	10,250	10,506	10,769
G-731-5500-3180 Vehicle - Fuel	30,000	30,000	30,000	1,326	20,000	20,500	21,012	21,537
G-731-5500-3190 Vehicle Repairs & Maintenance	10,000	10,000	7,000	458	7,000	7,175	7,354	7,538
G-731-5500-4050 Contractors	12,000	12,000	12,000	3,358	12,000	12,300	12,607	12,922
G-731-5500-4120 Telephone - Cell Phones	600	0	0	694	0	0	0	0
G-731-5500-4155 Facility Improvements	0	0	50,000	45,767	50,000	51,250	52,531	53,844
G-731-5500-5010 Bank & Financing Charges	0	0	0	7,412	0	0	0	0
G-731-5500-5030 Interest On Long-Term Debt	3,520	1,200	609	374	85	81	77	73
G-731-5500-5035 Principal On Long-Term Debt	27,990	29,400	29,974	14,917	15,205	14,445	13,723	13,037
G-731-5500-5062 Property Taxes	0	5,450	5,741	0	6,291	6,448	6,609	6,774
G-731-5500-7820 Transfer To Reserve Funds	230,000	147,000	72,000	54,000	280,600	308,660	339,526	373,479
G-731-5500-7901 Interfunctional IT Support	0	0	11,504	11,504	12,110	12,716	13,352	14,020
G-731-5500-7905 Interfunctional Fleet	0	0	23,310	23,310	124,080	130,284	136,798	143,638
G-731-5500-7907 Interfunctional Telephone	0	600	600	600	410	431	453	476
Total 5500 Cemetery Operations	460,180	464,170	503,508	378,652	753,551	801,188	852,435	907,606
Total 731 CEMETERY	460,180	464,170	503,508	378,652	753,551	801,188	852,435	907,606



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G750 Transit

Department/Division Overview:

This department provides transit services on seven routes Monday to Friday not including three school specials that run at am/pm peak times. Transit offers an on-demand service on Saturdays and Sundays with no fixed routes.

Key Activities Planned for 2025:

Overtime/Labour costs will continue to be monitored in 2025. A continued increased utilization of part-time staff and an ongoing specific recruitment strategy will attempt to maintain 100% service levels and ensure a full complement of staff. Recruiting of new staff requiring specific skillsets remains critical as many of the existing workforce will reach retirement status in 2025 and onwards. Staff recruitment and retention will continue to be the focus in 2025.

New Initiatives Planned for 2025:

New capital expenditures (Investing in Canada Infrastructure approved funding) will include projects such as procuring of up to two new Mobility buses, continued Transit garage/office upgrades and the potential of the planning of bus electrification once funding is approved.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

Explain Significant Changes from 2024 including applying a climate lens:

New hybrid transit bus will be in operation late fall 2024. This is a significant step for ‘community-wide’ climate change initiatives (as identified in the Community Climate Action Plan) to address mitigation and reduce Greenhouse Gas emissions for transit fleet.

750 TRANSIT	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3300 Regular Transit Operating								
G-750-3300-1130 Ontario Grants	(574,175)	0	0	0	0	0	0	0
G-750-3300-1395 Transit Fares	(105,000)	(110,000)	(125,000)	(215,936)	(225,000)	(230,625)	(236,391)	(242,301)
G-750-3300-1470 Transit Bus Passes	(520,000)	(510,000)	(400,000)	(239,681)	(300,000)	(307,500)	(315,188)	(323,068)
G-750-3300-1475 Transit Bus Tickets	(65,000)	(60,000)	(70,000)	(65,199)	(70,000)	(71,750)	(73,544)	(75,383)
G-750-3300-1610 Sales- Advertising	(18,000)	(30,000)	(30,000)	(18,535)	(25,000)	(25,625)	(26,266)	(26,923)
G-750-3300-1820 Contribution From Reserve Fund	0	(593,399)	0	0	0	0	0	0
G-750-3300-2100 F.T. Salaries & Wages	1,469,280	1,532,326	1,745,400	963,896	1,800,410	1,854,422	1,910,055	1,967,357
G-750-3300-2110 P.T. Salaries & Wages	656,070	608,778	500,270	286,100	518,500	534,055	550,077	566,579
G-750-3300-2500 F.T. Benefits & Employer Costs	568,220	502,177	618,530	353,111	652,200	671,766	691,919	712,677
G-750-3300-2510 P.T. Benefits & Employer Costs	62,530	115,193	68,360	34,510	72,160	74,325	76,555	78,852
G-750-3300-2700 Other Payroll Expenses	6,500	4,000	3,000	1,396	2,500	2,575	2,652	2,732
G-750-3300-3010 Clothing	12,500	12,500	12,000	9,773	12,000	12,300	12,607	12,922
G-750-3300-3020 Goods Purchased For Resale	20,000	30,000	20,000	21,304	30,000	30,750	31,519	32,307
G-750-3300-3030 Heat	12,500	0	0	79	0	0	0	0
G-750-3300-3040 Hydro	30,000	0	0	2,880	0	0	0	0
G-750-3300-3045 Water/Sewage	7,500	0	0	1,014	0	0	0	0
G-750-3300-3070 Office Supplies	2,200	2,500	2,500	2,313	2,500	2,563	2,627	2,693
G-750-3300-3090 Copier/Printer Lease	4,070	2,000	1,860	1,178	1,775	1,819	1,864	1,911
G-750-3300-3100 Postage	150	125	150	217	150	154	158	162
G-750-3300-3110 Printing	5,000	5,000	2,500	1,184	2,500	2,563	2,627	2,693
G-750-3300-3140 R & M - Buildings & Equipment	20,000	0	5,000	10,212	5,500	5,637	5,778	5,922
G-750-3300-3170 Uniforms	4,000	4,000	5,500	7,524	6,200	6,355	6,514	6,677
G-750-3300-4010 Advertising	2,500	2,500	2,000	347	2,000	2,050	2,101	2,154
G-750-3300-4020 Service Contracts	16,750	20,000	20,000	13,077	20,000	20,500	21,012	21,537
G-750-3300-4036 Conferences - Expenses	1,500	1,500	1,500	899	2,000	2,050	2,101	2,154
G-750-3300-4038 Conference - Mileage/Travel	300	200	200	0	0	0	0	0
G-750-3300-4040 Consultants	150,000	109,118	0	0	0	0	0	0
G-750-3300-4060 Courier/Freight	2,500	2,500	1,000	106	1,000	1,025	1,051	1,077
G-750-3300-4095 Annual Service Contracts	85,000	105,000	115,000	113,588	130,000	133,250	136,581	139,996
G-750-3300-4097 Memberships	5,500	6,000	7,000	6,029	7,000	7,175	7,354	7,538
G-750-3300-4105 Snow Removal	100,000	105,000	125,000	53,388	125,000	128,125	131,328	134,611
G-750-3300-4107 Building Maintenance	11,000	0	0	843	0	0	0	0
G-750-3300-4120 Telephone - Cell Phones	11,710	0	0	0	0	0	0	0
G-750-3300-4142 Training - Expenses	1,000	0	0	0	0	0	0	0
G-750-3300-5030 Interest On Long-Term Debt	32,320	0	0	0	0	0	0	0
G-750-3300-5035 Principal On Long-Term Debt	74,530	0	0	0	0	0	0	0
G-750-3300-7820 Transfer To Reserve Fund	0	484,281	0	0	0	0	0	0
G-750-3300-7901 Interfunctional IT Support	0	0	74,778	74,778	78,712	82,648	86,780	91,119

750 TRANSIT	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-750-3300-7905 Interfunctional Fleet	0	149,000	702,200	702,200	724,610	760,841	798,883	838,827
G-750-3300-7907 Interfunctional Telephone	0	16,150	16,150	16,150	10,980	11,529	12,105	12,710
Total 3300 Regular Transit Operating	2,092,955	2,516,449	3,424,898	2,138,745	3,587,697	3,712,977	3,842,859	3,977,532
3320 Terminal Building (Downie)								
G-750-3320-1770 Recoverable	0	0	0	(600)	(900)	(922)	(945)	(969)
G-750-3320-2100 F.T. Salaries & Wages	0	27,043	39,470	25,396	41,540	42,786	44,070	45,392
G-750-3320-2110 P.T. Salaries & Wages	0	28,222	23,130	0	10,610	10,928	11,256	11,594
G-750-3320-2500 F.T. Benefits & Employer Costs	0	8,113	11,420	8,398	15,830	16,305	16,794	17,298
G-750-3320-2510 P.T. Benefits & Employer Costs	0	8,467	2,670	35	1,320	1,360	1,401	1,443
G-750-3320-3040 Hydro	0	11,000	11,500	3,457	11,500	11,787	12,082	12,384
G-750-3320-3045 Water/Sewage	0	1,000	1,000	373	1,200	1,230	1,261	1,293
G-750-3320-3140 R & M - Buildings & Equipment	0	8,000	8,250	2,401	6,000	6,150	6,304	6,462
G-750-3320-4107 Building Maintenance	0	7,500	7,725	9,354	7,925	8,123	8,326	8,534
G-750-3320-5030 Interest On Long-Term Debt	0	27,420	24,936	12,788	22,315	21,199	20,139	19,132
G-750-3320-5035 Principal On Long-Term Debt	0	74,580	74,579	37,289	74,580	70,851	67,308	63,943
G-750-3320-5062 Property Taxes	0	38,130	39,717	0	42,793	43,863	44,960	46,084
Total 3320 Terminal Building (Downie)	0	239,475	244,397	98,891	234,713	233,660	232,956	232,590
3325 Transit Garage (Corcoran)								
G-750-3325-3030 Heat	0	12,500	12,500	6,935	12,500	12,812	13,132	13,460
G-750-3325-3040 Hydro	0	14,000	14,000	6,817	14,000	14,350	14,709	15,077
G-750-3325-3045 Water/Sewage	0	6,000	6,000	1,598	6,000	6,150	6,304	6,462
G-750-3325-3140 R & M - Buildings & Equipment	0	12,000	0	3,720	12,000	12,300	12,607	12,922
G-750-3325-4107 Building Maintenance	0	4,500	5,000	9,943	6,500	6,662	6,829	7,000
Total 3325 Transit Garage (Corcoran)	0	49,000	37,500	29,013	51,000	52,274	53,581	54,921
Total 750 TRANSIT	2,092,955	2,804,924	3,706,795	2,266,649	3,873,410	3,998,911	4,129,396	4,265,043



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G751 Parallel Transit

Department/Division Overview:

This Department provides door to door transit services on a short-term and long-term basis to Stratford residents who are unable to utilize the regular transit system due to mobility limitations.

Key Activities Planned for 2025:

Maintain level of service customers have become accustomed to.

New Initiatives Planned for 2025:

The purchase of potentially two replacement Mobility buses will be key. The original specifications, through the Investing in Canada Infrastructure Program (ICIP) funding stream was to purchase hybrid units. The design and hybrid technology for mobility buses have not yet become as feasible as they have for larger conventional buses and other fleet options. The intent is that, once hybrid technology for mobility buses is fully developed and commercially available, the City will be able to revisit this purchase and take advantage of upgrading fleet deemed for replacement with low-carbon options. It is anticipated that in a few years down the road, low-carbon technology will update and become more in line with the present industry with bigger sized fleets. Until then a regular fuel vehicle is being proposed to be procured to cater to current service levels.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.

Explain Significant Changes from 2024 including applying a climate lens:

There are no significant changes from 2024 to 2025.

	2022	2023	2024	2024	2025	2026	2027	2028
751 PARALLEL TRANSIT	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
3350 Parallel Transit								
G-751-3350-1395 Transit Fares	(38,500)	(40,000)	(45,000)	(44,662)	(48,500)	(49,712)	(50,955)	(52,229)
G-751-3350-2100 F.T. Salaries & Wages	247,460	275,714	351,210	262,283	363,850	374,766	386,009	397,589
G-751-3350-2110 P.T. Salaries & Wages	163,590	164,280	176,850	127,493	180,380	185,791	191,365	197,106
G-751-3350-2500 F.T. Benefits & Employer Costs	87,030	85,710	128,530	97,553	125,660	129,430	133,313	137,312
G-751-3350-2510 P.T. Benefits & Employer Costs	42,100	31,220	22,270	16,474	24,540	25,276	26,034	26,815
G-751-3350-2700 Other Payroll Expenses	1,500	1,000	1,000	353	800	824	849	874
G-751-3350-3010 Clothing	4,500	4,000	3,800	3,401	3,500	3,587	3,677	3,769
G-751-3350-3070 Office Supplies	1,500	1,500	1,200	187	1,000	1,025	1,051	1,077
G-751-3350-3100 Postage	200	150	125	6	50	51	52	53
G-751-3350-3110 Printing	600	700	500	0	500	513	526	539
G-751-3350-3140 R & M - Buildings & Equipment	2,500	3,000	3,000	488	3,000	3,075	3,152	3,231
G-751-3350-4010 Advertising	1,000	1,000	1,000	0	750	769	788	808
G-751-3350-4036 Conferences - Expenses	1,500	1,500	1,500	681	1,500	1,537	1,575	1,614
G-751-3350-4097 Memberships	1,600	1,750	0	0	0	0	0	0
G-751-3350-4120 Telephone - Cell Phones	300	0	0	0	0	0	0	0
G-751-3350-4150 Travel/Mileage-Excl Training & Conf	300	250	250	0	0	0	0	0
G-751-3350-7907 Interfunctional Telephone	0	720	720	720	490	515	541	568
Total 3350 Parallel Transit	517,180	532,494	646,955	464,977	657,520	677,447	697,977	719,126
Total 751 PARALLEL TRANSIT	517,180	532,494	646,955	464,977	657,520	677,447	697,977	719,126



2025 BUDGET – WORK PLAN

Department:	Community Services
Budget Division:	G752 Community Transportation

Department/Division Overview:

This Department, in partnership with the County of Perth, Town of St. Marys and Municipality of North Perth, provides community transit services on four routes Monday to Saturday and provides transportation services to London, Kitchener-Waterloo, St. Marys, Stratford, Listowel and several locations throughout the County. This pilot project is being funded through the Province (Ministry of Transportation MTO) until March 2025.

Key Activities Planned for 2025:

To continue to advocate additional funding through the Province to financially sustain the service and to lessen any financial burdens to Stratford and our partners in 2025. Presently, the MTO Community Transportation funding stream will end March 2025, but with the additional Community Transportation funding that was approved earlier in 2024 and the three Municipal partner contributions to the project, this financial projection will take us to the end of 2025. Also, we will continue to monitor monthly ridership as this continues to be a benchmark to measure the success of the service.

New Initiatives Planned for 2025:

As in the past, aggressive marketing campaigns have been met with overwhelming success. Platforms such as production videos, radio ads, local newspaper and media boards in the County have given a very positive response. This will be maintained to continue to attract new customers and retain existing ones. Municipal partnerships and service provider agreements will be required to be renewed/extended beyond March 2025 when they are due to expire.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.

Explain Significant Changes from 2024 including applying a climate lens:

There are no significant changes from 2024 to 2025.

	2022	2023	2024	2024	2025	2026	2027	2028
752 COMMUNITY TRANSPORTATION	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
3310 COMMUNITY TRANSPORTATION								
G-752-3310-1130 ONTARIO GRANTS	(440,017)	(531,483)	(229,476)	(78,749)	(362,950)	0	0	0
G-752-3310-1395 FARE REVENUE	(18,500)	(60,000)	(90,000)	(112,901)	(120,000)	(123,000)	(126,075)	(129,227)
G-752-3310-1770 RECOVERABLES	(212,654)	(33,446)	(480,000)	0	(93,166)	0	0	0
G-752-3310-1810 CONTRIBUTION FROM RESERVES	0	(78,899)	0	0	(127,301)	0	0	0
G-752-3310-4010 ADVERTISING	40,000	30,000	25,000	15,839	25,000	25,625	26,266	26,923
G-752-3310-4020 SERVICE CONTRACT	699,000	720,000	710,000	477,203	715,000	732,875	751,197	769,977
G-752-3310-4090 LEGAL	20,000	10,000	5,000	0	10,000	10,250	10,506	10,769
G-752-3310-7810 TRANSFER TO RESERVES	0	0	59,476	0	0	0	0	0
Total 3310 COMMUNITY TRANSPORTATION	87,829	56,172	0	301,392	46,583	645,750	661,894	678,442
Total 752 COMMUNITY TRANSPORTATION	87,829	56,172	0	301,392	46,583	645,750	661,894	678,442



2025 BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G211 Fire

Department/Division Overview:

The Stratford Fire Department is a full-time career Department comprised of 50 staff providing 24/7 coverage for the community. The Department provides general fire services, fire prevention, public fire safety education, fire safety standards/enforcement, and fire inspections/investigations. Another key function is Community Emergency Management (CEMC) coordination, as required.

Key Activities Planned for 2025:

The newly created positions of Community Emergency Management Coordinator Administrator, Fire Prevention/Training Administrator, and Fire Prevention/Safety Educator are now fulfilled with staff that formerly held dispatcher positions. They will attend courses and training reflective of their positions.

The Department has applied for funding through the Fire Protection Grant and was successful. This grant will support the protective equipment for firefighters to reduce exposure to cancer causing agents and will replace our current Extractor (washing machine for firefighting gear). Approvals for the 2024 applications are to be determined in 2025 and then another round of the grant will commence later in 2025.

New Initiatives Planned for 2025:

Install mobile data terminals in two fire vehicles. These terminals will provide the Fire Officer with the emergency call information, building information, updates from Dispatch, and reduce radio traffic.

Begin replacing fluorescent lighting with light emitting diode (LED) lighting in the vehicle bays of both fire stations.

Apply for a Self-Contained Breathing Apparatus (SCBA) and equipment decontamination washing machine through the 2025 iteration of the Fire Protection Grant, which will require plumbing, but we do not anticipate a response to the grant request until 2026.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing a light-replacement project, switching to LED bulbs and to procure a hybrid vehicle to replace an internal combustion engine vehicle, that is well pass its 10-year life span.

Explain Significant Changes from 2024 including applying a climate lens:

Procurement of a hybrid utility vehicle and replacing some fluorescent lighting to LED lighting in the vehicle bays of both fire stations will directly impact corporate GHG emissions, and result in cost savings. The Mobile Data Terminals will be Energy Star rated, which are more energy efficient and cost-effective over the service life of the equipment.

211 FIRE	2022	2023	2024	2024	2025	2026	2027	2028
	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
2100 Fire Protection Administration								
G-211-2100-1405 User Fees	(65,000)	(5,000)	(7,500)	(8,829)	(8,000)	(8,200)	(8,405)	(8,615)
G-211-2100-1775 Grants - Other	0	0	0	(47,471)	0	0	0	0
G-211-2100-2100 F.T. Salaries & Wages	6,054,690	6,228,520	6,579,430	5,694,450	6,727,780	6,929,613	7,137,501	7,351,626
G-211-2100-2110 P.T. Salaries & Wages	0	0	0	55,559	0	0	0	0
G-211-2100-2500 F.T. Benefits & Employer Costs	1,801,470	1,792,630	2,036,130	1,564,058	2,075,210	2,137,466	2,201,590	2,267,638
G-211-2100-3011 Personal Protective Equipment	35,000	40,000	53,700	49,261	57,500	58,937	60,410	61,920
G-211-2100-3030 Heat	6,500	6,500	6,000	5,377	6,225	6,381	6,541	6,705
G-211-2100-3040 Hydro	12,000	12,000	11,750	6,263	12,000	12,300	12,607	12,922
G-211-2100-3045 Water/Sewage	2,400	2,400	2,400	1,546	3,000	3,075	3,152	3,231
G-211-2100-3050 Materials	5,000	5,000	6,000	4,712	6,500	6,662	6,829	7,000
G-211-2100-3052 Materials -Emergency Management	3,500	3,500	2,500	0	50,000	51,250	52,531	53,844
G-211-2100-3070 Office Supplies	3,000	1,000	1,150	1,139	1,500	1,537	1,575	1,614
G-211-2100-3090 Copier/Printer Lease	3,670	3,000	2,910	1,890	2,900	2,972	3,046	3,122
G-211-2100-3100 Postage	500	500	250	82	170	174	178	182
G-211-2100-3110 Printing	1,000	1,000	750	187	750	769	788	808
G-211-2100-3120 Meeting Costs	1,000	1,000	800	385	750	769	788	808
G-211-2100-3140 Repairs & Maint - Bldg & Equip	9,000	9,000	14,000	10,821	26,190	26,845	27,516	28,204
G-211-2100-3170 Uniforms	20,000	20,000	21,500	17,509	24,800	25,420	26,055	26,706
G-211-2100-3180 Vehicle - Fuel	30,000	30,000	32,000	24,950	33,500	34,338	35,196	36,076
G-211-2100-3190 Vehicles - Repairs & Maintenance	60,000	60,000	62,000	76,452	65,000	66,625	68,291	69,998
G-211-2100-4010 Advertising	1,700	1,700	1,500	712	1,600	1,640	1,681	1,723
G-211-2100-4020 Service Contracts	32,050	41,070	40,490	28,738	295,550	302,939	310,512	318,275
G-211-2100-4036 Conferences - Expenses	4,000	4,000	4,000	1,788	5,000	5,125	5,253	5,384
G-211-2100-4050 Contractors	19,200	15,000	413,800	14,139	21,100	21,627	22,168	22,722
G-211-2100-4090 Legal	0	0	0	2,494	0	0	0	0
G-211-2100-4097 Memberships	3,500	3,500	2,500	1,360	2,345	2,404	2,464	2,526
G-211-2100-4105 Snow Removal	8,000	8,000	10,000	6,163	15,000	15,375	15,759	16,153
G-211-2100-4110 Telephone - Basic	14,550	0	0	0	0	0	0	0
G-211-2100-4120 Cell Phones	3,600	0	0	0	0	0	0	0
G-211-2100-4142 Training - Expenses	10,000	10,000	10,000	5,096	12,000	12,300	12,607	12,922
G-211-2100-4155 Facility Improvements	2,000	2,000	2,500	1,765	2,500	2,563	2,627	2,693
G-211-2100-4164 Special Events	2,500	2,500	2,000	0	2,000	2,050	2,101	2,154
G-211-2100-5030 Interest On Long-Term Debt	55,490	96,250	94,737	71,699	91,815	87,224	82,863	78,720
G-211-2100-5035 Principal On Long-Term Debt	74,564	35,240	36,748	26,915	39,670	37,687	35,803	34,013
G-211-2100-5065 Provincial Programs	5,000	5,000	4,000	3,175	4,110	4,213	4,318	4,426
G-211-2100-7820 Transfer To Reserve Funds	150,000	175,000	115,000	86,250	125,110	137,621	151,383	166,521
G-211-2100-7901 Interfunctional IT Support	0	0	270,352	270,352	302,740	317,877	333,771	350,460
G-211-2100-7903 Interfunctional Maintenance	0	0	0	0	15,000	15,750	16,538	17,365
G-211-2100-7907 Interfunctional Telephone	0	18,150	18,150	18,150	15,540	16,317	17,133	17,990

	2022	2023	2024	2024	2025	2026	2027	2028
211 FIRE	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-211-2100-9010 Office Equipment & Furnishings	1,000	1,000	6,000	593	6,000	6,150	6,304	6,462
G-211-2100-9030 Equipment Purchases	10,000	10,000	10,000	6,487	10,000	10,250	10,506	10,769
G-211-2100-9040 Tools & Small Equipment	10,000	10,000	10,000	8,274	12,000	12,300	12,607	12,922
Total 2100 Fire Protection Administration	8,390,884	8,649,460	9,877,547	8,012,491	10,064,855	10,368,345	10,682,587	11,007,989
Total 211 FIRE	8,390,884	8,649,460	9,877,547	8,012,491	10,064,855	10,368,345	10,682,587	11,007,989



2025 BUDGET – WORK PLAN

Department:	Fire
Budget Division:	G512 Airport

Department/Division Overview:

The Stratford Municipal Airport is located within the Township of Perth East, just 6 kms north of the City, occupying 480 acres. There are 2 asphalt runways covering 23 acres. Airport operations are contracted out to Stratford Air Services Ltd.

Key Activities Planned for 2025:

The taxiway is in serious need of repairs to the surface, including crack filling and new asphalt patching. Nominal repair cost estimates have been included in the operating budget. The federally legislated flights of the runway approaches, performed and assessed every five years, will be performed in 2025. The cost of this is included in the operating budget.

There are minor roof repairs required due to leaking in the roof of the main terminal building and some fluorescent lighting will be replaced with Light Emitting Diode (LED) lighting. The cost of this is included in the operating budget.

Staff continue to review the Airport Study and options and updated information will be presented to Council.

Farmland lease will again be posted for an Expression of Interest opportunity for increased revenue.

New Fees and Charges added to the bylaw to represent User Fees that include an annual fee for each aircraft based at the airport.

New Initiatives Planned for 2025:

Now that Alliance North is established as a public benefit flying organization, there is a plan to hold a public flying event to work with them as an organization that brings entities together to promote general aviation in communities. This event would focus on Emergency Management support and include fly-ins from other airports and organizations, resulting in increased fuel sales and possible new airport users.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing a project to replace current lighting with more efficient LED bulbs.

Explain Significant Changes from 2024 including applying a climate lens:

A significant change will be the implementation of new user fees into the Fees and Charges Bylaw, as per the recommendation of the Airport Study, resulting in an annual revenue increase of \$8,000 - \$12,000. A second will be the installation of Light Emitting Diode fixtures to reduce the carbon footprint.

512 STRATFORD MUNICIPAL AIRPORT	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3602 Airport Administration								
G-512-3602-1405 User Fees	(3,225)	(2,200)	(3,500)	(650)	(4,000)	(4,100)	(4,203)	(4,308)
G-512-3602-1450 Rent And Lease Revenue	(12,000)	(12,000)	(25,000)	(8,899)	(30,000)	(30,750)	(31,519)	(32,307)
G-512-3602-1470 Rentals And Leases	(45,000)	(56,580)	(60,000)	(34,810)	(60,000)	(61,500)	(63,037)	(64,613)
G-512-3602-1610 Sales	(200,000)	(286,000)	(290,000)	(235,345)	(270,000)	(276,750)	(283,669)	(290,761)
G-512-3602-1820 Contribution From Reserve Fund	(50,000)	(40,000)	0	0	(10,000)	0	0	0
G-512-3602-3020 Goods Purchased For Resale	155,142	213,700	215,000	189,750	200,000	205,000	210,125	215,378
G-512-3602-3030 Heat	5,000	7,000	7,100	3,212	7,000	7,175	7,354	7,538
G-512-3602-3040 Hydro	11,000	12,000	13,000	9,843	13,500	13,837	14,183	14,538
G-512-3602-3100 Postage	100	100	80	41	75	77	79	81
G-512-3602-3140 Repairs & Maint-Bldgs & Equip	8,000	8,000	9,000	0	8,000	8,200	8,405	8,615
G-512-3602-3180 Vehicle - Fuel	2,000	3,000	2,800	1,618	3,100	3,177	3,256	3,337
G-512-3602-3190 Vehicle - Repairs & Expenses	1,500	1,500	1,500	0	1,500	1,537	1,575	1,614
G-512-3602-4010 Advertising	500	500	5,000	0	750	769	788	808
G-512-3602-4020 Service Contracts	85,500	86,790	86,790	78,534	92,000	94,300	96,657	99,073
G-512-3602-4040 Consultants	45,000	40,000	5,000	0	4,000	4,100	4,203	4,308
G-512-3602-4050 Contractors	55,000	45,000	45,000	14,150	49,125	50,353	51,612	52,902
G-512-3602-4080 Insurance	5,300	5,500	5,500	5,724	5,724	6,010	6,311	6,627
G-512-3602-4092 Property Taxes	14,500	14,500	14,500	11,563	15,500	15,887	16,284	16,691
G-512-3602-4097 Memberships	1,700	1,700	1,600	705	1,005	1,030	1,056	1,082
G-512-3602-4100 Services - Other	0	0	0	0	5,000	5,125	5,253	5,384
G-512-3602-4105 Snow Removal	7,500	7,500	7,000	2,024	6,725	6,893	7,065	7,242
G-512-3602-4108 Tree Trimming	10,000	10,000	0	0	0	0	0	0
G-512-3602-4110 Telephone - Basic	1,500	1,500	1,500	940	1,300	1,332	1,365	1,399
G-512-3602-4125 Internet	725	730	750	1,123	1,250	1,281	1,313	1,346
G-512-3602-4155 Facility Improvements	5,000	5,000	4,000	0	14,000	14,350	14,709	15,077
G-512-3602-5010 Bank & Financing Charges	0	0	0	4,387	5,500	5,637	5,778	5,922
G-512-3602-7810 Transfer To Reserve	0	0	10,000	0	0	0	0	0
G-512-3602-7820 Transfer To Reserve Funds	80,000	100,000	0	0	0	0	0	0
G-512-3602-7901 Interfunctional IT Support	0	0	11,504	11,504	12,110	12,716	13,352	14,020
G-512-3602-7906 Interfunctional Insurance	0	0	4,925	4,925	3,735	3,922	4,118	4,324
Total 3602 Airport Administration	184,742	167,240	73,049	60,339	76,899	89,608	92,413	95,317
Total 512 STRATFORD MUNICIPAL AIRPORT	184,742	167,240	73,049	60,339	76,899	89,608	92,413	95,317



2025 BUDGET – WORK PLAN

Department:	Building and Planning Services
Budget Division:	G250 Building Permits

Department/Division Overview:

The Building Division staff currently includes one (1) Building Coordinator, one (1) Municipal Building Official I (MBO I), two (2) Municipal Building Official II (MBO II), one (1) Municipal Building Official III (MBO III), one (1) Deputy Chief Building Official (DCBO), and one (1) Chief Building Official.

The Building Division is responsible for enforcing the Building Code Act (BCA) and the Ontario Building Code (OBC) for construction within the Municipality. All the roles within the Division have a role with the issuance and construction of a building permit; daily roles are intake on building permit applications, review construction plans for conformance with the OBC, issue building permits and complete the mandated inspections in the OBC. The Division also investigates complaints for illegal construction, enforces requirements to obtain building permits, and investigates unsafe structures to ensure proper measures are taken and achieved to ensure the health and safety of the public and occupants of buildings meets the minimum standards as laid out in the OBC.

Key Activities Planned for 2025:

New Building Code for 2025: The Province of Ontario has announced a new Building Code that comes into effect Jan 1, 2025. The Division is currently preparing for the new code changes that are to be implemented and will focus on training up to and throughout 2025.

In addition to ensuring staff are up to date on the new changes, we are hoping to focus with industry professionals and stakeholders in the development community to ensure the implementation and transition of the code changes are smooth.

Continued City Growth: The requirements of housing growth and ensuring affordable housing is an option for the residents of Stratford and is an initiative and strategic priority for the Corporation. While the role of the Building Division is the issuance of permits, participating in housing initiatives can help interested parties in understanding the requirements of the Building Division while providing a level of customer service that bring new dwelling units and new affordable housing to Stratford.

In addition to housing, growth within the industries is key for the Municipality. The Building Division will continue to provide customer service to existing and new industry looking to expand within the City limits.

The Building Division is currently not proposing any expansion initiatives for the department but will utilize 2025 to evaluate the Division and potentially plan for growth in the department for 2026.

Building Permit Fee Study

A Building Permit Fee Study is needing to be completed for the Building Division to implement building permit fees. This is planned to start in 2024 and will be wrapping up and initiated in early 2025.

A review of Building Permit Fees is required to be completed to ensure the Division has fees that represent the services we provide to ensure the Division is cost neutral and a reserve fund is maintained for the Division. Since the last fee review the Deputy Chief Building Official was introduced to the department and needs to be accounted for in the services we provide and costs we need to recoup.

New Initiatives Planned for 2025:

New Housing Units: In partnership with the Housing Concierge (Facilitator) position implemented by InvestStratford (launched in July 2024), the Building Division is working in partnership with this initiative to help promote additional dwelling units and affordable housing in Stratford. While providing statistical information and technical support on the construction requirements for housing units, the benefits will help streamline the permitting process for residential housing construction. This initiative is commencing towards the end of 2024 and continuing into 2025.

Strategic Priority:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.
- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

This work plan advances the corresponding objectives with the Building Division being a key stakeholder in the process for permitting construction in Stratford. While the Division issues the building permits to allow construction to commence, we are a part of the approval process and want to see successful building projects be completed in the community.

Explain Significant Changes from 2024 including applying a climate lens:

The Building Division remains mostly consistent with the service level provided in 2024, but with Housing being at the forefront for not only Stratford but the Province of Ontario, the changes to the Ontario Building Code will provide changes for the Division and the development industry.

It is expected for 2025 that the Division will focus on education with the new Building Code requirements, and that there will be a learning curve for staff and the stakeholders in the building industry.

With regards to applying a climate lens, this work plan is not applicable to the Corporate Energy and Emissions Plan (CEEP).

250 BUILDING PERMITS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
2400 Building Inspection Administration								
G-250-2400-1325 Letters Of Conformity Fees	(5,000)	(5,000)	(6,000)	(3,009)	(5,000)	(5,125)	(5,253)	(5,384)
G-250-2400-1405 Sign & Pool Permit Fees	0	0	0	(406)	0	0	0	0
G-250-2400-1440 Building Permits	(700,000)	(660,000)	(960,000)	(1,223,946)	(1,109,609)	(1,137,349)	(1,165,783)	(1,194,928)
G-250-2400-1810 Contribution From Reserves	(72,960)	(191,310)	(38,853)	0	0	0	0	0
G-250-2400-1820 Contribution From Reserve Fund	0	0	0	0	0	0	(4,412)	(13,098)
G-250-2400-2100 F.T. Salaries & Wages	420,280	515,232	583,750	400,882	624,880	643,626	662,935	682,823
G-250-2400-2110 P.T. Salaries & Wages	20,300	26,120	27,460	54,985	28,270	29,118	29,992	30,892
G-250-2400-2500 F.T. Benefits & Employer Costs	126,160	130,880	188,050	128,472	209,690	215,981	222,460	229,134
G-250-2400-2510 P.T. Benefits & Employer Costs	3,960	5,000	3,070	10,204	3,240	3,337	3,437	3,540
G-250-2400-3010 Clothing	0	0	0	0	1,800	1,845	1,891	1,938
G-250-2400-3011 Personal Protective Equipment	0	0	0	0	2,000	2,050	2,101	2,154
G-250-2400-3050 Materials	6,300	6,300	6,300	3,444	1,000	1,025	1,051	1,077
G-250-2400-3070 Office Supplies	0	0	0	0	1,800	1,845	1,891	1,938
G-250-2400-3090 Copier/Printer Lease	1,150	1,850	720	502	800	820	840	861
G-250-2400-3100 Postage	1,500	1,800	1,800	627	1,800	1,845	1,891	1,938
G-250-2400-3120 Meeting Costs	0	0	0	0	1,000	1,025	1,051	1,077
G-250-2400-3130 Publications & Subscriptions	0	0	0	0	2,000	2,050	2,101	2,154
G-250-2400-4010 Advertising	2,000	2,000	2,500	3,473	2,000	2,050	2,101	2,154
G-250-2400-4040 Consultants	15,000	20,000	22,750	57,551	20,000	20,500	21,012	21,537
G-250-2400-4050 Contractors - Clean Up	1,500	1,500	1,500	0	1,500	1,537	1,575	1,614
G-250-2400-4090 Legal	25,000	25,000	20,000	1,331	20,000	20,500	21,012	21,537
G-250-2400-4095 Support & Maintenance Contracts	20,000	0	0	0	0	0	0	0
G-250-2400-4097 Memberships	4,600	4,400	4,400	3,518	5,000	5,125	5,253	5,384
G-250-2400-4110 Telephone	4,980	0	0	0	0	0	0	0
G-250-2400-4120 Telephone - Cell Phones	4,060	0	0	0	0	0	0	0
G-250-2400-4140 Training - Registration	22,000	20,000	25,000	8,692	15,000	15,375	15,759	16,153
G-250-2400-4141 Training - Mileage	0	0	0	0	3,000	3,075	3,152	3,231
G-250-2400-4142 Training - Expenses	0	0	0	0	7,000	7,175	7,354	7,538
G-250-2400-5010 Bank & Financing Charges	5,000	5,000	4,000	3,829	4,000	4,100	4,203	4,308
G-250-2400-7820 Transfer To Reserve Funds	0	10,200	10,600	7,950	11,400	3,744	0	0
G-250-2400-7900 Interfunctional Transfers	94,170	0	0	0	0	0	0	0
G-250-2400-7901 Interfunctional IT Support	0	42,138	62,965	62,965	69,211	72,672	76,306	80,121
G-250-2400-7902 Interfunctional Admin Services	0	0	0	0	30,106	31,611	33,192	34,852
G-250-2400-7904 Interfunctional Rent	0	20,000	20,000	20,000	20,000	21,000	22,050	23,153
G-250-2400-7905 Interfunctional Fleet	0	3,200	3,330	3,330	9,460	9,933	10,430	10,952

	2022	2023	2024	2024	2025	2026	2027	2028
250 BUILDING PERMITS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-250-2400-7906 Interfunctional Insurance	0	6,390	7,478	7,478	8,312	8,728	9,164	9,622
G-250-2400-7907 Interfunctional Telephone	0	9,300	9,180	9,180	7,340	7,707	8,092	8,497
G-250-2400-9010 Office Equipment & Furnishings	0	0	0	0	3,000	3,075	3,152	3,231
Total 250 BUILDING PERMITS	0	0	0	(438,948)	0	0	0	0



2025 BUDGET – WORK PLAN

Department:	Building and Planning Services
Budget Division:	G251 Development Services

Planning Division Overview:

The Planning Division plays a critical role in the City’s development by managing development applications, advising on planning policies, and guiding the strategic growth of the community.

The Division is responsible for:

- Processing development planning applications such as subdivisions, condominiums, site plans, official plan amendments, zone changes, minor variances, and consents.
- Reviewing Community Improvement Plan (CIP) applications.
- Recommending planning policies/initiatives to the City Council.
- Representing the City in Ontario Land Tribunal (OLT) appeals, when necessary.
- Administering municipal street name registry and addressing.

Current Staffing:

Manager of Planning: Recently onboarded (August 2024).

Planners: Three positions, with two currently vacant.

Planning Coordinator: Position is vacant as of August 2024.

Planning Student: Provided for in the budget.

Staffing Challenges:

The Division faces significant staffing challenges, with key vacancies affecting operational efficiency. Efforts are underway to attract and retain experienced professionals through collaboration with the City’s Human Resources Department and the Union to make positions more attractive, including competitive salaries and benefits, and diversifying the positions.

External Support:

The Division has been supplemented by an outside planning consultancy firm to manage workloads during staff transitions. However, this reliance is expected to diminish as staff vacancies are filled.

Key Activities Planned for 2025:

Advance the Official Plan Review: The Official Plan Review will be a primary *re-focus* for 2025. Completing this review is crucial for guiding future development and growth in the City. The introduction of a new position, “Supervisor of Policy and Placemaking”, is intended to provide dedicated leadership and expertise to this effort, ensuring that the plan reflects Stratford’s strategic initiatives and community needs. This role will be instrumental in accelerating the

completion of the review, addressing any existing gaps, and ensuring that the new plan aligns with the latest planning standards and community expectations.

Enhance Application Processing: In 2025, the Planning Division aims to continue processing development applications efficiently, despite ongoing staffing challenges. The introduction of e-services in 2024 will be leveraged to streamline the application process, reducing processing times and improving service delivery. By utilizing these digital tools, the Division seeks to address existing complaints from applicants and stakeholders, improve transparency, and ensure that applications are handled promptly and effectively, all while maintaining a high standard of service. It is noted that, as of the preparation of this work plan document, the implementation of e-services into the planning process, as approved for in the 2024 Budget, has not yet occurred due to resource (staff) shortages.

Refine Operational Policies: A key goal for the Planning Division in 2025 is to update and improve operational policies and development standards to align with best practices and optimize efficiency. With the onboarding of new staff, there is an opportunity to review and modernize existing procedures, ensuring they are effective and user-friendly. This effort will focus on identifying and eliminating bottlenecks, introducing streamlined workflows, and implementing policies that support sustainable development and community growth.

Strengthen Staffing and Professional Development: Addressing staffing shortages is a priority for the Planning Division in 2025. Efforts will focus on recruiting and retaining qualified planning professionals to fill current vacancies and reduce turnover. By collaborating with HR to establish attractive compensation packages and promote a positive work environment, the Division aims to attract top talent and build a stable, experienced team. Professional development opportunities will also be emphasized to ensure that staff members have the skills and knowledge needed to excel in their roles and support the Division's strategic objectives.

New Initiatives Planned for 2025:

Implement Tiered Planner Position Structure: To address recruitment challenges, the Division will introduce a new tiered structure for planner positions, which includes the roles of Planning Coordinator, Senior Planning Technician, Planner, Intermediate Planner, and Senior Planner. This structure is designed to attract professionals with varying levels of expertise, ensuring the Division has a well-rounded team capable of handling a wide range of planning tasks. By offering clear career pathways and opportunities for advancement, the Division aims to create an attractive and supportive work environment that encourages staff retention. Given the significant growth over the past five years, the Director seeks to restore a workplace that supports career development and job satisfaction. It is important to note that not every position will necessarily be filled, but the structure provides tailored positions for various stages of a planning career.

Review and Adjust Fee Structures: A comprehensive review of planning fees is scheduled for mid-2025 to ensure alignment with actual processing costs and financial sustainability. Ahead of this review, an interim 15% fee increase for complex applications is proposed to reflect recent staffing investments and alleviate the financial burden on the tax base. The comprehensive review will occur provided the Division returns to full complement (so to not compromise other key projects and file processing). The review will involve consultation with the City's

development community and provide precise calculations of actual processing costs to ensure that fee structures remain fair, equitable, and transparent.

Establish a Dedicated Planning Policy Expert: A new position, Supervisor of Policy and Placemaking, is recommended to focus on advancing the Official Plan Review and updating key planning policies. This role will bring in-house expertise and dedicated focus to critical policy initiatives, ensuring that the Division is well-positioned to address emerging challenges and capitalize on opportunities. By leading efforts to update the Official Plan and other strategic documents, the Supervisor will play a vital role in shaping the City's future development and growth.

Introduce New Application Fees: The Division plans to implement fees for new services, such as Telecommunication Tower Reviews and development agreements associated with Committee of Adjustment applications. Additionally, fees for Zoning By-law Amendments will be differentiated into "Major" and "Standard" categories to better reflect the costs associated with complex versus straightforward proposals. This approach will ensure that the Division recovers costs more accurately while also supporting applicants with diverse needs and project complexities.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process, and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.

Explain Significant Changes from 2024 including applying a climate lens:

Significant Changes:

The Planning Division will undergo several significant changes in 2025 to address the challenges faced in 2024 and improve its operations. One major focus will be reducing the Division's reliance on external consultants by filling vacant positions and leveraging the expertise of the newly onboarded Manager of Planning. This transition aims to create a more self-sufficient Division capable of managing workloads internally. Another key area of focus will be operational improvements, including modernizing processes and adopting e-services to streamline workflows and reduce processing times. The implementation of the e-permitting module is expected to improve application processing efficiency once staffing levels are stabilized.

In 2025, the Official Plan Review will be prioritized, with dedicated leadership from the proposed Supervisor of Policy and Placemaking ensuring its completion and alignment with the City's strategic growth objectives. This review is critical for setting development standards and ensuring that planning policies reflect best practices and community needs. Efforts to stabilize staffing through a tiered position structure and improved recruitment strategies will also be crucial in overcoming the significant challenges experienced in 2024. The diversification of planning roles will work towards attracting professionals with varying expertise levels, fostering a supportive work environment and encouraging staff retention.

Applying a Climate Lens:

The Division will ensure that the Official Plan Review integrates sustainability and climate resilience, guiding the City's growth with an increased emphasis on environmentally responsible development. Per Council's commitment, an updated Official Plan can support the Climate Action targets of reducing GHG emissions by 30% by 2030, 60% by 2040, and striving for net-zero emissions by 2050. New planning policies can result in projects that enhance urban green spaces, reduce carbon footprints, and increase resilience to climate impacts.

251 DEVELOPMENT SERVICES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
8110 Planning And Zoning								
G-251-8110-1325 Zoning Information Reports	(1,700)	(1,500)	(1,500)	(2,298)	(2,400)	(2,460)	(2,522)	(2,585)
G-251-8110-1375 Site Plan Agreement Revenue	(46,000)	(48,000)	(35,000)	(33,831)	(40,000)	(41,000)	(42,025)	(43,076)
G-251-8110-1405 Subdivision/Condo Applic Fees	(20,000)	(20,000)	(20,000)	(1,330)	(15,000)	(15,375)	(15,759)	(16,153)
G-251-8110-1420 Zoning Application Fees	(24,000)	(30,000)	(25,000)	(7,401)	(25,000)	(25,625)	(26,266)	(26,923)
G-251-8110-1430 Part Lot Control Fees	(1,640)	(2,000)	(4,000)	(9,445)	(15,000)	(15,375)	(15,759)	(16,153)
G-251-8110-1447 Official Plan Amendments	(2,000)	(2,000)	(6,000)	(3,243)	(6,000)	(6,150)	(6,304)	(6,462)
G-251-8110-1610 Publication Sales	(300)	(300)	(200)	0	(200)	(205)	(210)	(215)
G-251-8110-1810 Contribution From Reserves	0	(150,000)	0	0	0	0	0	0
G-251-8110-1820 Contribution From Reserve Fund	0	0	(184,000)	0	0	0	0	0
G-251-8110-2100 F.T. Salaries	235,610	244,070	340,780	242,945	395,450	407,314	419,533	432,119
G-251-8110-2110 P.T. Salaries	0	26,107	13,730	28,090	14,130	14,554	14,991	15,441
G-251-8110-2500 F.T. Benefits & Employer Costs	58,680	86,080	112,930	80,559	151,990	156,550	161,247	166,084
G-251-8110-2510 P.T. Benefits & Employer Costs	6,440	0	1,540	419	1,730	1,782	1,835	1,890
G-251-8110-3050 Materials	2,680	2,700	2,600	868	2,600	2,665	2,732	2,800
G-251-8110-3090 Copier/Printer Lease	770	400	480	335	1,075	1,102	1,130	1,158
G-251-8110-3100 Postage	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-251-8110-4020 Service Contracts	0	0	43,440	0	0	0	0	0
G-251-8110-4040 Consultants	12,000	166,000	237,000	245,886	32,000	32,800	33,620	34,461
G-251-8110-4060 Courier/Freight	50	50	50	21	50	51	52	53
G-251-8110-4097 Memberships	2,800	2,800	6,500	1,366	6,500	6,662	6,829	7,000
G-251-8110-4110 Telephone	2,210	0	0	0	0	0	0	0
G-251-8110-4120 Telephone - Cell Phones	600	0	0	0	0	0	0	0
G-251-8110-4140 Training	5,000	5,000	10,000	3,852	10,000	10,250	10,506	10,769
G-251-8110-5010 Bank & Financing Charges	1,200	1,800	2,000	1,915	2,000	2,050	2,101	2,154
G-251-8110-5030 Interest On Long-Term Debt	75	0	100	0	0	0	0	0
G-251-8110-5035 Principal On Long-Term Debt	1,620	0	1,600	0	0	0	0	0
G-251-8110-7810 Transfer To Reserve	25,000	40,000	10,000	10,000	0	0	0	0
G-251-8110-7901 Interfunctional IT Support	0	0	46,017	46,017	45,411	47,682	50,066	52,569
G-251-8110-7907 Interfunctional Telephone	0	2,810	2,810	2,810	2,400	2,520	2,646	2,778
Total 8110 Planning And Zoning	260,095	325,017	556,877	607,535	562,736	580,817	599,494	618,786

	2022	2023	2024	2024	2025	2026	2027	2028
251 DEVELOPMENT SERVICES	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
8116 Committee Of Adjustment								
G-251-8116-1405 Application Fees	(36,000)	(36,000)	(70,000)	(33,439)	(70,000)	(71,750)	(73,544)	(75,383)
G-251-8116-2100 F.T. Salaries & Wages	95,807	98,570	135,920	34,815	151,420	155,963	160,642	165,461
G-251-8116-2110 P.T. Salaries	0	0	13,730	5,940	14,130	14,554	14,991	15,441
G-251-8116-2500 F.T. Benefits & Employer Costs	23,590	29,470	37,470	9,847	44,100	45,423	46,786	48,190
G-251-8116-2510 P.T. Benefits & Employer Costs	2,760	0	1,540	0	1,730	1,782	1,835	1,890
G-251-8116-3050 Materials	2,400	2,400	3,000	234	3,000	3,075	3,152	3,231
G-251-8116-3090 Copier/Printer Lease	770	400	480	335	480	492	504	517
G-251-8116-3100 Postage	1,000	1,100	1,600	511	1,600	1,640	1,681	1,723
Total 8116 Committee Of Adjustment	90,327	95,940	123,740	18,243	146,460	151,179	156,047	161,070
Total 251 DEVELOPMENT SERVICES	350,422	420,957	680,617	625,778	709,196	731,996	755,541	779,856



2025 BUDGET – WORK PLAN

Department:	Building and Planning Services
Budget Division:	G252 By-Law Enforcement

Department/Division Overview:

The Division currently includes three (3) FTE By-law Enforcement Officers as follows: two (2) By-law Enforcement Officers; and one (1) By-law Enforcement Officer that is assigned to the pilot role of “Community Safety and Wellbeing By-law Officer”. By-law Enforcement Officers handle enforcement, inquiries, permitting, and licensing programs tied to various By-laws. The most enforced By-laws include Property Standards, Lot Maintenance, Fence and Hedge, Noise, Sign, Zoning, Cross Connection, Trade Licensing, Bed & Breakfast, and Short-Term Accommodation Licensing By-laws.

Key Activities Planned for 2025:

Accommodation Licensing By-law Review: The City’s Accommodation Licensing By-law has been in place for the last two (2) years but has posed significant challenges for the By-law Division (and the Department as a whole). A review and update to the Accommodation Licensing By-law is a goal to have completed in 2025 to address and fix the challenges the Division has faced and establish and implement straightforward procedures and processes for both staff and applicants.

The Division continues to be overwhelmed with complaints and concerns from citizens, lacking the resources to investigate or follow up adequately. The goal is to have municipal By-laws that are enforceable in an effective manner (i.e., modern and clearly established), and to have the staffing complement to realize this goal while providing an appreciated and respected level of customer service, given the circumstances. Note: staffing complement is outlined further in this work plan.

Administrative Monetary Penalties By-law (AMPs): The implementation of AMPs is an activity to be completed for 2025 but has been delayed largely due to departmental staff shortages. Implementing AMP is a method that can achieve greater compliance with City By-laws with the goal of reducing the number of court charges to be laid. This By-law is also a way for the municipality to be able to gain revenues from properties that are in non-compliance with By-laws.

The AMPs By-law is needed to be in place for the effective enforcement of unlicensed short-term accommodations and licensed short-term accommodations that are not in compliance with the Accommodation Licensing By-law.

Cross Connection Program: The City's Cross Connection Program has been enforced and monitored by the By-law Division. Due to the turnover within the By-law Division over the last few years, and the addition of additional programs to the Division, this Cross Connection Program has lost the attention and upkeep it deserves.

This has been a focus of rebuilding and reorganizing in 2024 but will carry over into 2025. With the request of a dedicated staff person being assigned to enforce and implement this program, (referenced in the expansion initiatives and outlined below) the program can get back on track and be easy to maintain for annual inspections and certifications.

Review of Current Municipal By-laws: There are significant updates needed to existing City By-laws, along with the implementation of new By-laws and procedures to ensure the Division operates and enforces effectively. Advanced by the requested new positions, most notably a Supervisor of By-law, updating By-laws, consulting stakeholder groups and bringing forth proposed changes to Council will be a focus for the By-law Division in 2025.

New Initiatives Planned for 2025:

Expansion Initiative – Expanding the Staff Complement: The expansion initiative for the By-law Division for the addition of staff is deemed necessary to ensure all the key activities planned for in 2025 are executed and remain on track. The expansion initiative seeks the addition of a Supervisor of By-law, By-law Enforcement Officer and a Cross Connection By-law Officer (all being full time, permanent positions).

By-law enforcement remains one of the most criticized services the City delivers. While this service may garner little praise due to its general nature, adding resources can enhance its effectiveness. The addition of these positions will improve the By-law Division's capacity to manage increased workloads, enhance customer service, and ensure compliance with By-laws.

Current Service Delivery:

This Work Plan contributes to the current service delivery by ensuring the Division provides excellent customer service, ensuring that updates to procedures and By-laws are completed to provide direction for the Division, and keeping up to date on programs regulated by the Division.

This work plan is driven by restructuring the By-law Division and providing resources to effectively execute the expectations of the Division and these goals.

Explain Significant Changes from 2024 (including applying a climate lens):

The significant change from 2024 is the initiative to add additional staff to the By-law Division. The Key Action items proposed for 2025 will be successful and achievable with the addition of By-law staff members. Without the expansion initiative for additional staff these activities and priorities for the By-law Division will need to be revisited, reprioritized and recognized by Council that the service level and upkeep of programs will be unmanageable by the current staff complement.

With an approved expansion initiative, these key activities will improve the public perception and customer service within the Division, and take the Division in the right direction of getting back on track for 2025, with continuing growth into 2026 and future years.

With regards to applying a climate lens, this work plan is not applicable to the Corporate Energy and Emissions Plan (CEEP).

252 BY-LAW ENFORCEMENT	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
2406 By-Law Enforcement								
G-252-2406-1325 Letters Of Conformity	(3,200)	(3,500)	(3,500)	(935)	(3,500)	(3,587)	(3,677)	(3,769)
G-252-2406-1405 Sign & Pool Permits	(22,000)	(23,000)	(25,000)	(18,221)	(27,900)	(28,597)	(29,312)	(30,045)
G-252-2406-1440 Trade Licenses	(20,000)	(20,000)	(20,000)	(17,258)	(20,000)	(20,500)	(21,012)	(21,537)
G-252-2406-1445 Accommodation Licensing	(32,000)	0	(40,000)	(21,257)	(40,000)	(41,000)	(42,025)	(43,076)
G-252-2406-1499 Contra Revenue	0	0	0	0	1,930	0	0	0
G-252-2406-1770 Recoverables	0	0	0	(736)	0	0	0	0
G-252-2406-1900 Revenue Transfer From Water	(60,000)	0	0	0	0	0	0	0
G-252-2406-1902 Interfunctional Admin Services	0	0	(118,000)	(118,000)	0	0	0	0
G-252-2406-1903 Interfunctional Maintenance	0	(60,000)	(60,000)	(60,000)	(60,000)	(63,000)	(66,150)	(69,458)
G-252-2406-1908 Interfunctional Fee Waiver	0	0	(1,918)	0	0	0	0	0
G-252-2406-2100 F.T. Salaries	192,740	207,650	363,480	134,516	260,920	268,748	276,810	285,114
G-252-2406-2110 P.T. Salaries	5,070	0	0	0	0	0	0	0
G-252-2406-2500 F.T. Benefits & Employer Costs	57,850	61,220	79,210	42,151	89,510	92,195	94,961	97,810
G-252-2406-2510 P.T. Benefits & Employer Costs	990	0	0	0	0	0	0	0
G-252-2406-3010 Clothing	0	0	0	0	2,000	2,050	2,101	2,154
G-252-2406-3011 Personal Protective Equipment	0	0	0	0	1,200	1,230	1,261	1,293
G-252-2406-3050 Materials	4,500	4,500	0	1,873	2,000	2,050	2,101	2,154
G-252-2406-3070 Office Supplies	0	0	0	0	1,200	1,230	1,261	1,293
G-252-2406-3090 Copier/Printer Lease	1,150	600	720	502	800	820	840	861
G-252-2406-3100 Postage	1,500	1,500	1,250	1,439	1,250	1,281	1,313	1,346
G-252-2406-4020 Service Contracts	126,400	157,080	168,300	133,684	175,000	179,375	183,859	188,455
G-252-2406-4040 Consultants	0	0	5,000	0	10,000	10,250	10,506	10,769
G-252-2406-4050 Contractors - Clean Up	5,200	5,500	5,500	0	5,000	5,125	5,253	5,384
G-252-2406-4097 Memberships	600	500	750	242	750	769	788	808
G-252-2406-4110 Telephone - Basic	1,110	0	0	0	0	0	0	0
G-252-2406-4120 Telephone - Cell Phones	1,200	0	0	0	0	0	0	0
G-252-2406-4140 Training	4,000	4,000	6,000	380	6,000	6,150	6,304	6,462
G-252-2406-4141 Training - Mileage	0	0	0	0	2,000	2,050	2,101	2,154
G-252-2406-4142 Training - Expenses	0	0	0	0	3,500	3,587	3,677	3,769
G-252-2406-5010 Bank & Financing Charges	2,500	2,500	2,300	1,915	2,500	2,563	2,627	2,693
G-252-2406-7820 Transfer To Reserve Fund	0	7,990	8,300	6,225	9,950	10,945	12,040	13,244
G-252-2406-7905 Interfunctional Fleet	0	3,200	3,330	3,330	6,450	6,773	7,112	7,468
G-252-2406-7907 Interfunctional Telephone	0	3,270	2,910	2,910	2,220	2,331	2,448	2,570
G-252-2406-9010 Office Equipment & Furnishings	0	0	0	0	1,000	1,025	1,051	1,077
Total 252 BY-LAW ENFORCEMENT	267,610	353,010	378,632	92,760	433,780	443,863	456,238	468,993



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G310 Engineering

Department/Division Overview:

The Engineering Division’s primary function is to directly plan and manage all municipal infrastructure within the City’s right-of-way, in addition providing support for all services provided by the Infrastructure Services Department and other Departments, as required. This includes municipal road, municipal parking lots, cycling and sidewalk network, bridges, traffic control systems, water supply and distribution system, sanitary collection and treatment system, storm collection and treatment system, environmental remediation, waste management and landfill, Snow and Ice and Site Alteration Bylaws, utility management, site plan and subdivision development infrastructure reviews, and general engineering support for planning activities. Engineering services is supported by the Manager of Engineering, a Project Engineer, a Project Manager, and 12 Design, Inspection and Office Support staff.

Since the majority of the Engineering Division’s task are to support specific City services, salaries are reallocated to respective services receiving benefit. The breakdown is split between tax levy supported Engineering and Storm Services, and user rate supported Sanitary and Water Services.

Historical Funding Sources for Linear Infrastructure

Public Works Reserve	Canada Community Building Fund
Water Reserve	Ontario Clean Infrastructure Fund
Sanitary Reserve	Storm Reserve

Key Activities Planned for 2025:

Daily Operations

Customer Service	Municipal Utility Consents
Coordination and Execution Capital Projects	Utility Locates
Site Survey	Accessibility Advisory Committee Support
CAD Drafting	Accessibility Steering Committee Support
Engineering Design	Active Transportation Committee Support
Construction Inspection	Energy and Environment Committee Support
Development Infrastructure Reviews	Climate Change Working Group
Pre-Servicing Development Agreements	Snow and Ice Bylaw Management
Site Alteration Bylaw Management	Asset Management

Key Capital Renewal and Linear Projects

Sidewalk Replacements
Accessibility Improvements
Pedestrian Crossing Improvements
Traffic Studies Including Lakeside Drive
Erie Multi-Use Trail Reconstruction
Signalized Intersection Updates
Street Lighting Improvements
Avon Street – Road Reconstruction
SWM Facility Maintenance
Roadhouse Municipal Drain Improvement
O’Loane Ave. Trunk Sanitary Ph 1
East Gore Street Watermain

Lorne and Downie Intersection Improvement
Absent Sidewalk Installations
Asphalt Resurfacing
Lorne Ave Trunk Storm Sewer Rehabilitation
Watermain Relining
Huron Street Reconstruction – Phase 2
Avondale Avenue– Road Reconstruction
Erie Street Parking Lot Rehabilitation
Storm Tax Review
2024 Carryover 161 East Gore St. Servicing
2024 Carryover - Albert Street Reconstruction
2024 Carryover-Erie St. Active Transportation

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

Asset Management

Continued adoption and implementation of Asset Management Plan.

Bi-Annual Bridge Inspections

Manage consultant services for legislated bi-annual structural review of all City and Parks bridges and large City culverts.

Pavement Condition Assessment

Manage consultant services for the review, inspection and evaluation of the City’s road network, with over 190 kms or more than 400 lane-kms of paved roads.

Land Development Internal and External Committees

Support development strategies led by InvestStratford. Investigate and conceptually design municipal and transportation servicing requirements required to evaluate development options.

Linear Environmental Compliance Approval Adaptation

Continued to review and adapt services based on legislated changes.

Municipal Class Environmental Assessment

Review and strategize provincial changes in Municipal Class Environmental Assessments.

Municipal Parking Lots

Review and evaluate all municipal parking lots for future capital improvement planning.

Sanitary Master Plan

Finalize plan and begin implementation of Inflow and Infiltration reduction measures.

Storm Master Plan

Commence Storm Master Plan update to accommodate climate change and incorporate green infrastructure standards and practices.

Support Municipal Servicing Strategies for the Grand Trunk Community Hub
Aid the design and strategy of municipal servicing.

Transportation Master Plan

Implement and operationalize recommendations outlined in 2023 update.

New Initiatives Planned for 2025:

The following list includes programs that are proposed to be initiated in 2025 and will be reported to Council regarding progress. The list is in perceived order of priority and Staff ability to proceed.

Signalized Intersection Asset Evaluation

Manage consultant services for the assessment of all signalized intersections – lights, poles, all underground conduit and infrastructure. Many intersections have conduit and wiring that have reached the end of their service life.

Automated Speed Enforcement

Continued monitoring the development of LAS led Automated Speed Enforcement initiative supported by the Association of Municipalities of Ontario and report to Council regarding potential development of respective pilot.

Red Light Camera Enforcement

Report to Council on recommended approach for a pilot or installation of red-light cameras for enforcement.

E-Scooter on City Streets Evaluation

Upon confirmation of the Provincial government that the kick-style e-scooters legislation pilot will become formal legislation, bring a report to Council for consideration for the inclusion of such vehicles use on City Streets.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Working together, building partnerships and enhance our infrastructure

Improvement to the City's multimodal transportation system will improve equitability and accessibility of transportation to all residents, providing affordable alternatives to transportation in the City that reduce the City's carbon impact and further its climate action goals.

Enhancing the City's water, sanitary, storm and street systems, ensure core servicing is enabled for all existing and potential future residents.

Explain Significant Changes from 2024 including applying a climate lens:

Increased investment in new and renewal of multi-modal transportation infrastructure increases alternative transportation options and overall reduces greenhouse gas emissions.



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G310.1 Climate Change Initiatives

Department/Division Overview:

The Climate Action Division, part of the Infrastructure Services Department, spearheads the City's climate action initiatives at both corporate and community levels, aiming to achieve collective greenhouse gas emission reduction targets, as established by City Council. The Division's responsibilities include designing, implementing, and evaluating specific climate change related projects. These projects vary from the corporate energy and emissions reduction strategy, community-wide climate action planning, pursuing grant funding opportunities, clean energy and sustainability programs, stakeholder engagement and collaborating with stakeholders as well as the public.

Guided by City Council's climate emergency declaration and the establishment of carbon reduction targets (30% by 2030 and net zero emissions by 2050), the Division collaborates with various City departments to integrate a strategic Climate Lens into all corporate decision-making processes, in alignment with the Corporate Energy and Emissions Plan (CEEP). This includes but is not limited to the budget process, procurement, projects, and the development or updating of plans and policies. The Division also provides technical expertise, support, and guidance to implement priorities that ensure climate action outcomes and maximize inter-departmental synergies. On the community side, the Division engages in activities to gather public feedback, manage and track data, and will lead the implementation of actions and recommendations outlined in the upcoming Community Climate Action Plan (CCAP).

Key Activities Planned for 2025:

- Facilitate annual energy consumption reporting for the City in accordance with O. Reg. 25/23 Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans; identify and report on energy and cost savings.
- Implementation of recommendations of the Corporate Energy and Emissions Plan (CEEP 2023) such as the carbon reduction strategies outlined in the Buildings and Fleet Roadmaps
- Explore grant funding opportunities (multi-year) to operationalise recommendations of the CEEP, for example, deep retrofits of corporate facilities and EV Charging stations.
- Pursue actions and recommendations from the Community Climate Action Plan (CCAP).
- Facilitate public information sessions to amplify the CCAP's program areas, harness key information for raising awareness and enable the community to take meaningful action.
- Conduct ongoing cross-departmental collaboration and application of a Climate Lens in the City's Procurement Policy, Budget process, Official Plan review, Green Buildings Community Improvement Plan, Grand Trunk Renewal Project, and others as identified and directed.

- Continue providing support to staff in embedding a Climate Lens in projects and initiatives, such as identifying and addressing mitigation and adaptation elements, conducting building audits and identifying efficiencies and cost savings.
- Continued support for Energy and Environment Advisory Committee (E&E) and facilitation of the Annual Green Recognition Program 2026.
- Conduct annual emissions reporting for the City and monitor progress through KPIs for key asset classes as outlined in CEEP 2023.
- Continue to seek support from senior levels of government and other organizations to implement recommendations of CCAP 2050.
- Ongoing collaboration with the public, and community-led organizations.

New Initiatives Planned for 2025:

- Explore grant funding opportunities (multi-year) to support ongoing enhancements to municipal infrastructure in anticipation of increased electric vehicles in corporate fleet.
- Explore grants for feasibility studies for renewable energy generation at City facilities (e.g. Rotary Complex).
- Extend support efforts for public engagement to amplify program areas of the CCAP, and augment community stewardship.
- Establish community-wide energy and emissions data tracking and monitoring program.
- Coordinate and refine Adaptation and Resilience Strategy.
- Execute feasible recommended actions from the CCAP.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Explain Significant Changes from 2024 including applying a climate lens:

Per Council’s commitment and direction, the Climate Action Division recognizes the urgency to deliver on city-wide climate action targets of reducing 30% GHG emissions by 2030, 60% by 2040 and strive to achieve net-zero GHG emissions by 2050, for both the corporation and the community. Increased staff capacity and funding is required to deliver listed priorities and services, which are outlined in the 2025 Proposed Budget expansion request.

These ambitious targets will be unattainable should Staff be directed to select only specific initiatives for implementation and defer other identified priorities, particularly at the community scale.

310 ENGINEERING	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3000 Engineering Administration								
G-310-3000-1130 Ontario Grants	0	0	0	(1,250)	0	0	0	0
G-310-3000-1360 Service Charge Revenue	(24,000)	0	(40,000)	(24,778)	(40,000)	(41,000)	(42,025)	(43,076)
G-310-3000-1365 Application Review Revenue	(6,000)	(50,000)	(65,000)	(21,782)	(65,000)	(66,625)	(68,291)	(69,998)
G-310-3000-1610 Sales	(200)	(2,000)	(2,000)	(250)	(2,000)	(2,050)	(2,101)	(2,154)
G-310-3000-1770 Recoverables	(338,000)	(225,000)	(525,000)	0	(250,000)	(125,000)	0	0
G-310-3000-1810 Contribution From Reserves	0	(67,000)	(46,000)	(46,000)	(30,000)	0	0	0
G-310-3000-2100 F.T. Salaries & Wages	836,209	804,830	644,945	867,255	610,550	628,867	647,733	667,165
G-310-3000-2110 P.T. Salaries & Wages	34,330	32,650	36,840	11,955	37,930	39,068	40,240	41,447
G-310-3000-2500 F.T. Benefits & Employer Costs	226,990	254,910	246,720	279,426	242,150	249,415	256,897	264,604
G-310-3000-2510 P.T. Benefits & Employer Costs	2,950	5,870	7,090	2,177	5,400	5,562	5,729	5,901
G-310-3000-2700 Other Payroll Expenses	250	250	250	0	250	258	266	274
G-310-3000-3010 Clothing	2,060	2,200	2,400	2,075	3,600	3,690	3,782	3,877
G-310-3000-3050 Materials	2,340	2,380	2,450	3,370	2,650	2,716	2,784	2,854
G-310-3000-3070 Office Supplies	3,000	3,200	3,250	2,181	3,250	3,331	3,414	3,499
G-310-3000-3090 Copier/Printer Lease	4,140	5,100	3,100	1,879	2,800	2,870	2,942	3,016
G-310-3000-3100 Postage	260	270	280	297	300	308	316	324
G-310-3000-3110 Printing	360	360	360	0	200	205	210	215
G-310-3000-3120 Meals & Meeting Costs	410	410	410	17	400	410	420	430
G-310-3000-3130 Publications & Subscriptions	260	250	250	69	250	256	262	269
G-310-3000-4010 Advertising	0	0	0	560	500	513	526	539
G-310-3000-4020 Service Contracts	0	12,000	6,000	0	12,000	12,300	12,607	12,922
G-310-3000-4040 Consultants	0	78,500	108,000	139,871	135,000	138,375	141,834	145,380
G-310-3000-4050 Contractors	0	0	615,000	22,194	250,000	256,250	262,656	269,222
G-310-3000-4060 Courier/Freight	100	120	0	155	0	0	0	0
G-310-3000-4097 Memberships	7,700	8,140	11,120	5,433	12,000	12,300	12,607	12,922
G-310-3000-4110 Telephone - Basic	10,420	0	0	0	0	0	0	0
G-310-3000-4120 Telephone - Cell Phones	9,000	0	0	0	0	0	0	0
G-310-3000-4142 Training - Expenses	22,800	22,800	22,000	8,625	23,000	23,575	24,164	24,768
G-310-3000-4150 Travel/Mileage-Excl Training & Conf	600	620	920	1,151	1,150	1,179	1,208	1,238
G-310-3000-5010 Bank & Financing Charges	0	0	0	1,806	0	0	0	0
G-310-3000-5040 Rental Of Machinery & Equipment	1,000	1,000	800	0	0	0	0	0
G-310-3000-7810 Transfer To Reserves	0	60,000	10,000	10,000	0	0	0	0
G-310-3000-7820 Transfer To Reserve Funds	1,200	48,800	50,500	37,875	52,900	58,190	64,009	70,410
G-310-3000-7901 Interfunctional IT Support	0	91,450	187,787	187,787	159,377	167,346	175,713	184,499
G-310-3000-7905 Interfunctional Fleet	0	12,000	12,480	12,480	32,670	34,304	36,019	37,820

	2022	2023	2024	2024	2025	2026	2027	2028
310 ENGINEERING	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-310-3000-7907 Interfunctional Telephone	0	20,260	20,260	20,260	16,070	16,874	17,718	18,604
G-310-3000-9010 Office Equipment & Furnishings	4,640	4,680	4,000	648	4,000	4,100	4,203	4,308
G-310-3000-9040 Tools & Small Equipment	1,020	1,040	1,000	3,488	2,250	2,306	2,364	2,423
Total 3000 Engineering Admin	803,839	1,130,090	1,320,212	1,528,974	1,223,647	1,429,893	1,608,206	1,663,702
Total 310 ENGINEERING	803,839	1,130,090	1,320,212	1,528,974	1,223,647	1,429,893	1,608,206	1,663,702



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G315 Fleet

Department/Division Overview:

Fleet operations facilitate procurement and maintenance of fleet and large equipment for Infrastructure, Community, Social, Development, Fire, and Corporate Services Departments. The function of the Fleet Division is to ensure that Fleet assets are available to meet the City’s service delivery commitments. Fleet must be kept in good operating order to mitigate risks of failure which requires cost effective and efficient maintenance. Funding for this division is entirely through taxation as there are no external sources available to offset operational costs. In 2024 associated costs for operation, maintenance, and asset renewal, are largely reallocated to the respective department receiving service, some of which are supported from the tax base and others from user pay systems.

Each department receiving benefit contributes proportionally to the Fleet Reserve. Year to year fleet replacement may vary significantly and maintaining the Fleet Reserve ensures consistent and stable annual funding. The fleet replacement program prioritizes the needs across all departments for new purchases of vehicles and larger equipment through a 20-year forecast. The fleet consists of approximately 130 pieces, including light-duty vehicles, heavy equipment, tractors, and midsize equipment, with an estimated replacement cost of \$21,000,000. Fleet Services does not plan for Transit fleet, as capital has historically been fully funded through government grants.

Fleet Services are based out of the King Street Public Works yard and Corcoran Street Transit Shop. Fleet Services is supported by a Supervisor of Fleet, 6 mechanics and 2 transit maintenance staff.

Key Activities Planned for 2025:

Daily operations

Schedule and Unscheduled Inspections	Procurement Fleet
Commercial Vehicle Registry Renewals	Procurement Parts and Stock
Mechanical Repairs	Fleet Logistics
Service Bay Maintenance and Upkeep	Fuel System Maintenance

Key Annual Operational Deliverables

- 95% Transit and fleet repairs completed in house
- 2 Median number days that a piece of fleet is in a state of repair.

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Asset Renewal Tracking

Staff plan to further review how fleet renewal is tracked internally, with the intent to streamline future budgeting and reporting.

Corporate Energy and Emissions Plan

Fleet is recognized as one of the Corporation's largest emitters of carbon. Preliminary internal roadmaps require further refinement and planning in order to develop a robust long-term strategy to become hybrid, electric and alternative fuel ready. Equipment and vehicles will be equipped with the latest emission control systems.

Fleet Utilization

All fleet now has GPS tracking software that may be used to in analyzing and reporting operational trends. Staff will be working towards regular reporting to improve fleet utilization and support safe and fuel-efficient driver behaviour.

Fire Integration

Continue the integration of Fire Services fleet maintenance, including but limited to licencing, insurance and procurement.

New Initiatives Planned for 2025:

EV Charging Station Installation

Public Works has acquired the City's first fully electric piece of fleet and first EV Charging station. This resource is allowing operational staff to become familiar with setup and operations.

Electric Vehicle Training

Staff will begin researching what is required to operate and maintain electric vehicles.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Working Together and Enhancing Our Infrastructure

Fleet supports systems that enhance all of the City's services, including transportation systems. Improvement to the City's multimodal transportation system will improve equitability and accessibility of transportation to all residents, providing affordable alternatives to transportation in the City that reduce the City's carbon impact and further its climate action goals.

Explain Significant Changes from 2024 including applying a climate lens:

Replacement costs have risen significantly over the last few years, as have fuel and parts. Continued funding is essential for reducing fleet emissions by enabling the procurement and maintenance of vehicles and equipment with advanced emission control systems. Without consistent funding, the fleet risks becoming outdated and less efficient, resulting in higher emissions and increased operational costs. This is especially important when transitioning away from carbon intensive fleet, as the initial costs of purchasing and maintaining electric and alternative fuel vehicles and equipment are significantly higher than traditional combustion engine options. Consistent funding ensures the city can make these investments, achieving its long-term carbon reduction targets.

315 FLEET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3050 Fleet Division Administration								
G-315-3050-1765 Proceeds - Asset Disposals	(30,000)	(30,000)	(20,000)	(39,000)	(30,000)	(30,750)	(31,519)	(32,307)
G-315-3050-1770 Recoverable	0	0	0	(1,686)	0	0	0	0
G-315-3050-1900 Interfunctional	(50,660)	0	0	0	0	0	0	0
G-315-3050-1905 Interfunctional Fleet	0	(771,250)	(1,305,250)	(1,305,250)	(2,643,533)	(2,713,520)	(2,785,405)	(2,859,243)
G-315-3050-2100 F.T. Salaries & Wages	0	304,380	334,850	168,948	357,020	367,731	378,763	390,126
G-315-3050-2110 P.T. Salaries & Wages	0	25,140	0	0	0	0	0	0
G-315-3050-2500 F.T. Benefits & Employer Costs	0	88,430	109,010	43,848	114,700	118,141	121,685	125,336
G-315-3050-2510 P.T. Benefits & Employer Costs	0	4,790	0	0	0	0	0	0
G-315-3050-2700 Other Payroll Expenses	500	500	300	211	300	309	318	328
G-315-3050-3010 Clothing	7,900	7,900	7,400	1,022	11,940	12,238	12,544	12,858
G-315-3050-3011 Personal Protective Equipment	1,000	800	1,000	926	2,000	2,050	2,101	2,154
G-315-3050-3050 Materials	4,000	4,500	4,300	699	4,300	4,408	4,518	4,631
G-315-3050-3090 Copier/Printer Lease	320	400	420	278	375	384	394	404
G-315-3050-3180 Vehicle - Fuel	580,100	920,000	900,000	577,261	960,000	984,000	1,008,600	1,033,815
G-315-3050-3190 Vehicles - Repairs & Expenses	508,000	820,905	862,000	699,910	1,050,000	1,076,250	1,103,156	1,130,735
G-315-3050-4050 Contractors	20,000	14,000	10,000	7,985	10,000	10,250	10,506	10,769
G-315-3050-4060 Courier/Freight	0	0	0	0	1,000	1,025	1,051	1,077
G-315-3050-4095 Maintenance Contract - GPS	73,000	65,000	40,500	30,986	40,500	41,513	42,551	43,615
G-315-3050-4097 Memberships	350	500	500	766	1,000	1,025	1,051	1,077
G-315-3050-4110 Telephone	1,110	0	0	0	0	0	0	0
G-315-3050-4142 Training - Expenses	5,000	5,000	4,000	2,783	10,000	10,250	10,506	10,769
G-315-3050-5040 Rental Of Bldg, Machinery & Equip	0	5,000	0	0	0	0	0	0
G-315-3050-7820 Transfer To Reserve Fund	30,000	0	0	0	0	0	0	0
G-315-3050-7901 Interfunctional IT Support	0	0	57,522	57,522	60,548	63,575	66,754	70,092
G-315-3050-7907 Interfunctional Telephone	0	1,110	1,110	1,110	1,000	1,050	1,103	1,158
G-315-3050-9040 Tools And Small Equipment	15,150	35,350	71,850	39,270	48,850	50,071	51,323	52,606
Total 3050 Fleet Division Administration	1,165,770	1,502,455	1,079,512	287,589	0	0	0	0
3055 Fleet Operations								
G-315-3055-2100 F.T. Salaries & Wages	322,070	0	0	387,933	0	0	0	0
G-315-3055-2500 F.T. Benefits & Employer Costs	125,950	0	0	110,192	0	0	0	0
G-315-3055-3180 Vehicle - Fuel	0	0	0	49,068	0	0	0	0
G-315-3055-3190 Vehicle - Repairs & Expenses	0	0	0	16,969	0	0	0	0
G-315-3055-9040 Tools & Small Equipment	1,000	0	0	0	0	0	0	0
Total 3055 Fleet Operations	449,020	0	0	564,162	0	0	0	0
Total 315 FLEET	1,614,790	1,502,455	1,079,512	851,751	0	0	0	0



2025 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G320 Roads

Department/Division Overview:

The Public Works Division function as the roads authority to ensure safe and efficient transportation services and by maintaining an estimated \$265,000,000 in assets, from over 200 km of road, 200 km of sidewalk, and associated infrastructure. Roads Services is based out of the Public Works Yard located at 303 King Street, and is supported by the Manager of Public Works, a Supervisor of Public Works, and an estimated 17 fulltime staff equivalents.

The Roads operating budget covers staffing and materials required to maintain roads in a legally required good state of repair. In warmer months this involves road repair and preventative maintenance work, while winter requires the addition of snow maintenance.

Operations and asset renewal is largely facilitated through the Public Works Reserve, which is tax levy funded.

Key Activities Planned for 2025:

Daily Operations

Customer Service
 Winter Maintenance Street and Sidewalks
 Winter Maintenance City Streets
 Maintenance and Repair City Parking Lots
 Inspection and Facilitate Street Light Repairs
 Downtown Core Garbage Cleanup
 Street Signs Inspections and Maintenance
 Street Cleaning
 Public Works Facility Maintenance
 Intersection CCTV Monitoring
 Traffic Signal Maintenance
 Speed Radar Signs Installations
 Road Spill Response
 General Internal Labour Support

Capital Renewal
 Maintain Salt Management Plan
 Special Event Road Closures
 Special Event Bin Maintenance
 Grass Mowing
 Road Crack Sealing
 Shoulder Maintenance
 Railroad Crossing Maintenance
 Boulevard Grading
 Stall Parking Painting at EV Station Stalls
 Pedestrian Crossover Maintenance
 Pavement Marking Including Pride Crosswalk
 Sharps Removal
 Homelessness/Encampment Support

Key Annual Operational Objectives

- 100% Compliance with Minimum Maintenance Standards
- 1 Complete City-Wide Pavement and Parking Markings
- 5 Complete City-Wide Circuit of Street Sweeping

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

Fleet and Equipment Utilization

Focusing on environmentally friendly practices in the department. Reducing equipment idling time through our GPS data reporting tools. Investigate alternative options for small tools used in the department such as weed trimmers and saws to switch from gas to battery powered.

Larger Street Surface Repairs

Continuing to provide repairs on all City streets. Focusing on hot asphalt overlay for poor conditioned roadways that are not forecast for reconstruction or resurfacing.

Public Works Facility Review

Facilitate space review and options for optimization public works operations through facility improvements and expansions.

New Initiatives Planned for 2025:

Efficiencies

Review and study Core Garbage service and other Core Levels of Service.

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

Enhancing infrastructure, promoting housing stability, fostering partnerships, and supporting economic growth

Enhancing the City's multimodal transportation system will increase equitability and accessibility, offering residents affordable alternatives that reduce the City's carbon footprint and support its climate action goals.

Reviews, pilot projects, and studies to support growth. Continue to support all Departments in times of need and performing repairs to accommodate budgeting restraints.

Explain Significant Variances (2025 proposed budget vs prior year budget):

Material costs for winter operations continue to increase, as do aggregate materials. Fuel and trucking prices may also have an impact on the budget.

Increased contributions to reserve to edge nearer to sustainable asset renewal and increased support to the Transportation Master Plan.

320 ROADS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
3100 Road Administration								
G-320-3100-1770 Recoverables	(22,000)	(1,000)	0	(1,500)	0	0	0	0
G-320-3100-2100 F.T. Salaries & Wages	192,730	235,500	269,930	435,552	280,500	288,915	297,582	306,509
G-320-3100-2110 P.T. Salaries & Wages	34,720	45,622	9,840	0	15,790	16,264	16,752	17,255
G-320-3100-2500 F.T. Benefits & Employer Costs	56,930	68,430	97,950	136,044	101,920	104,978	108,127	111,371
G-320-3100-2510 P.T. Benefits & Employer Costs	13,160	6,410	1,850	0	3,260	3,358	3,459	3,563
G-320-3100-2700 Other Payroll Expenses	0	0	2,100	1,891	2,140	2,204	2,270	2,338
G-320-3100-3010 Clothing	30,000	30,000	30,000	16,993	30,000	30,750	31,519	32,307
G-320-3100-3050 Materials	22,200	22,500	22,000	15,155	22,000	22,550	23,114	23,692
G-320-3100-3070 Office Supplies	1,060	1,080	1,000	1,919	1,020	1,046	1,072	1,099
G-320-3100-3090 Copier/Printer Lease	2,370	2,250	2,360	1,262	2,100	2,153	2,207	2,262
G-320-3100-3110 Printing	100	0	0	0	0	0	0	0
G-320-3100-3120 Meals & Meeting Costs	300	300	350	84	360	369	378	387
G-320-3100-3140 R & M - Bldg & Equip (Excl Vehicles)	0	500	1,500	2,439	2,000	2,050	2,101	2,154
G-320-3100-4020 Service Contracts	5,500	6,000	6,000	5,153	6,300	6,457	6,618	6,783
G-320-3100-4050 Contractors	0	0	2,500	0	0	0	0	0
G-320-3100-4097 Memberships	1,700	2,100	2,100	473	2,600	2,665	2,732	2,800
G-320-3100-4110 Telephone - Basic	2,210	0	0	0	0	0	0	0
G-320-3100-4120 Telephone - Cell Phones	5,040	0	0	0	0	0	0	0
G-320-3100-4142 Training - Expenses	18,000	18,000	18,000	4,524	19,800	20,295	20,802	21,322
G-320-3100-5030 Interest On Long-Term Debt	47,975	13,010	5,906	4,299	285	271	257	244
G-320-3100-5035 Principal On Long-Term Debt	493,915	241,250	243,160	154,852	49,745	47,258	44,895	42,650
G-320-3100-7820 Transfer To Reserve Funds	1,364,000	1,664,000	2,764,000	2,073,000	3,890,000	4,279,000	4,706,900	5,177,590
G-320-3100-7901 Interfunctional IT Support	0	0	132,300	132,300	145,315	152,581	160,210	168,221
G-320-3100-7903 Interfunctional Maintenance	0	0	2,750	2,750	2,830	2,972	3,121	3,277
G-320-3100-7907 Interfunctional Telephone	0	7,850	7,850	7,850	5,830	6,122	6,428	6,749
G-320-3100-9010 Office Equipment& Furnishings	2,000	2,000	2,000	1,788	0	0	0	0
G-320-3100-9040 Tools & Small Equipment	21,000	20,000	20,000	762	20,000	20,500	21,012	21,537
Total 3100 Road Admin	2,292,910	2,385,802	3,645,446	2,997,590	4,603,795	5,012,758	5,461,556	5,954,110
3125 Road Operations								
G-320-3125-1770 Recoverables	(43,000)	(40,000)	(20,000)	(7,191)	0	0	0	0
G-320-3125-1900 Interfunctional Transfers	(57,260)	0	0	0	0	0	0	0
G-320-3125-1903 Interfunctional Maintenance	0	(50,000)	(18,000)	(18,000)	(23,000)	(24,150)	(25,358)	(26,626)
G-320-3125-2100 F.T. Salaries & Wages	993,160	983,350	611,830	350,658	632,490	651,465	671,009	691,139
G-320-3125-2500 F.T. Benefits & Employer Costs	293,370	353,180	230,950	86,218	253,930	261,548	269,394	277,476
G-320-3125-3030 Heat	12,600	12,800	13,300	10,038	19,000	19,475	19,962	20,461
G-320-3125-3040 Hydro	21,400	21,400	22,200	14,706	25,000	25,625	26,266	26,923
G-320-3125-3045 Water / Sewage	3,000	3,400	3,400	1,568	3,470	3,557	3,646	3,737
G-320-3125-3050 Materials	102,000	73,000	70,000	71,865	71,400	73,185	75,015	76,890

320 ROADS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-320-3125-3140 R & M - Buildings & Equipment	22,400	22,400	22,500	48,334	23,000	23,575	24,164	24,768
G-320-3125-4020 Service Contracts	22,000	22,000	18,000	4,014	18,400	18,860	19,332	19,815
G-320-3125-4050 Contractors	85,000	64,000	82,000	69,279	10,000	10,250	10,506	10,769
G-320-3125-4060 Courier/Freight	100	0	0	0	0	0	0	0
G-320-3125-4095 Maintenance Contracts	0	1,000	600	145	1,000	1,025	1,051	1,077
G-320-3125-5040 Rental Of Bldg, Machinery & Equip	0	300	0	2,471	1,000	1,025	1,051	1,077
G-320-3125-7820 Transfer To Reserve Funds	371,400	535,000	588,500	441,375	635,600	699,160	769,076	845,984
G-320-3125-7905 Interfunctional Fleet	0	213,000	221,520	221,520	917,353	901,027	882,288	860,970
G-320-3125-9040 Tools & Small Equipment	0	0	1,000	747	0	0	0	0
Total 3125 Road Operations	1,826,170	2,214,830	1,847,800	1,297,747	2,588,643	2,665,627	2,747,402	2,834,460
3150 Road Winter								
G-320-3150-1810 Contribution From Reserves	0	0	(150,000)	0	(200,000)	0	0	0
G-320-3150-1900 Interfunctional Transfers	(73,300)	0	0	0	0	0	0	0
G-320-3150-1903 Interfunctional Maintenance	0	(70,000)	(80,000)	(80,000)	(93,000)	(97,650)	(102,533)	(107,660)
G-320-3150-2100 F.T. Salaries & Wages	316,000	291,400	505,610	175,632	528,480	544,334	560,664	577,484
G-320-3150-2500 F.T. Benefits & Employer Costs	93,340	82,150	194,680	49,551	208,120	214,364	220,795	227,419
G-320-3150-3040 Hydro	4,000	4,000	3,600	1,798	3,200	3,280	3,362	3,446
G-320-3150-3050 Materials	275,000	285,000	290,000	157,997	298,000	305,450	313,086	320,913
G-320-3150-3140 R & M - Buildings & Equipment	3,000	2,000	2,000	171	2,040	2,091	2,143	2,197
G-320-3150-4010 Advertising	100	200	200	220	250	256	262	269
G-320-3150-4020 Service Contracts	58,000	60,000	50,000	19,977	60,000	61,500	63,037	64,613
G-320-3150-4050 Contractors	200,000	200,000	165,000	53,319	170,000	174,250	178,606	183,071
G-320-3150-4095 Maintenance Contracts	3,000	0	0	0	0	0	0	0
G-320-3150-5040 Rental Of Machinery & Equipment	28,000	35,000	5,000	0	5,000	5,125	5,253	5,384
G-320-3150-9040 Tools & Small Equipment	0	0	300	0	0	0	0	0
Total 3150 Road Winter	907,140	889,750	986,390	378,665	982,090	1,213,000	1,244,675	1,277,136
3175 Railway Crossings								
G-320-3175-2100 F.T. Salaries & Wages	1,760	1,800	1,920	0	1,980	2,039	2,100	2,163
G-320-3175-2500 F.T. Benefits & Employer Costs	520	660	790	0	820	845	870	896
G-320-3175-3050 Materials	0	0	200	0	210	215	220	225
G-320-3175-4095 Maintenance Contracts	61,600	62,000	62,500	54,920	63,250	64,831	66,452	68,113
Total 3175 Railway Crossings	63,880	64,460	65,410	54,920	66,260	67,930	69,642	71,397
3176 Traffic								
G-320-3176-1770 Recoverables	0	0	0	(2,605)	0	0	0	0
G-320-3176-2100 Salaries & Wages	10,580	10,780	5,690	0	5,880	6,056	6,238	6,425
G-320-3176-2500 F.T. Benefits & Employer Costs	3,120	3,950	2,360	0	2,430	2,503	2,578	2,655
G-320-3176-3050 Materials	10,000	10,500	10,000	998	10,000	10,250	10,506	10,769
G-320-3176-4020 Service Contracts	50,000	66,550	75,000	29,919	82,900	84,972	87,096	89,273
G-320-3176-4050 Contractors	1,000	1,000	1,000	0	0	0	0	0
Total 3176 Traffic	74,700	92,780	94,050	28,312	101,210	103,781	106,418	109,122

	2022	2023	2024	2024	2025	2026	2027	2028
320 ROADS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
3177 Traffic Signs								
G-320-3177-2100 F.T. Salaries & Wages	10,580	10,780	50,580	21,566	52,220	53,787	55,401	57,063
G-320-3177-2500 F.T. Benefits & Employer Costs	3,120	3,950	21,060	6,118	21,690	22,341	23,011	23,701
G-320-3177-3050 Materials	9,200	9,300	8,500	8,925	8,670	8,887	9,109	9,337
G-320-3177-4050 Contractors	13,000	15,000	17,000	18,595	12,000	12,300	12,607	12,922
Total 3177 Traffic Signs	35,900	39,030	97,140	55,204	94,580	97,315	100,128	103,023
3178 Road Painting								
G-320-3178-2100 F.T. Salaries & Wages	1,760	1,800	65,290	44,232	67,400	69,422	71,505	73,650
G-320-3178-2500 F.T. Benefits & Employer Costs	520	660	27,220	12,738	28,040	28,881	29,747	30,639
G-320-3178-3050 Materials	20,000	20,000	20,000	18,683	20,000	20,500	21,012	21,537
G-320-3178-4050 Contractors	62,000	62,000	62,000	41,240	43,250	44,331	45,439	46,575
Total 3178 Road Painting	84,280	84,460	174,510	116,893	158,690	163,134	167,703	172,401
3500 Street Lights								
G-320-3500-1770 Recoverables	(800)	(1,200)	(1,200)	(1,264)	0	0	0	0
G-320-3500-3040 Hydro	242,000	258,000	268,000	149,211	268,000	274,700	281,568	288,607
G-320-3500-4020 Service Contracts	126,000	130,000	133,500	114,261	142,000	145,550	149,189	152,919
G-320-3500-7820 Transfer To Reserve Funds	110,000	110,000	0	0	0	0	0	0
Total 3500 Street Lights	477,200	496,800	400,300	262,208	410,000	420,250	430,757	441,526
Total 320 ROADS	5,762,180	6,267,912	7,311,046	5,191,539	9,005,268	9,743,795	10,328,281	10,963,175



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G330 Sanitary

Department/Division Overview:

The Sanitary Division plays a crucial role in maintaining the City's wastewater collection and treatment systems, ensuring it operates efficiently and meets regulatory standards. This division is led by a Manager of Environmental Services and supported by a Supervisor of Environmental Services, along with a team of four dedicated Wastewater Operators. Together, they oversee assets valued at over \$179 million, which include essential infrastructure such as 11 wastewater pumping stations, approximately 175 kilometers of sanitary mains, and 2,100 manholes.

The operation of the Water Pollution Control Plant (WPCP), vital for treating wastewater before its release into the Environment, is managed under contract by the Ontario Clean Water Agency (OCWA). This partnership ensures that the plant operates effectively while adhering to environmental guidelines and maintaining public health standards.

The Sanitary Division depends on user fees to maintain operations and finance essential asset renewals and replacements. These fees contribute to the Wastewater Reserve Fund, which is crucial for funding capital investments and unforeseen expenses. Each year, any budget variances are prudently addressed through transfers to reserves, ensuring the wastewater system remains financially sustainable and fully supported by user contributions.

By prioritizing efficient operations, regulatory compliance, and proactive maintenance of its infrastructure, the Sanitary Division ensures the continued functionality and reliability of the City's wastewater management systems. This approach not only safeguards public health and environmental quality but also supports the long-term sustainability of wastewater services for the community of Stratford.

Key Activities Planned for 2025:

Daily Operations

Customer Service
 Oversight OCWA Operations of WPCP
 Sewer Flushing
 Video Inspection and Condition Assessment
 Acoustic Sewer System Inspection

Capital Renewal
 Pump Station Inspections
 Infrastructure Maintenance and Repairs

Key Annual Operational Deliverables

25% Sewer System Inspection Completed Annually

The following list includes ongoing operational programs that are anticipated to require significant time investment by staff, above daily operational activities.

Ministry of Environment, Climate and Parks Compliance Improvements

Enhance documentation and record controls to ensure ministry compliance maintained.

Pumping Station Maintenance Program

Implementing a proactive pumping station maintenance program ensures optimal performance and longevity of equipment, reduces unexpected breakdowns, minimizes downtime, and lowers overall maintenance costs.

SCADA program development

Facilitate fibre network installation and Station SCADA (Supervisory Control and Data Acquisition) remote communications connectivity.

Sanitary Master Plan

The sanitary master plan was updated in 2024. Staff now are utilizing the plan and model to evaluate various system components to aid strategic growth and renewal projects.

Key Capital Renewal Projects not including Linear Projects

Pumping Station Upgrades

Pumping Station Security Upgrades

Pumping Station Magnetic Flow Meters

Various WPCP Upgrades, including Secondary Digester/Sludge Storage Cleanout

New Initiatives Planned for 2025:

Wastewater Treatment Plant Master Plan

A requirement of the recently updated Linear Consolidated Environmental Compliance Approval, the province requires that the 2016 Wastewater Treatment Plant Master Plan be updated.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Sanitary distribution and treatment systems are a core service for existing and potential future residents and businesses.

Explain Significant Changes from 2024 including applying a climate lens:

In Ontario, a water and wastewater rate study is required to determine the appropriate charges for water and wastewater services provided to residents and businesses. These studies analyze the costs associated with the operation, maintenance, and capital investment needs of the water and wastewater systems. The development of the asset management plan and increase in material costs requires additional revenue to cover these costs. As a result, user rates have increased in 2025 to cover these growing costs.

330 SANITARY	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
4100 Sanitary Administration								
G-330-4100-1370 Sewage Surcharge Revenue	(7,300,000)	(7,500,000)	(8,100,000)	(5,332,813)	(8,200,000)	(8,405,000)	(8,615,125)	(8,830,503)
G-330-4100-1820 Contribution From Reserve Fund	(370,650)	0	0	0	(375,650)	0	0	0
G-330-4100-1903 Interfunctional Maintenance	0	(187,600)	(191,350)	(191,350)	(193,000)	(202,650)	(212,783)	(223,422)
G-330-4100-2100 F.T. Salaries & Wages	0	0	0	125,958	0	0	0	0
G-330-4100-2500 F.T. Benefits & Employer Costs	0	0	0	24,878	0	0	0	0
G-330-4100-2700 Other Payroll Expenses	450	450	400	464	400	412	424	437
G-330-4100-3010 Clothing	2,450	2,450	3,500	1,053	4,200	4,305	4,413	4,523
G-330-4100-3050 Materials	1,550	1,500	1,500	8,117	3,000	3,075	3,152	3,231
G-330-4100-4020 Service Contracts	5,050	5,150	5,300	0	5,400	5,535	5,673	5,815
G-330-4100-4050 Contractors	2,540	2,540	0	0	0	0	0	0
G-330-4100-4097 Memberships	700	300	500	175	0	0	0	0
G-330-4100-4142 Training - Expenses	8,150	6,000	8,000	4,663	8,500	8,713	8,931	9,154
G-330-4100-5030 Interest On Long-Term Debt	881,835	674,444	612,304	362,061	544,755	517,517	491,641	467,059
G-330-4100-5035 Principal On Long-Term Debt	2,695,135	2,162,686	2,173,317	1,131,086	2,187,110	2,077,755	1,973,867	1,875,174
G-330-4100-5062 Property Taxes	0	144,550	150,588	0	166,127	170,280	174,537	178,900
G-330-4100-7810 Transfer To Reserves	1,418,420	0	0	0	0	0	0	0
G-330-4100-7820 Transfer To Reserve Funds	0	2,066,993	2,446,347	1,834,760	2,379,064	2,169,839	2,389,901	2,603,810
G-330-4100-7900 Interfunctional Transfer	10,200	0	0	0	0	0	0	0
G-330-4100-7901 Interfunctional IT Support	0	15,292	23,009	23,009	30,274	31,788	33,377	35,046
G-330-4100-7906 Interfunctional Insurance	0	63,830	68,045	68,045	69,460	72,933	76,580	80,409
G-330-4100-9040 Tools & Small Equipment	4,100	4,000	4,000	6,211	5,000	5,125	5,253	5,384
Total 4100 Sanitary Administration	(2,640,070)	(2,537,415)	(2,794,540)	(1,933,683)	(3,365,360)	(3,540,373)	(3,660,159)	(3,784,983)
4125 Sanitary Treatment								
G-330-4125-1770 Recoverables	(90,000)	(100,000)	(100,000)	(50,355)	(125,000)	(128,125)	(131,328)	(134,611)
G-330-4125-1820 Contribution From Reserve Funds	0	0	0	0	(60,000)	0	0	0
G-330-4125-3040 Hydro	440,000	350,000	350,000	233,333	350,000	358,750	367,719	376,912
G-330-4125-4020 Service Contracts	36,200	11,250	1,250	173	1,300	1,332	1,365	1,399
G-330-4125-4040 Consultants	25,300	20,000	20,000	0	80,000	82,000	84,050	86,151
G-330-4125-4050 Contractors - OCWA	1,027,000	1,071,000	970,000	861,058	999,000	1,023,975	1,049,574	1,075,813
G-330-4125-4090 Legal	5,000	5,000	5,000	0	5,000	5,125	5,253	5,384
G-330-4125-4104 Sludge Services	0	0	152,000	0	152,000	155,800	159,695	163,687
Total 4125 Sanitary Treatment	1,443,500	1,357,250	1,398,250	1,044,209	1,402,300	1,498,857	1,536,328	1,574,735
4150 Sanitary Collection								
G-330-4150-1770 Recoverables	(12,000)	(5,000)	(5,500)	(939)	(6,000)	(6,150)	(6,304)	(6,462)
G-330-4150-2100 F.T. Salaries & Wages	593,810	668,160	706,360	367,718	801,670	825,720	850,492	876,007
G-330-4150-2110 P.T. Salaries & Wages	0	0	0	101	0	0	0	0
G-330-4150-2500 F.T. Benefits & Employer Costs	161,470	187,060	230,300	117,255	270,620	278,739	287,101	295,714
G-330-4150-2510 P.T. Benefits & Employer Costs	0	0	0	9	0	0	0	0

330 SANITARY	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-330-4150-3040 Hydro	35,350	38,000	38,000	23,782	41,200	42,230	43,286	44,368
G-330-4150-3045 Water / Sewage	450	575	600	307	880	902	925	948
G-330-4150-3050 Materials	41,700	45,000	40,000	58,162	40,000	41,000	42,025	43,076
G-330-4150-3140 R & M - Buildings & Equipment	7,650	7,500	7,500	1,567	7,500	7,687	7,879	8,076
G-330-4150-3180 Vehicle - Fuel	18,360	0	0	0	0	0	0	0
G-330-4150-3190 Vehicle - Repairs & Expenses	40,000	0	0	0	0	0	0	0
G-330-4150-4020 Service Contracts	34,890	34,950	42,500	16,497	32,500	33,313	34,146	35,000
G-330-4150-4040 Consultants	10,000	10,000	20,000	11,677	0	0	0	0
G-330-4150-4050 Contractors	81,160	86,000	86,000	34,463	100,000	102,500	105,062	107,689
G-330-4150-4060 Courier/Freight	100	100	100	0	0	0	0	0
G-330-4150-4100 Services - Other	0	0	0	2,684	0	0	0	0
G-330-4150-4120 Telephone - Cell Phones	2,480	2,500	0	0	0	0	0	0
G-330-4150-5040 Rental Of Bldg, Machinery & Equip	0	0	0	243	0	0	0	0
G-330-4150-7820 Transfer To Reserve Funds	112,500	0	123,800	92,850	143,000	157,300	173,030	190,333
G-330-4150-7900 Interfunctional Transfers	68,650	0	0	0	0	0	0	0
G-330-4150-7902 Interfunctional Admin Services	0	70,000	70,000	70,000	419,020	439,971	461,970	485,069
G-330-4150-7905 Interfunctional Fleet	0	32,800	34,110	34,110	110,960	116,508	122,333	128,450
G-330-4150-7907 Interfunctional Telephone	0	2,520	2,520	2,520	1,710	1,796	1,886	1,980
G-330-4150-9040 Tools & Small Equipment	0	0	0	233	0	0	0	0
Total 4150 Sanitary Collection	1,196,570	1,180,165	1,396,290	833,239	1,963,060	2,041,516	2,123,831	2,210,248
Total 330 SANITARY				(56,235)				



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G340 Storm

Department/Division Overview:

The Storm Division plays a pivotal role in ensuring the effective operation and maintenance of essential stormwater infrastructure within the City. This division's primary objective is to ensure that storm sewer systems, along with other vital components such as catch basins, culverts, maintenance holes, municipal drains, pump stations, and stormwater management ponds, are functioning optimally, most crucially in anticipation of major weather events.

Operating out of the Public Works yard located at 303 King Street, the Storm Division is led by a Manager of Environmental Services and a Supervisor of Environmental Services. They oversee a team comprising approximately 2 to 3 Public Works Staff who are responsible for managing storm assets valued at over \$212 million. This includes not only routine maintenance and repair tasks but also strategic planning and preparedness to handle storm-related challenges effectively.

In recent years, the Storm Division has significantly expanded its services, driven by commitments from the City Council. This increased investment in Storm Services has led to tangible benefits, including more frequent maintenance of core infrastructure and enhanced repairs.

Through proactive maintenance, strategic planning, and effective resource allocation, the Storm Division plays a pivotal role in ensuring public safety and minimizing the impact of storm events on property. These efforts are crucial for enabling community resilience, particularly amidst escalating climate variability. Safeguarding public safety necessitates substantial investments in infrastructure, currently funded through the tax levy to support Storm Division services.

Key Activities Planned for 2025:

Daily Operations

Customer Service
 Sewer Flushing
 Catch Basin Cleaning
 Ditch Cleaning and Maintenance
 Video Inspection and Condition Assessment

Capital Renewal
 Infrastructure Maintenance and Repairs
 Pump Station Inspections and Maintenance
 Storm Pond Maintenance

Key Annual Operational Objectives

- 15% Storm Sewer System Condition Assessed Annually
- 25% Storm Sewer System Cleaned Annually
- 50% Catch Basin System Cleaned Annually
- 100% Ditch Systems Maintained Once Annually

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Service Development and Operational Objectives

Dedicated resources to the operation and maintenance activities associated with this service only came in place in 2023. This change in structure enables service delivery programs and mechanisms be reviewed and further enhanced.

Implementation of Environmental Compliance Approvals (ECA)

Implementing new Storm Environmental Compliance Approval (ECA) for all storm related work including storm retention ponds. This includes more stringent inspections, and reporting for all storm related activities.

New Initiatives Planned for 2025:

Storm Tax

In 2024, staff began exploring storm user fee models that the municipality could implement to finance the maintenance and renewal of stormwater infrastructure. This funding approach ensures the dependability and efficiency of stormwater management systems, consequently lowering flood risks and safeguarding water quality in local communities.

Services in 2024 will focus on enhancing and formalizing through standardized procedures of service delivery.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhancing our infrastructure

Maintaining and improving the City's storm systems, mitigates risk to all existing and potential future residents and business.

Explain Significant Changes from 2024 including applying a climate lens:

Continuing efforts to enhance a structured program for ditch cleaning and maintenance, repair of catch basins and maintenance holes, sewer condition assessments, and storm pond maintenance are indicative of the success of Storm Services. However, these initiatives are exerting pressure on the storm operating budget. Given the scale of these projects, some will be outsourced to contractors, with assistance from City staff.

There is a significant variance associated with the incremental increase in transfer to the capital reserve funds, to ensure sustainable infrastructure renewal.

340 STORM	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
4200 Storm Administration								
G-340-4200-2100 F.T. Salaries & Wages	0	0	135,610	0	149,010	153,480	158,084	162,827
G-340-4200-2500 F.T. Benefits & Employer Costs	0	0	43,880	0	50,390	51,902	53,459	55,063
G-340-4200-3040 Hydro	2,000	2,200	2,300	1,396	2,950	3,024	3,100	3,177
G-340-4200-5030 Interest On Long-Term Debt	610,515	614,830	581,479	266,686	521,380	495,311	470,545	447,018
G-340-4200-5035 Principal On Long-Term Debt	2,092,627	1,951,910	1,947,133	878,012	1,820,285	1,729,271	1,642,807	1,560,667
G-340-4200-7820 Transfer To Reserve Fund	1,331,000	1,560,000	1,800,000	1,350,000	2,100,000	2,310,000	2,541,000	2,795,100
G-340-4200-9040 Small Tools & Equipment	200	220	500	200	1,000	1,025	1,051	1,077
Total 4200 Storm Administration	4,036,342	4,129,160	4,510,902	2,496,294	4,645,015	4,744,013	4,870,046	5,024,929
4225 Storm Treatment								
G-340-4225-2100 F.T. Salaries & Wages	23,060	23,360	29,730	20,538	30,700	31,621	32,570	33,547
G-340-4225-2500 F.T. Benefits & Employer Costs	6,810	8,570	12,410	5,789	12,790	13,174	13,569	13,976
G-340-4225-3050 Materials	22,500	22,500	22,500	2,481	10,000	10,250	10,506	10,769
G-340-4225-4020 Service Contracts	40,000	50,000	50,000	38,112	42,000	43,050	44,126	45,229
G-340-4225-4050 Contractors	25,000	25,000	25,000	14,625	25,000	25,625	26,266	26,923
G-340-4225-5040 Rental Of Machinery & Equipment	500	300	2,000	104	2,000	2,050	2,101	2,154
G-340-4225-9040 Tools & Small Equipment	200	0	500	98	0	0	0	0
Total 4225 Storm Treatment	118,070	129,730	142,140	81,747	122,490	125,770	129,138	132,598
4250 Storm Collection								
G-340-4250-1130 Ontario Grants	(5,000)	(13,125)	0	0	0	0	0	0
G-340-4250-2100 F.T. Salaries & Wages	100,020	113,060	106,520	81,119	132,930	136,918	141,026	145,257
G-340-4250-2500 F.T. Benefits & Employer Costs	29,550	27,620	31,100	23,366	41,550	42,797	44,081	45,403
G-340-4250-3040 Hydro	0	0	0	278	0	0	0	0
G-340-4250-3050 Materials	10,000	8,500	10,000	19,208	22,500	23,062	23,639	24,230
G-340-4250-4020 Service Contracts	15,000	16,000	16,000	1,082	10,000	10,250	10,506	10,769
G-340-4250-4040 Consultants	25,000	25,000	25,000	7,525	25,000	25,625	26,266	26,923
G-340-4250-4050 Contractors	87,500	87,500	87,500	30,287	87,500	89,687	91,929	94,227
G-340-4250-5040 Rental Of Bldg, Machinery & Equip	200	200	500	411	0	0	0	0
Total 4250 Storm Collection	262,270	264,755	276,620	163,276	319,480	328,339	337,447	346,809
Total 340 STORM	4,416,682	4,523,645	4,929,662	2,741,317	5,086,985	5,198,122	5,336,631	5,504,336



2025 BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G350 Water

Department/Division Overview:

The Water Division’s primary function is to ensure the continuous provision and maintenance of safe drinking water to residents, businesses, and industries. This is achieved through the effective and efficient operation and maintenance of the municipal water treatment and distribution systems. The Division is staffed by a dedicated team led by a Manager and a Supervisor, with additional support from two Compliance Officers and eight technical field staff. Together, they manage assets valued at over \$103,000,000.

The City Water Distribution System comprises approximately 189 kilometers of water mains, 1,850 valves, and 950 hydrants. To maintain regulatory compliance and ensure operational efficiency, data on various operational parameters is recorded by Supervisory Control and Data Acquisition (SCADA) systems, which serve as process databases.

The financial planning for the Water Distribution System includes a detailed budget for material and overtime expenses. This budget is developed based on expected maintenance activities, such as handling approximately 30 main breaks and replacing about 10 valves annually, in addition to routine hydrant maintenance. While these estimates provide a guideline, actual numbers can vary each year. To manage these variances and ensure financial stability, any budget discrepancies are adjusted through transfers to reserve funds. This approach ensures that the water system remains fully funded by user fees, maintaining a user-pay model.

The operations and renewal of assets within the water system are predominantly funded through these user fees. This model supports both the day-to-day operational needs and long-term infrastructure renewal projects, ensuring that the water distribution system remains reliable and capable of meeting the community's needs. The strategic use of SCADA systems enhances operational efficiency by providing real-time data and insights, enabling proactive maintenance and swift response to any issues that arise.

By leveraging advanced technology and a skilled workforce, the Water Division effectively manages a complex network of infrastructure, ensuring the delivery of safe drinking water and maintaining the integrity and functionality of the water distribution system.

Key Activities Planned for 2025:

Daily Operations

Customer Service Capital Renewal
Drinking Water Quality Management System Water Service Installations
Water Quality Annual Report Small Watermain Repairs
Drinking Water Source Protection Frozen Water Services Management
Education and Outreach Water Service Shutoffs
Pump Station and Tower Inspections Valve Maintenance and Replacement
After Hour Emergency Repairs Hydrant Flushing

Key Annual Operational Objectives

98% Drinking Water Quality Management System Evaluation Scoring
10 Lead Service Replacements
5 Valve Non-Linear Related Replacements (25 including linear replacements)
25% System Valve Turning Maintenance
100% System Hydrant Flushing

Key Capital Renewal

Linear infrastructure replacements
Upgrades to source water well chlorination systems
Water tower safety upgrades
Romeo Treatment Facility upgrades

Supervisory Control and Data Acquisition (SCADA) – Upgrading communication network to fibre to improve system security and efficiency

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from staff.

Education and Outreach

Increased involvement with public events to create more community awareness of the Environmental Services Department. This will entail more classroom presentations, open houses at water facilities and public notifications to water works happening around the City.

Upper Thames River Conservation Authority (UTRCA) Services Review

In 2024, under Bill 23, the provincial government mandated the UTRCA to establish an agreement with the City for non-legislated services. The City is currently reviewing service delivery in response to the recently established agreement.

New Initiatives Planned for 2025:

Enhance Water Meter Service Program

A water metering program needs to be reinstated and upgraded with Smart Meters to ensure accurate revenue collection and achieve operational efficiencies.

Geothermal Evaluation

Continued investigation into the suitability of Geothermal infrastructure installations in Stratford and development standards and guidelines for consideration of use.

Lead Policy

Provincial guidance recommends implementing proactive measures to address the replacement of lead services. Accordingly, staff are developing a lead policy, which includes a subsidy component, for Council review and consideration.

Sewer and Water By-Law Update

The current by-law is outdated and restricts enforcement of non-compliance. The updated by-law would also permit the use of geothermal technologies within City limits.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Improving and expanding the City's water distribution and treatment, ensures the stability of core servicing for all existing and potential future residents and businesses.

Explain Significant Changes from 2024 including applying a climate lens:

In Ontario, a Water and Wastewater Rate Study is required to determine the appropriate charges for water and wastewater services provided to residents and businesses. These studies analyze the costs associated with the operation, maintenance, and capital investment needs of the water and wastewater systems.

The development of the asset management plan and increase in material costs requires additional revenue to cover these costs. As a result, user rates increased in 2025 to cover these growing costs.

350 WATER	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
4300 Water Administration								
G-350-4300-1410 Water Revenue	(4,963,980)	(5,330,000)	(5,895,000)	(4,187,589)	(6,080,000)	(6,232,000)	(6,387,800)	(6,547,495)
G-350-4300-1820 Contribution From Reserve Fund	0	0	0	0	(160,000)	0	0	0
G-350-4300-2100 F.T. Salaries & Wages	665,030	703,690	728,785	583,978	732,240	754,207	776,833	800,138
G-350-4300-2110 P.T. Salaries & Wages	0	0	0	9,957	0	0	0	0
G-350-4300-2500 F.T. Benefits & Employer Costs	184,010	213,300	239,265	197,168	248,510	255,965	263,644	271,553
G-350-4300-2510 P.T. Benefits & Employer Costs	0	0	0	953	0	0	0	0
G-350-4300-2700 Other Payroll Expenses	1,000	1,000	1,000	114	750	773	796	820
G-350-4300-3010 Clothing	7,500	7,750	8,200	7,959	8,400	8,610	8,825	9,046
G-350-4300-3050 Materials	3,500	2,500	2,500	1,326	2,600	2,665	2,732	2,800
G-350-4300-3070 Office Supplies	800	800	800	851	800	820	840	861
G-350-4300-3090 Copier/Printer Lease	380	400	390	255	390	400	410	420
G-350-4300-3100 Postage	450	450	450	86	400	410	420	430
G-350-4300-3110 Printing	350	350	350	0	250	256	262	269
G-350-4300-3120 Meals & Meeting Costs	300	450	500	282	1,800	1,845	1,891	1,938
G-350-4300-4010 Advertising	150	750	1,000	3,307	2,500	2,563	2,627	2,693
G-350-4300-4020 Service Contracts	6,750	6,750	4,500	7,670	4,000	4,100	4,203	4,308
G-350-4300-4040 Consultants	5,000	5,000	5,000	8,666	15,600	15,990	16,390	16,800
G-350-4300-4050 Contractors	576,200	587,700	610,610	414,496	687,050	704,226	721,832	739,878
G-350-4300-4060 Courier/Freight	100	100	100	43	200	205	210	215
G-350-4300-4090 Legal	750	750	750	0	500	513	526	539
G-350-4300-4097 Memberships	5,480	6,475	5,300	3,855	4,400	4,510	4,623	4,739
G-350-4300-4101 Conservation Authority Levy	417,945	441,747	631,329	596,265	815,750	836,144	857,048	878,474
G-350-4300-4110 Telephone - Basic	1,650	0	0	0	0	0	0	0
G-350-4300-4120 Telephone - Cell Phones	6,710	0	0	0	0	0	0	0
G-350-4300-4142 Training - Expenses	36,000	36,000	36,500	26,786	36,700	37,618	38,558	39,522
G-350-4300-5030 Interest On Long-Term Debt	150	150	0	0	0	0	0	0
G-350-4300-5035 Principal On Long-Term Debt	3,240	3,300	0	0	0	0	0	0
G-350-4300-5062 Property Taxes	0	66,560	69,354	0	74,753	76,622	78,538	80,501
G-350-4300-7820 Transfer To Reserve Funds	876,250	972,352	993,403	745,052	939,018	766,735	752,427	735,922
G-350-4300-7900 Interfunctional Transfers	55,760	0	0	0	0	0	0	0
G-350-4300-7901 Interfunctional IT Support	0	45,876	86,282	86,282	72,658	76,291	80,106	84,111
G-350-4300-7902 Interfunctional Admin Services	0	57,000	57,000	57,000	317,332	333,199	349,859	367,352
G-350-4300-7903 Interfunctional Maintenance	0	0	2,750	2,750	2,830	2,972	3,121	3,277
G-350-4300-7906 Interfunctional Insurance	0	36,450	46,646	46,646	48,869	51,312	53,878	56,572

350 WATER	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-350-4300-7907 Interfunctional Telephone	0	10,170	12,150	12,150	8,630	9,062	9,515	9,991
G-350-4300-9010 Office Equipment & Furnishings	500	500	500	1,062	500	513	526	539
G-350-4300-9040 Tools & Small Equipment	3,500	3,500	7,500	2,784	8,500	8,713	8,931	9,154
Total 4300 Water Administration	(2,104,525)	(2,118,180)	(2,342,086)	(1,369,846)	(2,204,070)	(2,274,761)	(2,348,229)	(2,424,633)
4325 Water Supply								
G-350-4325-1405 User Fees	(2,640)	0	(2,640)	(2,640)	(2,640)	(2,706)	(2,774)	(2,843)
G-350-4325-2100 F.T. Salaries & Wages	165,480	176,230	183,340	125,324	189,050	194,722	200,564	206,581
G-350-4325-2110 P.T. Salaries & Wages	2,770	0	0	0	0	0	0	0
G-350-4325-2500 F.T. Benefits & Employer Costs	51,920	49,050	56,330	35,453	59,400	61,182	63,017	64,908
G-350-4325-2510 P.T. Benefits & Employer Costs	230	0	0	0	0	0	0	0
G-350-4325-3040 Hydro	289,000	295,500	285,000	139,498	285,000	292,125	299,428	306,914
G-350-4325-3050 Materials	150,000	157,600	190,000	142,757	190,000	194,750	199,619	204,609
G-350-4325-3120 Meals & Meeting Costs	250	300	300	0	0	0	0	0
G-350-4325-3140 R & M - Buildings & Equipment	10,000	10,000	20,000	19,112	20,000	20,500	21,012	21,537
G-350-4325-3180 Vehicle - Fuel	2,000	0	0	0	0	0	0	0
G-350-4325-4020 Service Contracts	194,800	197,800	187,000	96,559	105,000	107,625	110,316	113,074
G-350-4325-4040 Consultants	25,000	30,000	30,000	1,786	5,000	5,125	5,253	5,384
G-350-4325-4050 Contractors	21,800	23,000	23,000	127	20,000	20,500	21,012	21,537
G-350-4325-4060 Courier/Freight	200	200	200	443	300	308	316	324
G-350-4325-9040 Tools & Small Equipment	0	0	0	16,287	0	0	0	0
Total 4325 Water Supply	910,810	939,680	972,530	574,706	871,110	894,131	917,763	942,025
4350 Water Distribution								
G-350-4350-1405 User Fees	(2,350)	0	0	0	0	0	0	0
G-350-4350-1770 Recoverables	(10,000)	(12,000)	(10,000)	(4,716)	(10,000)	(10,250)	(10,506)	(10,769)
G-350-4350-2100 F.T. Salaries & Wages	486,890	528,700	550,010	314,384	557,750	574,483	591,717	609,469
G-350-4350-2110 P.T. Salaries & Wages	8,300	11,360	75,116	0	62,440	64,313	66,242	68,229
G-350-4350-2500 F.T. Benefits & Employer Costs	152,770	147,160	168,980	89,048	174,540	179,776	185,169	190,724
G-350-4350-2510 P.T. Benefits & Employer Costs	700	2,050	2,310	0	12,180	12,545	12,921	13,309
G-350-4350-3040 Hydro	7,170	7,530	7,500	4,502	7,500	7,687	7,879	8,076
G-350-4350-3050 Materials	230,000	230,000	220,000	103,145	220,000	225,500	231,137	236,915
G-350-4350-3120 Meals & Meeting Costs	1,000	1,200	1,500	510	0	0	0	0
G-350-4350-3180 Vehicle - Fuel	35,600	0	0	0	0	0	0	0
G-350-4350-3190 Vehicle - Repairs & Expenses	30,600	0	0	2,082	0	0	0	0
G-350-4350-4020 Service Contracts	59,000	49,000	49,000	57,705	10,000	10,250	10,506	10,769
G-350-4350-4040 Consutants	5,000	20,000	20,000	14,587	0	0	0	0
G-350-4350-4050 Contractors	68,200	67,500	67,500	41,894	67,500	69,188	70,918	72,691
G-350-4350-4060 Courier/Freight	0	0	0	468	0	0	0	0
G-350-4350-7820 Transfer To Reserve Funds	53,600	0	84,000	63,000	90,700	99,770	109,747	120,722

	2022	2023	2024	2024	2025	2026	2027	2028
350 WATER	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
G-350-4350-7900 Interfunctional Transfer	60,000	0	0	0	0	0	0	0
G-350-4350-7903 Interfunctional Maintenance	0	60,000	60,000	60,000	60,000	63,000	66,150	69,458
G-350-4350-7905 Interfunctional Fleet	0	66,000	68,640	68,640	80,350	84,368	88,586	93,015
G-350-4350-9040 Tools & Small Equipment	0	0	5,000	0	0	0	0	0
Total 4350 Water Distribution	1,186,480	1,178,500	1,369,556	815,249	1,332,960	1,380,630	1,430,466	1,482,608
Total 350 WATER	(7,235)			20,109				



2025 OPERATING BUDGET – WORK PLAN

Department:	Infrastructure Services
Budget Division:	G360 Waste

Department/Division Overview:

Public Works provides waste management services to over 33,000 residents, business and industry. The Waste Services budget covers staffing and materials required to facilitate garbage, recycling, organics and household hazardous waste collection, as well as the operations of the landfill. The Waste Division is supported by the Manager of Public Works, Supervisor of Public Works, a Spotter, Scale House Attendant, Equipment Operator and 2 supporting field staff. Operations are largely located out of the landfill site Located at 777 Romeo Street, with support from staff located at the Public Works Yard at 303 King Street.

Bag Tags, Landfill Tipping Fees and Provincial funding currently covers a large portion of the costs associated with Waste Management services. Remaining balance of what is unfunded and not covered through revenue, is supported through the tax levy.

Key Activities Planned for 2025:

Daily Operations

Customer Service	Capital Renewal
Recycling Collection for Processing	Landfill Operations and Material Management
Garbage Pickup and Disposal	Landfill Composting Maintenance
Green Bin Pickup for Processing	Landfill Brush Management
Brush Pickup	Annual Waste Calendar
Downtown Core Pickup	Household Hazardous Waste Events
Recycling and Green Bin Sales	Energy and Environment Committee Support

Key Annual Operational Objectives

Bi-Weekly	Recycling Collection
Weekly	Garbage Pickup
Weekly	Green Bin Pickup
100%	Environmental Compliance Approval Adherence

The following list includes ongoing operational programs that are anticipated to require significant time investment above daily operational activities from Staff.

Blue Box Transition

Provincial transition to extended producer responsibility for Blue Box residential services commenced May 2024. Now that transition is occurring, post transition services and service delivery options will be investigated with extensive public consultation.

Landfill Buffer Lands

Continue to investigate ownership of lands adjacent to the landfill to provide a buffer to mitigate leachate contamination. This is required from the Ministry of Environment.

New Initiatives Planned for 2025:

Household Hazardous Waste Event Relocation

In 2024, investigation and consideration were given to increase the number of Household Hazardous Waste Events. Landfill trials were successful, but cost and provincial compliance limited the ability to increase the number events, which is proposed to be considered further in 2025.

Buffer Land Acquisition

In order to ensure safe operation and legislated compliance of the landfill, options to manage the risk of leachate will be considered in 2025. Options include technologies to limit contamination zones and/or purchasing additional lands to mitigate the City's risk.

Review and Plan for ECA Amendment

Certain operations and program that are facilitated through the landfill could be adjusted, but first require amendments to the existing Provincial Environmental Compliance Approvals. This adjustments in service and the required amendments will be looked further in 2025.

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

Enhancing Infrastructure and Site Use

- Managing Stratford's Landfill Site and optimising space
- Planning a sustainable future for Stratford's resources and environment

Explain Significant Variances (2025 proposed budget vs prior year budget):

Planning stage for Cell 4 expansion and including the responsible filling of Cell 3B which ensures adequate space for waste.

Recommended Bag Tag and Tipping Fees are outlined in the 2021 Waste Rate Finance Study, which goal is to establish sustainable funds through the Waste Capital Reserve and Landfill Closure Reserve. Adequate funding in these reserves will ensure Landfill services are able to be maintained while in operation and after its anticipated closure in 2046.

Contributions to these reserves are proposed to be incrementally increased with the intent of nearing the desired annual contribution rates identified in the Waste Rate Study.

360 WASTE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
4400 Waste Administration								
G-360-4400-1310 Bag Tag Revenue	(900,000)	(1,100,000)	(1,110,000)	0	0	0	0	0
G-360-4400-1315 Tipping Fee Revenue	(1,700,000)	(1,830,000)	(1,800,000)	0	0	0	0	0
G-360-4400-2100 F.T. Salaries & Wages	202,870	252,907	206,230	65,063	186,630	192,229	197,996	203,936
G-360-4400-2110 P.T. Salaries & Wages	0	0	0	68	0	0	0	0
G-360-4400-2500 F.T. Benefits & Employer Costs	59,680	64,850	58,010	21,632	54,730	56,372	58,063	59,805
G-360-4400-2510 P.T. Benefits & Employer Costs	0	0	0	6	0	0	0	0
G-360-4400-3010 Clothing	400	400	200	0	200	205	210	215
G-360-4400-3050 Materials	200	220	225	431	550	564	578	592
G-360-4400-3070 Office Supplies	40	50	50	478	200	205	210	215
G-360-4400-3110 Printing	50	100	50	73	200	205	210	215
G-360-4400-4060 Courier/Freight	50	50	0	10	0	0	0	0
G-360-4400-4097 Memberships	900	900	900	592	1,030	1,056	1,082	1,109
G-360-4400-4110 Telephone - Basic	1,110	0	0	0	0	0	0	0
G-360-4400-4142 Training - Expenses	3,000	3,000	3,000	2,946	3,000	3,075	3,152	3,231
G-360-4400-5010 Bank & Financing Charges	5,000	0	0	8,165	11,000	11,275	11,557	11,846
G-360-4400-5062 Property Taxes	0	123,330	128,467	0	138,409	141,869	145,416	149,051
G-360-4400-7810 Transfer To Reserves	0	15,000	30,000	30,000	0	0	0	0
G-360-4400-7820 Transfer To Reserve Funds	598,400	655,000	750,000	562,500	866,000	952,600	1,047,860	1,152,646
G-360-4400-7900 Interfunctional Transfer	10,200	0	0	0	0	0	0	0
G-360-4400-7901 Interfunctional IT Support	0	11,469	23,009	23,009	18,164	19,072	20,026	21,027
G-360-4400-7907 Interfunctional Telephone	0	1,110	1,110	1,110	1,000	1,050	1,103	1,158
G-360-4400-9010 Office Equipment& Furnishings	200	200	200	0	200	205	210	215
G-360-4400-9040 Tools & Small Equipment	200	200	300	0	400	410	420	430
Total 4400 Waste Administration	(1,717,700)	(1,801,214)	(1,708,249)	716,083	1,281,713	1,380,392	1,488,093	1,605,691
4425 Waste Disposal								
G-360-4425-1315 Tipping Fees	0	0	0	(1,370,182)	(1,860,000)	(1,906,500)	(1,954,162)	(2,003,016)
G-360-4425-2100 F.T. Salaries & Wages	200,310	197,840	268,100	262,255	280,130	288,534	297,190	306,106
G-360-4425-2500 F.T. Benefits & Employer Costs	59,170	66,060	95,320	74,297	104,970	108,119	111,363	114,704
G-360-4425-3040 Hydro	12,000	12,000	12,000	5,987	12,000	12,300	12,607	12,922
G-360-4425-3045 Water / Sewage	330	400	500	253	500	513	526	539
G-360-4425-3047 Sewage - Leachate	184,000	0	0	0	0	0	0	0
G-360-4425-3050 Materials	20,000	20,000	18,000	2,471	13,000	13,325	13,658	13,999
G-360-4425-3140 R & M - Buildings & Equipment	6,000	5,000	5,100	0	0	0	0	0
G-360-4425-3180 Vehicle - Fuel	62,000	0	0	0	0	0	0	0
G-360-4425-3190 Vehicle - Repairs & Expenses	66,000	0	0	0	0	0	0	0
G-360-4425-4020 Service Contracts	38,000	38,500	35,000	5,401	53,000	54,325	55,683	57,075
G-360-4425-4040 Consultants	85,000	90,000	95,000	65,990	137,000	140,425	143,936	147,534
G-360-4425-4050 Contractors	90,000	90,000	90,000	37,758	65,000	66,625	68,291	69,998

360 WASTE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-360-4425-5040 Rental Of Machinery & Equipment	0	1,000	1,000	0	0	0	0	0
G-360-4425-7820 Transfer To Reserve Funds	147,000	155,000	162,000	121,500	173,600	190,960	210,056	231,062
G-360-4425-7903 Interfunctional Maintenance	0	187,600	191,350	191,350	193,000	202,650	212,783	223,422
G-360-4425-7905 Interfunctional Fleet	0	122,000	126,880	126,880	248,820	261,261	274,324	288,040
G-360-4425-9040 Tools & Small Equipment	0	0	0	469	0	0	0	0
Total 4425 Waste Disposal	969,810	985,400	1,100,250	(475,571)	(578,980)	(567,463)	(553,745)	(537,615)
4450 Waste Collection								
G-360-4450-1310 Bag Tags Revenue	0	0	0	(868,463)	(1,220,000)	(1,250,500)	(1,281,763)	(1,313,807)
G-360-4450-1499 Fee Discounts	0	0	0	0	(56,500)	(57,912)	(59,360)	(60,844)
G-360-4450-1610 Sales	(4,000)	(5,000)	(7,000)	(6,548)	(7,000)	(7,175)	(7,354)	(7,538)
G-360-4450-1770 Recoverables	0	0	0	181	0	0	0	0
G-360-4450-2100 F.T. Salaries & Wages	9,170	9,370	8,900	2,086	9,190	9,466	9,750	10,043
G-360-4450-2500 F.T. Benefits & Employer Costs	2,710	3,010	3,770	591	3,880	3,996	4,116	4,239
G-360-4450-3050 Materials	500	400	5,000	15,474	8,750	8,969	9,193	9,423
G-360-4450-4020 Service Contracts	0	0	0	41,719	0	0	0	0
G-360-4450-4050 Contractors	338,130	356,000	363,120	220,571	537,312	550,745	564,514	578,627
G-360-4450-4060 Courier/Freight	50	0	0	0	0	0	0	0
Total 4450 Waste Collection	346,560	363,780	373,790	(594,389)	(724,368)	(742,411)	(760,904)	(779,857)
4475 Waste Recycle								
G-360-4475-1130 Ontario Grants	(318,000)	(337,000)	(134,000)	(235,226)	0	0	0	0
G-360-4475-1499 Fee Discounts	0	0	0	4,882	0	0	0	0
G-360-4475-1610 Sales	(3,000)	(3,000)	(3,500)	(5,055)	(4,000)	(4,100)	(4,203)	(4,308)
G-360-4475-1770 Recoverables	(36,000)	(50,000)	(120,000)	(431,343)	(844,000)	(865,100)	(886,727)	(908,895)
G-360-4475-2100 F.T. Salaries & Wages	9,170	9,370	49,960	24,064	51,580	53,127	54,721	56,363
G-360-4475-2500 F.T. Benefits & Employer Costs	2,710	3,010	19,860	6,100	20,400	21,012	21,642	22,291
G-360-4475-3050 Materials	35,000	45,000	45,000	3,162	21,500	22,037	22,588	23,153
G-360-4475-3100 Postage	25	0	0	0	0	0	0	0
G-360-4475-4010 Advertising	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-360-4475-4020 Service Contracts	185,000	225,000	245,500	14,576	3,000	3,075	3,152	3,231
G-360-4475-4050 Contractors	1,561,140	1,332,400	1,012,500	1,280,207	1,628,863	1,669,585	1,711,325	1,754,108
G-360-4475-4060 Courier/Freight	25	0	0	0	0	0	0	0
G-360-4475-9040 Tools & Small Equipment	0	0	200	0	500	513	526	539
Total 4475 Waste Recycle	1,437,070	1,225,780	1,116,520	661,367	878,843	901,174	924,075	947,559
Total 360 WASTE	1,035,740	773,746	882,311	307,490	857,208	971,692	1,097,519	1,235,778



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G610 Social Services Administration

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children’s Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The administrative division within the Social Services Department was created to capture wages of the integrated staff as well as other shared expenditures, such as office supplies. Quarterly, these centralized expenditures are reallocated interfunctionally to the Perth & Stratford Housing (Division 614), Housing (Division 615), Homelessness (Division 612), Ontario Works (Division 611), Childrens Services (Division 616) and Anne Hathaway Day Care (Division 613).

This Division includes programs administered through the Social Services Department not directly associated with a specific provincial program such as the Community Safety and Wellbeing program.

Key Activities Planned for 2025:

The Social Services Administration Division will continue to support Service Manager key functions: streamline service provision, build client-centred systems, assure quality, and oversee accountability structures within the Social Services Department.

In response to the requirements for Community Safety and Well-being (CSWB) planning that came into effect in January 2019, the City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East, and the Township of Perth South formed a partnership to create a joint CSWB plan. Continued implementation of events to promote and achieve the objectives set forth in the plan will occur in 2025. Funding for these activities is shared through the partnering municipalities.

In 2023 the City of Stratford was successful in receiving three-year funding from Public Safety Canada to enhance efforts in communities for preventing and reducing gun and gang violence. Using this funding, a core group of key players in the community will be responsible for:

- Developing an evaluation framework that includes sustainability planning.
- Conducting research into gun and gang themes to inform continuation or development of programming.
- Collaborating with community members to identify gaps, develop work plans, and offer reliable and regular programming to address a diversity of needs relating to youth in the community.
- Co-creating prevention activities on a continuum that recognizes the diverse needs within the service area focused on social determinants that are factors in contributing to crime.
- Utilizing the youth engaged in programs to evaluate what is missing and adjust programming offerings to become more accessible in line with diversity, equity, and inclusion principles.

New Initiatives Planned for 2025:

At this time there is no government funding that the City is aware of for new initiatives, however the City is committed to applying for any grant opportunities that arise that will enhance service delivery within the community.

With a rise in the numbers of individuals and families sleeping rough, the Corporation has updated the Coordinated Response to Individuals Sleeping Rough plan to an Encampment Strategy. This multi-sectoral approach will have costs associated to this, specifically when an encampment is on public/government/municipally owned land. This cost is not cost shared with other municipalities.

The Community and Safety Plan will be updated during this year as the initial plan's tenure has ended and legislatively it is required for municipalities to have these plans in place. The City will see an enhancement of services as the implementation of the Building Safer Communities Grant progresses including a local youth center at the Agri Plex as well as the continued support for the public with the Community Safety and By-law officer.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.

The integration of administrative functions continues to maximize service delivery potential for administrative and financial functions within Social Services. Furthermore, the continued support of the Community Safety and Well-being Plan and activities planned for the Public Safety Canada funding provide collaboration within other City departments as well as partnering municipalities, community partners and stakeholders in the delivery of human services.

Explain Significant Changes from 2024 including applying a climate lens:

The significant variance in this year's budget is acknowledging that there will be costs to the Corporation to address encampment maintenance and clean-up on public/government/municipally owned lands.

610 SOCIAL SERVICES ADMINISTRATION	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6100 Social Services Administration								
G-610-6100-1900 Interfunctional Transfer	(1,728,360)	0	(2,624,980)	(479,760)	(2,929,943)	(3,076,440)	(3,230,262)	(3,391,775)
G-610-6100-1902 Interfunctional Admin Services	0	(1,996,440)	0	0	0	0	0	0
G-610-6100-2100 F.T. Salaries & Wages	646,380	691,940	721,770	544,172	763,770	786,683	810,283	834,591
G-610-6100-2110 P.T. Salaries & Wages	0	0	0	30,402	0	0	0	0
G-610-6100-2500 F.T. Benefits & Employer Costs	190,800	208,860	239,920	174,335	273,550	281,757	290,210	298,916
G-610-6100-2510 P.T. Benefits & Employer Costs	0	0	0	2,526	0	0	0	0
G-610-6100-2700 Other Payroll Expenses	100	100	150	130	150	155	160	165
G-610-6100-3070 Office Supplies	15,000	11,500	11,500	7,809	11,500	11,787	12,082	12,384
G-610-6100-3090 Copier/Printer Lease	10,200	11,000	10,200	7,808	11,500	11,787	12,082	12,384
G-610-6100-3100 Postage	30,000	30,000	30,000	20,518	27,500	28,187	28,892	29,614
G-610-6100-3110 Printing	500	500	2,250	1,175	2,250	2,306	2,364	2,423
G-610-6100-3120 Meeting Costs	750	750	1,000	685	2,000	2,050	2,101	2,154
G-610-6100-3130 Publications & Subscriptions	0	0	330	0	330	338	346	355
G-610-6100-4036 Conferences - Expenses	3,500	3,500	9,000	1,983	9,000	9,225	9,456	9,692
G-610-6100-4060 Courier/Freight	0	0	0	140	100	102	105	108
G-610-6100-4097 Memberships	10,000	8,800	8,800	8,466	9,300	9,533	9,771	10,015
G-610-6100-4110 Telephone - Basic	22,650	0	0	0	0	0	0	0
G-610-6100-4120 Telephone - Cell Phones	1,800	0	0	0	0	0	0	0
G-610-6100-4142 Training - Expenses	5,000	4,000	4,000	110	5,000	5,125	5,253	5,384
G-610-6100-4150 Travel/Mileage-Excl Training & Conf	1,000	1,250	1,500	1,344	1,750	1,794	1,839	1,885
G-610-6100-5045 Rent	384,000	0	0	0	0	0	0	0
G-610-6100-7820 Transfer To Reserve Fund	0	15,080	30,800	23,100	38,900	42,790	47,069	51,776
G-610-6100-7900 Interfunctional Transfer	413,680	0	0	0	0	0	0	0
G-610-6100-7901 Interfunctional IT Support	0	181,500	379,643	379,643	490,439	514,961	540,709	567,744
G-610-6100-7902 Interfunctional Admin Services	0	423,540	423,540	423,540	473,540	497,217	522,078	548,182
G-610-6100-7903 Interfunctional Maintenance	0	0	0	14,081	0	0	0	0
G-610-6100-7904 Interfunctional - Rent	0	384,000	384,000	384,000	384,000	403,200	423,360	444,528
G-610-6100-7905 Interfunctional Fleet	0	7,650	12,000	12,000	28,680	30,114	31,620	33,201
G-610-6100-7906 Interfunctional Insurance	0	0	325,142	325,142	370,074	388,578	408,007	428,407
G-610-6100-7907 Interfunctional Telephone	0	24,450	24,450	24,450	21,610	22,691	23,826	25,017
G-610-6100-9010 Office Equipment& Furnishings	10,000	5,000	5,000	2,124	5,000	5,125	5,253	5,384
Total 6100 Social Services Administration	17,000	16,980	15	1,909,923	0	(20,935)	(43,396)	(67,466)

610 SOCIAL SERVICES ADMINISTRATION	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6105 Community Safety & Well-Being								
G-610-6105-1770 Recoverables	0	0	(61,520)	0	(64,840)	(66,461)	(68,123)	(69,826)
G-610-6105-1810 Contribution From Reserves	0	0	(21,100)	0	(22,250)	0	0	0
G-610-6105-2100 F.T. Salaries & Wages	0	0	40,230	24,720	43,710	45,021	46,372	47,763
G-610-6105-2500 F.T. Benefits & Employer Costs	0	0	12,950	8,416	15,080	15,532	15,998	16,478
G-610-6105-3070 Office Supplies	0	0	540	6	540	554	568	582
G-610-6105-4142 Training - Expenses	0	0	50,000	104	50,000	51,250	52,531	53,844
Total 6105 Community Safety & Well-Being	0	0	21,100	33,246	22,240	45,896	47,346	48,841
6110 Social Service Programs								
G-610-6110-1120 Canada Grants	0	0	(551,740)	(353,418)	(294,320)	(301,678)	(309,220)	(316,951)
G-610-6110-1770 Recoverable	0	0	(100,980)	0	0	0	0	0
G-610-6110-2100 F.T. Salaries & Wages	0	0	75,750	25,480	79,750	82,143	84,607	87,145
G-610-6110-2110 P.T. Salaries & Wages	0	0	0	35,662	0	0	0	0
G-610-6110-2500 F.T. Benefits & Employer Costs	0	0	24,910	17,022	28,370	29,221	30,098	31,001
G-610-6110-2700 Other Payroll Expenses	0	0	0	120	0	0	0	0
G-610-6110-3010 Clothing	0	0	320	0	550	564	578	592
G-610-6110-4020 Service Contracts	0	0	433,740	215,000	185,650	190,291	195,048	199,924
G-610-6110-7902 Interfunctional Admin Services	0	0	118,000	118,000	0	0	0	0
Total 6110 Social Service Programs	0	0	0	57,866	0	541	1,111	1,711
61Hc Homelessness-City								
G-610-61Hc-4050 Contractors	0	0	0	39,151	120,000	123,000	126,075	129,227
Total 61Hc Homelessness-City	0	0	0	39,151	120,000	123,000	126,075	129,227
Total 610 SOCIAL SERVICES ADMINISTRATION	17,000	16,980	21,115	2,040,186	142,240	148,502	131,136	112,313



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G611 Ontario Works

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children’s Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Ontario Works Division fall under the Provincial jurisdictions of the Ministry of Children, Community and Social Services. Under the *Ontario Works Act (1997)*, the Ontario Works Division has the responsibility to effectively deliver services and supports that respond to the needs of Ontario Works participants within the service area.

Ontario Works encompasses two primary components, being financial assistance and life stabilization activities. If you are eligible for Ontario Works, the amount of money you get will depends on your specific situation. In most cases, you must participate in life stabilization activities to receive financial help. Life stabilization activities can refer to anything from a referral to employment-related services, to housing stability activities, to upgrading or updating your education. Ontario Works caseworkers work alongside the applicant to create an individualized plan which addresses their immediate needs and puts them on a path toward self-sufficiency.

As of January 2018, one hundred percent (100%) of the funding for the social assistance payments made by the local Ontario Works Division to clients in receipt of Ontario Works is provided by the Ministry of Children, Community and Social Services (MCCSS). Program delivery funding (PDF) is provided by MCCSS in two separate envelopes:

- **50/50 PDF – Social Services Administration**
 - o This stream of funding supports Ontario Works intake, case management, eligibility review and enhanced verification. This funding also supports up to 50% of the administrative costs to manage the program, with the remainder being cost-shared by the municipalities.
- **100% PDF – Ontario Works Employment Support**
 - o This stream of funding is allocated to support the delivery of life stabilization services, such as purchase of service agreements or funding for participants, by the Division and is not cost-shared by the municipalities.

Along with the Ontario Works program, the Ontario Works Division operates and delivers the following programs:

- Homemakers and Nurses Services (80% provincial Ministry of Health and Long-Term Care and 20% municipal funding),
- Emergency Energy (100% funding provided by Festival Hydro),
- Recreation Program (100% municipal),
- Urgent Needs Fund (100% funding provided by United Way Perth-Huron),
- Shelterlink Operating Grant (100% municipal),
- St Marys Adult Learning Program (100% municipal),
- Social Planning Council (100% municipal).

Key Activities Planned for 2025:

Expanding services and supports for newcomers

The local Ontario Works caseload has seen a significant increase in newcomers to our service manager area. The City has dedicated a position specifically to working with newcomers who apply for assistance with the intention of ensuring that clients who fit this population group are provided a high level of service that meets their unique needs. The OW caseworker works closely with local newcomer support services such as the YMCA of Three Rivers to ensure wrap-around supports are in place to meet the needs of these clients.

In 2025, the City plans to continue to foster these relationships while furthering our knowledge and services available to newcomers to ensure they are adequately supported in our community. Often, newcomers to our area face significant barriers regarding their ability to obtain employment, healthy and suitable living situations, and community connections. By taking a holistic approach to their needs, the City is better able to support them with integrating into the community and becoming self-sufficient by finding employment opportunities that meet their unique experiences.

Stabilizing IBAU applications

The Provincial Intake and Benefit Administration Unit (IBAU) continues to process a much lower volume of applications than what was initially promised. Currently, the local Ontario Works office processes between 60 and 70% of all applications in any given month and is required to manually intervene in almost all the files the City receives from the IBAU. This continues to pose significant challenges for both caseworkers and clients as the volume of work greatly impacts the caseworkers and their already-significant caseloads and the delays caused by IBAU processing times are impacting clients and their ability to obtain timely financial assistance.

In 2025, the local office will continue to dedicate staff time, training, and financial resources to stabilizing the inflow of applications and dealing with the issues that the local office can address. Furthermore, the City continues to advocate with the Province of Ontario and advise the Ministry of the challenges that are being faced by the local office. This is not a problem that is unique to us but rather a Province-wide issue that requires intervention from the Ministry of Children, Community and Social Services. Currently, the local office is utilizing our limited staff resources to address the backlog of applications and ensure clients are seen in a timely manner.

Life stability training

The local Ontario Works Division plans to continue to train the staff team on the delivery of life stability services for our clients in receipt of Ontario Works. Ontario Works caseworkers take a holistic approach to supporting their clients and while the program is focused on the delivery of financial assistance and employment supports, caseworkers often support clients through many aspects of their lives by way of community-based referrals and life stabilization services. As caseworkers are further required to be generalists in the provision of social services, the training the City delivers to our team continues to follow this path.

In 2025, the division plans to continue fostering a team whose sole focus is the betterment of their clients. Through the provision of specific training initiatives and supports aimed at supporting their clients, the local OW team will be able to better support clients through all aspects of their journey. Position-specific training related to specific population groups will be provided, as will training that better equips the team to deal with the complex issues they continue to see in their offices. Furthermore, through partnerships with local agencies, our team is better able to understand the services that exist in the community and make direct referrals, when required, through the relationships they establish with community agencies.

New Initiatives Planned for 2025:

From a provincial level, the Ministry has not been given or received direction of any new Provincial initiatives. It is acknowledged that a provincial election may change this direction in the upcoming year. The Ontario Works program has undergone significant changes over the past few years that have impacted service delivery both locally and at the Provincial level. The year 2025 will be spent trying to stabilize administratively by refining local processes, improving the customer experience, modernizing the program to meet the ever-changing needs of our community, and enhancing our relationships with community partners to ensure the program is operating as efficiently and effectively as possible.

The Ontario Works caseload has seen a 10% increase in 2024, and the City projects the numbers to increase in 2025. Food security for our community will be at the forefront as the Ontario Works rates have not increased in the last 6 years. Building stronger relationships with our partners who deliver programming in food security will be one of our primary focuses in programming.

The other area in programming that the City needs to establish stronger programming in is for our newcomer population. The City has seen a 300% increase on this caseload.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

The Ontario Works Division provides both financial assistance and case management support to some of the most vulnerable members of our community, including those who are unhoused, precariously housed or otherwise experiencing homelessness. Through the provision of case management services, Ontario Works caseworkers are often supporting their clients with navigating services in the community to obtain or maintain their housing. The program also offers financial assistance for the payment of rent, rental arrears and start-up costs when moving into housing. The division supports Council's objectives through the provision of supports to enhance safety and stability for community members facing difficulties with their housing situations.

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.

The Ontario Works Division plays a vital role in working together for greater impact within our community. The division supports approximately 1300 individuals across the service manager area and works very closely with community partners to ensure fulsome services are provided to those accessing our services. The division focuses on building meaningful partnerships with community partners to ensure that the needs of the local caseload are met and that clients in receipt of OW receive wraparound supports that enhance their quality of life.

As the City is seeing our caseloads increase it is recognized that there is a strong need to enhance our partnership with a focus on food security programming as well as programming for newcomers in 2025

Explain Significant Changes from 2024 including applying a climate lens:

The significant variances in this year's budget are mainly in two categories. Regarding mileage, the Ontario Works division has increased the presence of staff in St. Marys with one person attending a satellite office there on a weekly basis, due to this, it has increased the cost of mileage. Furthermore, there is an increase in the wages and benefits due to the economic increases because of the most recent collective agreement. It is anticipated that this increased cost will be offset by a reduction in cost regarding the administrative chargeback.

For the 2025 budget year, MCCSS has updated the notional PDF allocations, moving away from holding Ontario Works delivery partner funding at their 2018 expenditure actuals. As a result of this update, increased administrative funding is being received resulting in administrative expenditures being fully funded at the cost shared fifty percent for 2025. This has resulted in decreased municipal funding requirements.

611 ONTARIO WORKS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6111 Ontario Works Administration								
G-611-6111-1130 Ontario Grants	(1,044,190)	(1,036,900)	(1,048,300)	(786,226)	(1,203,220)	(1,233,301)	(1,264,134)	(1,295,737)
G-611-6111-1210 Other Municipalities - Perth	(530,970)	(528,200)	(694,130)	0	(615,680)	(631,072)	(646,849)	(663,020)
G-611-6111-1220 Other Municipalities - St. Marys	(83,950)	(83,990)	(109,790)	0	(97,940)	(100,388)	(102,898)	(105,470)
G-611-6111-1770 Recoverables	0	0	(46,500)	(2,500)	0	0	0	0
G-611-6111-2100 F.T. Salaries & Wages	995,520	1,054,200	1,154,480	875,101	1,136,920	1,171,028	1,206,159	1,242,344
G-611-6111-2110 P.T. Salaries & Wages	0	0	0	23,812	0	0	0	0
G-611-6111-2500 F.T. Benefits & Employer Costs	307,830	329,790	415,860	306,358	437,970	451,109	464,642	478,581
G-611-6111-2510 P.T. Benefits & Employer Costs	0	0	0	3,245	0	0	0	0
G-611-6111-2700 Other Payroll Expenses	500	500	1,000	667	1,000	1,030	1,061	1,093
G-611-6111-3070 Office Supplies	5,000	5,000	5,000	4,604	5,000	5,125	5,253	5,384
G-611-6111-3090 Copier/Printer Lease	0	3,500	4,390	553	3,000	3,075	3,152	3,231
G-611-6111-3110 Printing	1,000	500	500	0	0	0	0	0
G-611-6111-3120 Meals & Meeting Costs	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-611-6111-3130 Publications & Subscriptions	0	0	0	293	0	0	0	0
G-611-6111-4010 Advertising	300	300	300	672	200	205	210	215
G-611-6111-4030 Social Services-Audit	2,000	2,000	2,000	0	2,000	2,050	2,101	2,154
G-611-6111-4036 Conferences - Expenses	1,500	1,500	1,500	0	2,000	2,050	2,101	2,154
G-611-6111-4040 Consultants	25,000	25,000	25,000	7,110	25,000	25,625	26,266	26,923
G-611-6111-4060 Courier/Freight	200	100	100	11	100	102	105	108
G-611-6111-4090 Legal	1,000	1,000	1,000	0	1,000	1,025	1,051	1,077
G-611-6111-4097 Memberships	0	750	750	0	0	0	0	0
G-611-6111-4120 Telephone - Cell Phones	4,510	0	0	0	0	0	0	0
G-611-6111-4142 Training - Expenses	7,500	7,500	7,500	7,548	7,500	7,687	7,879	8,076
G-611-6111-4150 Travel/Mileage-Excl Training & Conf	1,000	1,000	3,500	3,220	4,000	4,100	4,203	4,308
G-611-6111-5010 Bank & Financing Charges	0	0	0	1,026	3,000	3,075	3,152	3,231
G-611-6111-6021 Ontario Dental Association	0	0	0	9,652	0	0	0	0
G-611-6111-7900 Administration Charge	734,510	0	820,270	149,925	772,273	810,887	851,431	894,003
G-611-6111-7902 InterRFunctional Admin Services	0	635,240	0	0	0	0	0	0
G-611-6111-7907 InterRFunctional Telephone	0	4,920	5,100	5,100	3,470	3,644	3,826	4,017
G-611-6111-9010 Office Equipment& Furnishings	0	0	1,000	640	1,000	1,025	1,051	1,077
Total 6111 Ontario Works Administration	429,260	424,710	551,530	610,811	489,593	529,106	570,813	614,826
6121 Ontario Works - Benefits								
G-611-6121-1130 Ontario Grants	(6,600,000)	(6,131,300)	(6,435,410)	(1,117,648)	(6,720,000)	(6,888,000)	(7,060,200)	(7,236,705)
G-611-6121-6020 Social Assistance Payments	6,600,000	6,131,300	6,435,410	1,127,648	6,720,000	6,888,000	7,060,200	7,236,705
Total 6121 Ontario Works - Benefits	0	0	0	10,000	0	0	0	0

611 ONTARIO WORKS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6191 Ont Works Employment Support								
G-611-6191-1130 Ontario Grants	(551,200)	(288,070)	(199,310)	(150,300)	(217,400)	(222,835)	(228,406)	(234,116)
G-611-6191-2100 F.T. Salaries & Wages	211,360	0	0	0	0	0	0	0
G-611-6191-2500 F.T. Benefits & Employer Costs	61,570	0	0	0	0	0	0	0
G-611-6191-4020 Service Contracts	273,270	281,570	195,310	115,610	217,400	222,835	228,406	234,116
G-611-6191-5010 Bank & Financing Charges	5,000	6,500	4,000	0	0	0	0	0
Total 6191 Ont Works Employment Support	0	0	0	(34,690)	0	0	0	0
61EE Energy Emergency								
G-611-61EE-1130 Ontario Grants	(30,000)	0	0	0	0	0	0	0
G-611-61EE-1770 Recoverables	0	(30,000)	(30,000)	(15,630)	(30,000)	(30,750)	(31,519)	(32,307)
G-611-61EE-6020 Social Assistance Payments	30,000	30,000	30,000	18,672	30,000	30,750	31,519	32,307
Total 61Ee Energy Emergency	0	0	0	3,042	0	0	0	0
61EP Emergency Planning								
G-611-61EP-1210 Other Municipalities - Perth	(6,860)	0	0	0	0	0	0	0
G-611-61EP-1220 Other Municipalities - St. Marys	(1,090)	0	0	0	0	0	0	0
G-611-61EP-6010 Grants To Charities	13,500	0	0	0	0	0	0	0
Total 61EP Emergency Planning	5,550	0	0	0	0	0	0	0
61FB Funerals & Burials								
G-611-61FB-1210 Other Municipalities - Perth	(2,540)	(2,550)	(2,560)	0	(5,120)	(5,248)	(5,379)	(5,513)
G-611-61FB-1220 Other Municipalities - St. Marys	(400)	(410)	(410)	0	(810)	(830)	(851)	(872)
G-611-61FB-6020 Social Assistance Payments	5,000	5,000	5,000	0	10,000	10,250	10,506	10,769
Total 61FB Funerals & Burials	2,060	2,040	2,030	0	4,070	4,172	4,276	4,384
61HM Homemakers And Nursing								
G-611-61HM-1130 Ontario Grants	(36,000)	(33,940)	(44,000)	(19,863)	(52,000)	(53,300)	(54,632)	(55,998)
G-611-61HM-1210 Other Municipalities - Perth	(4,580)	(4,320)	(5,630)	0	(6,650)	(6,816)	(6,986)	(7,161)
G-611-61HM-1220 Other Municipalities - St. Marys	(720)	(690)	(890)	0	(1,060)	(1,087)	(1,114)	(1,142)
G-611-61HM-6020 Social Assistance Payments	45,000	42,430	55,000	39,821	65,000	66,625	68,291	69,998
Total 61HM Homemakers And Nursing	3,700	3,480	4,480	19,958	5,290	5,422	5,559	5,697
61Nb Community Social Invest Fund								
G-611-61Nb-1210 Other Municipalities - Perth	(35,600)	0	0	0	0	0	0	0
G-611-61Nb-1220 Other Municipalities - St. Marys	(5,630)	0	0	0	0	0	0	0
G-611-61Nb-6020 Social Assistance Payments	70,000	0	0	0	0	0	0	0
Total 61Nb Community Social Invest Fund	28,770	0	0	0	0	0	0	0
61RF Relief Fund								
G-611-61RF-1130 Ontario Grants	(309,920)	0	0	0	0	0	0	0
G-611-61RF-6020 Social Assistance Payments	309,920	0	0	0	0	0	0	0
Total 61RF Relief Fund	0	0	0	0	0	0	0	0

611 ONTARIO WORKS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
61RP Recreation Programs								
G-611-61RP-1210 Other Municipalities - Perth	(33,050)	(33,110)	(25,610)	0	(23,030)	(23,606)	(24,196)	(24,801)
G-611-61RP-1220 Other Municipalities - St. Marys	(5,230)	(5,270)	(4,050)	0	(3,660)	(3,751)	(3,845)	(3,941)
G-611-61RP-1770 Recoverables	0	(100,000)	(100,000)	(6,611)	(25,000)	(25,625)	(26,266)	(26,923)
G-611-61RP-6020 Social Assistance Payments	65,000	165,000	150,000	15,948	70,000	71,750	73,544	75,383
Total 61RP Recreation Programs	26,720	26,620	20,340	9,337	18,310	18,768	19,237	19,718
61Sh Shelterlink Operating Grant								
G-611-61Sh-1210 Other Municipalities - Perth	(12,710)	(25,470)	(25,610)	0	(25,590)	(26,230)	(26,886)	(27,558)
G-611-61Sh-1220 Other Municipalities - St. Marys	(2,010)	(4,050)	(4,050)	0	(4,070)	(4,172)	(4,276)	(4,383)
G-611-61Sh-6010 Grants To Charities	25,000	50,000	50,000	0	50,000	51,250	52,531	53,844
Total 61Sh Shelterlink Operating Grant	10,280	20,480	20,340	0	20,340	20,848	21,369	21,903
61SM St Marys Adult Learning Program								
G-611-61SM-1210 Other Municipalities - Perth	(7,120)	(7,130)	(7,370)	0	(7,570)	(7,759)	(7,953)	(8,152)
G-611-61SM-1220 Other Municipalities - St. Marys	(1,130)	(1,130)	(1,170)	0	(1,200)	(1,230)	(1,261)	(1,293)
G-611-61SM-6010 Grants To Charities	14,000	14,000	14,400	0	14,800	15,170	15,549	15,938
Total 61SM St Marys Adult Learning Program	5,750	5,740	5,860	0	6,030	6,181	6,335	6,493
61SP United Way Programs								
G-611-61SP-1210 Other Municipalities - Perth	(20,340)	(20,380)	(25,610)	0	(25,590)	(26,230)	(26,886)	(27,558)
G-611-61SP-1220 Other Municipalities - St. Marys	(3,220)	(3,240)	(4,050)	0	(4,070)	(4,172)	(4,276)	(4,383)
G-611-61SP-6010 Grants To Charities	40,000	40,000	50,000	0	50,000	51,250	52,531	53,844
Total 61SP United Way Programs	16,440	16,380	20,340	0	20,340	20,848	21,369	21,903
Total 611 ONTARIO WORKS	528,530	499,450	624,920	618,458	563,973	605,345	648,958	694,924



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G612 Homelessness

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The 612 Cost Centre, Homelessness and Housing Stability, was separated in the financial reporting in 2023 in response to the Provincial consolidation of multiple funding streams into the singular Homelessness Prevention Program (HPP). Previous programs Home For Good (HFG), the Community Homelessness Prevention Initiative (CHPI) and Strong Communities Rent Supplement Program (SCRSP) were consolidated into a singular program with the aim of reducing administrative burdens, reporting requirements, and allowing more flexibility for CMSM's. The goal was to ensure the programs funded through HPP are locally responsive, adapted to the community needs and funding is not siloed to program-specific activities.

The Homelessness and Housing Stability Division operates several programs, including:

- Intensive Case Management Program,
- Connections Street Outreach, in partnership with the Canadian Mental Health Association,
- Social Services Outreach Worker (SSOW) program,
- Emergency shelter placements through local motels,
- Housing allowances and rent supplements to assist with the increasing cost of rent,
- Homelessness Prevention programs including rent bank, utility arrears and housing start-up costs,
- Housing stability services to residents of the Perth and Stratford Housing Corporation, and
- Expanding our Intensive case management programming with an additional Intensive Housing and Community Outreach Coordinator position.

Key Activities Planned for 2025:

Expansion of Community Support Initiatives

The City of Stratford as the Consolidated Municipal Service Manager is responsible for the Homelessness response across Stratford St. Marys and Perth County and requires strong collaboration and coordination with community partners. Our numbers of individuals and families experiencing homelessness have increased 24.6% between January 2024 and June 2024. With the provincial budget not increasing, the City is now having to rethink service delivery to make the greatest impact with the dollars the City has.

In 2025, the City plans to review what the needs of the community are and how to adapt the City's response to meet community needs. An emphasis will be put on housing allowances to support individuals into long-term housing, versus emergency shelter stays. The City of Stratford Social Services Department continues to Co-chair the Community Safety and Well-being committee, Ending Homelessness Leadership Group, The Huron-Perth Situation Table, the Frontline Outreach Working Group, the Encampment Response Table's for the service area. The City actively participate on the Multi-Agency Risk Assessment Committee (MARAC) as well as the Opioid Strategy committee. This approach allows for open communication with diverse community partners to address community needs as different trends arise in our community.

Continue to expand and evaluate special projects (Positions)

In 2023, the City of Stratford partnered with the Community Paramedics program, forming a position in which the Intensive Housing and Community Outreach Coordinator, would ride with a member of the Community Paramedic team to provide wrap around services addressing the social determinants of health to individuals they serve both housed and experiencing homelessness. This program was successful in its first year.

In addition to this, the department created a special project for a Community Safety and Well-being By-law officer, who can attend encampments and calls for service with a member of the street outreach team to provide education and support to individuals. The City too has seen a remarkable success with this, and the program has also been extended for an additional three years. These programs highlight the importance of being adaptive to the needs of the community and highlight the importance of both internal and external relationships.

Continued Support for Housing Stability within the PSHC

The Homelessness and Housing Stability Division recognizes the current costs within the private housing market and works in close collaboration with other City departments, to ensure housing stability within the Perth & Stratford Housing Corporation (Div 614). Housing stability is an important part of homelessness prevention and where necessary, the outreach team works to identify and address areas of concern before they lead to risk of eviction.

Regularly, the Outreach Team and the City's Public Housing Review Officers meet to review tenant issues that need to be addressed to ensure a continued stable tenancy. By taking a proactive approach, the department can support tenant needs through life skills education, offering of supplies, and referrals to community partners where appropriate. This has been and remains a cornerstone for the Homelessness and Housing Stability department. Through early

intervention and a focus on eviction prevention, collaboration between the outreach and housing teams is anticipated to result in more positive tenant experiences and a greater number of successful tenancies, which in turn will reduce homelessness in the community.

External Implementation of HIFIS: In partnership with the IT and Clerks divisions (134 and 121), the Homelessness and Housing Stability Division officially implemented the HIFIS 4 product internally in April of 2023. After a successful internal launch, the focus will shift to expanding its use as a resource to community providers within the homelessness sector. This will be done through a staggered implementation method, starting with community partners working directly with the City resources, in efforts to continue with coordinating the response to assist individuals and families experiencing homelessness within our service area. By streamlining individual support plans between support agencies, the City will increase our ability to work with individuals and families by providing wrap around supports.

Pursue funding opportunities and potential implementation of supportive housing (operations):

Like many other communities, the City of Stratford recognizes a greater need of support is required to appropriately serve individuals within the community with various levels of needs. Staff will continue to pursue funding opportunities and grants available to build, implement and operate a supportive housing building to support the communities most vulnerable individuals.

Currently, the service area does not have a full-time supportive housing option for individuals who are unable to live independently and until there are appropriate resources to serve this population, there will continue to be individuals experiencing homelessness within the community. Part of our service delivery has had to change to acknowledge that there is and will be visible homelessness and part of the case planning for these individuals is safety planning for individuals living rough especially around extreme weather conditions.

In addition to continuing to seek funding through grant opportunities, a capital expansion initiative was included in the 2024 budget to address the needs of those most vulnerable in the community.

New Initiatives Planned for 2025:

Pursue funding opportunities and potential implementation of supportive housing (operations):

Implementation of new Intensive Case Management Program (ICM)

A key activity for 2025, is the roll out of the new Intensive Case Management program, formerly recognized as SHOPP. As part of a shift in Provincial funding, the City has had to review the Intensive Case Management Program to ensure both program longevity, as well as participant success.

The new ICM program will continue to be led by the City of Stratford while continuing to partner with external organizations *Optimism Place and the Canadian Mental Health Association*. The program will support the highest acuity individuals in our community who are experiencing homelessness with the end goals of finding and maintaining housing. Landlord and neighbour mediation skills, life skills to live successfully are part of the case planning with these individuals to support their tenancies.

A main shift in the program change is financial, resulting in a portion of previous supports such as damages and repairs, or recreational activities being removed. The focus will change to the core components of housing stability with a focus on housing allowances, and housing stability funds.

Shift to Long Term Housing Stabilization

The City of Stratford Homelessness and Housing Stability division will be shifting the focus for clients served and reallocate funds towards Rent Supplements and Housing Allowances to support with increasing rental costs. Because the City did not see an increase to provincial dollars, less monies will be available for emergency housing solutions with this approach.

There will be a change in how the City serves those experiencing homelessness by focusing more on finding permanent stable housing and attaching financial supports to ensure long term stabilization, while shifting away from short-term, temporary housing solutions using local motels. This is a shift that the City has seen in surrounding municipalities as a way of reallocating existing funds and apply them to permanently house individuals and families. This change will impact those looking for a brief option of support, while allow for permanent solutions to be explored at reduced costs.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability Objectives:

- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

The 2025 strategic priority to Build Housing Stability is necessary to address the needs of our community. Continued partnership with non-profit agencies and taking a proactive approach to building the housing required within our community is the first step to implementing this strategic priority. This priority is also focused on the continued efforts to end homelessness within our community and expanding our housing stability services for those at risk of homelessness.

Explain Significant Changes from 2024 including applying a climate lens:

The significant variance in this year's budget is acknowledging that there will be costs to the Corporation to address encampment maintenance and clean-up on public, government and municipally owned lands. Additionally, this budget includes an increase in rental support and housing allowance payments, as there is a growing need for individuals to maintain their housing stability and be rapidly re-housed if they are unhoused. The current rental market rates make it challenging for individuals to find a room with the monthly incomes they have, specifically if they are on social assistance.

The City has also moved provincial administrative dollars solely to programming dollars and therefore some staffing dollars were moved to the municipality levy, to support programming.

612 HOMELESSNESS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
61HA Homelessness Administration								
G-612-61HA-1130 Ontario Grants	0	(192,280)	(151,300)	0	0	0	0	0
G-612-61HA-1210 Other Municipalities - Perth	0	(106,310)	(300,810)	0	(395,190)	(405,070)	(415,197)	(425,577)
G-612-61HA-1220 Other Municipalities - St. Marys	0	(16,900)	(47,580)	0	(62,870)	(64,442)	(66,053)	(67,704)
G-612-61HA-2100 F.T. Salaries & Wages	0	84,640	170,110	91,196	185,360	190,921	196,649	202,548
G-612-61HA-2500 F.T. Benefits & Employer Costs	0	26,370	56,470	29,278	62,770	64,653	66,593	68,591
G-612-61HA-2700 Other Payroll Benefits	0	1,750	0	0	0	0	0	0
G-612-61HA-3010 Clothing	0	0	2,130	695	2,250	2,306	2,364	2,423
G-612-61HA-3070 Office Supplies	0	3,500	500	269	500	513	526	539
G-612-61HA-3120 Meeting Costs	0	0	300	131	300	308	316	324
G-612-61HA-4010 Advertising	0	0	0	336	100	102	105	108
G-612-61HA-4036 Conferences - Expenses	0	0	0	77	8,500	8,713	8,931	9,154
G-612-61HA-4142 Training Expenses	0	10,000	10,000	675	10,000	10,250	10,506	10,769
G-612-61HA-4150 Travel/Mileage	0	0	4,000	1,466	4,000	4,100	4,203	4,308
G-612-61HA-7900 Interfunctional Transfers	0	0	492,190	89,955	496,490	521,315	547,381	574,750
G-612-61HA-7902 Interfunctional - Admin	0	272,310	0	0	0	0	0	0
G-612-61HA-7907 Interfunctional Telephone	0	2,400	3,000	3,000	2,040	2,142	2,249	2,361
Total 61HA Homelessness Administration	0	85,480	239,010	217,078	314,250	335,811	358,573	382,594
61HI Homelessness Initiatives								
G-612-61HI-1130 Ontario Grants	(2,631,220)	(2,939,680)	(2,980,660)	(1,517,861)	(3,131,960)	(3,210,259)	(3,290,515)	(3,372,778)
G-612-61HI-1210 Other Municipalities - Perth	(56,220)	0	0	0	(100,540)	(103,053)	(105,629)	(108,270)
G-612-61HI-1220 Other Municipalities - St. Marys	(8,890)	0	0	0	(15,990)	(16,390)	(16,800)	(17,220)
G-612-61HI-1770 Recoverables	0	0	0	(15,070)	0	0	0	0
G-612-61HI-2100 F.T. Salaries & Wages	376,310	356,760	419,270	217,331	519,660	535,250	551,308	567,847
G-612-61HI-2110 P.T. Salaries & Wages	0	0	0	473	0	0	0	0
G-612-61HI-2500 F.T. Benefits & Employer Costs	106,650	107,230	141,920	70,282	190,120	195,824	201,699	207,750
G-612-61HI-2510 P.T. Benefits & Employer Costs	0	0	0	40	0	0	0	0
G-612-61HI-3040 Hydro	0	0	2,500	57	0	0	0	0
G-612-61HI-3045 Water/Sewer	0	0	550	41	0	0	0	0
G-612-61HI-3070 Office Supplies	3,500	0	0	208	0	0	0	0
G-612-61HI-3085 Rental Support Payments	68,480	440,000	604,000	101,286	550,000	563,750	577,844	592,290
G-612-61HI-3086 Housing Allowance Payments	152,180	451,000	175,000	72,677	560,000	574,000	588,350	603,059
G-612-61HI-4020 Service Contracts	846,800	1,255,030	1,232,760	546,184	1,104,000	1,131,600	1,159,890	1,188,887
G-612-61HI-4090 Legal	3,000	0	0	3,975	0	0	0	0
G-612-61HI-4100 Services	0	0	0	4,210	0	0	0	0
G-612-61HI-4120 Telephone - Cell Phones	2,400	0	0	0	0	0	0	0
G-612-61HI-4142 Training - Expenses	20,000	0	0	486	0	0	0	0
G-612-61HI-4150 Travel/Mileage	1,000	0	0	0	0	0	0	0

612 HOMELESSNESS	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-612-61HI-4174 Affordable Capital Projects	159,720	104,660	104,660	87,214	104,660	107,276	109,958	112,707
G-612-61HI-6020 Social Assistance Payments	811,630	225,000	300,000	609,915	300,000	307,500	315,188	323,068
G-612-61HI-7900 Interfunctional Transfer	190,110	0	0	0	0	0	0	0
Total 61HI Homelessness Initiatives	45,450	0	0	181,448	79,950	85,498	91,293	97,340
Total 612 HOMELESSNESS	45,450	85,480	239,010	398,526	394,200	421,309	449,866	479,934



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G613 Anne Hathaway Day Care

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children’s Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The mandate of Anne Hathaway Day Care Centre is to deliver quality childcare programs that are fully inclusive of all children and families and meet Ontario’s Early Learning Framework’s Six Principals and How Does Learning Happen, Ontario’s Pedagogy for the Early Years as set out by the Ministry of Education.

Anne Hathaway Day Care is a licensed full day childcare that falls under the jurisdiction of The Ministry of Education under The Child Care and Early Years Act, 2014. The program is licensed by the Ministry of Education under their Child Care Quality Assurance and Early Learning Division.

Key Activities Planned for 2025:

In March 2022, Ontario signed a historic deal with the federal government that will lower licensed childcare fees to an average of \$12 a day with a projected target of September 2025. The goal of the Canada-Wide Early Learning and Child Care (CWELCC) agreement is to not only lower fees for parents but also to provide more accessible and high-quality childcare for Ontario families.

Anne Hathaway Day Care opted into this program from its inception. As a first step, parent fees were reduced by 25% beginning on April 1, 2022, with a further fee reduction of 50% in January 2023.

Further reductions to parent fees are expected for 2025. These reductions will continue to be offset by CWELCC Funding.

New Initiatives Planned for 2025:

In 2025 Anne Hathaway Day care will continue to look for ways to expand and improve on existing systems for online communication with families enrolled in the childcare centre. Additionally, Anne Hathaway Day Care will continue to provide enhanced classroom supports for children with special needs.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs.

Anne Hathaway Day Care will continue to collaborate with local colleges to provide placement opportunities for early childhood educator and apprenticeship students to strengthen the workforce.

Intentionally Change To Support The Future

Objectives:

- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Anne Hathaway Day Care will embrace opportunities for culturally diverse programming in all aspects of the daily curriculum. Working with the Children's Services Special Resourcing team Anne Hathaway will also ensure that all children and families within the Centre have access to essential services and supports to ensure inclusion of everyone regardless of abilities.

Explain Significant Changes from 2024 including applying a climate lens:

A change in the methodology for administration in inter-functional charges resulted in a significant change from 2024.

Rising food costs and delivery charges continue to directly impact the Day Care Dietary – meals budget.

613 ANNE HATHAWAY DAY CARE CENTRE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6300 Day Care Administration								
G-613-6300-1770 Recoverables	(225,000)	(225,000)	(225,000)	0	(225,000)	(230,625)	(236,391)	(242,301)
G-613-6300-2100 F.T. Salaries & Wages	112,180	111,110	179,780	96,420	190,220	195,927	201,805	207,859
G-613-6300-2110 P.T. Salaries & Wages	0	0	5,820	0	7,230	7,447	7,670	7,900
G-613-6300-2500 F.T. Benefits & Employer Costs	38,990	39,740	67,680	36,564	73,160	75,355	77,616	79,944
G-613-6300-2510 P.T. Benefits & Employer Costs	0	0	1,010	0	1,350	1,391	1,433	1,476
G-613-6300-3070 Office Supplies	1,000	1,000	1,000	404	500	513	526	539
G-613-6300-3080 Miscellaneous	0	0	0	234	0	0	0	0
G-613-6300-3090 Copier/Printer Lease	1,680	1,150	870	531	870	892	914	937
G-613-6300-3100 Postage	50	50	50	0	50	51	52	53
G-613-6300-3110 Printing	100	100	100	0	100	102	105	108
G-613-6300-4010 Advertising	1,000	500	250	0	250	256	262	269
G-613-6300-4097 Memberships	2,400	2,400	3,000	1,705	3,740	3,833	3,929	4,027
G-613-6300-4107 Building Maintenance	5,000	5,000	5,000	1,483	3,500	3,587	3,677	3,769
G-613-6300-4142 Training - Expenses	1,600	1,500	1,500	560	1,000	1,025	1,051	1,077
G-613-6300-4150 Travel/Mileage-Excl Training & Conf	200	200	200	0	250	256	262	269
G-613-6300-5010 Bank & Financing Charges	100	0	0	0	0	0	0	0
G-613-6300-7900 Interfunctional Transfers	91,000	0	0	0	282,160	296,268	311,081	326,635
G-613-6300-7903 Interfunctional Maintenance	0	94,000	29,080	29,080	29,950	31,448	33,020	34,671
Total 6300 Day Care Administration	30,300	31,750	70,340	166,981	369,330	387,726	407,012	427,232
6302 Regular Day Care Programs								
G-613-6302-1320 Day Care Revenue	(563,390)	(273,270)	(259,510)	(39,116)	(259,510)	(265,998)	(272,648)	(279,464)
G-613-6302-1321 Parent Revenue	(466,470)	(273,270)	(259,510)	(373,921)	(259,510)	(265,998)	(272,648)	(279,464)
G-613-6302-1770 Recoverables	(536,800)	(1,073,140)	(1,165,660)	0	(1,355,300)	(1,389,182)	(1,423,912)	(1,459,510)
G-613-6302-2100 F.T. Salaries & Wages	851,210	867,530	884,630	615,138	931,240	959,177	987,952	1,017,591
G-613-6302-2110 P.T. Salaries & Wages	241,470	254,620	260,660	319,806	274,550	282,787	291,271	300,009
G-613-6302-2500 F.T. Benefits & Employer Costs	259,750	269,920	307,890	222,319	349,490	359,975	370,774	381,897
G-613-6302-2510 P.T. Benefits & Employer Costs	40,060	57,270	43,970	45,972	49,170	50,645	52,164	53,729
G-613-6302-3050 Materials	0	0	0	1,084	0	0	0	0
G-613-6302-3065 AHDC Craft Supplies	2,000	2,000	2,000	560	1,000	1,025	1,051	1,077
G-613-6302-3066 Toys	1,000	1,000	1,500	267	1,500	1,537	1,575	1,614
G-613-6302-3067 AHDC Special Events	600	600	600	57	500	513	526	539
G-613-6302-3080 Miscellaneous	0	0	0	139	0	0	0	0
G-613-6302-4120 Telephone - Cell Phones	900	0	0	0	0	0	0	0
G-613-6302-7907 Interfunctional Telephone	0	960	960	960	650	683	717	753
Total 6302 Regular Day Care Programs	(169,670)	(165,780)	(182,470)	793,265	(266,220)	(264,836)	(263,178)	(261,229)

613 ANNE HATHAWAY DAY CARE CENTRE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6304 Regular Day Care Occupancy								
G-613-6304-3030 Heat	3,500	3,500	4,000	2,781	4,600	4,715	4,833	4,954
G-613-6304-3040 Hydro	6,000	6,200	6,200	3,381	7,500	7,687	7,879	8,076
G-613-6304-3045 Water / Sewage	2,000	2,000	2,200	2,020	3,000	3,075	3,152	3,231
G-613-6304-4105 Snow Removal	7,100	10,000	14,000	8,535	10,000	10,250	10,506	10,769
G-613-6304-7903 Interfunctional Maintenance	0	0	0	0	50,425	51,686	52,979	54,303
Total 6304 Regular Day Care Occupancy	18,600	21,700	26,400	16,717	75,525	77,413	79,349	81,333
6306 Regular Day Care Dietary								
G-613-6306-2100 F.T. Salaries & Wages	57,040	0	0	0	0	0	0	0
G-613-6306-2110 P.T. Salaries & Wages	0	55,100	57,330	41,437	60,350	62,161	64,026	65,947
G-613-6306-2500 F.T. Benefits & Employer Costs	19,300	0	7,790	5,160	7,700	7,931	8,169	8,414
G-613-6306-2510 P.T. Benefits & Employer Costs	0	23,840	11,800	13,776	13,040	13,431	13,834	14,249
G-613-6306-3050 Materials	100	100	100	129	500	513	526	539
G-613-6306-3120 Meals & Meeting Costs	500	500	1,000	322	500	513	526	539
G-613-6306-3121 Meals	45,000	45,000	55,000	50,271	70,000	71,750	73,544	75,383
Total 6306 Regular Day Care Dietary	121,940	124,540	133,020	111,095	152,090	156,299	160,625	165,071
6308 Program Assistants								
G-613-6308-1770 Recoverables	(60,220)	(55,380)	(61,640)	0	(65,500)	(67,138)	(68,816)	(70,536)
G-613-6308-2100 F.T. Salaries & Wages	0	0	0	2,717	0	0	0	0
G-613-6308-2110 P.T. Salaries & Wages	54,830	50,320	51,310	11,237	54,050	55,672	57,342	59,062
G-613-6308-2500 F.T. Benefits & Employer Costs	0	0	0	1,040	0	0	0	0
G-613-6308-2510 P.T. Benefits & Employer Costs	5,390	5,060	10,330	4,318	11,450	11,794	12,148	12,512
Total 6308 Program Assistants	0	0	0	19,312	0	328	674	1,038
Total 613 ANNE HATHAWAY DAY CARE CENTRE	1,170	12,210	47,290	1,107,370	330,725	356,930	384,482	413,445



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G614 Perth Stratford Housing/LHC

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Housing Division fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Perth Stratford Housing Corporation manages the day-to-day operation and administration of the Perth & Stratford Housing Corporation - 652 public housing units, comprised of 17 apartment buildings (488 units) and 164 family units, which are located throughout Stratford, Perth County and St. Marys.

Key Activities Planned for 2025:

The Key Activities for the Housing Division in 2025 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** The focus of activities in 2025 will be on collaborating with local community partners to end homelessness and continue leadership of the Coordinated Access System.
2. **Creating Attainable Housing Options:** The key activities for 2025 will be continuing the build of supportive housing at 398 Erie St., rebuilding the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton, the creation of a bridge housing program to support individuals experiencing homelessness successfully obtain permanent housing, and continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development

partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.

3. **Addressing a Diversity of Needs:** The key activities for 2025 will be facilitating partnerships with local health and social service partners to advance opportunities for vulnerable population groups to successfully obtain permanent housing and maintain housing stability.

With respect to the Perth & Stratford Housing Corporation, the focus will be on:

- Continuing to repair and revitalize the aging housing stock in partnership with other levels of government
- Continue asbestos assessments and abatement
- Rebuild the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton
- Create a bridge housing program to support individuals experiencing homelessness successfully obtain permanent housing
- Continuing to review and update housing policies, procedures, and forms.
- Upgrading security measures (electronic locking systems) throughout the portfolio, in accordance with the Connectivity Plan completed in 2020.
- Workplans to include multi-year strategy for building condition assessments to better support the capital forecast and asset management plan

New Initiatives Planned for 2025:

In addition to the above activities and continuing the emphasis on support for tenants and eviction prevention, much of the focus will be on ensuring a safe and healthy environment for tenants. This will occur through continuing asbestos abatement, repair and revitalization of aging housing stock, and rebuilding a multi-residential building that has reached the end of its life cycle. It is also anticipated that this work will occur with a focus on potential opportunities for climate change mitigation.

There has also been an increase in the complexity of tenancies as individuals experiencing concurrent disorders access rent-geared-to-income housing as there are few affordable housing options for individuals in receipt of social assistance. Lack of affordable housing has also resulted in individuals remaining in rent-geared-to income housing as it is a challenge to exit rent-geared-to-income housing to unaffordable housing units in the private market. This results in individuals aging-in-place and requiring accommodations and supports. As landlords have a duty to accommodate the needs of tenants through the Ontario Human Rights Code, the increased levels of complexity and requirements for accommodations, have resulted in a shift from the traditional role of a landlord to a role coordinating resources, supports in efforts to allow individuals to live independently as successfully as possible.

This shift results in our staff organizing care conferences, partnering with community agencies for in- and out-of-home support, and facilitating referrals and access to health and financial assistance. Training for both maintenance staff and public housing staff on social determinants of health continues to support the ongoing needs of our tenants and staff.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

This workplan is focused on creating and maintaining safe and affordable housing options. It will build housing stability for those already housed in Perth & Stratford Housing Corporation buildings and allow opportunities for unhoused individuals to access housing.

Explain Significant Changes from 2024 including applying a climate lens:

From a climate lens perspective, retrofits/repairs to existing buildings would be expected to result in reduced greenhouse gas emissions as materials/systems are expected to be more efficient than those they replace. The incorporation of electronic locking systems will reduce the need for travel by vehicle to buildings to manually provide entry to secure doors, is also expected to result in lower fuel usage. The rebuild of 9 Fulton St., Milverton is anticipated to result in fewer operating greenhouse gases than the building it will replace.

The Bridge Housing program is anticipated to result in an increase of \$50,000 to G-614-6614-3050 Materials. Other changes include a 104% increase to G-614-6600-7905 Interfunctional – Fleet. They also include a 56% increase to G-614-6600-4090 Legal Fees as the need for Landlord Tenant Board applications and hearings are expected to continue. G-614-6614-4092 Property Taxes has increased 14%.

	2022	2023	2024	2024	2025	2026	2027	2028
614 PERTH & STRATFORD HOUSING CORP/ LOCAL HOUSING CORPORATION	BUDGET	BUDGET	BUDGET	YTD Oct 7/24	BUDGET Draft	BUDGET Forecast	BUDGET Forecast	BUDGET Forecast
6600 Public Housing Administration								
G-614-6600-1210 CMSM Payment - Perth	0	(999,430)	(1,168,460)	0	(1,389,140)	(1,423,868)	(1,459,465)	(1,495,952)
G-614-6600-1220 CMSM Payment - St. Marys	0	(158,920)	(184,820)	0	(220,980)	(226,504)	(232,167)	(237,971)
G-614-6600-1770 Recoverables	0	0	0	(189)	0	0	0	0
G-614-6600-2100 F.T. Salaries & Wages	0	786,580	828,910	670,272	952,330	980,900	1,010,327	1,040,637
G-614-6600-2110 P.T. Salaries & Wages	0	0	0	12,724	0	0	0	0
G-614-6600-2500 F.T. Benefits & Employer Costs	0	240,040	278,520	219,641	343,670	353,980	364,599	375,537
G-614-6600-2510 P.T. Benefits & Employer Costs	0	30,000	25,000	5,656	15,000	15,450	15,914	16,391
G-614-6600-2700 Other Payroll Expenses	0	3,000	300	80	300	309	318	328
G-614-6600-3010 Clothings	0	0	2,700	282	2,900	2,972	3,046	3,122
G-614-6600-3070 Office Supplies	0	500	500	911	500	513	526	539
G-614-6600-3120 Meals & Meeting Costs	0	0	500	565	500	513	526	539
G-614-6600-4010 Advertising	0	0	350	336	300	308	316	324
G-614-6600-4030 Audit	0	6,500	6,500	0	6,500	6,662	6,829	7,000
G-614-6600-4036 Conferences - Expenses	0	0	1,500	1,053	1,500	1,537	1,575	1,614
G-614-6600-4040 Consultants	0	0	3,000	2,015	6,000	6,150	6,304	6,462
G-614-6600-4060 Courier/Freight	0	0	100	0	0	0	0	0
G-614-6600-4080 Insurance	0	250,000	340,210	62,085	500,000	525,000	551,250	578,813
G-614-6600-4090 Legal	0	20,000	32,000	43,889	50,000	51,250	52,531	53,844
G-614-6600-4110 Telephone - Basic	0	30,000	40,000	8,120	40,000	41,000	42,025	43,076
G-614-6600-4142 Training	0	5,000	6,000	3,755	6,000	6,150	6,304	6,462
G-614-6600-4150 Travel/Mileage-Excl Training & Conf	0	0	1,500	3,229	2,000	2,050	2,101	2,154
G-614-6600-5010 Bank & Financing Charges	0	6,000	7,000	638	5,000	5,125	5,253	5,384
G-614-6600-5040 Computer Lease & Equip Rental	0	25,000	33,000	8,087	33,000	33,825	34,671	35,538
G-614-6600-7820 Transfer To Reserve Funds	0	21,960	26,300	19,725	33,100	36,410	40,051	44,056
G-614-6600-7900 Administration Charge	0	0	628,970	114,951	689,500	723,975	760,174	798,183
G-614-6600-7902 Interfunctional - Administration	0	517,280	0	0	0	0	0	0
G-614-6600-7905 Interfunctional Fleet	0	11,480	10,200	10,200	20,770	21,809	22,899	24,044
G-614-6600-7907 Interfunctional Telephone	0	8,640	8,640	8,640	5,880	6,174	6,483	6,807
G-614-6600-9010 Office Equipment& Furnishings	0	0	0	1,307	0	0	0	0
Total 6600 Public Housing Administration	0	803,630	928,420	1,197,972	1,104,630	1,171,690	1,242,390	1,316,931
6612 Public Housing Rent Supports								
G-614-6612-1130 Ontario Grants	(464,870)	0	0	(45,368)	0	0	0	0
G-614-6612-1150 Rental Support	(44,480)	(26,020)	(26,020)	0	(26,020)	(26,670)	(27,337)	(28,020)
G-614-6612-1210 CMSM Payment - Perth	(22,200)	(37,690)	(37,890)	0	(27,620)	(28,310)	(29,018)	(29,743)
G-614-6612-1220 CMSM Payment - St. Marys	(3,510)	(5,990)	(5,990)	0	(4,390)	(4,500)	(4,613)	(4,728)
G-614-6612-3085 Rental Support Payments	553,000	100,000	100,000	26,662	80,000	82,000	84,050	86,151
Total 6612 Public Housing Rent Supports	17,940	30,300	30,100	(18,706)	21,970	22,520	23,082	23,660

	2022	2023	2024	2024	2025	2026	2027	2028
614 PERTH & STRATFORD HOUSING CORP/ LOCAL HOUSING CORPORATION	BUDGET	BUDGET	BUDGET	YTD Oct 7/24	BUDGET Draft	BUDGET Forecast	BUDGET Forecast	BUDGET Forecast
6614 Public Housing Properties								
G-614-6614-1130 Ontario Grants	(85,560)	(91,670)	(155,450)	0	(133,290)	(136,622)	(140,038)	(143,539)
G-614-6614-1210 CMSM Payment - Perth	(1,152,390)	(1,411,300)	(1,476,300)	0	(1,794,990)	(1,839,865)	(1,885,862)	(1,933,009)
G-614-6614-1220 CMSM Payment - St. Marys	(182,210)	(224,410)	(233,510)	0	(285,540)	(292,679)	(299,996)	(307,496)
G-614-6614-1405 User Fees	(2,487,000)	(2,524,600)	(2,589,050)	(508,774)	(2,610,420)	(2,675,681)	(2,742,573)	(2,811,137)
G-614-6614-3030 Heat	135,000	150,000	175,000	16,070	210,000	215,250	220,631	226,147
G-614-6614-3040 Hydro	450,000	470,000	500,000	45,846	500,000	512,500	525,313	538,446
G-614-6614-3045 Water/Sewer	240,000	250,000	275,000	11,090	280,000	287,000	294,175	301,529
G-614-6614-3050 Materials	1,725,000	1,704,220	1,776,160	349,645	2,009,590	2,059,830	2,111,326	2,164,109
G-614-6614-3120 Meeting Costs	0	0	2,000	513	2,000	2,050	2,101	2,154
G-614-6614-4092 Taxes	1,080,000	1,084,000	1,100,730	173,811	1,250,000	1,281,250	1,313,281	1,346,113
G-614-6614-5030 Interest On Long-Term Debt	0	0	92,045	0	138,068	131,165	124,607	118,377
G-614-6614-5035 Principal On Long-Term Debt	0	0	161,080	0	241,620	229,539	218,062	207,159
G-614-6614-5040 Rental Of Bldg, Machinery, Equip	210,300	64,060	45,320	13,672	45,320	46,453	47,614	48,804
G-614-6614-7820 Transfer To Reserve Funds	998,500	1,664,500	1,500,000	1,125,000	1,575,000	1,732,500	1,905,750	2,096,325
G-614-6614-9030 Equipment Purchases	0	0	0	668,708	0	0	0	0
Total 6614 Public Housing Properties	931,640	1,134,800	1,173,025	1,895,581	1,427,358	1,552,690	1,694,391	1,853,982
Total 614 PS HOUSING CORP / LHC	949,580	1,968,730	2,131,545	3,074,847	2,553,958	2,746,900	2,959,863	3,194,573



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G615 Housing - Service Manager

Department/Division Overview:

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The programs and services of the Housing Division fall under the jurisdiction of the Ministry of Municipal Affairs and Housing (MMAH). The primary legislation that guides the work of the Housing Division is the *Housing Services Act (2011)*. The Housing Division also has responsibilities under the *Residential Tenancies Act*, the *Accessibilities for Ontarians with Disabilities Act (AODA)*, the Human Rights Code, the *Municipal Act*, the *Planning Act*, the Fire Code, and other related legislation.

The Consolidated Municipal Service Manager is responsible for managing the Centralized Waitlist for rent-geared-to-income housing locally, the administration of rent supplements and housing allowances, and working with counterparts in the federal and provincial governments.

Key Activities Planned for 2025:

The Key Activities for the Housing Division in 2025 will be grounded in strategic priorities outlined in the 10-Year Housing and Homelessness Plan:

1. **Ending Homelessness:** The focus of activities in 2025 will be on collaborating with local community partners to end homelessness and continue leadership of the Coordinated Access System.
2. **Creating Attainable Housing Options:** The key activities for 2025 will be continuing the build of supportive housing at 398 Erie St., rebuilding the Rent-Geared-to-Income multi-residential building located at 9 Fulton St., Milverton, the creation of a bridge housing program to support individuals experiencing homelessness successfully obtain permanent housing, and continuing to build relationships with private sector landlords who are interested in partnering with the Housing Division in rent supplement/housing allowance programs, as well as working with local municipal and economic development partners on facilitating opportunities for the creation of new attainable housing units, in collaboration with private developers.

3. **Sustaining Community Housing:** The Housing Division will continue to partner with not-for-profit community housing providers to support the retention of affordable and Rent-Geared-to-Income units and supporting opportunities for capital repair where possible.
4. **Addressing a Diversity of Needs:** The key activities for 2025 will be facilitating partnerships with local health and social service partners to advance opportunities for vulnerable population groups to successfully obtain permanent housing and maintain housing stability.

New Initiatives Planned for 2025:

It is expected that the Housing Division will continue to partner with not-for-profit community housing providers to sustain affordable and rent-geared-to-income housing. It is also anticipated that the Housing Division will continue the provision of Housing Allowances which allow individuals to access affordable housing in private market units.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Build Housing Stability

Maintaining rent-geared-to-income units in not-for-profit community housing builds housing stability by allowing ongoing affordable housing for tenants. The provision of housing allowances does so through allowing individuals and families to access affordable private market housing that meets their individual needs.

Explain Significant Changes from 2024 including applying a climate lens:

There is not anticipated to be a significant climate impact associated with G615 Housing – Service Manager. There are no significant changes to G615 Housing – Service Manager from 2024 to 2025.

615 HOUSING - SERVICE MANAGER	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6604 Housing Providers								
G-615-6604-1130 Ontario Grants	(478,330)	(400,600)	(400,600)	(100,151)	(400,600)	(410,615)	(420,880)	(431,402)
G-615-6604-1210 CMSM Payment - Perth	(627,120)	(570,220)	(632,140)	0	(652,110)	(668,413)	(685,123)	(702,251)
G-615-6604-1220 CMSM Payment - St. Marys	(99,160)	(90,670)	(99,990)	0	(103,740)	(106,333)	(108,991)	(111,716)
G-615-6604-3120 Meeting Costs	1,600	0	0	0	0	0	0	0
G-615-6604-4040 Consultants	10,000	10,000	0	0	0	0	0	0
G-615-6604-6020 Social Assistance Payments	1,700,000	1,510,000	1,635,000	382,690	1,675,000	1,716,875	1,759,797	1,803,792
Total 6604 Housing Providers	506,990	458,510	502,270	282,539	518,550	531,514	544,803	558,423
6610 Housing Administration								
G-615-6610-1130 Ontario Grants	0	(25,500)	0	0	0	0	0	0
G-615-6610-1210 CMSM Payment - Perth	(1,112,360)	(338,860)	(363,710)	0	(303,910)	(311,508)	(319,296)	(327,278)
G-615-6610-1220 CMSM Payment - St. Marys	(175,880)	(53,880)	(57,530)	0	(48,350)	(49,559)	(50,798)	(52,068)
G-615-6610-2100 F.T. Salaries & Wages	964,540	358,960	331,740	199,829	287,320	295,940	304,818	313,963
G-615-6610-2110 P.T. Salaries & Wages	0	0	0	21,574	0	0	0	0
G-615-6610-2500 F.T. Benefits & Employer Costs	290,720	106,900	116,150	64,812	97,560	100,487	103,502	106,607
G-615-6610-2510 P.T. Benefits & Employer Costs	30,650	0	0	9	0	0	0	0
G-615-6610-2700 Other Payroll Expenses	1,100	100	100	182	100	103	106	109
G-615-6610-3070 Office Supplies	1,000	500	500	377	500	513	526	539
G-615-6610-3080 Miscellaneous	93,500	0	0	383	0	0	0	0
G-615-6610-3110 Printing	500	1,000	0	0	0	0	0	0
G-615-6610-3120 Meals & Meeting Costs	2,500	250	500	51	500	513	526	539
G-615-6610-4010 Advertising	500	0	250	0	250	256	262	269
G-615-6610-4030 Audit	6,500	0	0	0	0	0	0	0
G-615-6610-4036 Conferences - Expenses	2,500	2,500	2,500	506	2,500	2,563	2,627	2,693
G-615-6610-4040 Consultants	0	0	0	541	0	0	0	0
G-615-6610-4060 Courier/Freight	150	100	100	0	100	102	105	108
G-615-6610-4080 Insurance	245,000	0	0	0	0	0	0	0
G-615-6610-4090 Legal Fees	20,000	2,000	5,000	0	5,000	5,125	5,253	5,384
G-615-6610-4097 Memberships	500	150	1,000	925	1,000	1,025	1,051	1,077
G-615-6610-4110 Telephone - Basic	30,000	0	0	0	0	0	0	0
G-615-6610-4120 Telephone - Cell Phones	6,600	0	0	0	0	0	0	0
G-615-6610-4142 Training - Expenses	10,000	5,000	5,000	1,019	5,000	5,125	5,253	5,384
G-615-6610-4150 Travel/Mileage-Excl Training & Conf	1,000	250	250	775	250	256	262	269
G-615-6610-5030 Interest On Long-Term Debt	410	0	0	0	0	0	0	0
G-615-6610-5035 Principal On Long-Term Debt	8,900	0	0	0	0	0	0	0
G-615-6610-5040 Rental Of Bldg, Machinery, Equip	38,000	3,150	0	0	0	0	0	0

615 HOUSING - SERVICE MANAGER	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-615-6610-7900 Administration Charge	432,950	0	245,950	44,954	193,030	202,682	212,816	223,457
G-615-6610-7902 Interfunctional Admin Services	0	208,650	0	0	0	0	0	0
G-615-6610-7907 Interfunctional Telephone	0	1,200	1,200	1,200	820	861	904	949
G-615-6610-9010 Office Equipment& Furnishings	0	0	0	141	0	0	0	0
Total 6610 Housing Administration	899,280	272,470	289,000	337,278	241,670	254,484	267,917	282,001
66AH Affordable Housing								
G-615-66AH-1130 Ontario Grants	(1,064,800)	(953,100)	(1,068,210)	(600,763)	(956,400)	(980,310)	(1,004,817)	(1,029,937)
G-615-66AH-1210 CMSM Payment - Perth	(1,120)	0	0	0	0	0	0	0
G-615-66AH-1220 CMSM Payment - St. Marys	(180)	0	0	0	0	0	0	0
G-615-66AH-1770 Recoverables	0	0	0	(12,500)	0	0	0	0
G-615-66AH-3085 Rental Support Payments	104,500	200,700	254,620	51,452	109,310	112,043	114,844	117,715
G-615-66AH-3086 Housing Allowance Payments	64,200	27,900	114,390	77,144	249,690	255,932	262,330	268,888
G-615-66AH-4090 Legal	1,000	0	0	0	0	0	0	0
G-615-66AH-4100 Services - Other	0	0	0	(14,500)	0	0	0	0
G-615-66AH-4120 Telephone- Cell Phones	1,200	0	0	0	0	0	0	0
G-615-66AH-6020 Social Assistance Payments	896,100	724,500	699,200	22,235	597,400	612,335	627,643	643,334
G-615-66AH-7820 Transfer To Reserve Funds	0	0	0	27,000	0	0	0	0
Total 66AH Affordable Housing	900	0	0	(449,932)	0	0	0	0
Total 615 HOUSING - SERVICE MANAGER	1,407,170	730,980	791,270	169,885	760,220	785,998	812,720	840,424



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G618 Affordable Housing Buildings

Department/Division Overview:

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The Housing Division manages the operation of the affordable housing buildings at 200 and 230 Britannia St. and is overseeing the creation of affordable and supportive housing units at 398 Erie St.

Key Activities Planned for 2025:

The Housing Division’s commitment to the provision of affordable housing is intended to continue through 2025. Maintaining both the buildings and relationships with tenants will continue at the multi-residential buildings at 200 and 230 Britannia St. The creation of supportive and affordable housing units at 398 Erie St. in Stratford will be a significant focus in 2025.

New Initiatives Planned for 2025:

The creation of supportive and affordable housing units is a significant new initiative for 2025.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council’s approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

The ongoing management of the affordable housing buildings at 200 and 230 Britannia St. contributes to building housing stability through offering affordable housing options for individuals and families. The creation of affordable and supportive housing units will provide housing options for individuals who could otherwise face barriers in accessing safe and stable housing.

Explain Significant Changes from 2024 including applying a climate lens:

The affordable and supportive housing units being created at 398 Erie St. are anticipated to be built to a 'green building standard' which emphasizes sustainability and reduces greenhouse gas emissions. Such an approach will contribute toward emissions reductions whilst realizing corporate-wide energy and cost savings.

Significant changes include increases in costs of heat, snow removal, and building maintenance reflecting increases in operating costs.

	2022	2023	2024	2024	2025	2026	2027	2028
618 AFFORDABLE HOUSING BUILDINGS	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
6800 Britannia St Apartments								
G-618-6800-1470 Rental Revenue	(409,090)	(687,740)	(786,880)	(556,563)	(783,900)	(803,497)	(823,584)	(844,174)
G-618-6800-3030 Heat	5,000	10,610	17,000	23,841	50,000	51,250	52,531	53,844
G-618-6800-3040 Hydro	6,570	10,590	18,500	9,527	17,000	17,425	17,861	18,308
G-618-6800-3045 Water/Sewer	9,000	8,310	13,400	8,158	12,500	12,812	13,132	13,460
G-618-6800-3070 Office Supplies	100	100	200	278	500	513	526	539
G-618-6800-3120 Meeting Costs	100	100	500	185	100	102	105	108
G-618-6800-4010 Advertising	100	100	200	0	100	102	105	108
G-618-6800-4080 Insurance	10,830	0	0	0	0	0	0	0
G-618-6800-4090 Legal	1,000	1,500	1,500	647	1,000	1,025	1,051	1,077
G-618-6800-4092 Property Taxes	56,000	117,000	120,000	0	123,443	126,529	129,692	132,934
G-618-6800-4105 Snow Removal	7,000	8,000	8,000	6,044	10,000	10,250	10,506	10,769
G-618-6800-4106 Lawn Maintenance	3,000	3,000	3,000	4,875	2,000	2,050	2,101	2,154
G-618-6800-4107 Building Maintenance	75,000	80,000	90,000	109,127	100,000	102,500	105,062	107,689
G-618-6800-4110 Telephone - Basic	2,000	4,000	4,800	6,070	4,800	4,920	5,043	5,169
G-618-6800-5030 Interest On Long-Term Debt	43,230	129,510	534,058	18,448	534,058	507,355	481,987	457,888
G-618-6800-5035 Principal On Long-Term Debt	107,590	197,540	469,313	53,794	377,445	358,573	340,644	323,612
G-618-6800-7820 Transfer To Reserve Fund	82,570	117,380	125,000	93,750	125,000	137,500	151,250	166,375
G-618-6800-7906 Interfunctional Insurance	0	0	6,005	6,005	11,676	12,260	12,873	13,517
Total 6800 Britannia St Apartments	0	0	624,596	(215,814)	585,722	541,669	500,885	463,377
Total 618 AFFORDABLE HOUSING BUILDINGS			624,596	(215,814)	585,722	541,669	500,885	463,377



2025 BUDGET – WORK PLAN

Department:	Social Services
Budget Division:	G616 Children Services

Department/Division Overview:

The Social Services Department of The City of Stratford is the Consolidated Municipal Service Manager (CMSM) for provincially mandated social service programs, which includes Housing, Homelessness, Ontario Works, and Children Services. The service area covers The City of Stratford, the Town of St. Marys, and the County of Perth. In addition to the CMSM responsibilities, the Social Services Department is responsible for the administration of the childcare program at the Anne Hathaway Day Care Centre for the City of Stratford.

The programs and services of the Children Services Division fall under the jurisdiction of the Ontario Ministry of Education (EDU). The mandate of the Children Services Division is to administer and manage all programs within the parameters of provincial legislation, regulations, standards, and policies established by both the Ministry of Education, as legislated under the *Child Care and Early Years Act (2014)*, (effective, September 1st, 2015), and according to local policies set by the City of Stratford as the CMSM.

Childcare and early years services play a key role in promoting healthy child development and helping children arrive at school ready to learn. They also provide essential support for many parents.

Key Activities Planned for 2025:

The Children Services Division is responsible for leading and managing the local childcare and early years system while providing financial support through fee subsidy, wage enhancement and general operations grants for licensed centre/home based childcare and EarlyON Family Centre programs.

With the provincial push to expand childcare capacities across Ontario, the City has begun an aggressive expansion plan to create over seven hundred new childcare spaces in Stratford, St. Marys, and Perth County over the next 4-5 years. 2025 brings the opportunity to confirm new municipal opportunities for growth, coupled with extending community partnerships and expansion projects with current childcare service providers. The hiring of a Child Care Program Coordinator will support the growth of up to 150 licensed home childcare spaces in 2025, with continued expansion in the home sector planned throughout Perth County.

The Canada Wide Early Learning and Child Care agreement (CWELCC) was signed between the Federal and Provincial Governments and provides funding and guidelines to achieve an average of \$12/day for day care spaces by 2026, it continues to evolve with new funding formulas expected in September 2024. Our main concern with this aggressive capital expansion continues to be securing adequate staff and Registered Early Childcare Educators (RECE) to fill the classrooms. Cost Escalation funding has been shared with current service providers; however, the allocations are not enough to meet the current demands on the sector, and growth will not be achieved until more funding support is found for staff.

Funding for EarlyON Child and Family Centres for 2025 has not been announced but is anticipated to continue at current levels. The City has expanded to four service providers in 2024 for EarlyON programs with current contract in place until the end of 2026.

New Initiatives Planned for 2025:

Continued updates to Ontario Child Care Management System (OCCMS) have led to better support for clients and families through the childcare registration and subsidy application process, streamlining dated practices to align better with other municipalities. The Ministry is actively seeking a long-term replacement for OCCMS to combine several services, we will be active in those discussions. The addition of new software is also being sought to help the Special Needs Resourcing team become more efficient with their administrative protocols and reporting requirements, as well increasing case load accountability and support.

The Children Services Department is also securing a Home Child Care Operators licence and are actively recruiting up to twenty-five home childcare providers (150 childcare spaces) to support the growing needs of the community. This will be supported by the new Child Care Program Coordinator role. This position also supports several other financial and administrative functions such as CWELCC expansions, childcare intake, and subsidy applications.

Childcare expansion projects are underway with plans to remodel one existing facility to convert to childcare operations in 2025. Multiple expansion proposals have been submitted to ministry for approval however capital funding and access to qualified staff remain significant barriers to expansion at this time.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Build meaningful partnerships to address community needs

Continued growth of licensed home childcare spaces and maintaining collaborative partnership with Conestoga College a part of the RECE retention and recruitment strategy will provide opportunities to expand upon the meaningful partnerships with current service providers and community groups to foster growth in the childcare sector. Continued evolution of the Special Needs Resourcing team will ensure that all children and families have access to essential services and supports.

Explain Significant Changes from 2024 including applying a climate lens:

The primary change in this budget comes from updated CWELCC allocations to cover ongoing childcare fee reductions, increased wage enhancements and overall cost escalation. This is directly tied to the current license capacity for all service providers, and the City will be maximizing the administrative expenditures to support these additional measures. The ministry is currently finalizing their funding formulas for 2025 and have not released exact figures.

Although budgeted administrative expenditures have not significantly increased, a reduction in the amount core services funding that is able to be retained for expenses related to administration has been reduced from 10% to 5%. This has resulted in increased municipal contributions in this area.

There are several other variances on a line-by-line basis because of further alignment of the Children Services Budget to better capture Ministerial funding and reporting requirements.

616 CHILDREN SERVICES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6194 O/W Child Care - Formal								
G-616-6194-1130 Ontario Grants	(66,400)	(24,000)	(20,000)	0	(8,000)	(8,200)	(8,405)	(8,615)
G-616-6194-1210 Other Municipalities - Perth	(8,450)	(3,060)	(2,560)	0	(1,020)	(1,046)	(1,072)	(1,099)
G-616-6194-1220 Other Municipalities - St. Marys	(1,340)	(490)	(410)	0	(160)	(164)	(168)	(172)
G-616-6194-6020 Social Assistance Payments	83,000	30,000	25,000	658	10,000	10,250	10,506	10,769
Total 6194 O/W Child Care - Formal	6,810	2,450	2,030	658	820	840	861	883
6195 O/W Child Care - Informal								
G-616-6195-1130 Ontario Grants	(14,400)	(8,000)	(16,000)	0	(16,800)	(17,220)	(17,651)	(18,092)
G-616-6195-1210 Other Municipalities - Perth	(1,840)	(1,020)	(2,050)	0	(2,150)	(2,204)	(2,259)	(2,315)
G-616-6195-1220 Other Municipalities - St. Marys	(290)	(160)	(320)	0	(340)	(348)	(357)	(366)
G-616-6195-6020 Social Assistance Payments	18,000	10,000	20,000	2,475	21,000	21,525	22,063	22,615
Total 6195 O/W Child Care - Informal	1,470	820	1,630	2,475	1,710	1,753	1,796	1,842
6321 Fee Subsidy ELCC Pre-School								
G-616-6321-1130 Ontario Grants	(1,315,420)	(1,320,000)	0	0	0	0	0	0
G-616-6321-1210 Other Municipalities - Perth	(167,230)	(168,100)	0	0	0	0	0	0
G-616-6321-1220 Other Municipalities - St. Marys	(26,450)	(26,730)	0	0	0	0	0	0
G-616-6321-6020 Social Assistance Payments	853,450	800,000	0	0	0	0	0	0
G-616-6321-6025 Wage Subsidy Payments	790,830	850,000	0	0	0	0	0	0
Total 6321 Fee Subsidy ELCC Pre-School	135,180	135,170	0	0	0	0	0	0
6325 Special Childcare								
G-616-6325-1130 Ontario Grants	0	(112,570)	0	0	0	0	0	0
G-616-6325-6020 Social Assistance Payments	0	112,570	0	0	0	0	0	0
Total 6325 Special Childcare	0	0	0	0	0	0	0	0
63CC Child Care Administration								
G-616-63CC-1130 Ontario Grants	(249,940)	(438,170)	(487,229)	0	(335,090)	(343,467)	(352,054)	(360,855)
G-616-63CC-1210 Other Municipalities - Perth	(25,900)	(75,290)	(106,380)	0	(195,870)	(200,767)	(205,786)	(210,931)
G-616-63CC-1220 Other Municipalities - St. Marys	(4,100)	(11,970)	(16,830)	0	(31,160)	(31,939)	(32,737)	(33,555)
G-616-63CC-2100 F.T. Salaries & Wages	159,910	158,110	160,100	94,674	145,330	149,690	154,181	158,806
G-616-63CC-2500 F.T. Benefits & Employer Costs	53,770	56,200	71,570	42,994	60,920	62,748	64,630	66,569
G-616-63CC-2700 Other Payroll EXPenses	0	100	100	111	100	103	106	109
G-616-63CC-3070 Office Supplies	500	1,000	12,390	795	2,500	2,563	2,627	2,693
G-616-63CC-3080 Miscellaneous	0	0	0	50	0	0	0	0
G-616-63CC-3110 Printing	100	0	0	0	0	0	0	0
G-616-63CC-3120 Meals & Meeting Costs	300	0	0	87	0	0	0	0
G-616-63CC-4036 Conferences - EXPenses	1,750	1,500	1,500	23,931	1,500	1,537	1,575	1,614
G-616-63CC-4097 Memberships	2,000	1,000	1,160	771	1,000	1,025	1,051	1,077
G-616-63CC-4142 Training - EXPenses	4,000	4,000	6,050	9,389	5,000	5,125	5,253	5,384
G-616-63CC-4150 Travel/Mileage-Excl Training & Conf	750	500	1,500	5,377	3,000	3,075	3,152	3,231

616 CHILDREN SERVICES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-616-63CC-7900 Administration Charge	77,790	0	437,600	79,976	496,490	521,315	547,381	574,750
G-616-63CC-7902 Interfunctional Admin Services	0	362,960	0	0	0	0	0	0
G-616-63CC-7907 Interfunctional Telephone	0	600	3,000	3,000	2,040	2,142	2,249	2,361
Total 63CC Child Care Administration	20,930	60,540	84,531	261,155	155,760	173,150	191,628	211,253
63RC Resource Centre								
G-616-63RC-1210 Other Municipalities - Perth	(62,850)	0	0	0	0	0	0	0
G-616-63RC-1220 Other Municipalities - St. Marys	(9,940)	0	0	0	0	0	0	0
G-616-63RC-6020 Social Assistance Payments	123,580	0	0	0	0	0	0	0
Total 63RC Resource Centre	50,790	0	0	0	0	0	0	0
63SN Special Needs								
G-616-63SN-1130 Ontario Grants	(233,940)	(398,010)	(569,100)	0	(716,600)	(734,515)	(752,878)	(771,700)
G-616-63SN-1210 Other Municipalities - Perth	(29,750)	(50,690)	(72,860)	0	(91,670)	(93,962)	(96,311)	(98,719)
G-616-63SN-1220 Other Municipalities - St. Marys	(4,710)	(8,060)	(11,520)	0	(14,580)	(14,944)	(15,318)	(15,701)
G-616-63SN-2100 F.T. Salaries & Wages	145,600	297,020	302,990	199,449	398,760	410,723	423,045	435,736
G-616-63SN-2110 P.T. Salaries & Wages	0	0	0	68,529	0	0	0	0
G-616-63SN-2500 F.T. Benefits & Employer Costs	41,960	88,090	107,440	79,221	143,490	147,795	152,229	156,796
G-616-63SN-2510 P.T. Benefits & Employer Costs	0	0	0	3,512	0	0	0	0
G-616-63SN-3050 Materials	0	15,000	15,000	4,438	15,000	15,375	15,759	16,153
G-616-63SN-6020 Social Assistance Payments	96,230	95,000	285,940	94,447	338,500	346,962	355,636	364,527
G-616-63SN-7900 Interfunctional Transfer	8,640	0	0	0	0	0	0	0
G-616-63SN-7907 Interfunctional Telephone	0	2,400	0	0	0	0	0	0
Total 63SN Special Needs	24,030	40,750	57,890	449,596	72,900	77,434	82,162	87,092
63WW Childcare Small Waterworks								
G-616-63WW-1130 Ontario Grants	(2,670)	(2,260)	0	0	0	0	0	0
G-616-63WW-6020 Social Assistance Payments	2,670	2,260	0	0	0	0	0	0
Total 63WW Childcare Small Waterworks	0	0	0	0	0	0	0	0
6710 Special Needs								
G-616-6710-1130 Ontario Grants	(661,300)	0	0	0	0	0	0	0
G-616-6710-1210 Other Municipalities- Perth County	(14,330)	0	0	0	0	0	0	0
G-616-6710-1220 Other Municipalities- St Marys	(2,270)	0	0	0	0	0	0	0
G-616-6710-2100 F.T. Salaries & Wages	145,600	0	0	2,406	0	0	0	0
G-616-6710-2500 F.T. Benefits & Employer Costs	41,960	0	0	0	0	0	0	0
G-616-6710-2700 Other Payroll EXPenses	50	0	0	0	0	0	0	0
G-616-6710-3050 Materials	41,000	0	0	3,008	0	0	0	0
G-616-6710-4120 Cell Phones	3,000	0	0	0	0	0	0	0
G-616-6710-4150 Travel/Mileage - Excl Training & Cor	2,000	0	0	0	0	0	0	0
G-616-6710-6020 Social Assistance Payments	175,000	0	0	197,034	0	0	0	0
G-616-6710-7900 Interfunctional Transfers	280,880	0	0	0	0	0	0	0
Total 6710 Special Needs	11,590	0	0	202,448	0	0	0	0

616 CHILDREN SERVICES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
6715 Wage Enhancements								
G-616-6715-1130 Ontario Grants	(590,560)	(590,560)	0	0	0	0	0	0
G-616-6715-6020 Social Assistance Payments	560,300	590,560	0	763,385	0	0	0	0
G-616-6715-7900 Interfunctional Transfer	30,260	0	0	0	0	0	0	0
Total 6715 Wage Enhancements	0	0	0	763,385	0	0	0	0
6720 Fee Stabilization - CWELCC								
G-616-6720-1130 Ontario Grants	0	(2,366,840)	(6,439,940)	55,264	(9,020,360)	(9,245,869)	(9,477,016)	(9,713,941)
G-616-6720-4020 Service Contracts	0	0	101,320	793	110,000	112,750	115,569	118,458
G-616-6720-6020 Social Assistance Payments	0	2,366,840	6,021,690	3,041,849	8,494,480	8,706,842	8,924,513	9,147,626
G-616-6720-6025 Wage Subsidy Payments	0	0	316,930	0	415,880	426,277	436,934	447,857
Total 6720 Fee Stabilization - CWELCC	0	0	0	3,097,906	0	0	0	0
6770 Child Care Programs								
G-616-6770-1130 Ontario Grants	(1,311,650)	(2,050,000)	(4,394,480)	7,890	(5,009,260)	(5,134,492)	(5,262,854)	(5,394,425)
G-616-6770-1210 Other Municipalities - Perth	0	0	(97,830)	0	(224,210)	(229,815)	(235,560)	(241,449)
G-616-6770-1220 Other Municipalities - St. Marys	0	0	(15,470)	0	(35,670)	(36,562)	(37,476)	(38,413)
G-616-6770-4020 Service Contracts	0	0	2,535,510	27,141	3,048,270	3,124,477	3,202,589	3,282,654
G-616-6770-6020 Social Assistance Payments	911,650	1,500,000	800,000	2,349,375	1,161,320	1,190,353	1,220,112	1,250,615
G-616-6770-6025 Wage Subsidy Payments	400,000	550,000	1,250,000	0	1,237,830	1,268,776	1,300,495	1,333,007
Total 6770 Child Care Programs	0	0	77,730	2,384,406	178,280	182,737	187,306	191,989
6780 Capacity Funding								
G-616-6780-1130 Ontario Grants	(38,800)	(40,000)	0	0	0	0	0	0
G-616-6780-4020 Service Contracts	38,800	40,000	0	0	0	0	0	0
Total 6780 Capacity Funding	0	0	0	0	0	0	0	0
6790 Repairs And Maintenance								
G-616-6790-1130 Ontario Grants	(13,180)	(13,180)	0	0	0	0	0	0
G-616-6790-4020 Service Contracts	13,180	13,180	0	0	0	0	0	0
Total 6790 Repairs And Maintenance	0	0	0	0	0	0	0	0
6792 EICC 0-6 Agreement								
G-616-6792-1130 Ontario Grants	(403,390)	(457,230)	0	0	0	0	0	0
G-616-6792-4020 Service Contracts	322,370	457,230	0	0	0	0	0	0
G-616-6792-6020 Social Assistance Programs	81,020	0	0	0	0	0	0	0
Total 6792 EICC 0-6 Agreement	0	0	0	0	0	0	0	0
67HC Home Child Care								
G-616-67HC-1130 Ontario Grants	(55,200)	(49,680)	(50,000)	0	(102,480)	(105,042)	(107,668)	(110,360)
G-616-67HC-2100 F.T. Salaries & Wages	0	0	0	10,645	38,590	39,748	40,940	42,168
G-616-67HC-2500 F.T. Benefits & Employer Costs	0	0	0	4,102	13,890	14,307	14,736	15,178

616 CHILDREN SERVICES	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
G-616-67HC-4020 Service Contracts	55,200	49,680	20,000	0	20,000	20,500	21,012	21,537
G-616-67HC-6020 Social Assistance Payments	0	0	25,000	0	25,000	25,625	26,266	26,923
G-616-67HC-6025 Wage Subsidy Payments	0	0	5,000	0	5,000	5,125	5,253	5,384
Total 67HC Home Child Care	0	0	0	14,747	0	263	539	830
67IF Indigenous Funding								
G-616-67IF-1130 Ontario Grants	(27,110)	(27,110)	0	0	0	0	0	0
G-616-67IF-4020 Service Contracts	27,110	27,110	0	0	0	0	0	0
Total 67IF Indigenous Funding	0	0	0	0	0	0	0	0
67TF Earlyon								
G-616-67TF-1130 Ontario Grants	(902,720)	(969,390)	(1,031,450)	0	(1,050,590)	(1,076,855)	(1,103,776)	(1,131,370)
G-616-67TF-2100 F.T. Salaries & Wages	152,350	155,390	158,520	131,813	166,930	171,938	177,096	182,409
G-616-67TF-2500 F.T. Benefits & Employer Costs	43,290	45,410	51,310	42,575	58,460	60,214	62,020	63,881
G-616-67TF-3050 Materials	0	0	5,000	792	0	0	0	0
G-616-67TF-3120 Meeting Costs	2,000	0	0	0	0	0	0	0
G-616-67TF-4020 Service Contracts	63,090	26,000	806,020	153,000	824,790	845,410	866,545	888,209
G-616-67TF-4036 Conferences - EXPenses	2,000	0	0	0	0	0	0	0
G-616-67TF-4040 Consultants	10,000	14,200	10,000	0	0	0	0	0
G-616-67TF-4120 Telephone - Cell Phones	1,200	0	0	0	0	0	0	0
G-616-67TF-4150 Travel/Mileage - Excl Training & Cor	2,000	0	0	0	0	0	0	0
G-616-67TF-6020 Social Assistance Payments	626,790	728,390	0	616,479	0	0	0	0
G-616-67TF-7907 Interfunctional-Telephone	0	0	600	600	410	431	453	476
Total 67TF Earlyon	0	0	0	945,259	0	1,138	2,338	3,605
67XP Expansion								
G-616-67XP-1130 Ontario Grants	(1,008,750)	(852,080)	(1,008,750)	0	(44,000)	(45,100)	(46,227)	(47,383)
G-616-67XP-1210 Other Municipalities - Perth	(128,240)	(108,510)	(129,150)	27,000	(5,630)	(5,771)	(5,915)	(6,063)
G-616-67XP-1220 Other Municipalities - St Marys	(20,280)	(17,250)	(20,430)	0	(900)	(922)	(945)	(969)
G-616-67XP-6020 Social Assistance Payments	1,260,940	1,065,100	1,260,940	94,565	55,000	56,375	57,784	59,229
Total 67XP Expansion	103,670	87,260	102,610	121,565	4,470	4,582	4,697	4,814
Total 616 CHILDREN SERVICES	354,470	326,990	326,421	8,243,600	413,940	441,897	471,327	502,308

2025 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** except as noted, none of these items have been included in the draft 2025 budget numbers

\$ 80,090,376

Budget Division	FTE	Purchase/ Total Cost	2025 Net Levy Impact after 50% Gapping & Other Est. Revenues	Net % Levy increase over 2024
SERVICE ENHANCEMENTS:				
Corporate				
Community Improvement Plan - Attainable Housing Funding		150,000	150,000	0.19%
Destination Stratford - Lights On (included in 2025 budget submission)		150,000	0	0.00%
investStratford - Grand Trunk Project Specialists/Support (included in budget submission-funded from GTCH reserve fund)		200,000	0	0.00%
Community Services				
Additional Mobility Bus		150,000	0	0.00%
Vehicle for Facilities Plumber (see Staffing section below)		96,650	96,650	0.12%
Vehicle for Facilities Electrician (see Staffing section below)		96,650	96,650	0.12%
Parks and Recreation Master Plan		80,000	80,000	0.10%
Human Resources				
Human Resources Information System (HRIS)		425,000	425,000	0.53%
Infrastructure Services				
Electronic Message Board Trailers (2)		55,000	0	0.00%

2025 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** except as noted, none of these items have been included in the draft 2025 budget numbers

\$ 80,090,376

Budget Division	FTE	Purchase/ Total Cost	2025 Net Levy Impact after 50% Gapping & Other Est. Revenues	Net % Levy increase over 2024
Building and Planning Services				
Additional Vehicle for By-Law (for existing staff)		55,150	55,150	0.07%
Additional Vehicles (2) for new By-Law staff initiative - see Staffing section below		110,300	110,300	0.14%
Fire				
Community Emergency Management Coordinator (CEMC) Training Exercise		50,000	50,000	0.06%
TOTAL - SERVICE ENHANCEMENTS		\$ 1,618,750	\$ 1,063,750	1.33%
STAFFING:				
Corporate				
Communications Coordinator	1.0	111,782	58,491	0.07%
Corporate Services				
Supervisor, Financial Services	1.0	128,829	66,514	0.08%
Supervisor, Enterprise Applications and GIS	1.0	123,875	65,538	0.08%

2025 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** except as noted, none of these items have been included in the draft 2025 budget numbers

\$ 80,090,376

Budget Division	FTE	Purchase/ Total Cost	2025 Net Levy Impact after 50% Gapping & Other Est. Revenues	Net % Levy increase over 2024
Building and Planning Services				
Supervisor of By-Law	1.0	129,961	68,705	0.09%
By-Law Enforcement Officer	1.0	113,323	60,686	0.08%
Backflow Prevention Officer	1.0	113,323	60,686	0.08%
Supervisor, Policy and Placemaking	1.0	144,542	76,296	0.10%
Community Services				
Maintenance Management Clerk	1.0	81,522	40,761	0.05%
Facilities Plumber (see Services section above)	1.0	141,013	33,271	0.04%
Facilities Electrician (see Services section above)	1.0	141,013	45,177	0.06%
Permanent Part Time Recreation/Facility Operators (6) - change to existing positions	3.0	125,973	16,776	0.02%

2025 Budget Impacts Summary for Service Enhancements / Expansion Initiatives

** except as noted, none of these items have been included in the draft 2025 budget numbers

\$ 80,090,376

Budget Division	FTE	Purchase/ Total Cost	2025 Net Levy Impact after 50% Gapping & Other Est. Revenues	Net % Levy increase over 2024
Infrastructure Services				
Water Meter Technician - change to existing position	0.5	106,445	8,339	0.01%
Community Energy Liaison (2 year pilot contract)	0.0	104,850	54,525	0.07%
Project Manager (2 year contract)	0.0	140,150	90,150	0.11%
Social Services				
Ontario Works Caseworker	1.0	106,790	21,730	0.03%
TOTAL - Staffing	14.5	\$ 1,813,391	\$ 767,645	0.96%
TOTAL - ALL EXPANSION INITIATIVES		\$ 3,432,141	\$ 1,831,395	2.29%



2025 BUSINESS CASE - QUALITATIVE

Department:	Corporate
Budget Division:	G872 Community Supports & Grants
Description of New Service/Position:	Community Improvement Plan – Attainable Housing Funding

Program or Service Expansion Introduction and Overview:

The City previously adopted several incentive programs and continues to explore establishing others under the Planning Act, in the form of Community Improvement Plans (CIPs).

CIPs allow for a regulated structure using various toolkit options for Council to provide incentives for targeted community investment. Examples of such CIPs approved by the City of Stratford include the Brownfield CIP, the Heritage Conservation District (HCD) CIP including the Façade Improvement Program, the Building Code Upgrade Improvement Program and the HCD Grant Program. In 2023, Council also approved a CIP for Attainable Housing that was developed in partnership with Invest Stratford. Several options for incentives were identified, but as of this date, specific tools in the toolkit have not been approved.

While not a Planning Act Community Improvement Plan, there has also been a resolution directing staff to develop a tax deferral program for accessible housing. This program is not part of this discussion as it has been deferred to a subsequent year, pending completion of the official plan.

Similarly, development of a Green CIP or related incentive programs have also not been explicitly included with this expansion, however if/when developed, funding would be assessed at that time.

Analysis of Current Business Process:

All the current incentive programs, while approved, do not have any funding strategy. Historically, several grants and loans were funded from general operations, creating strain on available surpluses and cash flows. Prudent financial structure is to fund these programs from a source, typically the tax levy. If these loans and grants are provided using cash flows that are otherwise allocated, the impact varies depending on the type of incentive. Loans are repaid so the cash flow issue is temporary, over the 10-year repayment period. Grants, however, are a permanent impact on the City's cash position.

Background:

The Attainable Housing CIP as mentioned was approved in 2023 but the specific programs/toolkits not formally approved. Council could choose to look at funding all options, or only one option within each CIP, once specific toolkits were approved and established.

Community Improvement Plan	Program/Toolkit Description	Current Funding
Brownfield CIP	Brownfield Redevelopment Grant	\$0
	Phase 2 Environmental Site Assessment Grant (cap \$10k)	\$0
	Tipping Fee Grant	\$0
	Brownfield Fee Grant	\$0
	Brownfield Development Charge Reduction	\$0
Heritage Conservation CIP	Façade Improvement Loan (cap \$25k)	\$0
	Rehabilitation Grant	\$0
	Building Code Upgrade Loan (cap \$50k)	\$0
Attainable Housing CIP	i) Tax Increment Equivalency Grant-TBD	\$0
	ii) Development Charge Rebate Program-TBD	\$0
	iii) Development Grant – TBD	\$0
	iv) Planning & Building Permit Fees Grant-TBD	\$0
	v) Design Feasibility & Study Grant - TBD	\$0
	vi) Second Suite Development Incentive-TBD	\$0
	vii) Housing Rehabilitation & Conversion Program-TBD	\$0
Green CIP-Not yet developed	To be Determined in Subsequent Year	\$0
City of Stratford Social Services	Affordable Home Ownership Loan Program	self

Many of the incentive programs are tied to the City’s official plan review, currently underway, however, staff are suggesting that Council consider some seed funding for the Attainable Housing Community Improvement Plan specifically in 2025, given the direct connection to the Strategic Priorities recently approved.

Below is a brief summary of the 7 types of Attainable Housing Toolkit incentives. Should Council wish to direct staff to any of these specifically, those can be fully developed first, and brought back to Council for approval, before rolling out as a formal incentive program.

- i) Tax Increment Equivalency Grant
- ii) Development Charge Rebate Program
- iii) Development Grant
- iv) Planning & Building Permit Fees Grant
- v) Design Feasibility & Study Grant
- vi) Second Suite Development Incentive
- vii) Housing Rehabilitation & Conversion Program

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council’s approved strategic priorities as follows:

Build Housing Stability

Objectives:

- This expansion initiative works towards the objective of enhancing opportunities for new forms of residential development by creating incentive programs for developers.

Program or Service Expansion Benefits (including Climate impacts):

A suitable financial strategy to support these types of programs will result in higher confidence in the community and sufficient resources to properly support the programs. Without directing funding towards this program, and the other CIPs, they are unable to be used as a tool to promote the objective.

Program or Service Expansion Costs (including Climate impacts):

The level of investment is entirely discretionary by Council. Staff have made a recommendation of \$150,000 to start funding the various programs and this would be revisited each year depending on the demand and uptake for each program. This amount was estimated arbitrarily based on estimated demand and program caps for Attainable Housing. Additional consideration was not specifically included for other CIP incentive programs at this time.

Alternatives:

If this initiative is not pursued, it will not be prudent to further develop community incentive programs without dedicating funds to these programs.

Council could amend the starting amount and build the program slower, with the understanding that it would be first-come first-served.

Business Case - Quantitative Non Staff		
Department: Corporate Services Division: Corporate Title/Description: Community Improvement Plan - Attainable Housing Funding		
Estimated Annual Expenditures	2025	Explanation
<u>1. One Time Costs:</u>		
Other (explain)	150,000	Funding for Incentive Programs for Attainable Housing CIP
1. Total One Time Costs	\$ 150,000	
<u>2. Future Annual Operating Costs:</u>		
2. Total Annual Operating Costs	\$ -	The program would be expected to recur
Total Expenditures 2025	\$ 150,000	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 150,000	



2025 BUSINESS CASE - QUALITATIVE

Description of New Service/Position:	Lights On Stratford 2025/26
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Program or Service Expansion Introduction and Overview:

Lights On Stratford is an award-winning annual winter festival that is completely free-to-the-public and has delighted tens of thousands of local residents and visitors from far and wide.

LIGHTS ON STRATFORD MANIFESTO

- **We bring light and joy to Stratford’s public spaces.**
- **We are free to the public and accessible for everyone to participate.**
- **We are a cultural anchor tenant that enables additional events and experiences.**
- **We celebrate and embrace winter.**
- **We help grow a vibrant year-round visitor economy for the region.**
- **We strive to continually reduce our environmental footprint.**
- **We improve the quality of life within our community.**

Stratford is home to some of the world’s best artists, lighting designers, props builders and creative minds. Lights On Stratford harnesses this precious resource of local talent, crafting a truly unique experience that can’t be found anywhere else.

Festivals and events are an impactful tool for revitalizing a region’s economy, providing new opportunities to local vendors and injecting external revenues into the community. This impact stems from visitors spending locally on restaurants, groceries, accommodations, souvenirs, transportation, and other retail and service industries. Stratford has built a reputation as a haven for culture and art; prior to the pandemic we hosted >1 million visitors annually, who traveled to experience the world-famous Stratford Festival and other cultural offerings. Traditionally this traffic is concentrated between late spring to early fall, leaving a significant gap through the winter months.

Lights On Stratford presents a lasting opportunity to grow and diversify Stratford’s unique economy through its month-long winter festival of lights. In four short years, attendance has grown to 80,000 with over 52% traveling from 40km or more. The estimated economic impact from visitor spending (hotels, restaurants, services providers and retail outlets) is upwards of \$5.1M (PricewaterhouseCoopers analysis based on Tourism Regional Economic Impact Model TREIM outputs).

This represents a 10:1 return on investment. An estimated \$2.7M in incremental tax revenue is also generated. Support from local business is strong, with sponsorship dollars increasing each year. The event is on a trajectory of growth and has become a significant anchor and catalyst to further off-season, winter development.

"Lights On Stratford! What a delightful event it turned out to be! As newcomers to the area, my wife, son, and I braved the rain to experience the charming Lunar Lamp Posts and the unexpected dance party that unfolded. It was a warm and welcoming introduction to the community.

Opening night, Stratford Summer Music staff visited the Dandelion in Market Square. Imagine the sheer delight of witnessing countless wishes for our community soar into the night sky, accompanied by the melodic tunes of local musicians echoing from nearby cafes and restaurants.

As the new Executive Director of Stratford Summer Music, I can say that Lights On Stratford brought a wonderful, inclusive, and exciting event to our city. This event is more than just lights; it's a celebration of the vibrant spirit that defines Stratford. The blend of lights, music, and community was heartwarming, and we're eager to continue supporting this event and all that Destination Stratford has to offer. We look forward to collaborating and partnering with Destination Stratford towards making Stratford shine as a 4-season cultural destination."

– Crystal L. Spicer, Executive Director, Stratford Summer Music

Lights On Stratford is still young. The bar has been set high, and it's important to maintain quality and momentum to reach maximum impact. Continued investment by all levels of government will ensure that this opportunity can be fully realized. Similar to city light festivals globally, an annual budget contribution at the municipal level is required to remain viable. A base municipal investment will enable the Festival to leverage additional Provincial and Federal grant opportunities, many of which require matching funds and municipal support. Destination Stratford has committed to yearly contributions of \$150,000 as well as managing all aspects of the Festival and is seeking matching MAT funds from the City.

"The Stratford Festival is pleased to continue to support Destination Stratford and Lights On Stratford. This event helps to invigorate the downtown core and park system during December and January, and encourages visitors to experience our beautiful city outside of the traditional tourist season. We share Destination Stratford's goal of making Stratford a 4-season cultural destination, which creates a positive economic impact for the City, and strengthens the retail, restaurant, and accommodation sectors. This event continues to gain popularity – what started as a COVID recovery event has turned into an annual tradition for many. Bravo!"

– Shelley Stevenson, Administrative Director, Stratford Festival

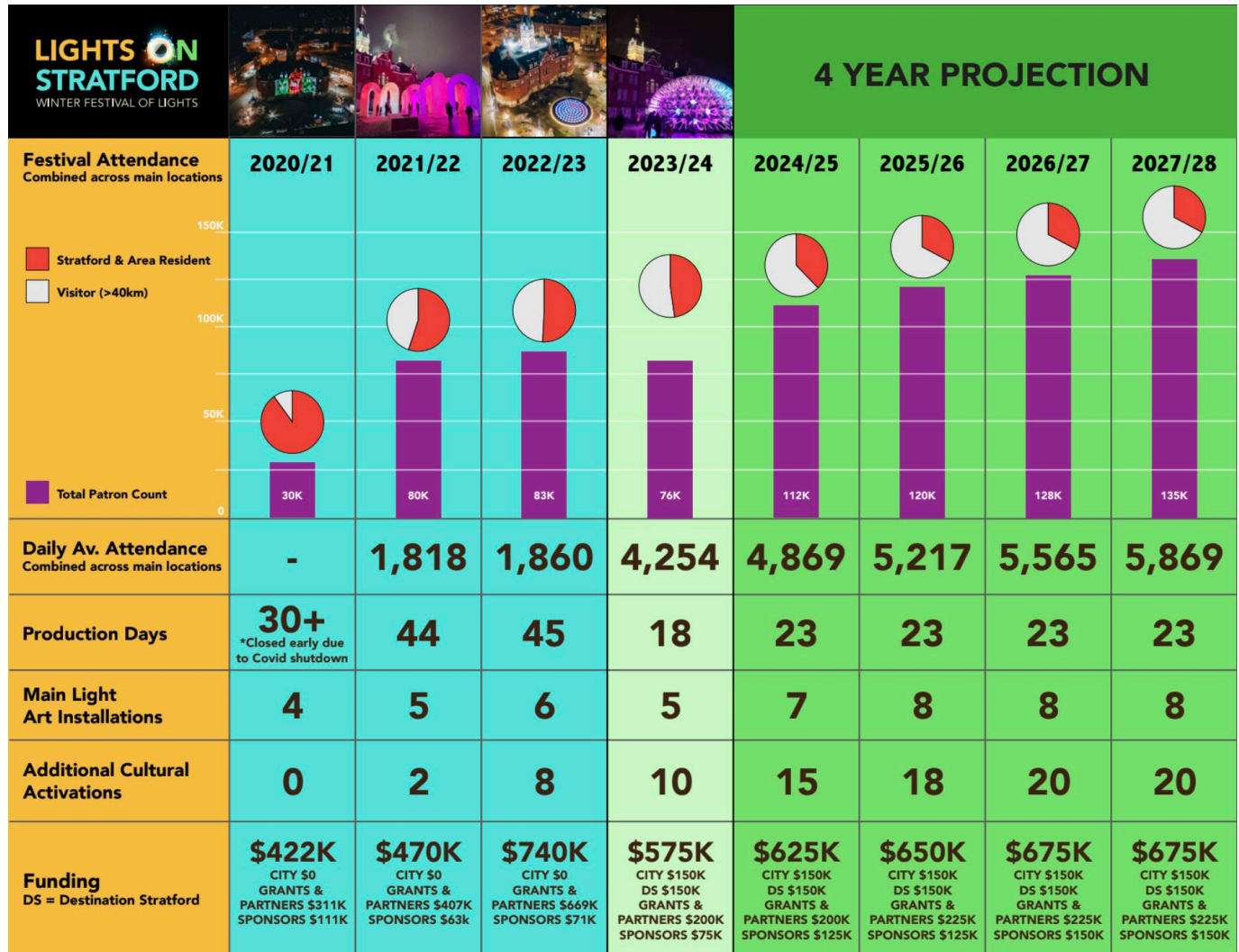
"It was an absolute pleasure and privilege to work with Destination Stratford in preparation and through participation in this year's Lights On Stratford Winter Festival. It was heartening to see the many faces and hear stories from the multitude of locals and tourists who enjoyed the exhibits and enthusiastically patronized our local establishments during the cold winter weeks of December and January. It is exactly this kind of initiative that effectively ensures the success of local business through attracting tourism and locals alike to check out all that Stratford has to offer 12 months of the year."

– Ryan Stokes, Owner, Black Swan Brewing Co.

"This year at The Parlour Inn, we've had a great response to the Lights On Stratford winter light festival, with at least 20 room bookings more than last year. Our guests have commented how nice it is to have something so pretty to brighten up the dull winter blues! We look forward to next year's event, where we plan to light up our building even more making it a sparkling beacon in the night!"

– Steve Ireson, Manager, Operations/Food & Beverage, The Parlour Inn

Analysis of Current Business Process:



Since launched in 2020, Destination Stratford has managed to raise all funding required to host our city's winter light festival via economic recovery grant support from upper levels of government as well as local cash sponsors. The significant risks associated with getting this city winter festival off the ground have been mitigated, and it is now expected to have a stable growth trajectory resulting in continued substantial benefits for the local economy and community.

The intended outcome of Lights On Stratford is to grow attendance to over 135,000 patrons to bring vibrancy and opportunity to Stratford each winter, a historically inactive time for the local tourism sector.

Many of the light installations continue throughout the year, such as the Tom Patterson Island overhead lights and bridge lighting, LIGHTWALL at 70 Ontario Street, and new for this year EVERBRIGHT at the 47 Downie St. Welcome Centre and lighting of the Waterloo St. Bridge. These type of light display installations add tremendous year-round value for our community but also require ongoing maintenance and engineering expenses, which are funded and managed through Destination Stratford.

The Festival is innovative in its design to maximize economic impact for arts professionals, cultural providers and tourism operators within the region while also building towards a more robust, diversified and year-round tourism economy.

Background:

Light is a powerful symbol. From darkness comes light. Created in 2020 by Destination Stratford in response to the COVID-19 pandemic crisis and the prolonged dire impact for our local economy and businesses, the multi award-winning Lights On Stratford annual winter festival transforms Stratford's heritage downtown core and park system with luminous art and interactive light installations.

Stratford is home to some of the world's best artists, lighting designers, props builders and creative minds. Lights On Stratford supports and collaborates with these artists to harness this precious resource of local talent, crafting a truly unique experience that can't be found anywhere else.

As home to the Stratford Festival - one of Ontario's key cultural demand generators - many of our regional visitors and residents are already familiar with the destination's cultural, culinary, retail and accommodation attractions.

Lights On Stratford leverages the city's world-renowned reputation in a novel way with a safe outdoor experience that features the city itself as the stage. The combination of artistic spectacle with overseen outdoor activity throughout the winter lights festival is a catalyst to rediscover Stratford.

In addition to resonating with the local community – **83.3% of the 197 public survey respondents in 2023 were satisfied or very satisfied with the lights festival** – Lights On Stratford has broad appeal as shown by earned media including Destination Ontario, CBC, Globe & Mail, Toronto Star, CTV, Narcity and many others. For the 2023/24 festival, 52% of attendees traveled over 40km to attend. Collaborations with many local businesses led to the engagement of the whole community. A 2024 survey by the Downtown Stratford BIA indicated that **75% of business respondents believe the event is an effective strategy for growing a cultural tourism draw in the winter** and **78% Agree or Strongly Agree that Lights On Stratford is effective in activating the downtown and park system for the community and visitors.**

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- **Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.** Lights On Stratford is a proud 2024 recipient of the City's Green Recognition Program for the Tourism Category.
- **Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.** Lights On Stratford has created a "Light Trail" connecting Market Square to Tom Patterson Island that encourages active transportation during the winter months along the trail and throughout our downtown. Our festival also proudly partners with Stratford Transit to provide a free and accessible hop-on-hop-off shuttle bus to provide maximum opportunity for everyone in the community to participate in all of the Lights On Stratford locations.

Work Together For Greater Impact

Objectives:

- **Build meaningful partnerships to address community needs.** It takes a village to raise a Lights Festival, and Lights On Stratford focuses on developing and nurturing many collaborations and partnerships. One example is Stratford Summer Music, who, for the first time ever, hosted a sold-out concert in the winter during Lights On Stratford. We are proud to be partnering with both Stratford Summer Music and Stratford Festival for additional cultural activation for the 2024/25 winter.
- **Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.** Lights On Stratford through Destination Stratford's Sport Tourism Office is partnering with Stratford Country Club and Curling Ontario to host Ontario's only glow-in-the-dark curling bonspiel to coincide with our winter festival.

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new year-round cultural opportunities that increase the quality of life within our community.
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Program or Service Expansion Benefits (including Climate impacts):

Destination Stratford is partnering with the City to strategically develop our shoulder and winter seasons to create a viable and robust year-round local tourism economy. Two major initiatives in this effort include Lights On Stratford and the creation of the Stratford Sport Tourism Office, both of which strengthen each other when layered together during the winter season.

In addition to economic benefits, Lights On Stratford has many social, cultural and community benefits:

- **Community cohesion and inclusion** – Lights On Stratford is a free festival that contributes to Stratford’s community building, bringing the community together, strengthening relationships and encouraging volunteerism;
- **Local economic revitalization and support for local businesses** – the Festival boosts economic activity in the region, providing new revenues for the local businesses during the low-season period;
- **Strengthening the position and image of the country, region and city** – the Festival enhances the national and international recognition of Stratford as a travel/tourism destination;
- **Support for Canadian artists** – as Stratford is home to great artists and lighting designers, the Festival is a lifeline for local artists and theatre professionals, bringing them new opportunities during the off-season period;
- **Health and wellbeing** – Lights On Stratford is a catalyst for encouraging outdoor activity in the winter, with subsequent improvements to physical and mental health, and overall wellbeing of citizens.

Lights On Stratford continues to pursue sustainability excellence in terms of festival operations, transportation, energy usage and waste minimization.

Program or Service Expansion Costs (including Climate impacts):

\$150,000 in matching Destination Stratford contribution funds to enable the 2025/26 city winter lights festival.

Pandemic recovery funds from upper levels of government have been phased out. Annual City matching funding is being sought for the next 4 winters to build on the success of this essential local economic driver initiative that also improves quality of life for local residents.

The requested funding source for this Expansion Request contribution is the visitor-contributed Municipal Accommodation Tax (MAT) which Council has used previously for this purpose (helping to offset costs for destination development and community projects such as Lights On Stratford).

“I cannot emphasize enough, the significance of tourism development during nonpeak and shoulder season periods. The picturesque landscapes and cultural richness of Stratford are not confined to a single season but extend seamlessly throughout the year.

Initiatives such as Lights On Stratford and Stratford Sport Tourism have played and will play a pivotal role in transforming Stratford into a year-round destination.

The strategic collaboration between Destination Stratford and these initiatives as well as the broader tourism sector will be instrumental in creating a robust and viable year-round local economy. By diversifying the offerings and embracing the unique attributes of each season, Stratford will become a beacon for those seeking enriching experiences in all weather conditions.

The commitment to year-round tourism development in Stratford will not only elevate its status as a sought-after destination but will also create a lasting impact on the local economy and community spirit. Lights On Stratford and Stratford Sport Tourism are just two opportunities that exemplify the success that can come with a collaborative approach, open minds, and a desire to make Stratford flourish throughout the entire year."

– Shelley Windsor, Vice President, Windsor Hospitality Inc.

FOUNDING PARTNERS

2023/24 IN-KIND SUPPORTERS

2023/24 GOLD SPONSORS

2023/24 SILVER SPONSORS

2023/24 BUDGET | FUNDING
The Lights On Stratford 2023/24 funding sources include:

2023/24 BUDGET | EXPENSES
The forecasted total annual budget for 2023/24 is approx. \$575,000:

2023/24 BRONZE SPONSORS

2023/24 COMMUNITY SPONSORS

GOVERNMENT SUPPORT

This event has been financially assisted by the Ontario Cultural Attractions Fund a program of the Government of Ontario through the Ministry of Tourism, Culture and Sport, administered by the Ontario Cultural Attractions Fund Corporation.

Alternatives:

Similar to city light festivals globally, an annual budget contribution at the municipal level is required for Lights On Stratford to remain viable.

Business Case - Quantitative Non Staff		
Organization:		Destination Stratford
Title/Description:		Lights On Stratford 2025/26
Estimated Annual Expenditures	2025	Explanation
<u>1. One Time Costs:</u>		
Other (explain)	150,000	City contribution towards Lights On Stratford for 2024/25 event
1. Total One Time Costs	\$ 150,000	
<u>2. Future Annual Operating Costs:</u>		
		not applicable
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2025	\$ 150,000	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 150,000	**already included in Destination Stratford budget submission



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G751 Parallel Transit
Description of New Service/Position:	Additional Mobility Bus – Regular Fuel 8-Meter

Program or Service Expansion Introduction and Overview:

At present, the Mobility fleet operates five buses. With a continued increase in enrollment/customers, the requirement to increase to six buses has become apparent to offer as much needed service as possible. As noted in the 10-year Capital Plan, a change request was submitted to ICIP to revise the original 2025 Hybrid Mobility bus back to two regular fuel buses. The design and hybrid technology for mobility buses have not yet become as feasible as they have for larger conventional buses and other fleet options. The intent is that, once hybrid technology for mobility buses is fully developed and commercially available, the City will be able to take advantage of upgrading fleet deemed for replacement with low-carbon options. It is anticipated that in a few years down the road this technology will update and become more in line with the present industry with bigger sized fleets; until then a regular fuel vehicle is being proposed to be procured.

Analysis of Current Business Process:

Currently, Mobility has a fleet of five 8-meter buses to service those in the City that have mobility concerns. An increase to six buses would give the department additional flexibility to deliver service and have an additional spare unit when other units need servicing.

Background:

Currently, Parallel Transit has approximately 600 registered customers which continues to grow week to week and month to month. An additional mobility bus will offer more flexibility.

Strategic Priority or Current Service Delivery:

This expansion initiative contributes to the current service delivery by improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle. Encouraging active, social, meaningful lives to promote good health and wellbeing.

Program or Service Expansion Benefits (including Climate impacts):

To remain a sustainable service that does not encounter service disruptions due to bus shortages and to better serve the citizens of Stratford who rely on the specialized service to get to work, shopping, events and schools.

Mobility buses offer the community-at large reliable public transit services, thus reducing trips made by single occupancy passenger vehicles. Although the proposed expansion is for a conventional mobility bus, cumulative fuel usage as well as resultant emissions for a bus will be significantly lower than a single occupancy passenger vehicle and contribute to reduced congestion on roads.

Program or Service Expansion Costs (including Climate impacts):

\$150,000

Alternatives:

Continue with five mobility buses and possibly jeopardize service delivery if one or two buses go out of service when repairs are needed.

Business Case - Quantitative Non Staff

Department: Community Services Division: Transit Title/Description: Additional Mobility Bus - Regular Fuel 8-Meter		
Estimated Annual Expenditures	2025	Explanation
1. One Time Costs:		
Purchased Goods	150,000	1 additional regular fuel 8m mobility bus
1. Total One Time Costs	\$ 150,000	
2. Future Annual Operating Costs:		
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2025	\$ 150,000	
Estimated Revenues/Recoveries	2025	Explanation
Grants	(150,000)	ICIP and Provincial Gas tax funded
Total Revenues/Recoveries	(\$150,000)	
2025 Budget Impact \$	\$ -	

Business Case - Quantitative Non Staff

Department: Community Services Division: Facilities Title/Description: Vehicle for Facilities Plumber											
Estimated Annual Expenditures <u>1. One Time Costs:</u> Vehicle Equipment Equipment 1. Total One Time Costs	<table border="1"> <thead> <tr> <th>2025</th> <th>Explanation</th> </tr> </thead> <tbody> <tr> <td>95,000</td> <td>Electric Van</td> </tr> <tr> <td>1,500</td> <td>Charging Station</td> </tr> <tr> <td>150</td> <td>GPS Unit</td> </tr> <tr> <td>\$ 96,650</td> <td></td> </tr> </tbody> </table>	2025	Explanation	95,000	Electric Van	1,500	Charging Station	150	GPS Unit	\$ 96,650	
2025	Explanation										
95,000	Electric Van										
1,500	Charging Station										
150	GPS Unit										
\$ 96,650											
<u>2. Future Annual Operating Costs:</u> Licencing Fees Other (explain) 2. Total Annual Operating Costs	<table border="1"> <tbody> <tr> <td>500</td> <td>Licensing & GPS</td> </tr> <tr> <td>500</td> <td>Annual Maintenance</td> </tr> <tr> <td>\$ 1,000</td> <td></td> </tr> </tbody> </table>	500	Licensing & GPS	500	Annual Maintenance	\$ 1,000					
500	Licensing & GPS										
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Total Expenditures 2025	\$ 96,650										
Estimated Revenues/Recoveries Total Revenues/Recoveries	<table border="1"> <thead> <tr> <th>2025</th> <th>Explanation</th> </tr> </thead> <tbody> <tr> <td>\$0</td> <td></td> </tr> </tbody> </table>	2025	Explanation	\$0							
2025	Explanation										
\$0											
2025 Budget Impact \$	\$ 96,650										

Business Case - Quantitative Non Staff

Department: Community Services Division: Facilities Title/Description: Vehicle Expansion for Facility Electrician		
Estimated Annual Expenditures 1. One Time Costs: Vehicle Equipment Equipment 1. Total One Time Costs	2025	Explanation Electric Van Charging Station GPS Unit
	95,000 1,500 150 \$ 96,650	
2. Future Annual Operating Costs: Licencing Fees Other (explain) 2. Total Annual Operating Costs	2025	Licensing & GPS Annual Maintenance
	500 500 \$ 1,000	
Total Expenditures 2025	\$ 96,650	
Estimated Revenues/Recoveries Total Revenues/Recoveries	2025	Explanation
	\$0	
2025 Budget Impact \$	\$ 96,650	



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G721 Recreation - Program
Description of New Service/Position:	Parks & Recreation Master Plan

Program or Service Expansion Introduction and Overview:

Deliverables

The goal for the consultant is to develop, design and produce a fiscally responsible Parks and Recreation Master Plan document. The Plan will define user needs and will reflect the current and future recreation needs for those who live, work, and play in the City of Stratford.

The following are key deliverables which should be outlined in the proposal:

- Create an updated comprehensive inventory of parks and recreation services, programs, facilities, and events.
- Undertake a comprehensive and innovative public consultation process that is targeted and focused on its approach, to communicate with all key internal and external stakeholders throughout the project keeping them informed of progress and specific opportunities to be engaged.
- Provide residents and users with an opportunity to provide input into which parks, recreation, and culture services they value and how well we are doing in delivering them.
- Determine if the current mix of programs, services, and events (public, private and not for-profit) available to residents is balanced, accessible and appropriately addresses the current and future needs of both the residents and visitors of this community.
- Determine where the City should provide events, programming, services, and facilities in areas such as, but not limited to the following: children, youth, older adults, lower income, community engagement, equity and inclusion, direct programming, and facility allocation.
- Identify and evaluate emerging trends in recreational programs and services, examine and predict the impacts of trends in services, complete a trends analysis assessing what the most likely needs for parks, recreation facilities, programs and services will be in the City of Stratford over the next ten (10) years. Identify national, provincial, and local trends. This analysis should be supplemented by the City of Stratford's population, demographic, and growth projections and the implications of these for the City's indoor and outdoor recreation services and facilities.

- Review the overall Department mandate to ensure up to date guidance in the delivery of parks, recreation and facility services that aligns with Council’s priorities and reflects the input of the community.
- Identify potential cost savings and efficiencies that can be used to support existing and/or new services that align with community expectations and requirements.
- Assess the merits of partnership opportunities with community groups, businesses, and organizations to enhance community cooperation and partnerships in the planning and delivery of services and programs.
- Review supportive strategic plans, such as the Municipal Cultural Plan, Sport Tourism Program, and other overarching plans such as the Corporate Energy and Emissions Plan and Community Climate Action Plan to better incorporate sustainability principles whilst applying holistic needs identified in related fields.
- Review current policies and procedures with respect to reducing barriers to participation.
- A current and future look at the role volunteers play in the provision of parks and recreation services.
- Assessment of the current organizational structure, staffing capacity and resource allocation to achieve the desired goals and objectives of the plan.

Analysis of Current Business Process:

There is only a dated Recreation Master Plan guiding staff. The lack of an up-to-date plan impedes the City’s ability to determine where and how to provide events, programming, services, and facilities in areas such as, but not limited to the following: children, youth, older adults, lower income individuals, community engagement, equity and inclusion, direct programming and facility allocation.

To compensate, and when time permits, staff will engage in community outreach to determine programs, services, and facilities, however, decisions are mainly determined internally. Staff lack a fulsome strategic plan to work towards and guide in decision-making and incorporate existing and newly identified priorities to meet the current and future needs of the community and visitors.

Background:

The last Recreation Master Plan was completed in 2005 and trends, demographics, facilities, and community needs have all changed. Staff used the plan as a road map to the implementation of programming and capital projects reaching success such as the Rotary Complex.

An updated Parks and Recreation Master Plan will assist in moving forward with community needs and identify areas to focus the departments programs. As proven from the previous plan, the document will be used as a tool to direct the department towards what the community at large would like to see and guide the department with a vision for the next 10 years.

Strategic Priority or Current Service Delivery:

This expansion initiative contributes to the current service delivery by identifying the current assets we have and how we can enhance them. Also, it identifies the community desires and what they want for recreational activities.

Program or Service Expansion Benefits (including Climate impacts):

- The Plan would provide staff with current and future community needs while identifying gaps and priorities with respect to parks, trails, open spaces, recreation facilities, community programs, services, and events.
- The strategic document is a tool staff can base budget, work, and programming on that meets the priorities of the community.
- Staff can utilize the plan to identify key grant programs or funding strategies that could maximize potential opportunities/partnerships in the community.
- It is guidance will promote healthy living and increased physical activity among all age groups and segments of the community, enhancing the overall community quality of life.
- Facilitate a higher level of community branding and marketing to increase a stronger sense of community.
- The Plan would be a catalyst to adopt and encourage a corporate culture that is adaptive to a changing environment, innovative, and is committed to continuous improvement.
- The Plan will speak to the recommendations of the Community Climate Action Plan (CCAP), which has been created as a guiding document to provide a pathway Stratford to achieve net-zero by 2050.
 - As an actionable strategy of the "Transportation" focus area of the CCAP, the Parks and Recreation Master Plan will implement initiatives that will deliver on both climate mitigation and adaptation principles, including active transportation choices that are connected to a larger network, are safe, convenient, and enjoyable for pedestrians and cyclists.
 - As an actionable strategy connecting to adaptation as outlined in the CCAP, the Parks and Recreation Master Plan will implement initiatives that will deliver on climate adaptation principles, enhancing green spaces, creating a quality public realm, contributing to ecological health through the thoughtful development and management of open spaces and natural features, while collectively contributing toward the city's urban tree canopy cover.
- Flexible designs and contemporary construction techniques help parks and facilities to better adapt to shifting needs and meet a wider variety of uses over their lifecycles. Apart from open spaces, some indoor recreation facilities may require retrofitting to meet energy-efficiency to be climate adaptive and resilient, conserve energy and water while maintaining facility service levels For example, energy efficiency (e.g.,

natural, or high-efficiency lighting, automated building systems, etc.) and ecofriendly designs (e.g., building to green building standards, etc.) are identified opportunities for the City's recreation facilities.

- Preventative maintenance programs (shading facilities for summer/extreme heat days) can also assist in ensuring that parks and facilities are able to respond to changing climatic conditions, that are frequently occurring due to changes in regional weather patterns.

Program or Service Expansion Costs (including Climate impacts):

\$80,000- \$90,000 will cover the cost for the development of the Parks and Recreation Master Plan; however, additional budget requests may result from the implementation process. It is recommended to include within the scope of work, a study around climate adaptation, and opportunities to incorporate identified actions.

Alternatives:

Without an updated Parks and Recreation Master Plan, staff have three options to determine the needs of the community:

- 1) When time permits, reach out to segments of the community to understand what the needs and desires are.
- 2) Staff internally determine what services are required for the City of Stratford community without engagement.
- 3) Wait for the community to approach staff to run a program, provide a service, or upgrade facilities.

All three options are micro-level with no guiding principles on the targets and direction to obtain. The options fail to strategically identify what currently exists, emerging trends, what gaps exist, and how to prioritize and achieve meeting the needs of the community.

Should any future planning document such as this Master Plan not consider climate mitigation, adaptation, or resilience aspects, it will be a lost opportunity to make our community adaptable in the face of extreme weather and a changing climate. The dire impacts of climate change are witnessed at a local level, with the vulnerable being most impacted. Local governments/municipalities are at the forefront of this crisis and have the opportunity to strategically plan ahead to make measurable change and showcase climate leadership by embedding a climate lens into all current and future key municipal plans.

Business Case - Quantitative Non Staff		
Department: Community Services Division: Recreation - Program Title/Description: Parks & Recreation Master Plan		
Estimated Annual Expenditures	2025	Explanation
1. One Time Costs:		
Purchased Services	80,000	
1. Total One Time Costs	\$ 80,000	
2. Future Annual Operating Costs:		
		Implementation costs would be determined by the plan and the prioritization within the plan document.
2. Total Annual Operating Costs	\$ -	
Total Expenditures 2025	\$ 80,000	
Estimated Revenues/Recoveries	2025	Explanation
		As above, revenue yet to be determined.
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 80,000	



2025 BUSINESS CASE - QUALITATIVE

Department:	Human Resources
Budget Division:	G112 Human Resources
Description of New Service/Position:	Human Resources Information System

Program or Service Expansion Introduction and Overview:

Human Resources Information System (HRIS) solution is a critical tool for any HR department. It is an integrated database and application that collects and manages employee-related and employer-related information and aids in the management and delivery of human resources services. This recommendation is for the City of Stratford to procure and implement a new HRIS solution that meets the needs of today and the future, supported by the 2021 Service Delivery Review and Council.

Analysis of Current Business Process:

The Service Delivery Review conducted in February 2021 by Blackline Consulting shows that employees within each operating and enabling department have demonstrated a strong understanding of their tasks related to HR, Scheduling and Payroll processes. This knowledge and understanding have enabled them to effectively complete their respective goals using existing systems and manual processes, albeit with inefficient workarounds and duplications.

Based on the results of the discovery analysis, the review has identified several weaknesses in the information systems that are currently in place to support HR, Payroll and Scheduling processes.

These include:

- 1) Lack of a single and centralized repository of employee master data that is accessible and usable by different staff (schedulers, human resources, payroll) needs to complete core HR and payroll processes.
- 2) Lack of a single, user-friendly and comprehensive employee and manager self serve functionality (including Payroll) system.
- 3) A multitude of manual and labour-intensive steps within many HR and Payroll processes largely due to disintegrated systems and processes. There are also excessive paper-based records.

- 4) Duplication of effort is part of many processes resulting in delays in critical HR functions, confusion inter-departmentally as well as the exhaustion of resources.
- 5) Inability to use the existing system effectively that could further enhance internal controls.
- 6) The existing HR processes and systems do not meet the City's needs.

Background:

The City of Stratford uses a variety of systems and tools to manage employee data, scheduling, time and attendance and payroll processing. The lack of seamless interfaces to share data leads to problems around data integrations, data mapping, data reconciliations, and data reporting. The current version of the HR processes and systems is also lacking many benefits that a modern, centralized HRIS solution could help to reduce or eliminate the manual activities performed by City employees.

Knowing this the City of Stratford selected Blackline Consulting to conduct a service delivery review of the organization. The scope included all City services. The objective was to identify any ways that service delivery could improve, whether that was technology enablers to provide better customer experience, integration of services that allow economy of scales, structure realignment or increased revenue generation.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

The implementation of a Human Resources Information System (HRIS) is directly inline with Councils approve strategic priorities as it improves efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new industrial lands to market.
- **Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.**
- Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Program or Service Expansion Benefits (including Climate impacts):

1. Modernize the time and attendance (TAS) process and system.
2. Redesign the payroll process to eliminate manual steps that are occupying the Payroll Clerk unnecessarily.
3. Implement an HRIS to automate manual processes and deliver self-serve capabilities.

An HRIS system allows an organization to file, track, manage and share employee information and records in a single system. Currently, the City is not able to completely perform some core HR functions such as credential tracking, training records (some departments do keep records) and succession planning due to capacity limits. In other instances, such as HR paper files and recruitment, most of the associated activities are still relatively manual.

This capital project is not applicable to the Corporate Energy and Emissions Plan (CEEP).

Program or Service Expansion Costs (including Climate impacts):

Staff are still exploring options relating to an HRIS solution. Options include evaluating an add-on module to the current systems that would integrate with some current processes like payroll and general ledger accounting or alternatively a separate system, where there could be increased functionality but perhaps less integration. Costs outlined represent estimates, and solutions pursued will come back for Council approval before proceeding. The intent is to ensure that any selected option is consistent not only with the Blackline recommendations, but also the IT strategic plan that is underway in 2024.

The project is likely to consist of elements as outlined on the Form F, including consulting and project management for both the initial assessment and ultimately integration, as well as the purchase of the tool itself, whether an add-on or additional system. Licencing fees are also expected, however, this impact is not likely to impact 2025 for the full year.

This capital project is not applicable to the CEEP.

Alternatives:

Continue to work without proper systems integration, working manually and costing the taxpayer more due to inefficiency, excess staff time and overtime.

In 2021 it was estimated that the labour costs of current practices were \$488,197 and if multiplied by 4 years (2025), that cost equals \$1,952,788. Modernizing our HR Systems through the integration of a HRIS is an investment that will save taxpayer dollars.

Business Case - Quantitative Non Staff		
Department: Human Resources		
Division:		
Title/Description: Human Resources Information System		
Estimated Annual Expenditures	2025	Explanation
1. One Time Costs:		
Software	250,000	HRIS Platform
Purchased Services	125,000	Project Management Professional Consultant for integration
Other (explain)	50,000	Licencing/Subscription Fees (part-year)
1. Total One Time Costs	\$ 425,000	
2. Future Annual Operating Costs:		
Ongoing staff supports	-	Can be managed via IT expansion role
Licencing Fees	100,000	
2. Total Annual Operating Costs	\$ 100,000	
Total Expenditures 2025	\$ 425,000	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 425,000	



2025 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G320 Roads
Description of New Service/Position:	Electronic Message Board Trailers (2)

Program or Service Expansion Introduction and Overview:

The addition of two electronic message board trailers would significantly enhance the Corporation's capacity to effectively communicate with the public regarding ongoing service disruptions, initiatives, and programs throughout the City. These trailers represent a cost-effective and versatile means of delivering real-time information, including traffic updates, accident alerts, and other hazards, directly to affected areas. Currently, the existing units are fully utilized, predominately for road reconstruction projects and landfill programs. Expanding the fleet by two units would ensure comprehensive management of all necessary communications, including but not limited to major traffic and service interruptions, safety hazards, emergency information, event schedules, and special event notifications.

Analysis of Current Business Process:

The City currently operates two electronic message board trailers, primarily allocated for use at the landfill and during road reconstruction projects. In emergency management situations, these trailers are redeployed as necessary. Recent snowstorm events highlighted the need to expand the number of these signs, as only the exits on Mornington Street and Huron Street were equipped to convey critical information at key traffic points within the city.

Background:

In 2012, the Public Works Division acquired two electronic sign boards. The lifespan of message boards is typically 100,000 hrs or 10-12 years. Each year since, the effectiveness of these tools in communication has been clearly demonstrated, leading to a significant increase in demand. The current demand far exceeds the capacity of the existing units. It is anticipated that the addition of two more units would not only meet current needs but also unlock potential uses that have not yet been fully utilized or considered.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council’s approved strategic priorities as follows:

Enhance Our Infrastructure

This proposed expansion serves as both a cultural and infrastructural asset, enhancing communication during the construction of key infrastructure throughout the City.

Comprehensive communication fosters trust in the City, demonstrating that services are being delivered with effectively and efficiently.

Program or Service Expansion Benefits (including Climate impacts):

Effective traffic management communication will result in reduction in carbon emission by rerouting vehicles directly. There is a small amount of carbon associated with setting up these signs, as they are required to be towed to each location by a fleet vehicle.

These sign boards may also be used to aid and communicate the City’s climate initiatives.

Program or Service Expansion Costs (including Climate impacts):

Two additional units would have an anticipated cost of \$55,000. Annual maintenance is anticipated in the range of \$500. The anticipated service life is 15 years, largely a result of potential changes in software upgrades that no longer become compatible.

Alternatives:

The alternative would be to not purchase two additional units and continue to use the current complement, which are outdated with programming and repairs/parts are very limited. Communications for some activities, programs and events, will be reduced. During emergency response event, public safety communication may also be reduced.

Business Case - Quantitative Non Staff

Department: Infrastructure Services
 Division: Public Works
 Title/Description: Electronic Message Board Trailers (2)

Estimated Annual Expenditures	2025	Explanation
1. One Time Costs:		
Equipment	55,000	Two Message Board Trailers
1. Total One Time Costs	\$ 55,000	
2. Future Annual Operating Costs:		
Other (explain)	500	Maintenance
2. Total Annual Operating Costs	\$ 500	
Total Expenditures 2025	\$ 55,000	
Estimated Revenues/Recoveries	2025	Explanation
	(55,000)	use existing fleet reserves with nominal annual effect on the levy for replacement of the reserve fund
Total Revenues/Recoveries	(\$55,000)	
2025 Budget Impact \$	\$ -	



2025 BUSINESS CASE - QUALITATIVE

Department:	Building and Planning Services
Budget Division:	G252 By-Law Enforcement
Description of New Service/Position:	Additional Vehicle for By-Law – existing staff

Service Expansion Introduction and Overview:

It is recommended that the City’s By-Law Division, which has historically consisted of one (1) By-Law vehicle, be expanded to add an additional vehicle for the Division. The Division has historically consisted of two (2) By-Law Enforcement Officers, but recently with the expansion of the Community Safety and Wellbeing Officer role assignment the division has grown to a staff complement of three (3) FT By-Law Enforcement Officers and has experienced a shortage of vehicles available to the By-Law Officers in arranging inspections for complaints and follow ups. This increase is necessary to enhance by-law-related customer service and manage day-to-day functions efficiently.

Analysis of Current Business Process:

The By-Law Division currently operates with one (1) vehicle for three (3) FT By-Law Enforcement Officers. The current sharing has shown difficulties in scheduling follow ups and complaint investigations. In some instances it results in officers doubling up to complete their scheduled inspections while time could be spent more efficiently by having them attend calls separately or results in delay in attending calls or completing follow ups.

Each By-Law Officer has their own files that require onsite investigations, follow up inspections and potential for scheduled clean ups. In some instances these investigations require two (2) to attend a site for health & safety reasons, but the majority of these files are investigated by the individual assigned to the complaint and they currently schedule their day based on the vehicle availability. If any investigations run late due to circumstances onsite this also causes delays for the next officer looking to complete their scheduled inspections and response times to a call.

For example, when scheduled cleans up are being completed by a hired contractor the officer is required to be onsite while the clean up is occurring to ensure there are no issues that arise with the contractor completing the clean ups on the City’s behalf. These cleanups can take anywhere from 1hr – 4hrs depending on the amount of work required to be completed to achieve compliance. While an officer is onsite for a clean up this vehicle is out of commission for anyone else in the division requiring to complete their own investigations, follow ups or clean ups.

The new Community Safety and Wellbeing role assignment taken on by the department has added to the staff utilizing the vehicle for by-law and often leaves this position in need of a vehicle. For the majority of the time this position takes a Social Services vehicle but this has proven that the shared vehicle with Social Services is largely booked and shared between more roles.

Background:

The expansion of the fleet for this division as it currently operates is imperative to allow the response times and scheduling for the officers to become more regular. It also allows staff time to be allocated productively.

Two (2) vehicles shared between three (3) full time officers will increase the effectiveness of the daily duties for these positions and allow for productive enforcement of municipal by-laws.

Current Service Delivery:

This expansion initiative contributes to the current service delivery by increasing the division's resources to effectively enforce municipal bylaws, increasing customer service, and making productive use of staff time while completing their daily roles.

Program or Service Expansion Benefits (including Climate impacts):

The added vehicle will improve overall enforcement effectiveness and outcomes, contributing to a more efficient and effective division. The vehicle option chosen is aligned with the Corporate Energy Emissions Plan.

Program or Service Expansion Costs (including Climate impacts):

This purchase will impact the future budget. A detailed internal review of by-law fees, and most notably once the implementation of an Administrative Monetary Penalty program occurs can support cost recovery and align fees with the resources required to manage the increase to the divisions fleet.

This purchase is aligned with the Corporate Energy and Emissions Plan recommendations and the climate lens consideration. Hybrid option will provide 30% fuel efficiency, resulting in GHG savings of 55 tonnes of CO2 and operational cost savings of approx. \$18,720 over the vehicle service life.

Alternatives:

1. Maintain Status Quo. This option is available to have one (1) vehicle shared between three (3) FT By-Law Officers that have individual files that need attention to. Maintaining status quo will cause the division a reduction in response times to complaints, potential delays in scheduling follow up compliance inspections and the potential of a vehicle not being available to one of the three (3) staff members throughout the day.

Business Case - Quantitative Non Staff

Department: Building & Planning
 Division: By-Law Enforcement
 Title/Description: Additional Vehicle for By-Law - existing staff

Estimated Annual Expenditures	2025	Explanation
<u>1. One Time Costs:</u>		
Vehicle	55,000	One (1) Hybrid Pickup
Equipment	150	GPS Unit
1. Total One Time Costs	\$ 55,150	
<u>2. Future Annual Operating Costs:</u>		
Vehicle Operating Costs	500	PM Maintenance / GPS Monthly Fee
2. Total Annual Operating Costs	\$ 500	
Total Expenditures 2025	\$ 55,150	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 55,150	

Business Case - Quantitative Non Staff		
Department: Building & Planning Division: By-Law Enforcement Title/Description: Additional Vehicles for By-Law - new staff		
Estimated Annual Expenditures	2025	Explanation
<u>1. One Time Costs:</u>		
Vehicle	110,000	Two (2) Hybrid Pickups at \$55,000/vehicle)
Equipment	300	GPS Unit (\$150/unit)
1. Total One Time Costs	\$ 110,300	
<u>2. Future Annual Operating Costs:</u>		
Vehicle Operating Costs	1,000	PM Maintenance / GPS Monthly Fee (\$500/vehicle)
2. Total Annual Operating Costs	\$ 1,000	
Total Expenditures 2025	\$ 110,300	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 110,300	



2025 BUSINESS CASE - QUALITATIVE

Department:	Fire
Budget Division:	G211 Fire
Description of New Service/Position:	Community Emergency Management Coordinator (CEMC) Training Exercise

Program or Service Expansion Introduction and Overview:

The required Community Emergency Management Coordinator (CEMC) position, described in Bylaw 128-2023, maintains the Emergency Management framework for mitigating, preventing, preparing for, responding to, and recovering from natural, technological, and human caused hazards/incidents and significant weather events in coordination with other City staff. The Deputy Fire Chief holds this role and annually is required to ensure the City is compliant in accordance with the provincially mandated risk-based principles of mitigation, preparedness, response and recovery.

The CEMC has the primary responsibility and accountability for developing, implementing, and maintaining municipal emergency management programs for the City of Stratford. These programs are focused on prevention, preparedness, response and recovery from major emergencies that could have disastrous impacts on our communities. A separate emergency management program can be designed to focus on extreme weather events that have become more frequent in the face of a changing climate. Adaptation measures included within this program can be related to the following significant weather events as examples - extreme heatwaves/events, extreme cold and winter storms, deteriorating air quality due to wildfire smoke etc. Developing an emergency response protocol for such events is critical to manage impacts to the community.

While the City is compliant having the CEMC appointed, and meeting the minimum legislative requirements, there are additional investments required beyond basic compliance. In 2024, the budgeted amount for this function was \$2,500. This allows for some minor purchases of small equipment and administrative supplies and nothing further. This expansion is to provide sufficient resources to the CEMC to effectively train the Emergency Control Group, beyond an administrative compliance.

An Emergency Management Grant has been applied for, which would offset some of the costs to equip the Emergency Control Group with more of the sufficient resources they require for emergency planning and response. The estimated application will be upwards of \$15,000 which, if successful, would allow for the proposed exercise to occur, but also provide some base funding to be held in reserve for future compliance requirements.

Analysis of Current Business Process:

One of the ways the CEMC currently meets their mandate is through the development and implementation of an annual emergency exercise and an emergency management training program, involving appropriate staff, volunteers, partner agencies and emergency services. This type of training is done as a 'table-top' exercise, or a 'mock simulation' exercise.

Tabletop exercises are discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency. A facilitator (historically, the Deputy Fire Chief) guides participants through a discussion of one or more scenarios.

Mock simulation exercises are undertaken to practice the Emergency Operations Centre and members in emergency processes and procedures in more of a 'live' setting. This style of exercise involves many agencies and organizations to create and be realistic and successful, resulting in expenses such as overtime costs of corporate employees, fuel, equipment, and all other agencies that may be involved. Such an exercise takes time and resources to physically implement and deconstruct upon completion.

An actual full mock simulation exercise hasn't been performed in the City for many years and there has been a large staff turnaround, resulting in a general unfamiliarity with emergency response protocol. This expansion would allow these team members to gain skills and understanding of what is required in a live emergency.

Background:

Under Section 3. (5) of the Emergency Management and Civil Protection Act (EMCPA), every municipality shall conduct training programs and exercises to ensure the readiness of employees of the municipality and other persons to act under the emergency plan. The Municipal Emergency Control Group shall conduct an annual practice exercise for a simulated emergency incident to evaluate the municipality's emergency response plan and its own procedures. O. Reg. 380/04, s. 12 (6).

Strategic Priority or Current Service Delivery:

This expansion initiative does not directly contribute to the current service delivery through the strategic priorities; however, it is in line with ensuring that the City has sufficient preparation for emergencies as they arise.

Program or Service Expansion Benefits (including Climate impacts):

The provision of required equipment to the Emergency Operations Centre and reception centre, as well as enhanced training to the Emergency Control Group, will benefit the City in understanding emergency preparation, response and recovery, through participation in realistic exercises and improve future emergency response readiness.

While the CEMC does not directly impact energy usage or GHG emissions, which are a key focus of both the Corporate Energy and Emissions Plan (CEEP) and the Community Climate Action Plan (CCAP), it is directly and closely linked to climate adaptation, and the need to plan for climate-related emergencies.

With extreme weather event occurrences being more frequent and intense, it is pragmatic to plan for a coordinated emergency response to ensure that the community is provided suitable support for anticipated hazards and risks.

Alternatives:

Continued table-top exercises would be the alternative, including the use of very basic technology and artificial processes, limiting operational exposure and gained experience. A table-top exercise will only benefit the members of the Emergency Operations Centre. No other key employees, volunteers, partner agencies, or on-scene emergency services that would be part of a real emergency would be exposed to such emergency event training.

Business Case - Quantitative Non Staff

Department: Fire
 Division: Community Emergency Management Coordinator (CEMC)
 Title/Description: CEMC Training Exercise

Estimated Annual Expenditures	2025	Explanation
1. One Time Costs:		
Equipment	15,000	Annual investment into CEMC work
Other (explain)	35,000	Mock simulation exercise
1. Total One Time Costs	\$ 50,000	
2. Future Annual Operating Costs:		
Other (explain)	35,000	Mock simulation exercise
2. Total Annual Operating Costs	\$ 35,000	
Total Expenditures 2025	\$ 50,000	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Budget Impact \$	\$ 50,000	



2025 BUSINESS CASE - QUALITATIVE

Department:	CAO's Office
Budget Division:	G111 CAO's Office
Description of New Service/Position:	Communications Coordinator

Program or Service Expansion Introduction and Overview:

In 2017, the City introduced a Communications position to provide centralized and timely communication with the community. Strong local government relies on a well-informed and engaged community, which requires proactive communication, information sharing, and timely feedback on matters of public interest. However, with the expansion of corporate initiatives and communication methods, such as the Engage Stratford platform, the current staffing in the Communications Division has exceeded its capacity.

To maintain the division's mandate of delivering high-quality, timely communication and engagement with the public and providing advice and support to City Departments and Council, an additional Full-Time Equivalent (FTE) position is necessary. This new position will support the expansion of current initiatives, add capacity to increase the service level with new Council approved initiatives and meet the growing communication needs across City departments.

Analysis of Current Business Process:

The Corporate Communications Specialist supports the CAO, Mayor and Council and the Corporate Leadership Team with corporate communication services and media relations matters.

The current position, in part, provides communications planning and advice to Departments and helps to coordinate citizen engagement initiatives. The Engage Stratford platform is effective as one of the tools used by the City to engage with and inform citizens and to collect feedback for analysis.

New Council and corporate initiatives continue to be approved and require ongoing communications with the community. There is also daily posting and monitoring of social media and responding to questions and comments when appropriate regarding existing City services. Ensuring local media has accurate and timely information remains a priority.

An additional position is required in the Communications Division of the CAO's Office to deliver services.

Background:

City Communication Goals:

- An engaged and informed community
 - Offer multiple opportunities for two-way communication, including the City's website and social media to improve dialogue with the community.
 - Offer convenient audience driven information. Use multiple channels and ways of sending and receiving information such as social media, email and video.
 - Ensure platforms can be used broadly across the organization to engage a broader cross-section of diverse community/interests.
- Accountable local government
 - Enhance the live streaming experience of Council sessions.
 - Provide more proactive communications around Council agendas, decisions with news releases, social media and e-newsletters.
 - Enhance online public engagement tools.
- Consistent and coordinated communications
 - Assist Departments to improve website collaboration and website content.
 - Create protocol for monitoring of emerging issues and a process for managing and sharing tools and responses.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Strategic Priority #3 of the Sports Tourism Strategy focuses on the creation of a communication framework and engagement of local sport organizations, the tourism sector, and facilities.

Enhance our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy & Emissions Plan (CEEP) to help us achieve our climate action goals.

Adding capacity to the City's Communication Division will create capacity to communicate this work in a meaningful way. For instance, this could involve continuous support for the Climate Action Division through regular updates about initiatives spearheaded by the City.

This expansion initiative also contributes to the current service delivery by ensuring the public is well informed about ongoing infrastructure projects, community events and new initiatives. Communications support for these items is crucial to their success.

Program or Service Expansion Benefits (including Climate impacts):

The addition of a Full-Time Equivalent (FTE) position in the Communications Division is essential to support and enhance the municipality's communications capabilities. This additional resource will enable the division to expand current initiatives and add capacity to crucial processes. Key areas that will benefit from this expansion include:

1. Community Engagement:

- Community Updates: Regular updates and news will keep residents informed and engaged with local events and City projects.
- Social Media Highlights: Posting Council decision highlights on social media platforms will ensure transparency and timely dissemination of important information.
- Enhanced Monitoring: Social media and print media monitoring will allow for increasing capacity to engage with the community.

2. Strategic Communications:

- In-House Strategy: Review in-house communications best practices and emergency management communications will ensure the municipality is prepared for any situation, enhancing overall communication effectiveness.
- Website Enhancement: Additional resources for City Departments will be allocated to enhancing the City's website, making it more user-friendly and informative for residents.

3. Departmental Support:

- Various departments have expressed a growing need for consistent and proactive communications support. For instance:
 - Community Services Department: Requires 2-4 hours weekly of communications support, particularly with the Cultural, Sport, and Sponsorship Coordinator. This includes managing an enhanced community event calendar, producing newsletters, and supporting efforts to attract and retain sponsorships.
 - Infrastructure Services Department- Climate Action Division: Requires periodic communications support on a variety of initiatives such as CEEP reporting, Green Recognition Program, public engagement activities as identified as well as other complex data and information.

4. Operational Efficiency and Strategic Focus

- Coordinator Role: The addition of a Coordinator will focus on maintaining day-to-day operations, freeing up the Corporate Communications Specialist to:
 - Provide strategic direction by translating the corporate strategic vision and administrative priorities.
 - Develop and implement communication programs, and activities that support organizational excellence.
 - Seek out innovative opportunities to communicate on behalf of the City, responding creatively to evolving needs and priorities.

By bolstering the Communications Division with an additional FTE, the municipality can ensure consistent, proactive, and strategic communication efforts across all departments. This will not only enhance community engagement and transparency but also improve the overall effectiveness and efficiency of the municipality's communication strategies and operations.

Program or Service Expansion Costs (including Climate impacts):

This is a full-time position which will impact future operating budgets.

Alternatives:

Maintain the status quo of 1 FTE Corporate Communications Specialist. Staff will continue to prioritize communication of priority items for the community to be aware of, but proactive engagement and communication will continue to be completed as time allows.

For items of a critical or political nature, this expertise can be contracted on an as needed basis, however, in-house resources are preferable in this area as consultants do not possess the local background and local context.

As an alternative to adding a full-time position, it is recommended that an amount be included in the CAO's 2025 budget [\$45,000] to contract for communications services.

Business Case - Quantitative - Staff		
Department: CAO's Office Division: Communications Title/Description: Communications Coordinator		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	80,744	
Total Benefits	25,838	
1. Total Compensation	\$106,582	
2. One Time Costs:		
Hardware	3,000	Laptop, Monitor, Accessories
Cell Phone	300	Monthly plan 6 months
Recruitment Costs	1,000	
Software	900	Licensing
2. Total One Time Costs	\$ 5,200	
3. Future Annual Operating Costs:		
I.T. Reserve Contribution	1,200	For hardware replacements
Licensing Fee	900	Office 365, etc.
Cell Phone	600	Estimated for future years
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2025	\$ 111,782	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$111,782	



2025 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services
Budget Division:	G139 General Government
Description of New Service/Position:	Supervisor, Financial Services

Program or Service Expansion Introduction and Overview:

This position would provide additional support to the finance division by ensuring that current processes for internal controls and what information is being provided to Finance best reflects the City's strategic goals and modernized approaches to financial tasks. It would be responsible for determining who is responsible for which duties and determining improvements/efficiencies to be made.

Analysis of Current Business Process:

Currently the Finance Divisions is one of the few divisions in the City that does not have the supervisor position. Therefore, all day-to-day supervisory duties are currently carried out by the Manager of Financial Services and Manager of Revenue and Taxation with the Director filling in for absences. This is not efficient, and often results in deferring of tasks and inconsistencies in internal controls.

With the advancements in processing and more reliance on IT solutions over the past twenty years, required and recommended controls over financial transactions have evolved too. The need for data entry skills has reduced as many processes have become automated while the oversight and critical review of financial information requiring professional judgment has increased.

Background:

The position would further support the creation of reports for the Director and managers and external departments, using existing tools, and designing various templates. They would work with individuals to determine ways to provide financial information more efficiently, ultimately to facilitate decision making at senior levels of management and Council.

The role would liaise with IT division in external and internal financial systems review - deep dive into other departmental software programs (i.e. Community Services, Cemetery, Social Services, etc.) and Great Plains, which would include:

- Understanding the functionality of each system, how the department is using it and if there are adequate controls in place, etc.
- Automation of tasks where possible to improve efficiency, duplication of effort, decrease human error, integration with existing and future financial systems.

- Reviewing and implementing functionality that is available but currently not being used due to capacity constraints to customize, including features like electronic bank reconciliations, electronic invoices for Accounts Receivable, etc.

The role would ensure that implementation of a paperless environment can proceed with fewer delays, aligning with city's environmental sustainability value and strategic priorities. It would involve ensuring all processes, and internal controls are properly integrated.

The finance division is one of the few divisions in the City that does not have the function of a supervisor separated from the managers. The role would take on more of the day-to-day reviewing and internal controls for Accounts Payable, Accounts Receivable, approval of journal entries, scheduling which would free some managerial time to more strategically fulfill the financial requirements of the City.

Part of the review of task allocation analysis is an ongoing awareness and focus on evolving what we do, and how we do it. This role would identify and rectify risk areas where work is not being done as consistently as it should be (such as frequency of some reconciliations). This would lead to improved depth to internal and external reporting.

The role could also take on the ongoing external support provided to the BIA, Golf Course Association, investStratford/SeedCo to ensure that external party direction and processing is modernized to ensure consistency with proper accounting and year-end adjustments and error correction are reduced. The individual could potentially attend board meetings to be a more effective resource to our third-party bookkeeping clients, if they felt it beneficial.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Program or Service Expansion Benefits (including Climate impacts):

Some of the benefits have been outlined above, but ultimately the benefit of spreading tasks more evenly through the year and improving the timing of year-end financial statement preparation is most significant.

Program or Service Expansion Costs (including Climate impacts):

The costs have been outlined on the attached.

Alternatives:

Maintaining the status quo will continue to result in ongoing delays in producing financial information, complying with ministerial deadlines and this could potentially interfere with the City's position in the grant application arenas.

Business Case - Quantitative - Staff		
Department: Corporate Services Division: Finance Title/Description: Supervisor, Financial Services		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	Band 4, Step 1 to be reviewed
Number of FTEs	1.00	
Total Annual Wages	94,416	
Total Benefits	30,213	
1. Total Compensation	\$124,629	
2. One Time Costs:		
Hardware	3,000	Laptop, Monitor, Accessories
Software	900	Licensing
Cell Phone	300	Monthly plan 6 months
2. Total One Time Costs	\$ 4,200	
3. Future Annual Operating Costs:		
Cell Phone	600	Estimated for future years
I.T. Reserve Contribution	1,200	
Licensing Fee	900	Ongoing yearly licensing
Other (explain)		Professional Development/Accreditation
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2025	\$ 128,829	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$128,829	



2025 BUSINESS CASE - QUALITATIVE

Department:	Corporate Services
Budget Division:	G134 Information Technology
Description of New Service/Position:	Supervisor, Enterprise Applications and GIS

Program or Service Expansion Introduction and Overview:

The City aims to enhance its technological capabilities to support its strategic priorities of inclusive growth, innovation, and sustainability. To achieve these goals, we propose the creation of a new position: Supervisor, Enterprise Applications and Geographic Information System (GIS). This position is critical in ensuring the efficient management and development of our enterprise applications and GIS infrastructure.

The Supervisor, Enterprise Applications and GIS will oversee the implementation and maintenance of key applications that support various City functions, including urban planning, public works, emergency management, community services, human resources, and corporate services.

Analysis of Current Business Process:

Currently, the City's Information Technology (IT) framework has evolved without a cohesive strategic direction, leading to several challenges:

- **Resource and Budget Constraints:** Our IT investments are often reactive rather than proactive, primarily due to limited resources and budget constraints. This lack of strategic planning and adequate funding results in addressing immediate needs without considering long-term objectives, leading to inefficiencies and missed opportunities for innovation.
- **Fragmented Systems:** The integration between different IT systems is inadequate, causing data silos and inefficiencies in information management and workflow. This lack of integration leads to many missed opportunities for optimization and innovation, preventing us from fully leveraging our technological capabilities.
- **Security Concerns:** Even though our IT security posture is strong and continues to evolve, the risk remains significantly high. With every new application and process, security must be considered as a primary aspect to ensure robust protection against emerging threats.

- **Resource Constraints:** Our IT department is currently stretched thin, managing day-to-day operations with limited to no resources for strategic and future initiatives.
- **Technology Adoption and New Technologies:** Our current business systems utilize some older frameworks, necessitating an evaluation to determine their relevance over the next 10 years. As departments identify new systems and processes, IT's involvement in implementing these systems will increase.

The IT division will be developing a strategic plan that will focus on growth and technology adoption over the next 10 years. This strategic plan will provide a structured approach to adopting new technologies, ensuring alignment with our strategic goals and measurable benefits. It will include an analysis of our current business systems to determine if they meet future needs and identify what new systems may be required given the evolving processes.

Background:

The City has a history of technological excellence and was named one of the world's Top 7 Intelligent Communities for three consecutive years. However, the current IT strategic plan dates back to 2015 and no longer aligns with the rapidly evolving technological landscape and our strategic priorities for 2024-2027.

Current IT Structure

- **Chief Technology and Security Officer** (Head of IT)
 - **Two Business Analysts/Programmers**
 - **One GIS Analyst**
 - **One Part-Time Clerk**
 - **One Supervisor Network and Security**
 - **Two Network & Security Analysts**

Proposed IT Structure

- **Chief Technology and Security Officer** (Head of IT)
 - **Supervisor, Enterprise Applications and GIS** (New Position)
 - **Two Business Analysts/Programmers**
 - **One GIS Analyst**
 - **Supervisor, Network and Security**
 - **Two Network and Security Analysts**
 - **One Part-Time Clerk**

This new Supervisor position will manage the two Business Analysts and the GIS Analyst, alleviating some of the day-to-day operational duties currently handled by the Chief Technology and Security Officer. This shift will enable the Chief Technology and Security Officer to focus on strategic initiatives and collaborate more effectively with other departments to position the City for future growth and digital transformation.

City Services

As a single-tier municipality, the City supports a wide range of services, including:

- Social Services, including Ontario Works, Children Services and Housing
- Fire
- Community Services including Parks, Recreation, Cemetery & Transit
- Corporate Services, including Finance and Clerks
- Human Resources
- Urban Planning
- Engineering and Public Works

The IT department plays a crucial role in supporting these services by providing the necessary technological infrastructure and applications to ensure efficient and effective service delivery.

Need for the Supervisor, Enterprise Applications and GIS Position:

To address the challenges and align with our strategic priorities, the creation of the Supervisor, Enterprise Applications and GIS position is essential. This role will:

- **Support Strategic IT Initiatives:** Align with the City's vision of inclusive growth, innovation, and sustainability by ensuring enterprise applications and GIS are efficiently managed and integrated into city operations.
- **Enhance Efficiency and Service Delivery:** Provide oversight and coordination of enterprise applications, improving the efficiency of city services and enhancing the user experience for both staff and residents.
- **Strengthen GIS Capabilities:** Ensure robust GIS data management and integration, supporting better decision-making and operational planning across various departments.
- **Improve Security and Compliance:** Oversee the implementation of security measures across enterprise applications and ensure compliance with regulations, protecting the City's digital assets.
- **Optimize Resources:** Manage the allocation of resources for enterprise applications and GIS projects, including the effective use of contractors and project managers, ensuring sustainable IT operations and identifying new positions needed to support the growing demands on our IT infrastructure.

By establishing this position, the City will be better equipped to manage its technological infrastructure, support strategic priorities, and ensure sustainable growth and service delivery.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhancing opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Alternatives:

An alternative to creating a permanent Supervisor, Enterprise Applications and GIS position is to hire ongoing consultants for this role. While this may provide a temporary solution, it presents several challenges and is not a viable long-term strategy for the following reasons:

- **Higher Costs:** Hiring a consultant often incurs higher costs than a full-time position, particularly for long-term engagements. These costs include not only the consultant's fees but also potential additional expenses for temporary staff and project-specific resources.
- **Knowledge Retention:** Consultants typically do not provide the same level of long-term knowledge retention and continuity as permanent staff. Once the consultant's contract ends, the City may lose valuable knowledge and expertise, leaving the City in a similar position a few years later.
- **Consistency and Stability:** A permanent Supervisor provides consistent leadership and oversight, fostering stability within the IT department. In contrast, consultants may lack the long-term commitment needed to build and maintain robust systems and relationships within the organization.
- **Strategic Alignment:** A permanent staff member is more likely to be invested in the City's strategic goals and long-term vision, ensuring that IT initiatives align closely with these objectives. Consultants, on the other hand, may focus more on short-term project outcomes rather than the broader strategic context.

By establishing this permanent position, the City will be better equipped to manage its technological infrastructure, support strategic priorities, and ensure sustainable growth and service delivery.

The investment in a full-time Supervisor, Enterprise Applications and GIS will provide long-term benefits, fostering a culture of innovation and continuous improvement within the City's IT department.

Business Case - Quantitative - Staff

Department: Corporate Services Division: Information Technology Title/Description: Supervisor, Enterprise Applications and GIS		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	88,390	
Total Benefits	28,285	
1. Total Compensation	\$116,675	
2. One Time Costs:		
Hardware	3,000	Desk and Chair
Hardware	3,000	Laptop, Dock, Monitors, Accessories
Software	900	Licensing
Cell Phone	300	Monthly cell costs
2. Total One Time Costs	\$ 7,200	
3. Future Annual Operating Costs:		
I.T. Reserve Contribution	1,200	
Cell Phone	600	
Licensing Fee	900	
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2025	\$ 123,875	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$123,875	



2025 BUSINESS CASE - QUALITATIVE

Department:	Building and Planning Services
Budget Division:	G252 By-Law Enforcement
Description of New Service/Position:	Three (3) New By-Law Positions

Program or Service Expansion Introduction and Overview:

It is recommended that the City’s By-Law Division, which has historically consisted of only two (2) By-Law Enforcement Officers, be expanded with additional dedicated staff. This increase is necessary to enhance By-Law-related customer service, manage day-to-day functions efficiently, and ensure the upkeep and maintenance of By-Laws, policies, and procedures remain current.

There are significant updates needed to existing City By-Laws, along with the implementation of new By-Laws and procedures to ensure the division runs smoothly. The By-Law Division has been under-resourced for some time and requires additional positions to manage new tasks and maintain regular duties effectively, especially while the City continues to grow.

This expansion initiative includes the addition of three (3) Full Time Equivalents (FTEs) as follows: one (1) By-Law Supervisor; one (1) By-Law Enforcement Officer; and one (1) Backflow Prevention Officer.

One example to note is the City’s implementation of the Short-Term Accommodation Licensing By-Law. This By-Law has posed significant challenges for this division especially, and due to staffing issues, it has not been enforced to the level originally intended. The division is overwhelmed with complaints and concerns from citizens, lacking the resources to investigate or follow up adequately.

As will be further detailed herein, the City’s Director of Building & Planning Services and the Chief Building Official (CBO) have identified the need for a new Supervisor of By-Law. This role will effectively alleviate non-emergency By-Law-related issues from the CBO and Director and assume the long-needed focus on the modernization and upkeep of City By-Laws. Additionally, the addition of a By-Law Enforcement Officer will contribute to managing file/complaint volume and annual license renewals. Furthermore, the City’s Cross Connection Program requires a dedicated Backflow Prevention Officer with plumbing expertise to ensure compliance and maintain public safety.

This expansion initiative is expected to provide the By-Law Division with the capacity to meet the expected tasks and responsibilities, improving service to the Corporation and the citizens of Stratford.

Analysis of Current Business Process:

The Division's staff currently includes three (3) FTE By-Law Enforcement Officers as follows: two (2) By-Law Enforcement Officers; and one (1) By-Law Enforcement Officer that is assigned to the pilot role of "Community Safety and Wellbeing By-Law Officer" (discussed further herein). By-Law Enforcement Officers handle enforcement, inquiries, permitting, and licensing programs tied to various By-Laws. The most commonly enforced By-Laws include Property Standards, Lot Maintenance, Fence & Hedge, Noise, Sign, Zoning, Cross Connection, Trade Licensing, Bed & Breakfast, and Short-Term Accommodation Licensing By-Laws.

In 2024, a pilot program introduced the role of a Community Safety and Wellbeing By-Law Officer, fully funded through the "Building Safer Communities" grant secured through the City's Social Services Department. This role is primarily removed from the traditional By-Law enforcement role, and accordingly, will not be touched upon in this business case.

In the 2022 Budget, staff recommended and Council approved the addition of a "Deputy Chief Building Official" position. This role was designed and recommended on the basis that it would support the duties and responsibilities of the Chief Building Official and the Building Division, while also overseeing and providing direct support and guidance to the By-Law Division, particularly for the newly implemented Short-Term Accommodation Licensing By-Law. However, this position has remained vacant for most of its two-year existence, partly due to the substantial By-Law enforcement responsibilities associated with the role. The Director and the CBO are recommending the addition of a By-Law Supervisor to allow the Deputy Chief Building Official, once filled, to focus on and provide dedicated service to the City's building community.

By-Law complaints received vary in the amount of time and attention required for each file. The CBO estimates that every file requires approximately 4-8 hours of a By-Law Officer's time to ensure a thorough review of the complaint and compliance with the applicable By-Law(s). If orders are issued and not complied with this will result in additional time needed for file to complete the required court proceedings. This would add approximately 8-10hrs on a complaint file. Upon receipt of a complaint, the officer reviews any records on file for the property, examines applicable By-Laws, conducts an onsite inspection, and communicates with property owners when available. Depending on the investigation, the officer may issue orders or close the file. If orders are issued, follow-up inspections and communication with the relevant parties are conducted to ensure compliance. If compliance is not obtained, the officer coordinates cleanups to enforce the By-Laws.

Licensing completed by the By-Law Division is reviewed prior to issuance and requires annual renewal. The types of licensing handled by this department include Plumbing Trades through the Trade Licensing By-Law, Group Homes through the Group Home By-Law, Bed & Breakfasts through the Bed & Breakfast By-Law, and Short-Term Accommodations through the Accommodation Licensing By-Law.

Permits reviewed and recommended for approval by the By-Law Division include signs through the Sign By-Law, driveway alterations through the Zoning By-Law, and swimming pools through the Fence and Hedge By-Law. All permits reviewed by the division require inspections to be completed and files to be closed out. Any non-conformities found onsite result in enforcement action and the potential issuance of orders by the officers.

By-Law Division Statistics:

	2021	2022	2023	2024 (Jan – July 16)
Investigated Complaints	425	394	422	200
Permits Issued	134	181	137	
Swimming Pools	38	19	27	10
Signs	72	128	99	53
Driveways	24	34	11	7
Trade Licenses	152	181	264	177
Bed & Breakfast Applications	35	43	45	37
Short Term Rental Applications*	NA	NA	33	62
Group Home Licenses	5	23	23	22

* Short Term Rental Licenses came into effect in 2022 with the approval of the Accommodation Licensing By-Law. Statistics have only been tracked on this licensing since 2023. By-Law staff have noted that there are approximately 600 properties that are listed on short term rental websites that require proactive investigation, in addition to the complaint received by the division on unlicensed properties.

Background:

Supervisor of By-Law:

Introducing a Supervisor of By-Law is considered to be imperative for a number of benefits. As an example, the Supervisor can advance the Department's implementation and utilization of an "Administrative Monetary Penalty" (AMP) program, which has also struggled to get launched. It is the expectation that when the AMP By-Law becomes effective, the increase in enforcement and ability for the municipality to recoup the costs from AMP tickets will be revenue for the Division, but this financial impact has not been included as part of the expansion analysis as the revenue is not known at this time.

Reporting to the CBO, the Supervisor will oversee day-to-day By-Law operations, ensuring timely response to citizen (and Councillor) concerns. Further, this position will aid in the guidance, mentorship, and retention of City By-Law Staff.

By-Law Enforcement Officer:

The addition of a Full-Time By-Law Enforcement Officer is essential due to the increase in services provided by the division. With the implementation of the Accommodation Licensing By-Law and the enforcement of non-licensed properties, a substantial amount of work is required to review applications and investigate non-compliant properties. This additional workload has posed challenges in proactively enforcing the licensing By-Law and maintaining complaint resolution.

Adding this officer will increase the staff complement to three (3) FTE By-Law Officers (this excludes the officer currently assigned to the Community Safety and Wellbeing pilot role), enhancing the division's capacity to enforce City By-Laws, manage licensing, and address complaints effectively.

Backflow Prevention Officer:

The Cross Connection By-Law 50-2004 was passed in March of 2004 following an incident which compromised the City's municipal water supply. This By-Law regulates the safe supply of water to the City residents by assessing properties for hazardous uses and requiring the installation of backflow devices when necessary. These devices prevent water from flowing backward or reversing direction due to back siphonage caused by negative pressure in the water system.

Currently, approximately 1,000 properties are part of the Cross Connection Program. Since its implementation, the program has grown significantly, making it infeasible for a By-Law Officer to manage as part of their daily duties. The increased duties within the department, coupled with a rise in complaints and inquiries, have made maintaining this program onerous for current staff levels. The creation of a Backflow Prevention Officer is essential to keep the program up to date and give it the attention it deserves.

The Environmental Services Division currently provides funding to the By-law Division for this purpose despite resources not currently having capacity to perform the work. This offset from user fee revenues would continue to partially offset approximately 60% of the costs of the position.

Proposed Organizational Chart – By-Law Division:

- CBO
 - Supervisor of By-Law
 - By-Law Enforcement Officer (3)
 - By-Law Enforcement Officer (CSWB Role) (1)
 - Backflow Prevention Officer (1)

As part of this expansion initiative, additional items need to be addressed:

Office Space Review: A review of the current office space at 82 Erie St., 3rd floor, is necessary to determine where the additional staff will be accommodated, as the Building and Planning Department is currently at capacity.

Fleet Expansion: The By-Law Division currently has one vehicle for three By-Law Officers, which has caused problems with response times and daily vehicle scheduling. With the addition of new staff, the expansion initiative proposes adding two more vehicles to the fleet. This will result in a total of three vehicles, serving one (1) Supervisor of By-Law, three (3) By-Law Enforcement Officers, one (1) By-Law Enforcement Officer with the Community Safety and Wellbeing Role Assignment, and one (1) Backflow Prevention Officer, bringing the By-Law Division's staff complement to six (6).

We would like to note for clarity that there is a separate expansion initiative proposed for an additional vehicle for By-Law Division's staff complement. If both expansion initiatives are approved the department would have a total fleet of 4 vehicles for a staff complement of six (6).

Current Service Delivery:

By-Law enforcement remains one of the most criticized services the City delivers. While this service may garner little praise due to its general nature, adding resources can enhance its effectiveness.

The Director and CBO strongly believe that the addition of these new positions, and particularly the dedicated program lead in the Supervisor, can substantially improve public perception and customer service within the By-Law Division. As an example, the City has and continues to experience pressured growth in tightly-configured residential developments, including both infill projects and new subdivisions. Despite this growth, the complement of dedicated By-Law Officers has remained at two (2) for several years, with an unsustainable amount of turnover due to under resourcing. Increasing the staffing levels will enable the By-Law Division to manage the rising volume of complaints and enforcement actions more efficiently, ensuring that community standards are upheld and resident concerns are addressed promptly.

Program or Service Expansion Benefits (including Climate impacts):

The addition of these positions will improve the By-Law Division's capacity to manage increased workloads, enhance customer service, and ensure compliance with By-Laws. The Supervisor can advance and remain focused on City By-Law updates and improvements, and assist with the Department's implementation of an "Administrative Monetary Penalty" (AMP) program. The added By-Law Officer roles will improve overall enforcement effectiveness and outcomes, contributing to a more efficient and effective division.

From a climate impact perspective, enhanced enforcement of By-Laws like the Cross Connection By-Law will help protect the municipal water supply, promoting public health and safety. The expansion request for three additional positions is tied in with three new fleet vehicle requests. These new vehicles are planned to be hybrid vehicles congruent with the recommendations of the Corporate Energy and Emissions Plan (CEEP).

Program or Service Expansion Costs (including Climate impacts):

The introduction of these positions will impact future operating budgets. A detailed internal review of By-Law fees, and most notably once the implementation of an AMP program occurs can support cost recovery and align fees with the resources required to manage the increased staffing resources.

Alternatives:

To achieve the objective of enhancing the City's By-Law enforcement services and capabilities in a more cost-effective manner, the following alternatives could be considered:

1. Part Time By-Law Expert Option: although this option could provide a level of support and expertise while reducing the costs compared to a full-time supervisor position, the likelihood of the City being able to recruit a part-time municipal By-Law expert that could focus less on the supervisory duties but provide the modernization and improvements to

the City's By-Laws would likely prove challenging, with the benefits not outweighing the savings. Utilizing an outside/third party consultant would likely provide better service than a part time option but would have significant cost increase rather than a Full Time wage.

2. Shared Position (ex. with another municipality): although creative, the Director is not aware of any nearby municipalities who might be in a position to share an experienced municipal By-Law expert. Further, the comments on the part time option above would apply here also.
3. Retainer Municipal By-Law Firm (for senior/expert support, not general By-Law enforcement officers): Engaging a firm that provides municipal enforcement services on a retainer basis could offer the needed resources and access to a range of expertise without the commitment of a full-time salary. There are few firms that provide such services, and those that do primarily provide the general By-Law enforcement personnel. Regardless, the City's current By-Laws, paired with the ongoing growth of the City in general, will both benefit from the three (3) FTEs recommended.
4. Reallocation of Existing Positions: This is not recommended given the current complement is insufficient to begin with.
5. Reducing Level of Service (maintain status quo): not adding these positions would likely result in some projects and initiatives being delayed or not completed to the desired standard, and a reduced response time to complaints received by the public. As an example, eliminating the pilot "Community Safety and Wellbeing By-Law Officer" program, which is already being well received by the community and stakeholders. This approach would limit the City's ability to effectively address property complaints.

Business Case - Quantitative - Staff		
Department: Building & Planning		
Division: By-Law		
Title/Description: Supervisor of By-Law		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	92,811	
Total Benefits	29,700	
1. Total Compensation	\$122,511	
2. One Time Costs:		
Office Furniture/Equipment	2,500	Estimate based on previous furniture installations
Cell Phone	300	Monthly plan 6 months
Hardware	150	GPS Unit
Hardware	3,000	Laptop, Monitor, Accessories
Software	1,500	CityWide License, Bluebeam License
2. Total One Time Costs	\$ 7,450	
3. Future Annual Operating Costs:		
Cell Phone	600	Monthly plan 6 months
I.T. Reserve Contribution	1,200	For hardware replacements
Licensing Fee	900	Office 365, etc.
Mandatory Training/Tuition	2,000	Training, Membership Fees
Other (explain)	500	PPE Replacements
3. Total Annual Operating Costs	\$ 5,200	
Total Expenditures 2025	\$ 129,961	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$129,961	

Business Case - Quantitative - Staff		
Department: Building & Planning Division: By-Law Title/Description: By-Law Enforcement Officer		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	79,752	
Total Benefits	25,521	
1. Total Compensation	\$105,273	
2. One Time Costs:		
Office Furniture/Equipment	2,500	Estimate based on previous furniture installations
Cell Phone	300	Monthly plan 6 months
Hardware	150	GPS Unt
Hardware	3,000	Laptop, Monitor, Accessories
Software	1,500	CityWide License, Bluebeam License
Recruitment Costs	600	Additional postings to MLEO, OAPSO & OBOA Job Boards
2. Total One Time Costs	\$ 8,050	
3. Future Annual Operating Costs:		
I.T. Reserve Contribution	1,200	For hardware replacements
Mandatory Training/Tuition	2,000	Training, Membership Fees
Cell Phone	600	Estimated for future years
Licensing Fee	900	Office 365, etc.
Other (explain)	500	Uniform Replacements per CUPE 1385/PPE
3. Total Annual Operating Costs	\$ 5,200	
Total Expenditures 2025	\$ 113,323	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$113,323	

Business Case - Quantitative - Staff		
Department: Building & Planning		
Division: By-Law		
Title/Description: Backflow Prevention Officer		
Estimated Annual Expenditures	2025	Explanation
<u>1. Compensation:</u>		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	79,752	
Total Benefits	25,521	
1. Total Compensation	\$105,273	
<u>2. One Time Costs:</u>		
Office Furniture/Equipment	2,500	Estimate based on previous furniture installations
Cell Phone	300	Monthly plan 6 months
Hardware	150	GPS Unit
Hardware	3,000	Laptop, Monitor, Accessories
Software	1,500	CityWide License, Bluebeam License
Recruitment Costs	600	Additional postings to MLEO, OAPSO & OBOA Job Boards
2. Total One Time Costs	\$ 8,050	
<u>3. Future Annual Operating Costs:</u>		
I.T. Reserve Contribution	1,200	For hardware replacements
Mandatory Training/Tuition	2,000	Training, Membership Fees
Licensing Fee	900	Office 365, etc.
Other (explain)	500	Uniform Replacements per CUPE 1385/PPE
Cell Phone	600	Estimated for future years
3. Total Annual Operating Costs	\$ 5,200	
Total Expenditures 2025	\$ 113,323	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$ 113,323	



2025 BUSINESS CASE - QUALITATIVE

Department:	Building and Planning Services
Budget Division:	G251 Development Services
Description of New Service/Position:	Supervisor, Policy and Placemaking

Service Expansion Introduction and Overview:

Despite the re-establishment of a standalone Building and Planning Services Department in April 2023, ongoing growth and housing pressures have exacerbated challenges in attracting, recruiting, and retaining land-use planners, especially those in the mid-career level. These challenges hinder the City’s ability to implement critical projects and meet strategic objectives.

Further, many of the City’s strategies, goals, and objectives, such as accessibility, affordable/attainable housing, and the Grand Trunk Rail site revitalization, will be realized through City growth and private development, and/or grant funding from upper-level governments.

Accordingly, and to ensure that the City's growth and development is both compatible with surroundings and maximizes overall community benefits, the introduction of a new Full-Time Equivalent (FTE) position, “Supervisor, Policy and Placemaking,” is proposed. This role will provide support, advice, and recommendations on various planning and related matters, with a focus on long-range and strategic policy issues, including urban design and placemaking (accessibility, urban amenities, built heritage, gathering places, and the integration of private and public realms). Additionally, the Supervisor can enhance public engagement efforts by organizing and facilitating Open Houses and employing modern methods to gather public opinion and feedback, which are critical components of policy development.

The Supervisor will ensure that policy documents such as the Official Plan and Zoning By-law remain compliant with provincial planning directives (including positioning the City through policy development and implementation for various grant opportunities) and lead key projects, such as the Official Plan Review (OPR), to address current delays and enhance the efficiency of planning operations.

This position will lead or participate in long-range and strategic land-use planning policy projects, including:

1. Being the staff-lead on the ongoing OPR – this important project is facing delays mostly related to in-house staffing resource issues.
2. Once the OPR is adopted/complete, transition to leading the update of the City’s Zoning By-law so that it aligns with a new/updated Official Plan.

3. Providing focused and proactive policy advice to Staff, Corporate Leadership, and Council on draft provincial planning legislation.
4. Assuming a key role (along with Finance staff and other departments) in the City's development of a community benefits charge strategy. "Community Benefits Charges" is a relatively new tool under the Planning Act that helps municipalities tackle the costs of higher densities and building heights in new developments. This tool replaced the former section 37 height and density bonusing in the Planning Act, subject to transition rules.
5. Providing support to the City's Manager of Planning with added guidance and mentorship to other Department staff. Further, within the Planning Division, the Supervisor could:
 - help distribute workload effectively, ensuring that deadlines are met and projects are completed to a high standard by overseeing specific policy-specific projects and initiatives.
 - review and ensure the accuracy and compliance of planning documents and reports prepared by staff, maintaining high standards of quality and adherence to provincial and municipal regulations.
 - serve as the Acting Manager during the Manager's absence.
 - Provide policy-specific updates and project progress/effectiveness.
6. Further enhancing planning & development process improvements.

The new role of Supervisor, Policy and Placemaking, can be instrumental in aligning private development with Council's strategic priorities, ensuring that the City's growth is sustainable, inclusive, and well-planned.

For the purposes of this expansion initiative, it should be noted that the current market for experienced land-use planners, and professionals involved in the land growth and development field in general, may pose a challenge for the recruitment of this requested position.

Analysis of Current Business Process:

Currently, the City relies on external consultants for policy reviews and studies, most notably for the ongoing Official Plan Review (OPR). While the OPR should continue with the City's current retained consultants, as it is one of the most significant policy exercises a municipality can undertake, many other policy reviews could be managed more cost-effectively internally with the appropriate resources.

Once the OPR is complete, the City will be required to maintain and constantly review and monitor its land-use planning-related policies, and potentially extend the time frame (number of years) for when the next OPR is needed.

Due to current and ongoing vacancies in the Planning Division, along with continued growth and development pressures, outside planning consultants have been utilized to maintain service levels. This is not sustainable.

Background:

As touched on in the first section, and to address the extensive portfolio and increased workload within the then titled "Infrastructure and Development Services Department" (IDS), in April of 2023 Council received the CAO's Management Report (COU23-052) dated April 14, 2023, and initiated the re-establishment of a standalone "Building and Planning Services Department".

The CAO's Report noted that the IDS Department was facing significant challenges, including managing climate change initiatives, expanded environmental services reporting requirements, and asset management. At the same time, the Planning Division specifically was struggling with vacancies, increased development applications, and the demands of new provincial housing directives through Bill 108, Bill 109, and Bill 23. These challenges necessitated the use of external consultants for policy reviews and planning tasks, highlighting the need for additional in-house capacity to manage these responsibilities more cost-effectively.

Despite the re-establishment of a standalone department, the Planning Division's current staffing levels remain insufficient to meet the City's strategic objectives and the increased demands from provincial mandates. Ongoing growth and housing pressures, both in Stratford and across the province, are exacerbating challenges in attracting, recruiting, and retaining land-use planners, especially at the mid-career level. This shortage hinders the City's ability to implement critical projects such as the Official Plan Review, development of Urban Design Guidelines, and Community Improvement Plans. Recognizing this gap, the Building and Planning Services Director proposes the position of Supervisor, Policy and Placemaking. This role will provide essential support in managing planning division staff, ensuring compliance with provincial regulations, and leading long-range and strategic policy projects, thereby enhancing the City's planning capabilities and service delivery.

A review of the current office space at 82 Erie St., 3rd floor, is necessary to determine where the additional staff will be accommodated, as the Building and Planning Department is currently at capacity.

Strategic Priorities:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

The Supervisor, Policy and Placemaking would support the implementation of these objectives into the City's Official Plan, ideally through the ongoing Official Plan Review, and work to track, through new development activity, the success and effectiveness of policy intervention.

As an example, following the adoption of updated official plan policies for the short-term initiatives relating to pedestrian, cycling, and transportation, including ensuring accessibility is incorporated, this position would develop the necessary guidelines and frameworks to integrate these policies into the planning and development review processes.

Additionally, the Supervisor would engage with stakeholders, including the City's Accessibility Advisory Committee to promote best practices, and coordinate with various departments to align infrastructure projects with Council policy goals, and prepare regular reports to assess outcomes and inform future planning policy adjustments.

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.
- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.

The Supervisor would become be the City's lead on ensuring these stated objectives are implemented into the Official Plan. Current City planner positions are primarily responsible for development review (as opposed to policy). As the City grows and new developments become increasingly more complex, the need for a dedicated planning policy expert becomes more important.

Especially in response to the Ontario government's broader efforts to streamline planning approvals and increase housing supply, which continue to reengineer the planning system, this Supervisor will focus on crafting the policies that promote housing stability, ensuring that new developments contribute to a diverse and affordable housing stock, and at the same time better position the City for various grant opportunities.

To summarize how this position would align and broadly support the City's Strategic Priorities, as the City's in-house planning policy lead, this new position would be instrumental in leveraging private development to advance many of Council's goals and objectives. This position can further enhance and expedite initiatives that support infrastructure improvements, economic growth, and community well-being.

Program or Service Expansion Benefits (including Climate impacts):

The introduction of this FTE supervisor position will enhance the City's ability to manage its growth and development in a sustainable and strategic manner. This role will further streamline (and more quickly than current department resources could deliver) the development process, reduce reliance on external consultants, and ensure that policy documents are consistently updated to comply with evolving provincial regulations. By focusing on long-range and strategic policy issues, the Supervisor will promote urban environments that are not only functional and attractive but also inclusive and accessible, fostering a stronger sense of community and enhancing the quality of life for residents. The Supervisor's role in public engagement, including organizing Open Houses and utilizing modern feedback methods, will ensure that community input shapes development policies, making them more responsive to residents' needs.

From a climate impact perspective, this position will be instrumental in supporting current initiatives being led by the City and will integrate climate resilience and sustainability in community planning, and again more quickly than current department resources can facilitate, into the City's planning policies. The Supervisor can further support recommendations of the Community Climate Action Plan, such as the development and implementation of green building standards, promote energy-efficient designs, and facilitate (through land-use policy and adopted guidelines/regulations) the creation of more walkable and bike-friendly communities. Further, this role could promote and/or contribute to reducing the City's carbon footprint, enhancing biodiversity through thoughtful urban design, and ensuring that new developments align with the City's climate action goals. Ultimately, this position will help Stratford become a more sustainable and resilient city, better equipped to face future environmental challenges while improving overall community well-being.

Program or Service Expansion Costs (including Climate impacts):

The introduction of this position will impact future operating budgets. To support cost recovery, a detailed internal review of planning fees is anticipated for mid-2025, though the Supervisor could expedite and contribute to a more comprehensive review sooner. This review will evaluate the actual processing costs of planning applications, ensuring that fees are appropriately aligned with the resources required, especially given the increasing complexity and volume of applications that require in-house planning policy expertise. Enhanced public engagement efforts led by the Supervisor will also ensure transparency and community involvement in the fee review process, further aligning City services with resident expectations.

It is noted that the Director recommends an interim fee adjustment of 15% for more complex processes, such as Official Plan Amendments and major Zoning By-law Amendments to reflect recent staffing investments and mitigate the financial burden on the tax base.

Alternatives:

To achieve the objective of enhancing the City's planning policy capabilities in a more cost-effective manner, the following alternatives could be considered:

1. Part-Time Option: although this option could provide a level of support and expertise while reducing the costs compared to a full-time position, the likelihood of the City being able to recruit a part-time sr. level policy planner would likely prove challenging (although the first posting could make the attempt). The increased development activity and pressures the City is facing would benefit from an FTE.
2. "Senior Policy Planner" (not Supervisor): the current market for professional planners may also pose challenges in such a recruitment. Further, the City would best benefit from a policy expert who possesses demonstrated strengths in planning policy development and navigating legislative changes. Further, a supervisor could better represent the Department at the Ontario Land Tribunal (OLT).

3. Shared Position (ex. with another municipality): although creative, the Director is not aware of any nearby municipalities who might be in a position, or even have the similar characteristics as Stratford to benefit. Further, the comments on the part-time option above would apply here also.
4. Retainer Planning Firm: Engaging a planning firm on a retainer basis to provide policy planning services as needed, similar to how the City currently receives legal services, could offer flexibility and access to a range of expertise without the commitment of a full-time salary. Notwithstanding, the City has in front of it a lot of projects and other priorities where an in-house planning policy expert will prove worthwhile.
5. Reallocation of Existing Positions: Remove one of the existing planner positions and reallocate the resources to create a dedicated policy supervisor role. This would help focus efforts on strategic planning and policy development without increasing the overall headcount or significantly impacting the budget. Similar to the previous option (Retainer Planning Firm), the in-house planning policy expert will prove worthwhile without reducing other planning positions.
6. Reducing Level of Service (maintain status quo): not adding this position would likely result in some projects and initiatives being delayed or not completed to the desired standard. This approach would limit the City's ability to effectively address increased development pressures and comply with provincial mandates, potentially hindering the City's position for grant program eligibility (as an example).

Business Case - Quantitative - Staff		
Department: Building and Planning Services		
Division: Planning		
Title/Description: Supervisor, Policy and Placemaking		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	Band 5 (Job Rate)
Number of FTEs	1.00	
Total Annual Wages	103,403	
Total Benefits	33,089	
1. Total Compensation	\$136,492	
2. One Time Costs:		
Hardware	3,000	Laptop, Monitor, Accessories
Software	900	Licensing
Cell Phone	900	
Recruitment Costs	1,000	
Office Furniture/Equipment	2,250	
2. Total One Time Costs	\$ 8,050	
3. Future Annual Operating Costs:		
Cell Phone	500	
I.T. Reserve Contribution	1,200	
Licensing Fee	900	
3. Total Annual Operating Costs	\$ 2,600	
Total Expenditures 2025	\$ 144,542	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$144,542	



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G715 Facilities - Recreation
Description of New Service/Position:	Maintenance Management Clerk

Program or Service Expansion Introduction and Overview:

The Community Services Department requires the addition of a Maintenance Management Clerk to assist the department with the increased work downloaded in 2022 from the Infrastructure and Development Services (IDS) Department.

The position duties would include:

- Serve as a central point of contact, ensuring clear communication between different departments and the maintenance team.
- Organize and schedule maintenance on facilities.
- Streamline the process of creating and managing work orders.
- Maintain detailed records of all maintenance activities, repairs, and equipment inventories.
- Manage the scheduling and booking of municipal facilities, halls, meeting spaces.
- Oversees accounts receivable and reconciliation related to rentals.
- Maintain accurate financial records of all maintenance expenditures.
- Schedule and record regular inspections of facilities.

Also stemming from the service delivery review completed, the Community Services Department will be moving forward working toward a work management system and would require additional support to manage the system.

Analysis of Current Business Process:

Currently, there is a complement of three (3) Clerk-Secretaries in the department, working out of three different office locations (Rotary Complex, Agriplex and Cemetery). All three positions perform similar administrative tasks including data entry, payroll, accounts receivable and accounts payable and customer service functions. Each Clerk-Secretary position has additional unique tasks related to the business of the division being supported.

The department also has one (.5) temp/call-in Clerk-Secretary whose job is to only cover the three other full-time positions during periods of leave (i.e., vacation, illness, etc.).

The current staff complement (secretarial and administrative) has not been properly resourced to maintain the increased workload and is struggling with the existing job duties with the absorption of the IDS buildings and the additional facility data tracking.

Currently the Recreation Coordinator is doing a Clerk-Secretary role with taking rental inquiries and booking facilities for Rotary Halls and the Agriplex. This is approximately 20% of role. Freeing up this 20% would allow more recreation development and programming for the community.

Background:

In 2021, the Service Delivery Review (SDR) that was approved by Council recommended that the City of Stratford's facility maintenance and custodial services be centralized in one department. In January of 2022, KPMG performed a further Business Process Review for the City of Stratford's Facilities Division. The most notable and consistent recommendation from both studies was to consider centralizing facility maintenance and custodial work in one department.

Effective July 2022, the Community Services Department, Facilities Division assumed responsibility of the operations and maintenance of the following City of Stratford facilities:

- City Hall
- 82 Erie St.
- Discovery Centre (former Teacher's College at 270 Water St.)
- Market Square
- Justice Building
- 789 Erie St. (Police)
- Anne Hathaway Day Care Building
- 47 Downie St.
- Stratford Public Library

These facilities are in addition to the Community Services Department facilities currently managed within the division, including:

- Allman Arena
- Dufferin Arena
- Rotary Recreation Complex
- Agriplex
- Lions Pool
- All ball diamonds and soccer fields, including SERC and Packham Sports Complex
- All seasonal washroom facilities
- All pickleball, tennis, basketball courts

Along with the absorption of these buildings, the Community Services Department integrated an additional work group consisting of:

- Eight FT Custodian staff
- One FT Maintenance Custodian staff
- Three PT Custodian staff

The Service Delivery Review also recommended separating facility data tracking of six of the main Community Services facilities to capture facility maintenance/capital costs, work orders and utilization data. Previously, all costs and revenues for these facilities were captured in one divisional breakdown. These facilities include:

- William Allman Memorial Arena
- Rotary Complex
- Dufferin Arena
- Lions Pool
- National Stadium
- Agriplex

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Work Together For Greater Impact

Objectives:

- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Intentionally Change To Support The Future

Objectives:

- Improve efficiency and service standards by implementing the findings of the Corporate Service Delivery Review.

Program or Service Expansion Benefits (including Climate impacts):

1. Clear Communication

The Maintenance Management Clerk would serve as a central point of contact, ensuring clear communication between different departments and the maintenance team. This would reduce misunderstandings and speed up the resolution of any issues.

2. Preventative Maintenance Scheduling

By organizing and scheduling regular maintenance and working with our outside agencies, the Maintenance Management Clerk would help in the prevention of costly emergency repairs. This proactive approach ultimately saves money and is crucial in our building maintenance.

3. Enhanced Organization

Centralized Records – The Maintenance Management Clerk would maintain detailed records of all maintenance activities, repairs, and equipment inventories. This ensures nothing falls through the cracks and allows for easy tracking of all maintenance needs. Also, all purchase orders and invoice payments would go through the Maintenance Management Clerk which would ensure these areas are all done within a proper timeframe.

Efficient Work Orders – This position would streamline the process of creating and managing work orders, ensuring that maintenance tasks are prioritized and completed promptly. The Facilities Division will be moving forward with a work order system, and this would be an integral part of this position.

Facility Booking Management - This position would manage the scheduling and booking of municipal facilities, halls and meeting spaces, ensuring they are used efficiently and are available for community events and activities. There has been a large influx of bookings, including the offloading of booking of the City Hall Auditorium from the Clerk's Office to the Community Services Department, and by having a direct contact to process these would allow Supervisors to do their core duties instead of booking facilities. This becomes a more efficient use of everyone's time and individuals requesting to book would have a main point of contact.

4. Increased Productivity

Reduced Downtime - With a Maintenance Management Clerk organizing tasks and schedules, our maintenance team could work more efficiently, reducing downtime for facilities and equipment. This would also free up the Supervisor's time to allow him to be onsite more frequently with contractors and also with capital projects and checking in with maintenance staff.

5. Improved Accountability

Transparent Reporting - The Maintenance Management Clerk would provide regular reports on maintenance activities, costs, and any issues that arise. This transparency ensures accountability and allows for informed decision-making.

Performance Tracking - By tracking the performance of maintenance tasks and workers, the Maintenance Management Clerk can help identify areas for improvement, ensuring higher standards of service. With knowledge in software, appropriate tracking through reports of facility usage, services and program revenue can be obtained to support and develop goals of the department.

Accurate Financial Records - The Maintenance Management Clerk would maintain accurate financial records of all maintenance expenditures, helping to ensure budget adherence and providing clear insights into maintenance costs as well as the oversight of accounts receivable and reconciliation of bookable space.

6. Enhanced Safety

Regular Inspections - The Maintenance Management Clerk would schedule and record regular inspections of our facilities, ensuring that safety standards are consistently met and potential hazards are addressed promptly.

Compliance with Regulations - The Maintenance Management Clerk would ensure that all maintenance activities comply with relevant regulations and standards, which reduces the risk of fines and improves overall safety.

7. Long-Term Benefits

With the addition of this Maintenance Management Clerk position, the Community Services Department would have the capacity to successfully implement the recommendations from KPMG outlined in the Facilities Business Process Review according to the suggested implementation timeline.

Asset Management - A Maintenance Management Clerk would be a part of helping to extend the life of our assets by ensuring they are properly maintained, leading to fewer replacements and lower long-term costs.

Community Satisfaction - Well-maintained facilities contribute to a positive community experience, enhancing residents' satisfaction and trust in our municipal services.

Optimized Facility Usage - By managing facility bookings efficiently, this position ensures maximum usage and revenue generation from our municipal facilities. Also, as some facility booking is currently done by the Recreation Coordinator, removing this from their list of duties would allow the Recreation Coordinator to focus on more recreation development and programming for the community.

Program or Service Expansion Costs (including Climate impacts):

The cost of the additional full-time position is approximately \$81,522.

Alternatives:

There are no feasible alternatives. As mentioned above, the current staff complement (secretarial and administrative) has not been properly resourced to maintain the increased workload and is struggling with the existing job duties with the absorption of the IDS buildings and the additional facility data tracking.

If this position is not approved, the following are likely to occur regularly:

- Late payment of invoices, resulting in dissatisfied suppliers and potential relationship issues.
- Development of services/programs for changing community could be hindered as staff are focusing on booking facilities rather than core duties.
- Inconsistent facility data tracking entries, resulting in lack of useful information upon which to make facility decisions for both staff and Council.
- Overtime costs could increase, which is not sustainable financially nor for staff (approximately 8 hours per week, totalling \$1,100 per month).

The investment of this position will lead to better-managed facilities and services, benefiting our community in the long run.

Business Case - Quantitative - Staff		
Department:	Community Services Department	
Division:	Facilities	
Title/Description:	Maintenance Management Clerk	
Estimated Annual Expenditures	2025	Explanation
<u>1. Compensation:</u>		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	61,759	
Total Benefits	19,763	
1. Total Compensation	\$81,522	
<u>2. One Time Costs:</u>		
2. Total One Time Costs	\$ -	There would be no additional costs as the department already has an office with computer and phone.
<u>3. Future Annual Operating Costs:</u>		
I.T. Reserve Contribution	1,200	
Licensing Fee	900	
3. Total Annual Operating Costs	\$ 2,100	
Total Expenditures 2025	\$ 81,522	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$81,522	



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G715 Facilities – Recreation G721 Facilities – Recreation Other G141 City Buildings G315 Fleet
Description of New Service/Position:	Facilities Plumber

Program or Service Expansion Introduction and Overview:

The Community Services Department, Facilities Division oversees the corporate community facilities that require routine and preventative maintenance, repairs, and replacements of plumbing systems and components. Ensuring reliable and effective plumbing services is crucial for the efficient operation of these facilities. This expansion will improve response times and the ability to prioritize based on department-determined emergencies.

The internal Plumber will be responsible for repairs, preventative maintenance, and restoration work related to plumbing systems, devices, and fixtures; troubleshooting and assessing plumbing component and building material needs; performing water treatment maintenance and procedures; and determining and procuring materials, parts, and supplies required directly from vendors in accordance with the City's purchasing by-law and procedures.

The internal Plumber will have knowledge and understanding of the Backflow and Cross Connection Prevention By-law, the Ontario Regulation 170/03 (Drinking Water Systems), Ontario Regulation 565 (Public Pools), the Occupational Health & Safety Act and regulations, the Ontario Fire & Building Codes related to gas, plumbing, and backflow systems and ensure that all work performed under these areas complies with the acts, codes, and regulations. The internal Plumber will ensure that backflow devices and systems for all corporate facilities comply with provincial regulations and codes. They will be responsible for being part of the team that completes monthly health and safety and workplace inspections of the facilities.

Outside of the Community Services Department, an internal Plumber could be utilized by other divisions and departments including Social Services (Housing), Fire Department (Fire Halls, Airport), and Infrastructure Services (Public Works). These departments currently use external electrician contractors for maintenance and repairs at their buildings. This benefit is not quantified at this time as it will vary across departments, however, it is expected that further reductions in external contractor expenses would become evident. Costs incurred for other departments will be reflected as interfunctional expenses and interfunctional recoveries for the Facilities Division, to ensure that the costs appropriately reflect where the work is completed.

The internal Plumber will be a Community Services Department, Facilities Division employee that reports to the Supervisor of Facility Maintenance. Departments outside of Community Services will have the ability to request plumbing repairs via work orders, which will then be processed and scheduled by the Supervisor using a work order system that is currently being tested in the Community Services division.

To accompany the staff position request, a corporate fleet vehicle expansion will also be required. The vehicle will be used by the Facility Plumber to travel to all corporate facilities and work site locations. The quantitative analysis for this is on a separate page from the staff position but both should be read together.

Analysis of Current Business Process:

Currently, the City utilizes external plumbing contractors for plumbing repairs and replacements for all corporate facilities. Plumbing contractors are also used for larger projects including facility washroom renovations and retrofits and performing water treatment services at corporate facilities. The plumbing contractors charge a per hour fee which can lead to fluctuating costs and potential budget overruns. An increased rate for urgent, emergency, or after-hours services is applicable, which increases overall expenses. Coordinating with external contractors can be complex and time-consuming, leading to potential inefficiencies, and repairs and replacements not being completed in a timely manner.

With the current process of utilizing external contractors, we have found that:

- Contractors may require time to understand the specifics of the corporation's infrastructure, leading to initial inefficiencies.
- Frequent small-scale projects can accumulate substantial costs when outsourced.
- Contractors might not be immediately available, leading to delays in urgent repairs and maintenance.
- Aligning schedules with contractors can disrupt planned maintenance activities.
- Dependence on external availability can lead to longer wait times during peak periods.
- Quality of work can vary between different contractors, affecting the reliability of services. Once a project is completed, holding contractors accountable for long-term performance issues can be challenging.
- Ensuring contractors meet expected standards requires additional oversight and contract management.
- Contractors are typically focused on completing specific tasks rather than long-term planning and integration with other operations.

Regular maintenance and minor repairs completed by an internal Plumber would reduce the need for costly emergency services from contractors. While the initial costs appear higher, the reduction in frequent contracting services can lead to significant savings over time.

Background:

As a result of the City's Service Delivery Review, in July of 2022, the Community Services Department, Facilities Division assumed responsibility of the operations and maintenance of additional buildings and employees within the City of Stratford. These buildings include City Hall, City Hall Annex, Public Library, Tourism (47 Downie), Administration of Justice, Transit Terminal, Anne Hathaway Daycare, and the Discovery Centre (former Teacher's College). The portfolio of the Community Services corporate facilities has significantly increased with the additional facilities that accompany all indoor and outdoor recreational and seasonal facilities.

The Department currently has two Facility Maintenance positions to cover the maintenance and repairs for all Community Services facilities. The Facility Maintenance staff are responsible for plumbing work, including minor repairs, coordinating and assisting with startup and winterization of back flow and water meter devices for seasonal facilities, and the seasonal startup and shut down of Lions Pool and Anne Hathaway Park Splash Pad. Having a qualified internal Facility Plumber would ensure that these duties are completed properly and avoid potential issues that result in the need of an external plumbing contractor. It would also ensure that the tasks are completed on schedule to make sure that seasonal facilities are operational for established opening dates. Having an internal Plumber perform these responsibilities will permit Facility Maintenance staff to complete other required tasks at all corporate facilities in a more appropriate timeframe. Currently during the times that seasonal facilities are required to be opened and closed, Facility Maintenance staff are not readily available to complete required duties at other corporate facilities.

Most of the plumbing maintenance, repairs, and replacements are performed by external plumbing contractors. In 2023, the labour expenses for plumbing contractors totalled \$91,267 for the Community Services Department facilities.

In 2023, the Social Services Department, Housing Division, spent \$319,728 on expenses related to plumbing (labour, supplies, materials, etc.) repairs and maintenance. These amounts are not part of the quantitative analysis; however it is expected that this will be reflected in the actual reconciled amounts that are shared with our partners.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast. The addition of an internal Facility Plumber position meets this strategic priority by allowing required plumbing repairs and maintenance to be completed on schedule and in a timely manner. It will also ensure that emergency and urgent repairs are completed quickly to assure that there is no disruption to service delivery for the corporate facilities. Further, routine inspections of plumbing and water treatment systems and components performed by an internal Plumber will help the department to accurately build and adjust the 10-year capital forecast for corporate facility projects.

Program or Service Expansion Benefits (including Climate impacts):

- High-quality plumbing services enhance operational efficiency, and long-term cost effectiveness.
- As part of the corporate team, Facility Plumber can coordinate seamlessly with divisional and department staff, other corporate departments, and improve overall operational efficiency across the Corporation.
- Accountability to ensure high-quality work and adherence to corporate and provincial standards.
- Internal employee is more invested in the long-term success and safety of corporate facilities.
- Internal employee gains extensive knowledge of the corporate facilities and infrastructure to enable efficient problem solving and preventative measures.
- Internal employee is readily available to address emergencies and perform timely repairs to minimize potential downtime.
- Ability to implement regular and routine maintenance schedules to prevent potential issues.
- Continuous monitoring and inspecting of plumbing devices and equipment to ensure the corporate facilities are in optimal condition.
- Direct and immediate communication with management staff to facilitate immediate resolution of issues and continuous improvements.
- Ability to plan and execute long-term maintenance strategies and upgrades to enhance the overall facility maintenance management.

Program or Service Expansion Costs (including Climate impacts):

The anticipated costs for wages for the additional full-time position is \$91,146 (excluding benefits) with the employee placed in Band Q of the CUPE 1385 salary grid for 2025, based on a 40-hour work week. In 2023, the Community Services Department (Facilities) spent approximately \$91,267 on labour for plumbing contractors. Between the Community Services Department and Social Services Department, there is potential for significant cost savings with the approval of an internal Facility Plumber. External contractors would still be necessary at certain times when emergency or urgent repairs are required, and during absences.

In 2023, the Community Services Department spent approximately \$39,040.29 on plumbing materials, supplies, and parts. It is anticipated that there will be cost savings in purchasing the required materials, supplies, and parts directly from a vendor as it would avoid the percentage markup applied when purchased from a contractor. A 10% markup amount would represent an approximate savings in the amount of \$3,904.

There will be initial startup expenses for equipment, tools, supplies, and materials with an estimated amount of \$15,000, as well as a vehicle required to allow for travel between municipal facilities. The potential cost savings in labour and avoidance of markup for materials will help offset the startup costs.

With capital projects this position would assist with developing tenders, performing the work required when able, and ensuring all compliance of the project. Utilizing this position would benefit in reducing capital costs for contracted labour and the ability to always have the expertise available throughout the project.

To align with the Corporate Energy and Emissions Plan (CEEP), and the Community Climate Action Plan (CCAP), procurement of the expansion will be for a hybrid, plug-in hybrid, or electric vehicle. The expected cost for purchasing a vehicle to support this position is \$96,650 for the vehicle, electric charging station, and GPS unit. The anticipated annual costs for the vehicle maintenance and licensing are \$1,000.

Alternatives:

Remain status quo by utilizing external plumbing contractors for maintenance and repairs for plumbing systems. The issues and concerns highlighted including delayed scheduling and completion of work, safety concerns, accountability and reliability, and warranties for work would continue to be experienced.

Hiring a full-time Facility Plumber offers significant advantages in terms of cost stability, immediate availability, consistent quality, and overall operational efficiency. The continuous presence of an internal professional ensures quick response times, proactive maintenance, and long-term planning which are critical for the reliable functioning of corporate facilities.

Business Case - Quantitative - Staff		
Department:	Community Services	
Division:	Facilities	
Title/Description:	Facilities Plumber	
Estimated Annual Expenditures	2025	Explanation
<u>1. Compensation:</u>		
Number of months budgeted	12	CUPE 1385, Band Q. To be reviewed.
Number of FTEs	1.00	
Total Annual Wages	91,146	
Total Benefits	29,167	
1. Total Compensation	\$120,313	
<u>2. One Time Costs:</u>		
Cell Phone	300	New Purchase, Line Set Up
Office Furniture/Equipment	1,500	Desk, Chair, Cabinets, Etc.
Purchased Goods (explain)	15,000	Startup Costs - Tools, Equipment, Etc.
Hardware	3,000	Laptop, Monitor, Accessories
Software	900	Licensing Fees
2. Total One Time Costs	\$ 20,700	
<u>3. Future Annual Operating Costs:</u>		
Mandatory Training/Tuition	1,500	Training, Licenses, Etc.
Vehicle Operating costs	500	Maintenance
Cell Phone	600	Monthly Plan
Licensing Fee	900	Annual Licensing Fees
I.T. Reserve Contribution	1,200	Reserve Contributions
3. Total Annual Operating Costs	\$ 4,700	
Total Expenditures 2025	\$ 141,013	
Estimated Revenues/Recoveries	2025	Explanation
Reduction in Expenditures	(3,904)	Eliminates supplier markups
		Reduction in contractor expense in other divisions (not quantified)
Reduction in Expenditures	(91,267)	Reduction in contractor expense in facilities
		Potential savings in capital projects
Total Revenues/Recoveries	(\$95,171)	
2025 Net Budget Impact	\$ 45,842	



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G715 Facilities – Recreation G721 Facilities – Recreation Other G141 City Buildings G315 Fleet
Description of New Service/Position:	Facilities Electrician

Program or Service Expansion Introduction and Overview:

The Community Service Department, Facilities Division oversees the corporate community facilities that require routine and preventative maintenance, repairs, and replacements of electrical systems and components. Ensuring reliable and effective electrical services is crucial for the efficient operation of these facilities. Hiring a full-time internal Electrician is the most beneficial approach for the department’s needs for the corporate facilities.

The internal Electrician will be responsible for repairs, preventative maintenance, and restoration work related to electrical systems, devices, and fixtures; troubleshooting and assessing electrical component and building material needs; and determining and procuring materials, parts, and supplies required directly from vendors in accordance with the City’s purchasing by-law and procedures.

The internal Electrician will have knowledge and understanding of the Ontario Electrical Safety Code, the Occupational Health & Safety Act and regulations, the Ontario Fire & Building Codes related to electrical systems and ensure that all work performed complies with the acts, codes, and regulations. The internal Electrician will ensure that electrical components and systems for all corporate facilities comply with the Ontario Electrical Safety Code. This employee will be responsible for being part of the team that completes monthly health and safety and workplace inspections of the facilities.

Outside of the Community Services Department, an internal Electrician could be utilized by other divisions and departments including Social Services (Housing), Fire Department (Fire Halls, Airport), and Infrastructure Services (Public Works). These departments currently use external electrical contractors for maintenance and repairs at their buildings. The IT Department currently utilizes electrical contractors to complete day-to-day operational electrical work, and for major projects including video surveillance systems, and data/network systems. It is anticipated that this position will also support staff who oversee operations and maintenance requirements of new infrastructure installs including EV charging stations which are part of the corporate asset inventory. This benefit is not quantified at this time as it will vary across

departments, however, it is expected that further reductions in external contractor expenses would become evident. Costs incurred for other departments will be reflected as interfunctional expenses and interfunctional recoveries for the Facilities Division, to ensure that the costs are appropriately reflected where the work is completed.

Utilizing the internal Electrician employee for all corporate facilities would significantly reduce the annual electrician labour wages across the Corporation. The internal Electrician will be a Community Services Department, Facilities Division employee that reports to the Supervisor of Facility Maintenance. Departments outside of Community Services will have the ability to request electrical repairs, which will then be processed and scheduled by the Supervisor.

To accompany the staff position request, a corporate fleet vehicle expansion will also be required. The vehicle will be used by the Facility Electrician to travel to all corporate facilities and work site locations.

Analysis of Current Business Process:

Currently, the City utilizes external electrical contractors for electrical repairs and replacements for all corporate facilities. Electrical contractors are also used for larger projects including facility lighting retrofits and sports field lighting repairs. The electrical contractors charge an hourly fee which can lead to fluctuating costs and potential budget overruns. An increased rate for urgent, emergency, or after-hours services is applicable, which increases overall expenses. Coordinating with external contractors can be complex and time-consuming, leading to potential inefficiencies, and repairs and replacements not being completed in a timely manner.

With the current process of utilizing external contractors, we have found that:

- Contractors may require time to understand the specifics of the corporation's infrastructure, leading to initial inefficiencies.
- Frequent small-scale projects can accumulate substantial costs when outsourced.
- Contractors might not be immediately available, leading to delays in urgent repairs and maintenance.
- Aligning schedules with contractors can disrupt planned maintenance activities.
- Dependence on external availability can lead to longer wait times during peak periods.
- Quality of work can vary between different contractors, affecting the reliability of services. Once a project is completed, holding contractors accountable for long-term performance issues can be challenging.
- Ensuring contractors meet expected standards requires additional oversight and contract management.
- Contractors are typically focused on completing specific tasks rather than long-term planning and integration with other operations.

Regular maintenance and minor repairs completed by an internal Electrician would reduce the need for costly emergency services from contractors. While the initial costs appear higher, the reduction in frequent contracting services can lead to significant savings over time.

Background:

As a result of the City's Service Delivery Review, in July of 2022, the Community Services Department, Facilities Division assumed responsibility of the operations and maintenance of additional buildings and employees within the City of Stratford. These buildings include City Hall, City Hall Annex, Public Library, Tourism (47 Downie), Administration of Justice, Transit Terminal, Anne Hathaway Daycare, and the Discovery Centre (former Teacher's College). The portfolio of the Community Services corporate facilities has significantly increased with the additional facilities that accompany all indoor and outdoor recreational and seasonal facilities.

The Department currently has two Facility Maintenance positions to cover the maintenance and repairs for all Community Services facilities. The Facility Maintenance staff are responsible for minor electrical work limited to replacing light bulbs and switches. All other electrical work is performed by external electrical contractors. In 2023, the labour expenses for electrical contractors totalled \$45,681.63 for the Community Services Department facilities. These labour expenses were for repairs, maintenance, and replacements of facility electrical systems and components. Electrical labour costs for facility lighting retrofits, disconnecting/connecting equipment for HVAC system and roofing replacements, and major projects is not included in the outlined costs for 2023.

In 2023, the Social Services Department, Housing Division, spent \$141,901.38 on expenses related to electrical repairs and maintenance. It is anticipated that approximately \$63,855.62 of the total expense amount pertained to labour, with the balance relating to supplies and materials. These amounts are not part of the quantitative analysis; however it is expected that this will be reflected in the actual reconciled amounts that are shared with our partners.

Strategic Priority or Current Service Delivery:

Enhance Our Infrastructure

Objectives:

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast. The addition of an internal facility Electrician employee will assist in advancing the maintenance of infrastructure by ensuring that required electrical repairs and maintenance is completed on schedule and in a timely manner. It will also ensure that emergency and urgent repairs are completed quickly to assure that there is no disruption to service delivery for the corporate facilities. Further, routine inspections of electrical systems and components performed by an internal Electrician will help the department to accurately build and adjust the 10-year capital forecast for corporate facility projects. As corporate assets including facilities and fleet undergo energy transition from fossil fuels to electricity, this internal position will serve as a catalyst for this change with their knowledge and expertise.

Program or Service Expansion Benefits (including Climate impacts):

- Hiring a full-time Electrician will ensure high-quality electrical services, enhanced operational efficiency and long-term cost effectiveness.
- As part of the corporate team, an Electrician can coordinate seamlessly with other departments, improving overall operational efficiency.

- An internal Electrician, accountable to the corporation, ensures high-quality work and adherence to standards.
- A full-time employee is more invested in the long-term success and safety of the facilities.
- An internal Electrician gains extensive knowledge of the corporate infrastructure, enabling efficient problem-solving and preventive measures.
- A full-time Electrician is readily available to address emergencies and perform timely repairs, minimizing downtime.
- Consistent presence allows for regular maintenance schedules, preventing issues before they escalate.
- Continuous monitoring and immediate intervention ensure the corporate facilities are always in optimal condition.
- Direct and immediate communication facilitates quick resolution of issues and continuous improvement.
- Ability to plan and execute long-term maintenance strategies and upgrades, enhancing overall facility management.
- Ongoing support and maintenance for new and emerging technologies such as EV charging stations, and EV service equipment.

Program or Service Expansion Costs (including Climate impacts):

The anticipated costs for wages for the additional full-time position is \$91,146 with the employee placed in Band Q of the CUPE 1385 salary grid for 2025, based on a 40-hour work week. Between the Community Services Department (Facilities), and Social Services Department (Housing), the approximate cost spent on labour for electrical contractors in 2023 was \$109,537.25. This represents a potential electrical labour expense savings of approximately \$18,391.65. External contractors would still be necessary at certain times when emergency or urgent repairs are required, and during absences.

In 2023, the Community Services Department spent approximately \$56,780.39 on electrical materials, supplies, and parts. It is anticipated that there will be cost savings in purchasing the required materials, supplies, and parts directly from a vendor as it would avoid the percentage markup applied when purchased from a contractor. A 10% markup amount would represent an approximate savings in the amount of \$5,678.39.

There will be initial startup expenses for equipment, tools, supplies, and materials with an estimated amount of \$15,000 as well as a vehicle required to allow for travel between municipal facilities. The potential cost savings in labour and avoidance of markup for materials will help offset the startup costs.

With capital projects this position would be utilized in assisting with developing tenders, performing the work required when able, and ensuring all compliance of the project is in place. Utilizing this position would benefit in reducing capital costs for contracted labour and the ability to always have the expertise available throughout the project.

To align with the Corporate Energy and Emissions Plan (CEEP), and the Community Climate Action Plan (CCAP), procurement of the expansion will be for a hybrid, plug-in hybrid, or electric vehicle. The expected cost for purchasing a vehicle to support this position is \$96,650 for the vehicle, electric charging station, and GPS unit. The anticipated annual costs for the vehicle maintenance and licensing are \$1,000.

Alternatives:

Remain status quo by utilizing external electrical contractors for maintenance and repairs for electrical systems. The issues and concerns highlighted including delayed scheduling and completion of work, safety concerns, accountability and reliability, and warranties for work would continue to be experienced.

Hiring a full-time Electrician offers significant advantages in terms of cost stability, immediate availability, consistent quality, and overall operational efficiency. The continuous presence of an internal professional ensures quick response times, proactive maintenance, and long-term planning which are critical for the reliable functioning of corporate facilities.

Business Case - Quantitative - Staff

Department: Community Services
 Division: Facilities
 Title/Description: Facilities Electrician

Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	CUPE 1385, Band Q. To be reviewed.
Number of FTEs	1.00	
Total Annual Wages	91,146	
Total Benefits	29,167	
1. Total Compensation	\$120,312	
2. One Time Costs:		
Cell Phone	300	New Purchase, Line Setup
Office Furniture/Equipment	1,500	Desk, Chair, Cabinets, Etc.
Purchased Goods (explain)	15,000	Startup Costs - Tools, Equipment, Etc.
Hardware	3,000	Laptop, Monitor, Accessories
Software	900	Licensing Fees
2. Total One Time Costs	\$ 20,700	
3. Future Annual Operating Costs:		
Mandatory Training/Tuition	1,500	Training, Licenses, Etc.
Vehicle Operating costs	500	Maintenance
Cell Phone	600	Monthly Plan
Licensing Fee	900	Annual Licensing Fees
I.T. Reserve Contribution	1,200	Reserve Contributions
3. Total Annual Operating Costs	\$ 4,700	
Total Expenditures 2025	\$ 141,012	
Estimated Revenues/Recoveries		
2025		
Reduction in Expenditures	- 5,678	Eliminates supplier markups Reduction in contractor expense in other divisions (not quantified) Capital project offsets potential
Reduction in Expenditures	- 65,682	
Total Revenues/Recoveries	(\$71,360)	
2025 Net Budget Impact	\$69,652	



2025 BUSINESS CASE - QUALITATIVE

Department:	Community Services
Budget Division:	G715 Facilities - Recreation
Description of New Service/Position:	Permanent Part-Time Recreation Facility Operators (6)

Program or Service Expansion Introduction and Overview:

This expansion request will create and implement the position of Permanent Part-Time Recreation Facility Operator (quantity of 6 positions) and eliminate the existing 12 Temporary Call-in Recreation Facility Operator positions. This request will improve the Division's consistency in providing service to our customers and patrons. This will allow the facilities to be appropriately staffed to permit rentals and special events.

Transitioning from temporary call-in staff to permanent part-time staff positions can improve workforce stability and reliability, reduce the turnover of staff, and reduce the expenses and time associated with recruiting and training new employees. Permanent Part-Time staff that are familiar with the operations of the division and facilities can contribute to improved productivity and efficiency. Transitioning temporary staff who have proven their skills and dedication into permanent roles can help retain talent within the corporation. With these employees in a permanent position, they would have the opportunity to transition to a full-time capacity when a vacancy becomes available.

Benefits for the employees in a permanent role include job security and stability, scheduled hours of work and regular income, employee benefits, and career development with the potential to advance within the corporation. Permanent employees will have more opportunity to complete training initiatives to enhance their skill development.

Implementing Permanent Part-Time staff for the Recreation Facility Operator position will result in cost savings pertaining to overtime wages for Full-Time staff as the Part-Time staff can be scheduled to cover required additional shifts, special events, and covering time off (vacation, sickness/illness) for Full-Time staff.

Analysis of Current Business Process:

The Community Services Department, Facilities Division has a quantity of 11 Full-Time Recreation Facility Operator employees. These employees are responsible for the day-to-day operations, maintenance, and custodial services at indoor and outdoor recreational facilities. The recreational facilities include the Rotary Complex, William Allman Memorial Arena, Dufferin Lions Arena, Packham Sports Complex, and additional seasonal outdoor recreation facilities and sports fields.

When these employees request and are approved absences from work including vacation time and banked overtime, their scheduled shifts are covered utilizing Call-In Recreation Facility Operator employees. There is a quantity of 12 Call-In Recreation Facility Operator employees. These employees are temporary and are not members of CUPE 1385, the Union for Inside Workers.

For the Custodial team, there are both Permanent Full-Time and Permanent Part-Time Custodian employees. When a vacancy occurs in a Full-Time position, a Permanent Part-Time Custodian employee transitions to a Full-Time capacity to fill the vacancy. There are no temporary employees as part of the Custodial team.

Background:

The ability to attain and retain skilled and knowledgeable temporary employees continues to be extremely difficult for the Facilities Division. The consistent turnover of temporary Recreation Facility Operator staff is challenging for managing staff and often leaves the Department short handed with limited notice. This represents a service delivery concern for events, programming, and rented spaces.

The temporary employees are scheduled on an on-call basis based on their availability. In most cases, these employees have additional employment, or are enrolled in educational institutions, which affect their availability to cover the required shifts. The division has experienced significant turnover in temporary call-in staff which makes it very challenging to properly train staff at all facilities.

Availability of the temporary employees becomes very concerning during the summer months and on weekends, when a high volume of time off requests is received from permanent staff. Weekends represent the highest utilization and usage of facilities and that is when many special events and tournaments are held. Not having availability of temporary staff to cover these shifts results in the potential in needing to decline time off requests from permanent staff. Permanent employees are required to submit their annual vacation requests by February 28th. Management staff shall, by March 15th grant vacation in accordance with seniority and consistent with the efficient operation of the Corporation. The unknown availability of temporary staff, coupled with their ability to select shift coverage causes problems for both the permanent employees and management staff when administering vacation time.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Work Together For Greater Impact

Objectives:

- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

This expansion initiative aligns with the Corporation's strategic priority to implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners. The implementation of Permanent Part-Time Recreation Facility Operator staff would result in an increased volume of trained, skilled, knowledgeable, and experienced staff. The ability to host new initiatives, events, and programming at both indoor and outdoor recreational facilities during all seasons would be enhanced with this expansion initiative.

Program or Service Expansion Benefits (including Climate impacts):

The benefits outlined with this expansion initiative include:

- Improve workforce stability and reliability with enhanced training and experience for staff.
- Reduce the turnover of staff and retain talent within the corporation.
- Reduce the expenses and time associated with recruiting and training new employees.
- Improve productivity and efficiency for the operations of community facilities.
- Reduce the annual overtime costs for Full-Time staff.
- Enhance management's ability to cover shifts and administer approved time off for Full-Time staff.

Program or Service Expansion Costs (including Climate impacts):

In 2023, the 12 Call-In Recreation Facility Operator employees worked a total of 3,057 hours. Those total hours based on a quantity of 6 Permanent Part-Time positions equals a total of 509.5 hours per position for a year, and approximately 10 hours per position per week for a year. Covering that annual total of hours would result in a minor increase in costs of benefits for Permanent Part-Time staff in the amount of \$6,297.42 (additional 6%).

The costs for overtime wages for Full-Time Recreation Facility Operator staff in 2023 totalled \$70,642.39. These expenses can be significantly reduced with the implementation and usage of Permanent Part-Time staff for covering sickness/illness time off for Full-Time staff. Sickness/illness time off is not permitted to be covered by Temporary or Casual (Call-In) staff. Permanent Part-Time staff can also be scheduled for annual and special events when additional staff is required. The Permanent Part-Time employees would be permitted to work up to 17.5 hours per week (same model as Part-Time Custodian staff).

Alternatives:

Remain status quo with a complement of 12 Temporary Call-In Recreation Facility Operator employees. The issues and concerns highlighted including limited availability of staff, lack of training and knowledge, and inability to attract and retain skilled staff would continue to be experienced. The high volume for turnover of staff has the potential to affect service delivery for facility users, special events, and attracting new events and initiatives.

Business Case - Quantitative - Staff		
Department: Community Services Division: Facilities Title/Description: Permanent Part-Time Recreation Facility Operator (6)		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	6 Part-Time Employees 34.34/Hour Wage x 3,057 Total Hours Adjusted for Part-Time Staff
Number of FTEs	0.00	
Total Annual Wages	104,977	
Total Benefits	20,995	
1. Total Compensation	\$125,973	
2. One Time Costs:		
2. Total One Time Costs	\$ -	
3. Future Annual Operating Costs:		
Purchased Goods (explain)	2,000	Clothing Allowance, Safety Footwear Training, Certificates, Etc.
Mandatory Training/Tuition	3,000	
3. Total Annual Operating Costs	\$ 5,000	
Total Expenditures 2025	\$ 125,973	
Estimated Revenues/Recoveries	2025	Explanation
Internal Recoveries	(109,197)	Wages - Casual RFO Staff (2023)
Total Revenues/Recoveries	(\$109,197)	
2025 Net Budget Impact	\$16,776	



2025 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G350 Water
Description of New Service/Position:	Water Meter Technician (PT to FT)

Program or Service Expansion Introduction and Overview:

Staff recommend upgrading the previously approved Part-time Water Operator position to a Full-Time Water Meter Technician. This new position will ensure that water meters are consistently serviced and accurately recording usage, facilitating full revenue recovery. Additionally, the Technician would install remote recording devices on serviced water meters, significantly reducing and eventually eliminating the need for contracted collection services.

Analysis of Current Business Process:

Due to existing demands, the Water Division primarily installs new meters and is unable to service meters that have exceeded their useful life. After 20 years, the likelihood of inaccurate meter readings increases. Most water meters in the City have surpassed their service life and need servicing or replacement. A sustainable water meter program should service at least 650 meters annually.

Currently, data from nearly all 13,000 water meters is collected manually monthly by Festival Hydro staff. This service is included in the per-invoice fee that Festival Hydro charges the City for meter billing.

Background:

The Water Services Division, as guided by legislation, is intended to be fully funded through user rates. The primary method of confirming user consumption rates and corresponding billing in the City is through regular meter readings. Over time, meters deteriorate, often leading to underestimation of the total volume consumed, resulting in reduced revenue collection. Previously, the Water Division managed repairs and replacements in-house, but operational adjustments, legislative demands, and increased maintenance requirements due to growth have significantly reduced the amount of water meters serviced each year. Staff recommend upgrading the previously approved Part-time Water Operator position to a Full-Time Water Meter Technician to meet servicing demands and achieve efficiencies by eliminating manual data collection.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Program or Service Expansion Benefits:

There are two main benefits from this expansion requires. First is that ensuring the Water Division collect revenue for all water consumed by its users, ensuring the system remains full cost recovery. The second benefit is that during installations, remote metering can be integrated, ultimately eliminating the necessity for manual collection.

This initiative supports the City's carbon reduction goals primarily by ensuring accurate meter reading data. Accurate billing enables users to adjust their usage and ideally adopt conservation practices, which overall reduce energy demands.

Program or Service Expansion Costs:

As the water meter program becomes more robust, the position is anticipated to generate more revenue than it costs. This is through more accurate readings that will generate revenue and by eventually eliminating data reading collection costs.

Full replacement of water meters is anticipated to cost \$4.5M. However, this will be implemented gradually over a 10-to-20-year period.

Alternatives:

If it is decided to remain status quo in terms of meter services, it is expected that it will cost the City more as full revenue would not be realized and expenses would remain higher from current manual collection practices.

Another alternative is to contract this service out in a single project. Preliminary estimates put these overall costs in the range of \$7M. In 20 years this cost would need to be facilitated again, and some services would need to be installed and maintained in the meantime.

Business Case - Quantitative - Staff		
Department: Infrastructure Services Division: Water Division Title/Description: Increase Part-Time to Full-Time Water Technician		
Estimated Annual Expenditures	2025	Explanation
<u>1. Compensation:</u>		
Number of months budgeted	12	increase from 0.5 to 1.0
Number of FTEs	1.00	
Total Annual Wages	80,640	
Total Benefits	25,805	
1. Total Compensation	\$106,445	
<u>2. One Time Costs:</u>		
2. Total One Time Costs	\$ -	Part-time already requires overhead costs.
<u>3. Future Annual Operating Costs:</u>		
3. Total Annual Operating Costs	\$ -	Part-time already requires overhead costs.
Total Expenditures 2025	\$ 106,445	
Estimated Revenues/Recoveries	2025	Explanation
Other (explain)	(35,000)	Increase revenue from accurate water meter readings.
Reduction in Expenditures	(63,106)	Removal of existing PT costs
Total Revenues/Recoveries	(\$98,106)	
2025 Net Budget Impact	\$8,339	



2025 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G310 Engineering
Description of New Service/Position:	Community Energy Liaison – Pilot (2-year Contract)

Program or Service Expansion Introduction and Overview:

Staff are proposing the addition of a Community Energy Liaison to the Climate Action Division. This position is anticipated to provide continuous administrative and community outreach support to the Climate Change Programs Manager.

With the implementation phase of the Community Climate Action Plan (CCAP) expected to commence Q4, 2024, it is recommended that staff capacity be enhanced to help advance programming and community-wide outreach.

The proposed position is also expected to support the Programs Manager in the application of a Climate Lens in city-wide operations, and implementation and monitoring of the Corporate Energy and Emissions Plan (CEEP).

Analysis of Current Business Process:

At this time, the Climate Change Programs Manager is responsible for reporting mandated data to the Province, lead the implementation of corporate and community-wide climate action initiatives, and provide ongoing technical acumen to interdepartmental staff to incorporate a climate lens in all current initiatives.

Responsibilities also include:

- Report energy usage and greenhouse gas emissions to the Province under O. Reg. 25/23 and implement the Corporate Energy Conservation and Demand Management Plan (CECDMP) 2024 – 2029,
- Develop and implement mitigation and adaptation initiatives identified for the corporation as well as the community-at-large,
- Identify emissions reduction opportunities for all City capital assets including municipal facilities, fleet, outdoor lighting, solid waste and the municipal airport.
- Seek funding opportunities at provincial/federal level
- Collaborate with different City departments and identified external stakeholders such as Destination Stratford, investStratford, Festival Hydro, and community groups,
- Manage external Consultants for technical support,
- Represent the City on the Energy and Environment Advisory Committee, and
- Present at meetings with Corporate Leadership Team, ITS Sub-committee and City Council as required.

With the addition of this position the Climate Action Division will have the capacity to advance more projects in its annual workplan and deliver on Council's Strategic Priorities, and the Climate Emergency Declaration targets of 30% reduction in emissions by 2030, and strive to achieve net-zero emissions by 2050.

In particular, this additional position will help advance large-scale and broader community-based initiatives where the biggest gains in emissions reductions can be achieved.

Background:

In February 2020, City Council declared a Climate Emergency in recognition of the climate crisis and acknowledged that immediate action needs to be taken at a local level to mitigate the dire impacts of climate change. Further, Council endorsed greenhouse gas (GHG) reduction targets of 30% reduction by 2030 and 100% by 2050 and approved the creation of a specialist position to lead climate action initiatives. Providing technical support across multiple departments, the Climate Change Programs Manager has built a portfolio of actions both at a corporate level and the community level, that are intended to serve as a roadmap toward our emissions reduction targets, and factor in elements of adaptation and resilience.

With tailored emission reduction strategies now developed, the City is in a suitable position to continue implementation of corporate initiatives, and initiate community actions and proof specific actions and programming. Staff have identified the need for additional support so that strides can be made within the community side.

The Climate Action Division portfolio is responsible for the development of strategy, policy, research, analysis, and initiatives related to climate change adaptation and mitigation, and energy efficiency. The Division's work focuses on the integration of climate change and energy efficiency considerations throughout the corporation, tracking progress on corporate and community GHG reduction targets, and leading the work on climate preparedness and resilience city-wide including facilitation decarbonization efforts community wide.

The Division also acts as a subject matter expert when providing recommendations to embed a climate lens in policy and plan updates such as Transportation Master Plan (2023) and Official Plan (anticipated 2024). There is ongoing collaboration with external stakeholders such as Destination Stratford, investStratford, and Downtown Stratford Business Improvement Area.

This expansion will support capacity building within the Corporation and will further reinforce Council's direction to enhance climate action through allocation of appropriate resources to advance project initiation, implementation and management. Additional support for accelerating city-wide programs and initiatives would help move the needle toward our collective goals. This new position would go a long way to meet the City's demands and service level expectations.

How This Position Reflects Council's Strategic Priorities:

This expansion request will directly support Council's strategic priorities below.

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Program or Service Expansion Benefits:

Inherently, the technical expertise when it comes to implementing climate action initiatives and embedding a climate lens, both corporate and community-wide falls to the Climate Change Programs Manager, supported by the Director of Infrastructure Services. It is recognized through the Community Climate Action Plan (CCAP) that impactful change and a dent in our emissions trajectory is dependant on sustained collaboration and partnerships between the City and the community. Since public outreach to amplify climate solutions is a wide-encompassing task, more staff capacity is needed to deliver these services.

Frequent adaptation in currently delivered climate-related services is anticipated if the City were to achieve the aggressive goals set by Council. Implementing a pilot position under a 2-year contract will allow immediate capacity development, while providing the ability to adjust upon the completion of the contract if service approach and needs warrant it.

The proposed position is expected to have the basic skills and knowledge to support the advancement of the initiatives outlined, build staff capacity, and provide support to the Climate Change Programs Manager. The additional workload for this service alone is anticipated to be greater than one full time equivalent. This position directly supports the City's climate mitigation and strategies and future planned initiatives such as adaptation.

Program Expansion Costs:

Impacts on future operating budgets would include the salary of the individual hired.

Alternatives:

Alternatives could include hiring external consultants to complete identified priority projects. The cost for this approach would be dependent on the number of initiatives and recommendations desired to be implemented from the Community Climate Action Plan. It is anticipated that engaging a consultant would be more expensive and be disconnected from the community.

Another alternative could be deferring actions as identified in the corporate and community-wide plans, or reducing items in the 2025 workplan. Should staff be directed to select only specific initiatives for implementation and defer other priority projects, the City's collective climate objectives will not reach its desired targets.

Business Case - Quantitative - Staff		
Department: Infrastructure Services Division: Engineering- Climate Action Title/Description: Community Energy Liaison (2 year Pilot)		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	Pilot position- Each year of two year contract
Number of FTEs	1.00	
Total Annual Wages	76,250	
Total Benefits	24,400	
1. Total Compensation	\$100,650	
2. One Time Costs:		
Hardware	3,000	Laptop, monitor, accessories Microsoft Office Suite, Adobe, eScribe, FMW, Great Plains, Report Viewer New purchase and line set up
Software	900	
Cell Phone	300	
2. Total One Time Costs	\$ 4,200	
3. Future Annual Operating Costs:		
Cell Phone	600	Monthly plan
I.T. Reserve Contribution	1,200	
Licensing Fee	900	Microsoft Office Suite, Adobe, eScribe, FMW, Great Plains, Report Viewer
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2025	\$ 104,850	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$ 104,850	



2025 BUSINESS CASE - QUALITATIVE

Department:	Infrastructure Services
Budget Division:	G310 Engineering
Description of New Service/Position:	Project Manager (2-Year Contract)

Program or Service Expansion Introduction and Overview:

Staff recommend creating a 2-year contract position for a Construction Project Manager. The purpose of this role is to help catch up on projects while supporting young staff by providing guidance, mentorship, and structure. This support will aid in developing their skills, ensuring efficient workflow, and enhancing overall team performance.

Analysis of Current Business Process:

Engineering provides a suite of various infrastructure support services, but the core function is the design and construction of municipal infrastructure. Following key steps from start to finish includes survey, drafting, design, tender, contract administration, and inspection. The bulk of this work occurs with the drafting, design, tender and contract administration, which is supposed to be largely facilitated by the Engineering Technician position.

Background:

Market demands and retirements have significantly strained the retention of the Engineering Technician position. Currently, 4 staff members hold this position, but over the past 3 years, 7 employees have vacated it and at any given time one is unable to be filled. Due to market demands and union-related constraints, the staff filling these positions are typically early in their careers. These staff can and have been developed into experienced and efficient employees but need significant time to access guidance and support along the way.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.
- Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.
- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

Program or Service Expansion Benefits:

The main benefit for this position is maintaining replacement and renewal of core municipal infrastructure. This is achieved by providing an individual who can spearhead specific projects, while sharing amongst other managers, providing guidance and support to junior staff.

Program or Service Expansion Costs:

This expansion request is for 2 years. Salary, overhead and equipment, are expected to cost \$140,000 annually, for two years.

Alternatives:

Regardless of this outcome, staff will continue to pursue alternative employee retainment strategies.

The alternative option being considered is increasing the use of consultants. This is a less desired option as consultants also need to be managed by City staff. They also do not provide the same level of guidance and support needed to develop junior staff.

It is anticipated that not proceeding with this proposed expansion will result in slower service delivery and the number of projects able to be provided each year, until market demands slow, and staff gain the desired experience.

Business Case - Quantitative - Staff		
Department: Infrastructure Services		
Division: Engineering Division		
Title/Description: Project Manager (2-Year Contract)		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	100,000	
Total Benefits	32,000	
1. Total Compensation	\$132,000	
2. One Time Costs:		
Office Furniture/Equipment	2,000	Desk and chair
Cell Phone	300	New purchase and line set up
Hardware	5,000	Laptop, monitor, accessories
Software		Microsoft Office Suite, Adobe, eScribe, FMW, Great Plains, Report Viewer, CAD, Bluebeam
Recruitment Costs	850	Posting to OACETT and Good Roads job boards
2. Total One Time Costs	\$ 8,150	
3. Future Annual Operating Costs:		
Cell Phone	600	Monthly plan
I.T. Reserve Contribution	1,200	
Licensing Fee	900	Microsoft Office Suite, Adobe, eScribe, FMW, Great Plains, Report Viewer, CAD, Bluebeam
3. Total Annual Operating Costs	\$ 2,700	
Total Expenditures 2025	\$ 140,150	
Estimated Revenues/Recoveries	2025	Explanation
Total Revenues/Recoveries	\$0	
2025 Net Budget Impact	\$140,150	



2025 BUSINESS CASE - QUALITATIVE

Department:	Social Services
Budget Division:	G611 Ontario Works
Description of New Service/Position:	Ontario Works Caseworker I

Program or Service Expansion Introduction and Overview:

The Ontario Works Division supports individuals and families in receipt of social assistance throughout Stratford, St Marys, and Perth County. Since January 2023, the Ontario Works Division has seen a caseload increase of 10%, which has occurred during times of immense transformation in the Ontario Works program. The projection is for caseloads to continue to increase, due to the challenging economic circumstances within our Province.

Other factors that are contributing to Caseworkers' daily duties also include:

- The implementation of Employment Services Transformation which is requiring Caseworkers spend more time with their clients to support their needs on a holistic level. The in-depth assessment tool that is required to assess each clients' journey towards life stability increases the amount of one-on-one time for a Caseworker to complete the case plan. The complexity of the clients' and their familial circumstances are requiring increased referrals to support services.
- The centralized intake process implemented in 2021 still poses significant challenges for the Ontario Works team. The local office is still processing 60-70% of applications, and the remaining applications processed by the province are requiring manual intervention to correct errors, add information that was missed and complete the remaining grant activities required for each client who applies for assistance.

Please note that in the funding allocation letter provided to the Ontario Works Division, it was indicated that the updated funding model was implemented given the steady rise in caseloads, and to better address evolving needs. The Ministry passed funding allocations on monthly average caseloads and projected caseloads moving forward.

Analysis of Current Business Process:

The Ontario Works Division has seven Caseworkers who manage ongoing caseloads and one Caseworker who is responsible for emergency applications as well as applications for additional benefits and discretionary benefits. Of the seven Caseworkers who carry ongoing caseloads, one Worker is specialized in youth and clients who require intensive supports, one Caseworker supports clients who reside in Listowel or North Perth and the remaining five Caseworkers carry ongoing general caseloads.

General caseloads are averaging 110 cases. We foresee the need to have a specialized Caseworker who will collaborate with the newcomer population, as there has been an approximate 300% increase in this area. Administratively, these files require a 2:1 ratio.

In 2024, we averaged seventy-two new applications per month, which requires each Caseworker to complete approximately ten new intakes per month while supporting their ongoing caseload. This does not account for clients who re-apply for assistance or clients who are reinstated after a break in assistance. Caseworkers are expected to complete file reviews with the entirety of their caseload and complete action plan/employment planning appointments every 3-6 months.

Background:

The growing pressures being placed on Ontario Works Caseworkers has been acknowledged by our Ministry representatives in the most recent funding allocation letter. Based on historical average caseloads and projected caseloads moving forward, the Ministry has acknowledged the need for increased funding to address the needs of Ontario Works clients. While there has not been an increase to social assistance rates for the clients, the increased administrative funding allows for an enhanced staffing compliment that will prioritize client outcomes and lower caseload ratios to more manageable levels. By keeping caseloads at more realistic levels, it allows for Caseworkers to spend more time with their clients, supporting them toward self-sufficiency and personal success.

With almost 1300 individuals receiving assistance across our service area, we are seeing a significant strain placed on both Caseworkers and clients as we try to navigate the current climate of social assistance. The local caseload has reached the highest number of cases (741 as of May 2024) that we have seen since this data began being tracked in 2012 and it is anticipated that this number will continue to rise.

Furthermore, our provincial budget was reduced by 22% beginning in 2023 due to the Employment Services Transformation. With the increased funding allocated to our municipality in 2025, we are still below funding levels before the reduction, but it has allowed us greater flexibility to meet the needs of the local caseload. We were able to previously mitigate the impact of this 22% reduction through staff attrition by not filling a Caseworker, Intake Worker, and Clerk 2 position. The strategy was that with intake going to the province, it would reduce the administrative burden. However, with our local office still completing 60-70% of the intakes, and caseloads increasing, there is a need to increase the complement of staffing, and this need has now been recognized by the Ministry.

Strategic Priority or Current Service Delivery:

This expansion initiative advances Council's approved strategic priorities as follows:

Build Housing Stability

Objectives:

- Streamlining the approvals process and enhance opportunities for new forms of residential development through the Official Plan Review, including provisions for inclusionary zoning and suitable intensification.

- Partner with a nonprofit agency to use municipal land for the development of affordable homeownership or affordable rentals.
- Provide safety and stability for unhoused community members by constructing new supportive/supported housing, taking an evidenced-based approach to addressing homelessness.

A significant amount of Ontario Works clients face greater housing instability due to stagnant social assistance rates, increased cost of living and a reduced number of benefits available due to frozen provincial budgets for municipal partners. By reducing caseloads and allowing Caseworkers to spend more time with their clients through the provision of an additional Caseworker, the local office will be better able to support their clients and in turn, improve their housing stability by being able to intervene in difficult situations before they reach a crisis point.

Work Together For Greater Impact

Objectives:

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.
- Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.

Through the provision of an additional caseworker, the OW team can spend more high impact time with clients, supporting meaningful changes that improve their quality of life in coordination with our community partners.

Program or Service Expansion Benefits (including Climate impacts):

By increasing the Caseworker complement by 1 FTE, we can better support our clients holistically which includes building meaningful partnerships with staff at community agencies to support clients with wraparound supports.

Program or Service Expansion Costs (including Climate impacts):

The total budgeted cost of this position including wages, benefits and start up costs would be \$106,790. As indicated above, the Ontario Works Division has received increased 50/50 Program Delivery Funding from the Province of Ontario for beginning in 2025. With an investment of \$21,730 by the City of Stratford to stabilize caseloads, support Caseworkers in the local office and enhance the services provided to clients, the Corporation will receive the remaining \$85,660 from the Province and Partnering Municipalities through cost-sharing agreements. As noted, this would result in an approximate cost to the City of Stratford of \$21,730.

Alternatives:

Caseworkers will continue offering the support they are able to with the caseload numbers where they currently sit. If we continue to see increases in caseloads, services may suffer in quality due to volume of work. Furthermore, Caseworkers are at a greater risk of compassion fatigue and burnout due to the number of clients they are supporting and the ever-increasing complexity of the clients they support.

Business Case - Quantitative - Staff		
Department: Social Services Division: Ontario Works Title/Description: Caseworker I (Income Maintenance)		
Estimated Annual Expenditures	2025	Explanation
1. Compensation:		
Number of months budgeted	12	
Number of FTEs	1.00	
Total Annual Wages	77,190	
Total Benefits	24,700	
1. Total Compensation	\$101,890	
2. One Time Costs:		
Hardware	3,000	Laptop, Monitor, Phone, Docking Station
Software	900	Licensing for Office Programs
Other (explain)	1,000	Training
Office Furniture/Equipment	-	An existing work station exists
2. Total One Time Costs	\$ 4,900	
3. Future Annual Operating Costs:		
Cell Phone	600	Annual Service
3. Total Annual Operating Costs	\$ 600	
Total Expenditures 2025	\$ 106,790	
Estimated Revenues/Recoveries	2025	Explanation
Grants	(53,390)	MCSS 50/50 Program Delivery Funding
Other (explain)	(31,670)	Partnering Municipality Recoveries
Total Revenues/Recoveries	(\$85,060)	
2025 Net Budget Impact	\$21,730	

Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2025 draft budget. **BOLD** denotes that the reserve is in a deficit.

SOURCE	General Ledger Account #	Opening Balance (per Prior Year Schedule)	Projected 2024 Ending Balance
RESERVES			
Election Expenses	G-R00-ELEC-0000	(155,103)	(215,103)
Insurance	G-R00-INSR-0000	(241,154)	(241,154)
Sick Leave	G-R00-SICK-0000	(5,721,439)	(6,171,439)
WSIB	G-R00-WCBO-0000	(291,489)	(291,489)
Winter Control	G-R00-WNTR-0000	(253,592)	(103,592)
Library - PCIN	G-R06-PCIN-0000	(18,446)	(18,446)
Tax Rate Stabilization	G-R14-TAXS-0000	(10,011,371)	(6,016,371)
Local Boards & Committees	G-R18-BRDS-0000	(151,806)	(36,671)
Clerks Investigations	G-R18-CLRK-0000	(35,845)	(55,845)
Community Supports & Grants	G-R18-COMG-0000	(60,221)	(60,221)
HR Salary Contingency	G-R18-HRCO-0000	(68,214)	(68,214)
Special Projects	G-R18-SPEC-0000	(606,983)	(400,883)
Management & Planning Studies	G-R18-STUD-0000	(329,043)	(301,724)
Water Rate Stabilization	G-R18-WATR-0000	(1,229,912)	(1,229,912)
Wastewater Rate Stabilization	G-R18-WWTR-0000	(1,442,105)	(1,442,105)
Community Improvement Plan Incentives	G-R18-CIPC-0000	(40,000)	(40,000)
PC Connect	G-R20-PCCO-0000	(127,301)	(127,301)
TOTAL RESERVES		(20,784,023)	(16,820,470)
DISCRETIONARY RESERVE FUNDS			
Capital - Airport	R-R11-AIRP	(759,404)	(759,404)
Britannia St	R-R11-BRIT	(488,053)	(613,053)
Capital - Cemetery	R-R11-CEME	(115,208)	(88,708)
Capital - Facilities	R-R11-FACI	(1,094,203)	(1,382,549)
Capital - Fire	R-R11-FIRE	(1,408,058)	(1,463,058)
Capital - Fleet	R-R11-FLET	(4,982,719)	(3,663,119)
Grand Trunk (Cooper) Block	R-R11-GTCH	(3,312,426)	(1,401,426)
Local Housing Corporation	R-R11-HOUS	(869,760)	(3,263,760)
Capital - IT Equipment Replacement	R-R11-ITCA	(1,076,206)	(772,206)
Capital - Landfill Closure	R-R11-LAND	(679,909)	(849,909)
Capital - Library	R-R11-LIBR	(379,225)	(409,065)
Municipal Accommodation Tax	R-R11-MATX	(193,035)	(369,569)
Capital - Police	R-R11-POLI	(1,041,129)	(914,127)
Capital - Parking	R-R11-PRKG	(4,609,117)	(2,755,292)
Capital - Public Works	R-R11-PWCA	(6,647,078)	(5,809,882)
Capital - Recreation	R-R11-RECR	(1,853,844)	(595,420)
Capital - Golf Course	R-R11-RMUN	(111,745)	(111,745)
Industrial Land	R-R11-RPRO	1,018,777	1,780,231
Social Services Homeownership	R-R11-SHOL	(321,371)	(321,371)
Capital - Social Services	R-R11-SSCA	(2,980,956)	(2,980,956)
Strategic Community Development	R-R11-STRA	(601,084)	(561,084)
Capital - Storm Water	R-R11-STRM	(2,332,195)	(1,237,859)

Purpose: To capture all projected reserve and reserve fund balances for the purposes of preparing the 2025 draft budget. **BOLD** denotes that the reserve is in a deficit.

SOURCE	General Ledger Account #	Opening Balance (per Prior Year Schedule)	Projected 2024 Ending Balance
Transit Capital	R-R11-TRAN	(467,791)	(467,791)
Capital - Waste Management	R-R11-WAST	(2,678,233)	(3,058,233)
Capital - Water	R-R11-WATR	(4,896,326)	(3,071,298)
Working Capital	R-R11-WORK	(391,302)	(391,302)
Capital - Waste Water	R-R11-WWTR	(4,652,540)	(4,293,364)
TOTAL DISCRETIONARY RESERVE FUNDS		(47,924,137)	(39,825,316)
OBLIGATORY RESERVE FUNDS			
Provincial Infrastructure Grants	R-R11-OCIF	(15,029)	(1,090,608)
Federal Gas Tax	R-R11-RFED	(10,826,323)	(7,440,959)
Provincial Gas Tax	R-R11-RGAS	(996,981)	(689,973)
Development Deposits -Cobra	R-R11-RPLA	(124,084)	(124,084)
Building Permit Inspections	R-R11-BSUR	(141,367)	(102,514)
Parkland: Cash In Lieu	R-R11-RPLT	(1,360,898)	(1,385,698)
TOTAL OBLIGATORY RESERVE FUNDS		(13,464,682)	(10,833,836)
DEVELOPMENT CHARGES (DC) OBLIGATORY			
DC - Growth	R-DGS-ADMN	(203,338)	(47,157)
DC - Fire Protection	R-DGS-FIRE	(1,509,942)	(1,509,942)
DC - Library	R-DGS-LIBR	(1,279,883)	(1,279,883)
DC - Parks & Recreation	R-DGS-OREC	(6,903,949)	(6,755,308)
DC - Police	R-DGS-POLI	(859,862)	(859,862)
DC - Waste Diversion	R-DGS-WSTD	(200,517)	(200,517)
DC - Public Works (Facilities & Fleet)	R-DIS-OTRN	(708,026)	(437,870)
DC - Services Related to Highway ¹	R-DIS-ROAD	(3,451,338)	(3,319,806)
DC - Waste Water ¹	R-DIS-WAST	(1,749,721)	(1,086,340)
DC - Water Services ¹	R-DIS-WATS	(690,256)	(440,256)
DC - Storm Water	R-DSC-STWM	220,889	220,889
TOTAL DC OBLIGATORY		(17,335,942)	(15,716,051)
TOTAL RESERVES & RESERVE FUNDS			
		(99,508,785)	(83,195,673)

note ¹ - must allocate minimum of 60%

City of Stratford
Summary of Outstanding and Authorized Long-Term Debt
At October 3, 2024

Description	Initial Loan Balance	Initial Amortization Period	Principal Payments	Interest Payments	Total Payments in 2024	Maturity of Current Term	Current Interest Rate	Outstanding Principal at Dec 31, 2024
RBC - \$3M (024) *	3,000,000.00	20	\$ 198,503	\$ 4,034	\$ 202,537	2025	1.95%	\$ 100,694
RBC - \$2M (Loan #17 Cooper) *	2,000,000.00	10	\$ 221,213	\$ 4,912	\$ 226,124	2025	2.49%	\$ 75,569
RBC - \$1.5M (Loan #27 Cooper)	1,500,000.00	20	\$ 62,369	\$ 51,145	\$ 113,515	2035	5.51%	\$ 375,656
RBC - \$1.5M (Loan #19 Cooper)	1,500,000.00	20	\$ 72,107	\$ 25,929	\$ 98,035	2035	2.80%	\$ 879,337
RBC - \$4.550M (Loan #14 UW)	4,550,000.00	25	\$ 161,372	\$ 93,026	\$ 254,399	2040	2.84%	\$ 3,161,319
RBC - \$4.5M (Loan #15 UW)	4,500,000.00	25	\$ 159,279	\$ 93,438	\$ 252,717	2040	2.88%	\$ 3,131,498
RBC - \$3.626M (Loan #25 Quinlan PS)	3,626,333.00	14	\$ 185,972	\$ 189,409	\$ 375,381	2036	5.65%	\$ 3,232,392
RBC - \$1.723 (Loan #26 Fire Truck)	1,723,500.00	24	\$ 36,748	\$ 94,737	\$ 131,485	2046	5.66%	\$ 1,644,561
RBC - \$9.230 (Loan #28 Queen St Storm)	9,230,915.00	8	\$ 613,939	\$ 349,583	\$ 963,522	2032	5.81%	\$ 8,616,976
Cooper Site (Internal Repayment)	5,897,975.00	10	\$ 579,056	\$ 112,367	\$ 691,423	2029	3.00%	\$ 3,166,513
IO - \$1.34M (By-law 131-2004)	1,340,000.00	20	\$ 67,000	\$ 1,398	\$ 68,398	2024	2.78%	0
IO - \$5.5M (By-law 199-2009)	5,500,000.00	15	\$ 366,667	\$ 11,802	\$ 378,469	2024	4.28%	0
IO - \$21.042M (By-law 108-2011)	21,042,635.00	15	\$ 1,402,842	\$ 124,175	\$ 1,527,018	2026	3.21%	\$ 2,805,685
IO - \$5.784M (By-law 119-2008)	5,784,025.00	20	\$ 289,201	\$ 37,732	\$ 326,933	2028	2.74%	\$ 1,156,805
IO - \$33.496M (By-law 64-2007)	33,496,128.00	25	\$ 1,339,845	\$ 284,859	\$ 1,624,704	2032	2.57%	\$ 10,048,838
IO - \$6.113M (By-law 176-2018)	6,113,000.00	15	\$ 407,533	\$ 136,264	\$ 543,798	2033	3.42%	\$ 3,667,800
IO - \$1.295M (By-law 171-2009)	1,295,639.00	25	\$ 53,672	\$ 17,934	\$ 71,606	2034	2.70%	\$ 623,874
IO - \$16.816M (By-law 172-2009)	16,816,370.00	25	\$ 672,655	\$ 361,607	\$ 1,034,262	2034	4.96%	\$ 6,726,548
			\$ 6,889,973	\$ 1,994,352	\$ 8,884,325			\$ 49,414,065
Approved Borrowing - Proposed / Estimated Repayments (Included in 2025 budget)								Authorized
Britannia Street Phase 2 Affordable Housing	4,550,000.00	25	\$ 179,904	\$ 179,904	\$ 359,808	2048		\$ 4,685,000
398 Erie St Affordable Housing Project	4,972,000.00	25	\$ 181,820	\$ 318,180	\$ 500,000	2048		\$ 4,972,000
9 Fulton St Milverton Rebuild - PSHC	4,602,300.00	25	\$ 161,080	\$ 92,045	\$ 253,125	2048		\$ 4,602,300
			\$ 522,804	\$ 590,129	\$ 1,112,933			\$ 14,259,300
Total drawn and authorized			\$ 7,412,777	\$ 2,584,481	\$ 9,997,258			\$ 63,673,365

* Will be fully repaid in 2025

For comparison, prior year balance

\$ 67,113,123

City of Stratford
Residential Tax Rate Analysis
At October 20, 2024

Purpose: To summarize prior year budget increases and their impacts to the net levy and residential tax rates

Note: assessment value changes for the sample tax calculation over the period have not been considered, as these are determined by MPAC and market condition. So, while the tax rate increases have remained low, a property owner's taxes may still have increased, if their property's assessed values increased. Changes to a property's assessed values are not within the City's control.

Cumulative increase to total taxes payable over 10 years due to tax rate increases	\$ 1,115
Change in total taxes payable compared to 2024	\$ 336
Monthly impact estimated in 2025 on average home valued at \$350,000	\$ 28

	Starting Net Levy Budget in Dollars	Levy Increase in Dollars	Levy Increase % over Prior	Estimated Resulting Local Tax Rate	Estimated Education Rate	Estimated Total Tax Rate	Estimated Increase in Local Tax Rate	Estimated Increase in Total Tax Rate	Estimated Total Taxes on \$350,000 home
2025	\$ 80,090,376	\$ 6,731,782	8.41%	0.01568653	0.00153	0.01721653	6.51%	5.90%	\$ 6,025.79
2024	\$ 73,024,514	\$ 6,345,408	8.69%	0.01472718	0.00153	0.01625718	8.88%	7.98%	\$ 5,690.01
2023	\$ 68,264,126	\$ 4,760,388	7.36%	0.01352611	0.00153	0.01505611	5.48%	4.89%	\$ 5,269.64
2022	\$ 64,714,288	\$ 3,549,838	5.59%	0.01282359	0.00153	0.01435390	5.60%	4.98%	\$ 5,023.87
2021	\$ 63,457,399	\$ 1,256,889	2.02%	0.01214359	0.00153	0.01367359	1.38%	1.22%	\$ 4,785.76
2020	\$ 62,200,510	\$ 2,980,290	5.03%	0.01197832	0.00153	0.01350832	-0.40%	-0.94%	\$ 4,727.91
2019	\$ 59,220,220	\$ 2,543,141	4.49%	0.01202594	0.00161	0.01363594	-0.31%	-0.93%	\$ 4,772.58
2018	\$ 56,677,079	\$ 1,613,217	2.93%	0.01206350	0.00170	0.01376350	-1.41%	-1.88%	\$ 4,817.23
2017	\$ 55,063,862	\$ 1,677,924	3.14%	0.01223654	0.00179	0.01402654	0.71%	-0.02%	\$ 4,909.29
2016	\$ 53,385,938	\$ 2,095,327	4.09%	0.01214987	0.00188	0.01402987	0.54%	-0.04%	\$ 4,910.45

City of Stratford
Tax Rate Calculation Detail 2024
October 20, 2025

2024 TAX RATE CALCULATION							
	RTC RTQ	2025 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2024	2025 TAXATION	Total Taxes by Class
Taxable							
Residential/Farm	RT	3,627,107,894	1.000000	3,627,107,894	0.01568653	56,896,738	56,896,738
Residential - Education Only	RD	428,000	0.000000	0	0.00000000	0	
Multi-residential	MT	191,183,600	2.000000	382,367,200	0.03137306	5,998,015	5,998,015
New Multi-Res	NT	50,235,000	1.000000	50,235,000	0.01568653	788,013	788,013
Com. Occupied	CT,DT,ST,XT,YT,ZT	512,625,566	1.975937	1,012,915,823	0.03099560	15,889,135	
Com. Excess Land	CU,SU,XU	4,394,338	1.975937	8,682,935	0.03099560	136,205	
Com. Vac. Land	CX	4,437,200	1.975937	8,767,628	0.03099560	137,534	
Resort Condo's	OT	0		0	0.00000000	0	
Com. Parking Lot	GT	34,000	1.975937	67,182	0.03099560	1,054	16,163,927
Ind. Occupied	IT,KT,LT,JT	142,468,884	2.542033	362,160,605	0.03987568	5,681,043	
Ind. Excess Land	IU,JU,KU,LU	4,087,849	2.542033	10,391,447	0.03987568	163,006	
Ind. Vacant Land	IX	5,296,900	2.542033	13,464,895	0.03987568	211,217	6,055,267
Pipelines	PT	9,945,000	1.509000	15,007,005	0.02367097	235,408	235,408
Landfills	HF	2,227,292	1.965003	4,376,635	0.03082408	68,654	68,654
Farmlands	FT	22,096,461	0.250000	5,524,115	0.00392163	86,654	
Farmland waiting development	R1	0	0.250000	0	0.00392163	0	86,654
Managed Forests	TT	0	0.250000	0	0.00392163	0	0
Total Taxable		4,576,567,984		5,501,068,364		86,292,676	86,292,676
Payment in Lieu							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	0.01568653	1,616	
Residential/Farm - General	RG	0	1.000000	0	0.01568653	0	
Residential/Fm full Prov Ten	RP	0	1.000000	0	0.01568653	0	1,616
Farm - PIL Full	FF, FP	0	0.250000	0	0.00392163	0	0
Multi-residential	MF	0	2.000000	0	0.03137306	0	
Multi-residential - Prov tenant		0		0	0.00000000	0	0
Com. Occupied - full	CH,CF,CP	10,965,808	1.975937	21,667,746	0.03099560	339,892	
Com. Occupied - General	CF, CG	4,331,300	1.975937	8,558,376	0.03099560	134,251	
Com. Excess Land	CV	0	1.975937	0	0.03099560	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	0.03099560	6,990	
Com Parking Lot	GF	0	1.975937	0	0.03099560	0	481,132
Ind. Occupied Full	IH,IF	1,172,000	2.542033	2,979,263	0.03987568	46,734	
Ind. Excess Land	IV,IK	0	2.542033	0	0.03987568	0	
Ind Vacant Land	IJ,IY	0	2.542033	0	0.03987568	0	46,734
Total PIL		16,797,608		33,753,958		0	529,482
Taxable & PIL Assess.		4,593,365,592		5,534,822,322		0	86,822,158
Exempt Assessment		268,110,136					
Total Municipal Assessment		4,861,475,728					

Municipal Rates Only	
2024 Budget	80,090,376
2025 Budget requirements	6,731,782
2025 Ending Taxation	86,822,158

Agrees to MPAC Check **4,861,475,728**

2025 Residential Tax Rate	2024/2025 Revenue Neutral Residential Tax Rate
0.01568653	0.01441018

Municipal Residential Tax Rate	580	Levy	86,822,158	Weighted Assess	5,534,822,322	0.01568653	0.01441018
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2025 REVENUE NEUTRAL TAX RATE CALCULATION							
	RTC RTQ	2025 Opening CVA Assessment	Tax Ratios	CVA Weighted by Transition Tax Ratios	2025	2025 TAXATION	Total Taxes by Class
Taxable							
Residential/Farm	RT	3,627,107,894	1.000000	3,627,107,894	0.01441018	52,267,275	52,267,275
Residential - Education Only	RD	428,000	0.000000	0	0.00000000	0	
Multi-residential	MT	191,183,600	2.000000	382,367,200	0.02882036	5,509,980	5,509,980
New Multi-Res	NT	50,235,000	1.000000	50,235,000	0.01441018	723,895	723,895
Com. Occupied	CT,DT,ST,XT,YT	512,625,566	1.975937	1,012,915,823	0.02847361	14,596,298	
Com. Excess Land	CU,SU,XU	4,394,338	1.975937	8,682,935	0.02847361	125,123	
Com. Vac. Land	CX	4,437,200	1.975937	8,767,628	0.02847361	126,343	
Resort Condo's	OT	0		0	0.00000000	0	
Com. Parking Lot	GT	34,000		0	0.00000000	0	14,847,764
Ind. Occupied	IT,KT,LT,JT	142,468,884	2.693300	383,711,445	0.03881094	5,529,351	
Ind. Excess Land	IU,JU,KU,LU	4,087,849	2.693300	11,009,804	0.03881094	158,653	
Ind. Vacant Land	IX	5,296,900	2.693300	14,266,141	0.03881094	205,578	5,893,582
Pipelines	PT	9,945,000	1.509000	15,007,005	0.02174496	216,254	216,254
Landfills	HF	2,227,292	1.965003	4,376,635	0.02831605	63,068	63,068
Farmlands	FT	22,096,461	0.250000	5,524,115	0.00360254	79,603	
Farmland waiting development	R1	0	0.250000	0	0.00360254	0	79,603
Managed Forests	TT	0	0.250000	0	0.00360254	0	0
Total Taxable		4,576,567,984		5,523,971,625		79,601,421	79,601,421
Payment in Lieu							
Residential/Farm - full	RF, RH	103,000	1.000000	103,000	0.01441018	1,484	
Residential/Farm - General	RG	0	1.000000	0	0.01441018	0	
Residential/Fm full Prov Ten	RP	0	1.000000	0	0.01441018	0	1,484
Farm - PIL Full	FF, FP	0	0.250000	0	0.00360254	0	0
Multi-residential	MF	0	2.000000	0	0.02882036	0	
Multi-residential - Prov tenant		0			0.00000000	0	0
Com. Occupied - full	CH,CF,CP	10,965,808	1.975937	21,667,746	0.02847361	312,236	
Com. Occupied - General	CF, CG	4,331,300	1.975937	8,558,376	0.02847361	123,328	
Com. Excess Land	CV	0	1.975937	0	0.02847361	0	
Com. Vac. Land	CJ,CY,CZ	225,500	1.975937	445,574	0.02847361	6,421	
Com Parking Lot	GF	0	1.975937	0	0.02847361	0	441,985
Ind. Occupied Full	IH,IF	1,172,000	2.693300	3,156,548	0.03881094	45,486	
Ind. Excess Land	IV,IK	0	2.693300	0	0.03881094	0	
Ind Vacant Land	IJ,IY	0	2.693300	0	0.03881094	0	45,486
Total PIL		16,797,608		33,931,243		0	488,955
Taxable & PIL Assess.		4,593,365,592		5,557,902,868		0	80,090,376
Exempt Assessment		268,110,136					
Total Municipal Assessment		4,861,475,728					

Agrees to MPAC Preliminary Check **4,861,475,728**

Municipal Rates Only	
2024 Budget	80,090,376
2025 Budget requirements	0
2025 Ending Taxation	80,090,376

2024/2025 Revenue Neutral Residential Tax Rate

Municipal Residentia Levy	80,090,376		
Tax Rate	Weighted Asses:	5,557,902,868	0.01441018
			0.01441018

City of Stratford
Extraction from BMA Study - 2023
At October 21, 2024

Purpose: to compare study participants (single tier, population 30,000 - 100,000) for various data points collected in the study for information. Highest and lowest for each data point are denoted with colours as noted.
Source: BMA Municipal Study, 2023

Municipality	2023 Population	2023 Est. Avg. Household Income	2023 Weighted Median Value of Dwelling	2023 Taxes on Avg Bungalow	2023 Total Resid. Tax Rate	2023 Total Weighted Assessment	2023 Weighted Assessment per Capita	2023 Residential (Percentage)
Belleville	58,663	\$ 92,189	\$ 224,939	\$ 3,900	1.751746	7,727,074,000	131,720	71.32
Brant County	42,038	\$ 134,146	\$ 383,524	\$ 3,265	1.058000	7,580,061,613	180,315	71.06
Cornwall	50,155	\$ 71,992	\$ 174,880	\$ 3,587	1.774781	5,247,575,476	104,627	69.91
Haldimand	52,285	\$ 110,282	\$ 293,562	\$ 3,719	1.262941	7,408,904,505	141,702	74.08
Norfolk	71,281	\$ 100,077	\$ 265,760	\$ 3,387	1.418740	9,540,618,806	133,845	69.32
North Bay	55,061	\$ 92,751	\$ 243,093	\$ 4,029	1.664320	6,998,401,892	127,103	75.52
Orillia	35,365	\$ 86,809	\$ 292,466	\$ 3,757	1.455684	5,365,477,189	151,717	76.77
Peterborough	87,937	\$ 91,080	\$ 279,223	\$ 4,414	1.537656	11,125,415,904	126,516	78.53
Quinte West	49,107	\$ 99,263	\$ 230,330	\$ 3,028	1.500791	5,678,869,684	115,643	77.17
Sault Ste. Marie	75,220	\$ 93,673	\$ 211,057	\$ 3,449	1.720655	8,947,671,140	118,953	77.79
St. Thomas	45,649	\$ 89,328	\$ 206,069	\$ 3,347	1.621847	4,413,429,684	96,682	83.24
Stratford	35,088	\$ 95,670	\$ 291,235	\$ 4,097	1.505611	5,399,184,919	153,876	78.80
Timmins	42,972	\$ 105,292	\$ 199,835	\$ 4,643	1.933103	4,431,366,692	103,122	79.69
Min	35,088	\$ 71,992	\$ 174,880	\$ 3,028	1.058000	4,413,429,684	96,682	69.32
Max	87,937	\$ 134,146	\$ 383,524	\$ 4,643	1.933103	11,125,415,904	180,315	83.24
Average	53,909	\$ 97,119	\$ 253,536	\$ 3,740	1.554298	6,912,619,346	129,678	75.63
Median	50,155	\$ 93,673	\$ 243,093	\$ 3,719	1.537656	6,998,401,892	127,103	76.77

City of Stratford
Municipal Connect Report Detail on Changes to Assessment Base
 At October 18, 2024

RTC/RTQ report Municipal Connect

Category Description		2023 Roll For Tax Year 2024	2023 Plus Tax Year 2024	Change	Change (%)
Broad Tax Class					
CT	Commercial Taxable: Full	457,483,532	461,439,266	(1,429,282)	-0.31%
CU	Commercial Taxable: Excess Land	4,405,938	4,394,338	-	0.00%
CX	Commercial Taxable: Vacant Land	4,440,400	4,437,200	(1,173,000)	-26.42%
DT	Office Building Taxable: Full	8,395,600	8,395,600	5,515,600	65.70%
E-	Exempt Used only with RTC = E (exempt)	266,477,336	268,110,136	8,223,700	3.09%
FT	Farm Taxable: Full	23,371,761	22,096,461	358,000	1.53%
GT	Parking Lot Taxable: Full	49,000	34,000	-	0.00%
IT	Industrial Taxable: Full	66,316,200	67,319,800	1,714,800	2.59%
IU	Industrial Taxable: Excess Land	3,639,733	3,533,833	(1,700)	-0.05%
IX	Industrial Taxable: Vacant Land	5,222,400	5,296,900	256,100	4.90%
LT	Large Industrial Taxable: Full	75,149,084	75,149,084	(2,771,400)	-3.69%
LU	Large Industrial Taxable: Excess Land	554,016	554,016	55,400	10.00%
MT	Multi-Residential Taxable: Full	191,053,900	191,183,600	700,000	0.37%
NT	New Multi-Residential Taxable: Full	46,627,500	50,235,000	4,179,700	8.96%
PT	Pipeline Taxable: Full	9,726,000	9,945,000	55,000	0.57%
RD	Residential Taxable: Education Only	428,000	428,000	24,000	5.61%
RT	Residential Taxable: Full	3,571,142,927	3,627,107,894	50,169,400	1.40%
ST	Shopping Centre Taxable: Full	42,789,700	42,790,700	2,742,382	6.41%
PIL					
CF	Commercial Payment in Lieu: Full	8,667,808	8,667,808	-	0.00%
CG	Commercial Payment in Lieu: General	4,208,300	4,331,300	-	0.00%
CY	Commercial Payment in Lieu: Full, Vacant Land	145,000	145,000	-	0.00%
HF	Landfill Payment in Lieu: Full	2,227,292	2,227,292	-	0.00%
Taxable Shared					
CH	Commercial Taxable: Full, Shared Payment in Lieu	2,298,000	2,298,000	266,000	11.58%
CJ	Commercial Taxable: Vacant Land, Shared Payment in Lieu	80,500	80,500	-	0.00%
IH	Industrial Taxable: Full, Shared Payment in Lieu	1,172,000	1,172,000	-	0.00%
RH	Residential Taxable: Full, Shared Payment in Lieu	103,000	103,000	-	0.00%
Grand Total		4,796,174,927	4,861,475,728	68,884,700	1.44%

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Supporting Documentation 2025 Budget Deliberations Corporate Energy and Emissions Plan (CEEP)

Staff continue to implement recommendations from CEEP, track and monitor efforts within each department, and document progress toward achieving overarching sustainability goals. Compared to the 2017 baseline year, the City's total GHG emissions for 2023 decreased by approximately 12% (or 610.16 tonnes of carbon dioxide equivalent, or tCO_{2e}), however annual emissions from 2022 increased by 7.52%.

Without accelerated investments in corporate assets beyond those planned, specifically facilities and fleet, significant emission reductions may not be achieved.

For information, the following is an excerpt from the September 27, 2023 Council report re: Corporate Energy and Emissions Plan 2023:

Buildings

Existing Facilities: It is anticipated that a large proportion of emissions reduction will be achieved through deep retrofits of existing facilities. In comparison to the other asset classes, technological advancements already exist to take significant action now. The ability to make immediate gains sets facilities as the primary focus of near-future climate initiatives.

Comprehensive energy audits will aid in analysing consumption patterns, identifying deficiencies in the building envelope and heating systems; and support recommendation of energy efficient upgrades relative to each facility and their emissions reduction potential.

Fleet and Equipment

The City's fleet is predominantly comprised of light-duty and medium-duty vehicles. In order to meet anticipated service level enhancements, the size of the corporate fleet is projected to increase between 3-5% over the next 10 years. The most prominent action to counterbalance the emissions growth related to the service level adjustment will be to switch from fossil fuels to electric power. Additional policy and Staff training measures have been identified for the fleet asset class to further reduce GHG emissions. These measures will be reviewed and updated periodically to ensure that the fleet roadmap remains in line with technological advancements in this sector.

To support widespread use of electric vehicles (EV) in municipal operations, EV charging infrastructure must be in place. Detailed analysis of the City's electrical system capacity at each facility must be conducted to understand feasibility and provide detail on infrastructure costs. It can also be used to determine where it may be possible to utilize 'shared use models' that integrate corporate electric charging needs with that of the community-at-large to maximize benefits.

There will be a one-time cost associated with of the installation of major electrical infrastructure such as electric vehicle supply equipment (cost to be determined), however, the investment does need to be made upfront, with return on investment (ROI) expected over its service life.

Heavy-duty vehicles and off-road equipment also consume a considerable proportion of fossil fuel and decarbonization efforts for these assets will heavily rely on federal mandates, financial support, and technological advancements.

Due to the potential gains that can be made by Fleet, it will remain a primary focus of City initiatives. However, the significant limitations of decarbonizing larger vehicles and heavy equipment, the desired carbon reduction is not anticipated to be achieved until several years into the corporate plan implementation.

Achieving the 2030 Target

The 2030 target of 30% emissions reduction requires an emissions reduction of 1,535 tCO₂e. To advance efforts toward this goal, the focus should be on the largest emitters, both facilities and fleet.

Energy and emissions analysis of the City's existing building stock has revealed opportunities for both energy and cost savings, and emissions reduction potential. Deep energy retrofits (an extensive overhaul of a building's systems that can result in upper limit of 70 percent savings in energy costs, and resultant emissions), a proposed timeline of implementation, as well as budget implications have been identified in the Plan. Table 1 provides an excerpt from the internal buildings operational roadmap developed as a part of CEEP implementation. Preliminary analysis indicates a reasonable return on investment to the point that overall, several years additional upfront capital costs may be recovered.

Other facilities have been identified for future upgrades beyond 2030 and would be prioritized based on future energy audits.

Table 1 - Estimated Emissions Reduction from Buildings Roadmap (2023 – 2030)

Facility	2021 GHG emissions from NG use (tCO _{2e})	GHG reduction expected through deep retrofits (tCO _{2e})	Budget Implications (\$)	Proposed timeline	Cumulative emissions (tCO _{2e})
Rotary Complex	441.11	264.66	\$5m-\$6m	2023-25	264.66
Burnside Agriplex Fieldhouse	210.05	126.03	\$1m - \$1.6m	2023-25	390.69
William Allman Arena	96.68	58.01	\$780,000-\$1.5m	2024	448.70
City Hall	106.84	64.10	\$1.5m-\$1.7m	2025	512.80
Dufferin Arena	46.37	27.82	\$800,000-\$1m	2026	540.62
Public Works	62.44	37.47	\$600,000-\$1.2m	2027	578.09
Police Station	54.58	32.75	\$2m-\$2.75m	2026	610.84
Transit Office	47.93	28.76	\$500,000-\$800,000	2027	639.60
Public Library	43.99	26.39	\$1.5m-\$1.7m	2029	665.99
Annex Building	41.89	25.13	\$900,000-\$1.65m	2028	691.12
Airport Terminal	36.77	22.06	\$1.5m-\$1.75m	2029	713.18
Lions Pool	32.89	19.73	\$800,000-\$1m	2030	732.91

Avoided GHG emissions through deep retrofits by 2030 (60% reduction from baseline) = **732.91 tCO_{2e}**.

Tables 2, 3 and 4 provide a summary of the emissions reduction anticipated for Corporate Fleet, in accordance with the Fleet Replacement Schedule planned from 2023 – 2030.

Note that the following Fleet Replacement Schedule, would be subject to annual budget approval and CEEP implementation.

Table 2 - Light Duty Vehicles

Net GHG reduction expected by 2030 through replacement of conventional fossil fuel light-duty vehicles with low-carbon, or zero-emission options is approximately 400 tCO₂e.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year	GHG Reduction Potential (tCO ₂ e)	GHG Emissions from hydro use (tCO ₂ e)
Public Works	11	\$1.01m-\$1.05m	2023-2030	64	22.96
Engineering	6	\$511,750-\$534,000	2023-2025	126.16	20.72
Community Services	19	\$2.4m-\$2.5m	2023-2028	169	48.72
Social Services	6	\$448,500-\$468,000	2023, 2026	49	15.12
Environmental Services	11	\$1.13m-\$1.18m	2023-2029	108	30.24
Buildings/Bylaw	3	\$138,000-\$144,000	2023, 2028	24	8.96
Clerks	1	\$51,750-\$54,000	2029	1.5	0.56

Table 3 - Medium Duty Vehicles (see note below)

For medium duty vehicles, net GHG reduction expected by 2030 is approximately 60 tCO₂e.

GHG emissions from hydro use based on assumptions is approximately 20 tCO₂e.

GHG reduction potential based on assumptions is approximately 70 tCO₂e.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year
Community Services	12	\$756,700-\$789,600	2023-2028
Fire	1	\$32,200-\$33,600	2029
Public Works	8	\$365,500-\$372,000	2023-2030
Environmental Services/Water	2	\$172,500-\$180,000	2026, 2030

Table 4 - Heavy Duty Vehicles (see note below)

For heavy duty vehicles, net GHG reduction expected by 2030 is approximately 40 tCO_{2e}.

GHG emissions from hydro use based on assumptions is approximately 20 tCO_{2e}.

GHG reduction potential based on assumptions is approximately 40 tCO_{2e}.

Fleet type & Department	Vehicles (Units)	Full Capital Costs (for low-carbon option)	Planned Replacement Year
Public Works	17	\$8.51m-\$8.88m	2024-2029
Environmental Services	3	\$1.35m-\$1.41m	2024, 2025

Avoided emissions by 2030 through fleet upgrades = Approximately **500 tCO_{2e}**

Notes:

Decarbonization of medium and heavy-duty equipment is expected to rely heavily on financial support from senior levels of government (such as the 'Incentives for Medium-Duty and Heavy-Duty Zero-Emission Vehicles (iMHZEV) Program' offered by the federal government), innovation and technological advancements in low-carbon fuels and fuel-switching initiatives to align with provincial and federal mandates.

GHG emissions reduced by 2030 if decarbonization efforts are accelerated in the short-term for Buildings (732.91 tCO_{2e}) and Fleet (estimated 500 tCO_{2e}) will equate to approximately 1,232.91 tCO_{2e} GHG emissions reduction. GHG emissions reduction from other asset classes may contribute approximately 80 – 100 tCO_{2e} toward the 2030 emissions reduction target.

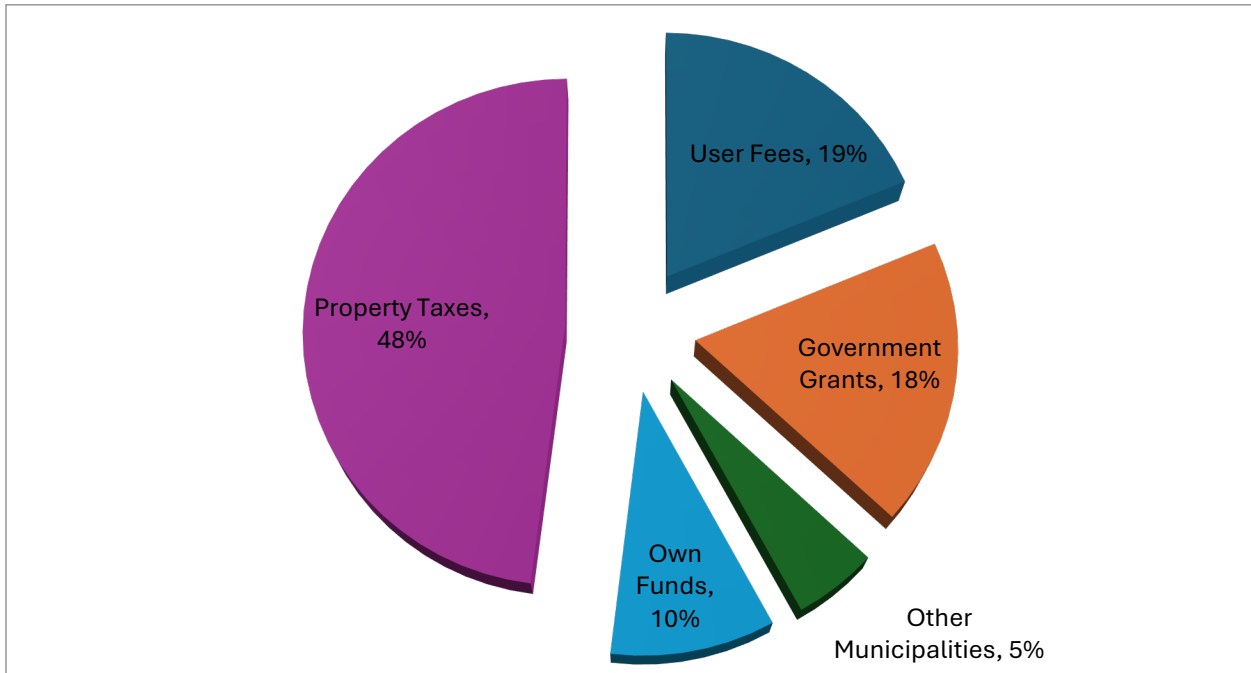
Using the above estimates, total GHG emissions reduction by 2030 = Approximately 1,332.91 tCO_{2e}.

Calculated GHG emissions are 202.09 tCO_{2e} lower than 2030 emissions reduction target of 1,535 tCO_{2e}.

Aiming to close the gap between modelled emissions and our 2030 emissions reduction target warrants a proactive approach, deeper emission cuts, strategic financial planning and aggressive action toward decarbonizing all corporate asset classes.

HOW ARE MUNICIPAL SERVICES FUNDED?
2025 Draft Budget

Funding Source	Percentage	Dollars
User Fees	19%	\$33,829,827.
Government Grants	18%	32,942,173.
Other Municipalities	5%	9,232,116.
Own Funds	10%	17,838,110.
Property Tax	48%	86,822,158.
TOTAL		\$180,664,384.



MEMO

Date: August 28, 2024
To: Mayor and Council
From: Nathan Bottema, Project Engineer
RE: Road Resurfacing Costs Per Kilometre

Overview of Asphalt Road Resurfacing Costs Per Kilometre

Council has gradually increased tax levy funds for street and bridge infrastructure renewal, starting at \$580,000 in 2016 and reaching \$2.76 million in 2024. The City allocates ~\$2.1 million of consistent funding received from the federal government under the Canada Community-Building Fund (CCBF), primarily for street and bridge infrastructure renewal. In 2024, municipal taxes and CCBF funding sources ensured a consistent annual funding totaling approximately \$4.9 million for the renewal of street infrastructure and bridges. The City's Asset Management Plan suggests an annual investment of roughly \$7.3 million (\$2024) in street network infrastructure renewal (roads, sidewalks, streetlights, signals) and \$1.0 million (\$2024) for bridges. This doesn't account for the existing backlog of work or the additional \$2.9 million of annual spending for 20-years recommended in the Transportation Master Plan. This brings the recommended minimum spending for street and bridge infrastructure to \$11.2 million.

The City facilitates a road condition assessment every 3-years (attached) for all 400 lane kilometres in the City to identify roads requiring resurfacing. This study showed 183.7 lane-kilometres, or 46.5% of the road network being in a Poor to Very Poor condition. As a result, the number of roads past their service life well exceed the available funds budgeted. The cost to resurface an asphalt road varies based on several factors, including the location, width of road, depth of asphalt, prep work required, number of lanes, bus and truck traffic, detours required, the extent of resurfacing or reconstruction required, and additional infrastructure replacement incorporated into the project (e.g. curbs and sidewalks).

Table 1 on the following page shows that the average two lane road (e.g. Romeo Street), costs approximately \$360,000 per kilometer for partial depth replacement to \$600,000 for full depth replacement. Strategic evaluation on Council priorities, prioritization based on traffic volume, and ability to leverage provincial and federal funding largely direct which roads get replaced.

Table 1 - 4-Year Historic Cost per Kilometre of Road Resurfacing

Project Year	Street Name	Length (KM)	Lanes	Cost per lane KM (\$2024)	Comments
2024	Erie Street	1.13	4	\$ 540,000	Widening, sidewalk, signalized intersection, 400m full depth, 730 partial depth
2024	W.Gore/Devon/ Greenwood	3.10	2	\$ 250,000	1726m full depth, 922 partial depth
2023	John Street	1.70	2	\$ 270,000	90% full depth
2023	Ontario Street	1.00	4	\$ 270,000	Full depth, 4 lanes
2022	CH Meier Blvd	0.44	2	\$ 230,000	Shave and pave
2022	Lorne Ave	1.20	2	\$ 360,000	Full depth
2022	Ontario Street	1.40	4	\$ 220,000	85% shave and pave, 4 lanes
2021	Romeo	2.50	2	\$ 130,000	95% shave and pave, excluding bike lane cost

Regards,

Nathan Bottema, P.Eng.
Project Engineer



**City of Stratford
Pavement Condition Update**



PQI Ranges

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

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



August, 2022
Project # SP02-2017

Document Path: \\NW\Network\22200\222016 Stratford Pavement Condition Update\Work for Program\GIS and Data\222016_PQI_Present.mxd

MEMO

Date: August 27, 2024
To: Mayor and Council
From: Nick Sheldon, Project Manager
RE: Annual Sidewalk Inspections

Annual Sidewalk Inspection Summary

Overview:

The Infrastructure Services Department has successfully completed the 2024 annual sidewalk inspection, during which over 6,000 deficiencies were identified. These deficiencies include both regulatory and non-regulatory concerns. The inspection was conducted in accordance with Ontario Regulation 239/02, which sets minimum maintenance standards for municipal sidewalks.

Current Budget Status:

- The 2024 budget allows for approximately 300-400 sidewalk repairs.
- Priority is given to regulatory deficiencies, particularly those identified under O.Reg 239/02.
- The \$300,000 budget allocated for this year has already been allocated or spent.
- Sidewalk repairs budget is funded through the contributions to the Public Works Reserve R-R11-PWCA

Projected Timeline & Financial Considerations:

At the current rate of repair, addressing all identified deficiencies would take an estimated 15-20 years. Projected useful life of sidewalk is 40 to 60 years.

This projection does not account for potential cost inflation, which may exceed budget increases, or for any newly identified deficiencies that may arise in future inspections.

Blurb for Explanation:

The findings from the 2024 sidewalk inspection underscore the need for increased budget allocations to address the growing backlog of deficiencies. With over 6,000 issues identified and a current budget that only allows for a fraction of these to be repaired annually, the projected timeline extends up to two decades. To ensure public safety and regulatory compliance, particularly with the requirements of O.Reg 239/02, the City of Stratford Council increased funding for sidewalk replacements from \$150,000

in 2023, to \$300,000 in 2024. Further increases in funding to sidewalk repair budget may be required in the coming years to avoid prolonged delays, increased costs due to inflation and additional risk of litigation through slip, trip and fall claims.

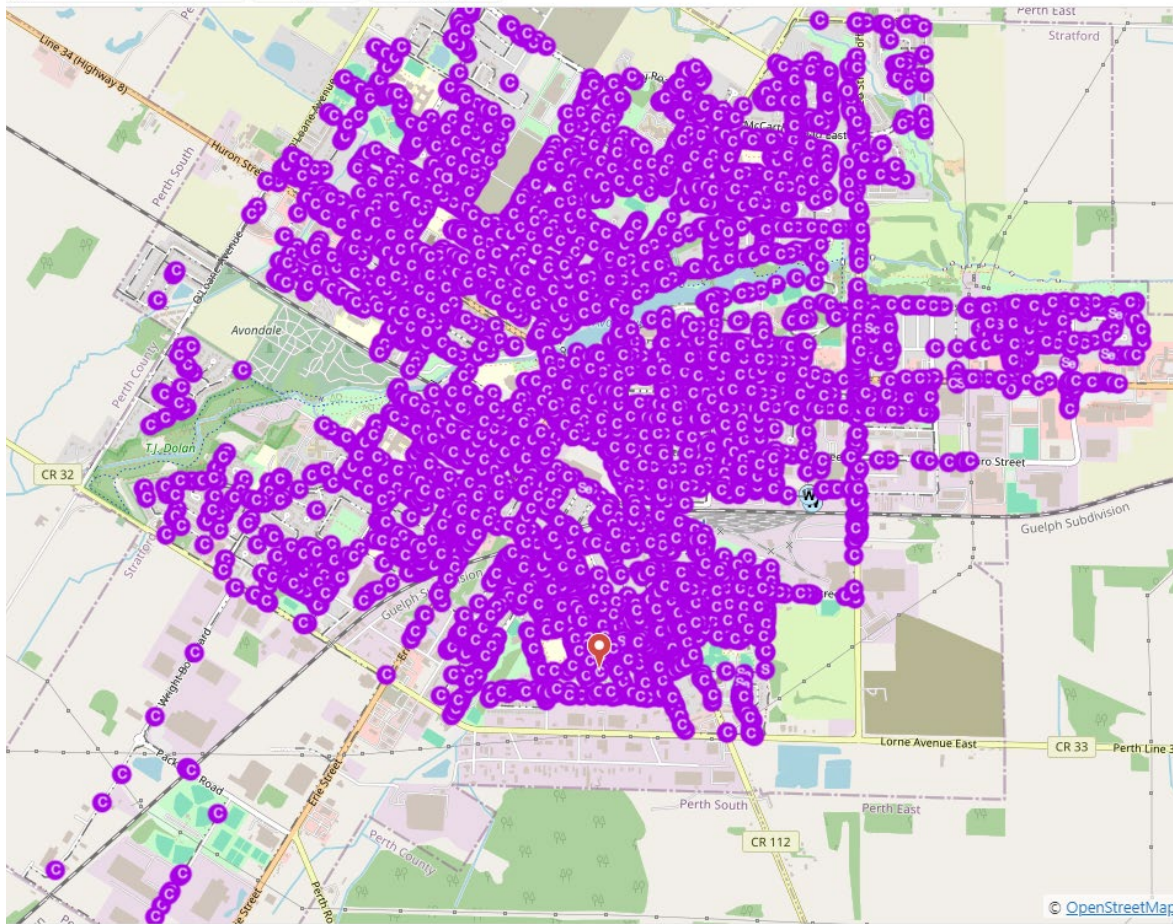


Figure 1 - Mapping distribution of identified deficiencies from the 2024 sidewalk inspection program

Regards,

Nick Sheldon
Project Manager



2025 BUDGET – WORK PLAN

Department:	Police
Budget Division:	G231 Stratford Police Services

Department/Division Overview:

The Stratford Police Service provides 24/7 police protection and service to both the visitors and citizens of Stratford, St. Marys and Perth South. The Service’s governance body is the five-member Stratford Police Services Board which is comprised of two City councilors, two provincial appointees and a municipal citizen appointee. While substantial operating funding is provided by the Municipality and its partners, it is the Board that ultimately approves the annual operating and capital requirements of the police service.

The Service has an authorized strength of 69 sworn members as well as 17 full-time and 6 part-time civilian members. It is administered by its Chief, a Deputy Chief and 2 Inspectors. The Service provides effective policing to the community by complying with the Police Services Act and its Regulations. The Stratford Police Service provides a number of services to the community including:

Sworn Officers

- Uniform Patrol
- Emergency Response Unit (ERU)
- Community Services Officer
- High School Resource Officer
- Forensic Identification Officer
- Training Officer
- Criminal Investigations Branch
- Special Victim Officer
- Street Crime Unit (Drug-Intelligence Investigations)
- Scenes of Crime Officers
- Crisis Negotiators
- Drug Recognitions Officers (DRE)
- Collision Reconstruction Officers

Civilian Support Staff

- Data Entry (reports, e-ticketing)
- Front Office Support (assisting citizens at lobby)
- Court Clerk (electronic Briefs)
- NICHE Coordinator
- Information Technology (contracted)

- Freedom of Information Inquiries
- Records Checks
- Administrative Support (payroll, grants, financial controller)

The major cost of operating the police service is tied to its human resources. Only about 8% of the entire budget can be described as “discretionary spending” and even some of that is ultimately fixed costs. Attentive fiscal management and oversight is maintained in an effort to remain within the Service’s approved funding allocations.

The service actively seeks out and applies for available grants. In 2025 the service anticipates receiving up to \$591,570 in approved grants.

Note that these grants do not fully align with the City budget year when compared to the provincial fiscal year and therefore accounting adjustments are required to ensure revenues match expenses in the correct periods for the City.

For almost 40 years the Stratford Police Service has been in partnership with Waterloo Regional, Brantford, Guelph, and South Simcoe police services. This group was called PRIDE. The primary purpose of PRIDE is to leverage a collective effort towards information technology solutions. The goal is to be leaders in police related technology solutions while reducing costs. In 2024 PRIDE will be renamed to ESCO (Emergency Service Cooperative Ontario).

Key Activities Planned for 2025:

1. Crime Prevention
2. Law Enforcement
3. Assistance to victims of crime
4. Public Order Maintenance
5. Emergency Response
6. Continue to explore police building needs and work with the Board and City to devise an executable plan to deliver a new build or expand existing footprint at 17 George St.

New Initiatives Planned for 2025:

1. Addition of two net new full-time police constables, to manage required service delivery hours
2. Deployment of NG9-1-1 – in partnership with our ESCO (Emergency Services Cooperative Ontario) partners continue to prepare for launch of Next Generation 911 services
3. Establishing a modernized communication centre backup location – leveraging a partnership with the Waterloo Regional Police Service
4. Re-launch of Police Canine program which ended with the retirement of Police Service Dog Jack in 2023
5. Addition of a new CPIC (Canadian Police Information Centre) Coordinator position to better coordinate CPIC entries
6. Addition of a new Special Constable position to assist the service in providing court security

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- The implementation of a backup communication centre, to support NG9-1-1, will enhance the ability for the service to maintain operations during outages and improve our capacity to provide services to the community we serve.

This Work Plan contributes to the current service delivery by increasing the complement of police officers and support staff to ensure the service remains responsive to community needs.

Explain Significant Changes from 2024 including applying a climate lens:

Ontario Grants – Decreased due to one time funding in 2024 that did not recur for Part-time policing, CCTV, and the services Mental Health Resiliency Coordinator position.

Contributions from Reserves - Increase to cover the costs of sick bank payouts for two anticipated retirements in 2025.

FT Salaries & Wages - This increase addresses Collective Bargaining compensation and adding four net new staff positions. These positions include two net new police officers, one special constable, one CPIC coordinator.

PT Salaries & Wages – Increase to cover salary and benefit changes and the addition of one net new PT Special Constable relating to court security and prisoner management.

Contracted Services – This increase will provide a second FT contracted IT person for the service. Demand for hours increasing due to expansion of legislative technology and mobile fleet, and satellite location.

Training - Expenses – Increase to address increasing cost of training and to support staff development. Succession planning

Canine Unit – Costs required to restart canine program which was shuttered in 2023 due to the retirement of the police dog. Program includes cost of vehicle, dog, training, and equipment.

Services – Other (IT) – Decrease due to major contributions to IT capital expenditures in 2024 concluding. Funding to support continued partnership with ESCO.

231 STRATFORD POLICE SERVICE	2022 BUDGET	2023 BUDGET	2024 BUDGET	2024 YTD Oct 7/24	2025 BUDGET Draft	2026 BUDGET Forecast	2027 BUDGET Forecast	2028 BUDGET Forecast
2200 Police Administration	10,918,858	11,116,946	11,991,990	9,979,585	14,442,046	15,022,754	15,488,563	15,969,099
2202 Bicycle Auction Sale	5,000	5,000	5,000	1,236				
2204 Taxi Licencing	(16,000)	(15,900)	(15,900)	(6,737)	(15,600)	(15,990)	(16,390)	(16,801)
2206 Law Enforcement Equipment	50,422	50,422	50,422	53,876	50,422	51,682	52,974	54,298
2208 Investigations	41,202	41,202	41,202	107,328	41,201	42,231	43,287	44,369
2209 Police Canine Unit	8,298	8,298	8,298		53,300	54,632	55,998	57,398
2210 Esco	275,938	291,452	790,344	397,863	532,460	551,879	572,394	594,094
2212 Police Radios	22,063	22,063	22,063	18,354	22,063	22,615	23,180	23,760
2214 Communications Centre	88,863	118,413	(31,587)	(47,275)	(20,587)	(21,102)	(21,629)	(22,170)
2216 Community Services & Youth Program	5,763	5,763	5,763	3,437	5,763	5,907	6,055	6,206
2218 Police Services Board	40,633	40,633	40,633	20,186	40,633	41,770	42,939	44,141
2240 IT Equipment	100,224	100,001	100,000	50,723	100,000	102,500	105,062	107,689
2242 Police Capital	494,690	764,733	741,000	611,923	765,560	839,791	921,387	1,011,083
2250 Parks Patrol	61,875	72,000	72,000	46,863	88,020	90,661	93,381	96,183
Total 231 POLICE	12,097,829	12,621,026	13,821,228	11,237,362	16,105,281	16,789,330	17,367,201	17,969,349



2025 BUDGET – WORK PLAN

Department:	Library
Budget Division:	G411 Stratford Public Library

Department/Division Overview:

The **Stratford Public Library** is an equitable, safe and welcoming community hub where everyone can explore, learn, create connect and be inspired. This mission is achieved through diverse collections, dynamic programming, welcoming spaces, social service support, online services and exceptional customer service for all Stratford residents.

Located at the edge of the downtown, the library is a bustling community destination. It houses over 86,000 physical books and materials, and is open 62.5 hours across seven days each week. On average, the library welcomes over 12,000 visitors monthly. Both in-person and online patrons are served by a dedicated team of 16 full time staff (including 10 professional Librarians), and 20 part-time staff.

The Perth County Information Network, is integral to SPL’s success, providing library cardholders with seamless access to resources at area libraries. Furthermore, SPL has cultivated over 30 community partnerships, enabling our local government and non-profits to do more than they could do alone. A 2023 economic impact analysis revealed that the Library provided a benefit of \$17,547,287 to the City of Stratford, yielding a return of \$6.48 for every dollar invested.

Governance of the Library falls under the Stratford Public Library Board, comprised of one city councillor and ten municipal citizen appointees. The Board is responsible for approving the Library's annual operating and capital budgets for the Library.

This 2025 budget has been crafted to support the Library’s various activities, including collection development, programming, technology enhancements, facility improvements, and staff development. These initiatives are all designed to achieve our strategic goals. The budget strikes a balance between our commitment to quality services and fiscal responsibility, aiming to maximize the value of every dollar spent in delivering exceptional library experiences to our community.

Key Activities Planned for 2025:

In 2025, the Library will continue to move forward in achieving the goals of the 2023-2026 Stratford Public Library Strategic Plan.

One of the primary directions of the Strategic Plan is to address the Library's significant space deficit which was identified in the 2022 Space Needs Study. The Library will continue its work with the Grand Trunk Ad Hoc Committee, City Council, and our various stakeholders in assessing community needs and determining the best path forward in addressing future space solutions.

Additional plans for 2025 include:

- Continued implementation of new marketing strategies to increase reach and exposure
- Conduct a diversity audit of the print collection
- Undergoing pay equity maintenance
- Creation of a Library Climate Action Plan
- Upgrading internal library signage
- Continuing professional improvement efforts for staff, including training related to equity, diversity, inclusion and accessibility, artificial intelligence, and industry specific topics
- Refreshing computer hardware and network security infrastructure, with priority given to upgrading the public computer workstations, including one accessible workstation, and internal digital signage.

Strategic Priority or Current Service Delivery:

Stratford Public Library's work plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

- **Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.**

The current Library facility is identified for replacement in the 10-year capital forecast. This workplan helps grow the reserve fund to contribute to the expenses for a new facility and associated work.

Work Together for Greater Impact

Objectives:

- **Initiate the Grand Trunk Renewal development through a formal partnership model.**

In 2025, the Library will continue to work with City Council, City of Stratford and the Grand Trunk Adhoc Committee to advance the Grand Trunk Renewal project, including potential plans for a new library at the Grand Trunk site.

- **Build meaningful partnerships to address community needs.**

The Library continually builds partnerships with community organizations, non-profits, and local governments to enhance our collective impact. In 2025, we will both expand existing partnerships and develop new ones to increase our community engagement and effectiveness. For example, we look forward to working with our community partners in growing the Welcoming Stratford initiative as well as local libraries in a county wide book club called Perth County Reads.

Intentionally Change to Support the Future

Objectives:

- **Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.**

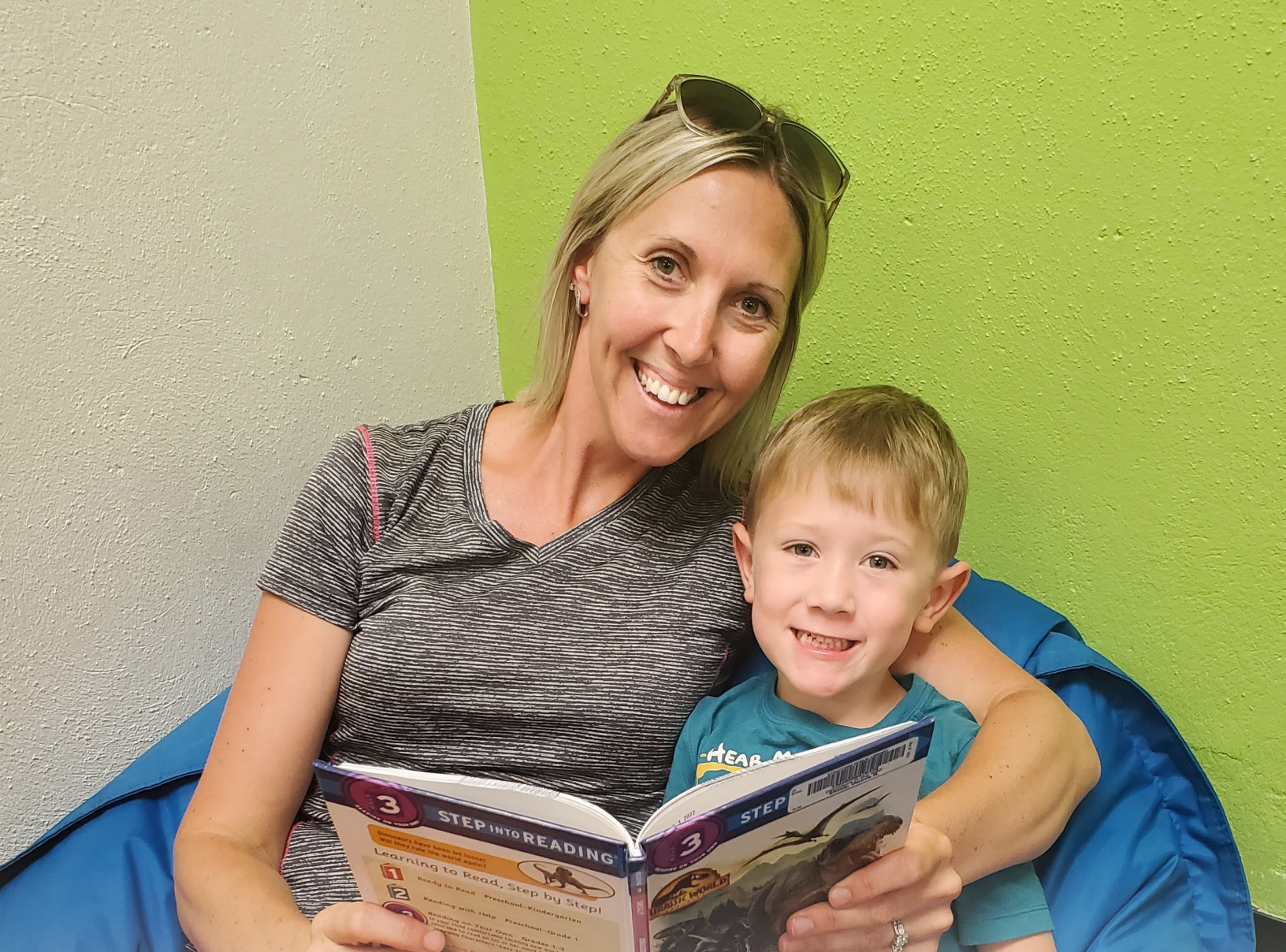
The Library will conduct a diversity audit of its collection to evaluate representation and identify areas requiring growth to better serve our diverse community. To complement this effort, we will continue implementing new marketing strategies. These strategies aim to ensure all community members see themselves reflected in the Library through equitable outreach and communications.

Additionally, we will upgrade our public computer hardware, including an accessible workstation. This upgrade will ensure equitable access to reliable technology for all patrons.

Explain Significant Changes from 2024 including applying a climate lens:

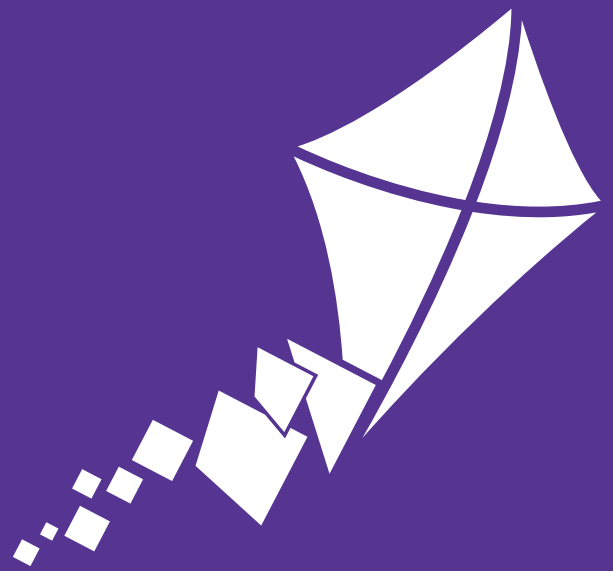
- In 2024, the Township of Perth South elected not to renew its library service contract which was previously budgeted as revenue. Contract negotiations are underway and we are making best efforts to enter into an agreement which could have the effect of reducing the budget requirements.
- Staffing costs, which constitute approximately 80% of the budget, have increased by 3% to reflect the municipal cost of living adjustment. No new positions are proposed for 2025, though some existing positions have been adjusted for operational efficiency.
- Network costs have increased due to rising software subscription fees and increased contractor support needs.
- The transfer to reserves typically covers costs related to physical/digital library collections and computer hardware/network infrastructure replacements. For 2025, digital content and subscription service costs have been moved from Capital reserve expenditures to the Operational budget.
- Transfers to capital reserves have increased to support future capital requirements outlined in the 10-year forecast, including anticipated expanded building needs.

	2022	2023	2024	2024	2025	2026	2027	2028
411 STRATFORD PUBLIC LIBRARY	BUDGET	BUDGET	BUDGET	YTD	BUDGET	BUDGET	BUDGET	BUDGET
				Oct 7/24	Draft	Forecast	Forecast	Forecast
7400 Library Administration	2,588,672	2,655,380	2,857,343	2,110,826	3,070,849	3,190,829	3,317,515	3,450,988
7404 Library Board Expenses	6,000	6,000	6,530	5,408	6,570	6,734	6,902	7,075
7406 Library Operations	4,750	4,750	4,840	3,630	4,890	5,379	5,917	6,509
7408 Library - Adult Program	5,000	5,000	4,100	17,297	4,250	4,356	4,465	4,577
7410 Library - Young Adult Program	4,000	4,000	3,075	2,289	3,220	3,300	3,382	3,467
7412 Library - Children Program	4,000	4,000	3,590	2,298	3,700	3,792	3,887	3,984
7416 Library - Maker Space			3,080	4,234	3,200	3,280	3,362	3,446
7422 Public Library On Wheels	5,000	5,000	5,000	3,750	5,000	5,500	6,050	6,655
7430 Library Building & Property Services	23,500	24,500	26,000	9,214	26,450	27,111	27,789	28,484
7450 Perth County Information Network				(27,031)				
7451 Library Board Libro A/C				(45,674)				
Total 411 STRATFORD PUBLIC LIBRARY	2,640,922	2,708,630	2,913,558	2,086,241	3,128,129	3,250,281	3,379,269	3,515,185



STRATFORD PUBLIC LIBRARY

2023
ANNUAL
REPORT



Our Mission

We are an equitable, safe and welcoming community where everyone can explore, learn, create and be inspired.

Our Vision

We are a place where hope and wonder fly.

We envision a Library which connects people, inspires learning, literacy and curiosity; and sparks change for a better community.

2023 - 2026 Library Board

Michael Corbett - Chair
Mackenzie Kipfer - Vice Chair
Jo-Dee Burbach - City Council
Laurie Brown
Philip Connolly
Kaitlyn Kochany
Patricia Lewis
David Mackey
Emma Perrin
Arnab Quadry
Chris Zonneville

Dear Friends

2023 marked a significant period of growth and positivity for the Stratford Public Library. Throughout the year, we embodied the true essence of a library: resilience, adaptability, and the pursuit of ambitious goals, all while nurturing meaningful interactions.

We embarked on the year with renewed vigor and enthusiasm, welcoming a new CEO, a fresh Library Board, and an invigorating Strategic Plan. Looking ahead, our commitment remains steadfast to addressing our library's spatial challenges, exploring innovative avenues to engage with our community, championing equity, fostering valuable partnerships, and above all, prioritizing the well-being and development of our exceptional team.

During this past year, our library solidified its role as a vibrant hub for diverse activities and interests, attracting visitors for a multitude of reasons: to expand their knowledge, forging community connections, seeking reading suggestions, honing skills, or simply finding solace within our welcoming spaces. Each day, over 1,200 individuals visited SPL or utilized our extensive online resources, underscoring the profound impact our library has on our community.

Engagement initiatives soared to unprecedented heights last year. The Summer Reading program witnessed record-breaking attendance, with an impressive one-third of Stratford's youth participating in the reading club. Overwhelming community support for events like Drag Storytime and eco-friendly programs such as Drop n' Swaps further underscored our commitment to inclusivity and environmental stewardship. To accommodate our burgeoning attendance, we extended our outreach efforts to venues such as the Stratford Mall, Stratford Perth Museum, and local parks, ensuring that everyone had the opportunity to participate.

Looking forward, we are eagerly anticipating the journey ahead, with the community at the heart of our endeavors. In the meantime, we invite you to savour this retrospective glimpse into another extraordinary year. We extend our heartfelt gratitude for your unwavering support, which fuels our passion and propels our mission forward.



Krista Robinson
CEO / Library Director



Michael Corbett
Board Chair

"This is an amazing place to come after school. It's a super welcoming place. I can sit here for hours reading. Thank you for being here and thank you for being so close to Stratford Intermediate School!"

By the Numbers

Numbers are one way to reveal the incredible impact of the information gained and shared by library users. In 2023, usage soared with just under half a million physical and digital items used, which was a 9% increase over 2022.

353,661

physical items
used



134,884

in person
visits

109,779

digital materials
borrowed



46

items borrowed
per active
member



1,713

new library cards
issued



11,342

reference questions
answered

9,590

public computer
sessions
and **12,288** wireless
connections



"I recently renewed my Library card after a long absence and I'm so glad I did. It is truly a wonderful place with great programs for everyone and friendly helpful staff... I LOVE THE LIBRARY!"

Customers saved just under

\$2 million

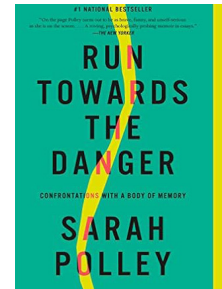
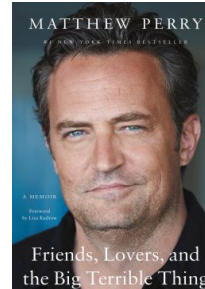
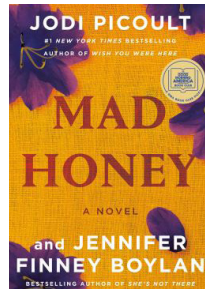
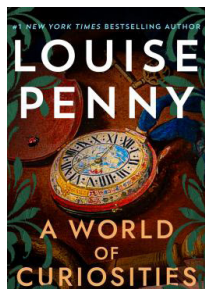
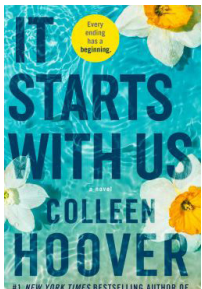
by checking out physical library materials in 2023!

Thank you for using
Stratford Public Library

Check out how much you have saved
at the bottom of your receipt.

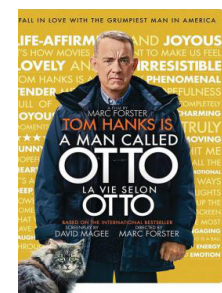
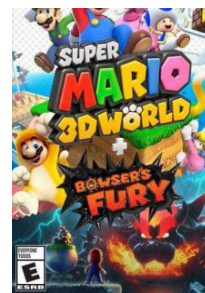
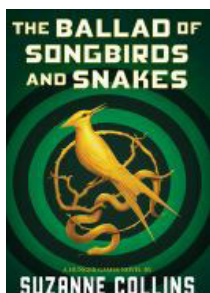
Your Favourites

The community's love for bestsellers and blockbusters was evident in 2023. Here are the most borrowed titles in various categories.



Fiction

Non-Fiction



Young Adult

Youth

Video Game

Youth & Adult DVDs

"Our library is phenomenal. Great programming, resources and staff. It's one of my family's favourite places in the city."

Programs and Outreach

The library takes great pride in providing not just fun and entertaining programs and services, but also those which are impactful and educational. They support the community and change lives by providing community connections, engagement and inclusivity.



21,937 people attended **676** programs

2,255

residents met
with us at **15**
community events

840

people attended
54 STEAM
programs

4,147

students were
visited in **132** class
visits

495

deliveries made by
volunteers to people
who are unable to visit
the library

134

people helped
by our volunteer
Tech Tutors

153

newcomers helped
at SPL by the YMCA
Settlement Services
program

"How has the library helped my family grow? Free access to books and entertainment has given us lots of close family time, and helped instill a love of reading. The MakerSpace has taught us how to print our own t-shirts!"

TD Summer Reading Club

**2023 was a record
breaking year!**

1,066 kids took part in SPL's
TD Summer Reading program.

In total, **5,058** people participated
in **144** summer programs!



"The gift of summer library programs goes beyond the skill and exposure of literacy. Creating summer memories for me and my family is what I will always be thankful for."



MakerSpace

In 2023 **2,122** people visited the
MakerSpace to learn and create.

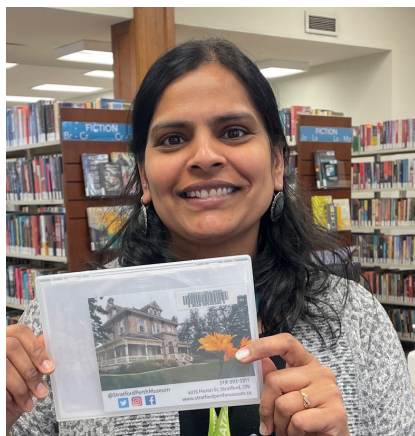
Located on the main floor of the library, the
MakerSpace is a space filled with technologies,
tools, and toys, including 3D printers,
vinyl cutting machines, button makers and
digitization tools - all available for you to come
and use.

splibrary.ca/makerspace

"No way! This is cool. Libraries *really* do have everything."

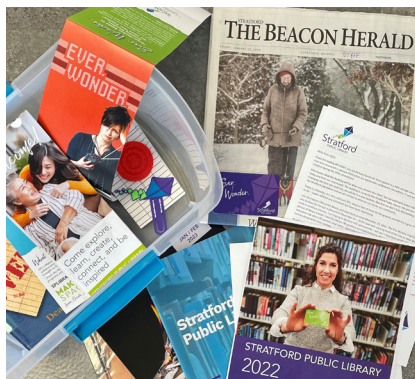
2023 Highlights

We are always looking for new and exciting ways to meet our community's needs. Here are some of the many new ways we supported you in 2023.



Wonder Passes

Passes to a Stratford Festival Set Changeover Experience and to the Stratford Perth Museum passes were added to our popular WonderPass collection.



Time Capsule

While undergoing bathroom renovations, a small closet was discovered. Before it was enclosed again, a time capsule was left for future generations to discover.

Artificial Intelligence

With a panel of community leaders, we explored the impact of AI on culture, health and agriculture in Stratford.

Tales & Trails

In partnership with the Rotary Club of Stratford and the Stratford Perth Museum, a number of storywalks were installed at the Museum for all to enjoy.

Drop n' Swaps

Community treasure exchanges, helped rehome books, garden supplies, home decor and games.

Drag Storytimes

With the community, we celebrated inclusion, diversity and acceptance with Stratford Pride Community Centre and Fanfare Books.

Puzzles & Games

Dozens of puzzles and games were added to our Library of Things collection.



Snack Stop

Snack foods, nonperishables, and some fresh produce are freely available whenever the Library is open, to anyone in need.



Garden Renewal

We celebrated the completion of the library garden renewal project. Thank you Garden Stratford!

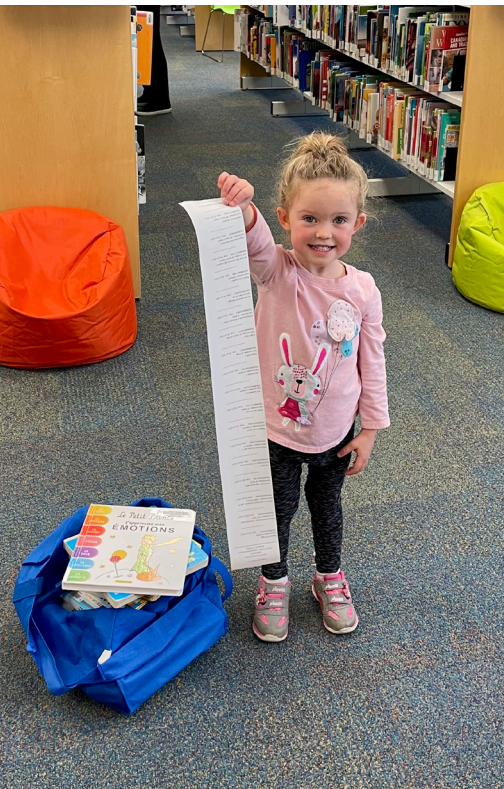
"The length you all go to put a smile on the kiddo's faces is absolutely moving! Thank you for making this community a space of belonging for everyone!"

A Special Thank you to our 2023 Community Partners

Alzheimer's Society of Huron Perth
Avon Maitland District School Board
Canadian National Institute for the Blind
Chartwell Anne Hathaway Retirement Residence
City of Stratford
Conestoga College
Connection Centre
Destination Stratford / Lights On
Family Services Perth-Huron
Huron Perth Catholic District School Board
Huron Perth Poverty Task Force
Livery Yard
Ontario Caregivers
Ontario Parks Lending Program

Perth Community Futures Development Corporation
Perth County Information Network
Rotary Club of Stratford
SpringWorks
Stratford & District Horticultural Society
Stratford Business Improvement Area
Stratford Mall
Stratford Festival
Stratford Perth Centre for Business
Stratford Perth Museum
Stratford Pride Community Centre
Stratford Reads
Upper Thames Conservation Authority
YMCA of Three Rivers

"The library builds real community! So appreciate you guys!"



**Libraries are important
community hubs.
Please support yours!**
splibrary.ca/donate

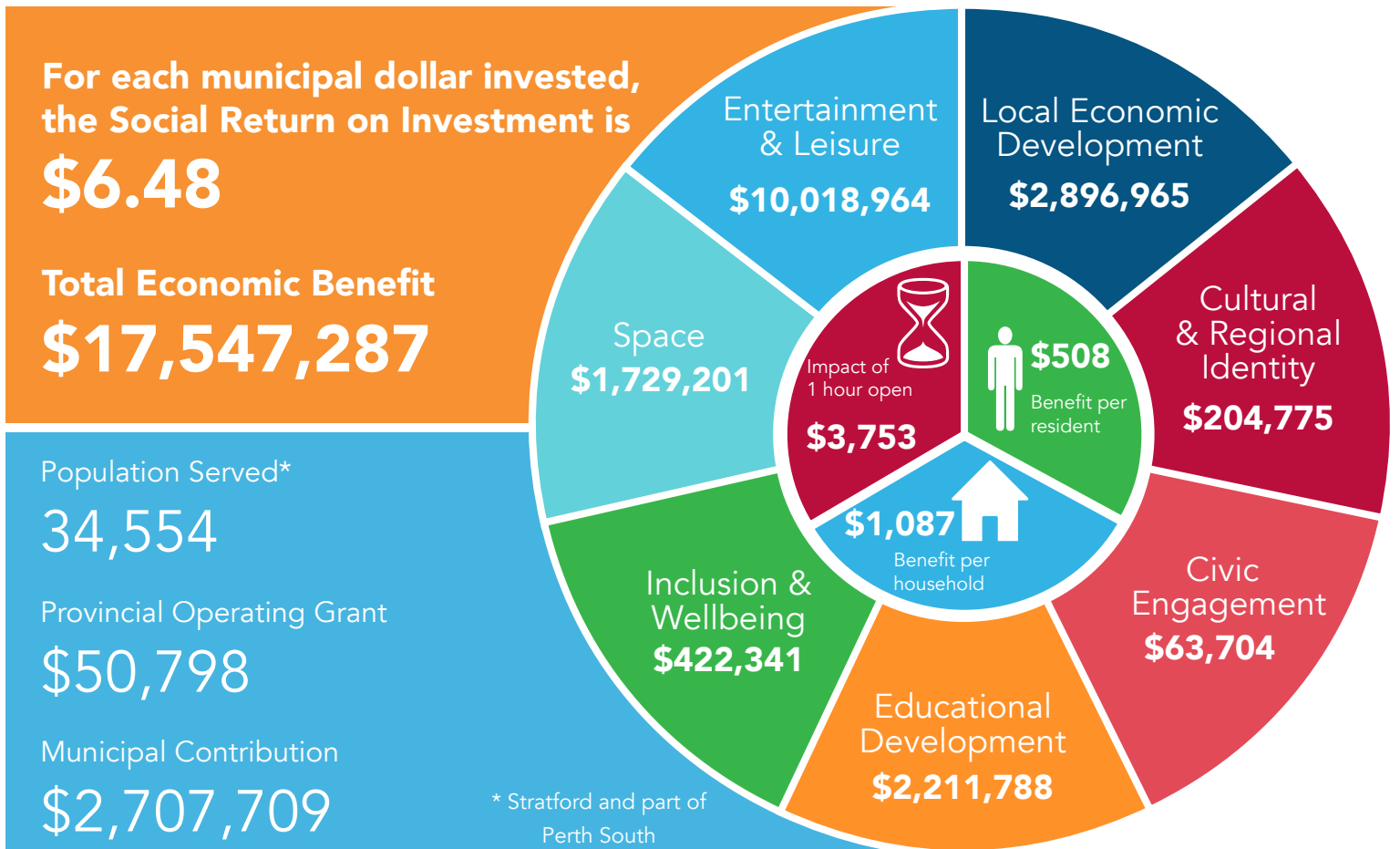
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19 St. Andrew St, Stratford
519-271-0220 | askspl@splibrary.ca

STRATFORD PUBLIC LIBRARY

2023 SOCIAL RETURN ON INVESTMENT



Based on the Valuing Ontario Libraries calculation developed by the Ontario Library Service and NORDIK Institute



Our Library is Loved

In 2023, the library was visited in person **134,884** times, or **47** visits per hour. **657,972** visits were made to the library's online platforms and social media.

Libraries Bridge the Digital Divide

16 workstations and free wi-fi were used **21,878** times in 2023. Community members used these to apply for jobs, research health information, upgrade schooling and connect with family.

Libraries are Efficient with Tax Dollars

Stratford Public Library borrowed and shared 55,333 items with other Ontario libraries, saving **\$1,438,658**.

Libraries Support Social Cohesion

SPL programs support early literacy, newcomers, the maker movement and education. In 2023, **21,937** people attended **676** free programs.



This page is a placeholder for budget documents from the following organizations:

- Huron Perth Public Health
- Perth County Paramedic Services
- Provincial Offences Court Services
- Spruce Lodge Long Term Care
- Stratford-Perth Archives
- Stratford Perth Museum

These organizations report to the Municipal Shared Services Committee (MSSC) for their 2025 budgets. MSSC budget reviews will take place in November 2024.

All 2025 budget reports from these organizations will be provided when available as supplementary documents to the City's 2025 draft budget.



2025 BUDGET – WORK PLAN

Destination Stratford Overview:

Destination Stratford is the City's official destination marketing and development organization since 2007. Destination Stratford's mission is to collaboratively develop and market Stratford as a globally competitive cultural destination through regenerative, socially responsible tourism that improves quality of life and prosperity throughout our community.

The organization is industry-led by a volunteer Board of Directors – comprised of respected local civic, business and tourism leaders – and staffed with a dedicated team of destination marketing, development and management experts. Destination Stratford employs 6 full-time employees, 3 part-time employees and welcomes summer staff each year.

The team also manages the multi-award winning annual Lights On Stratford Winter Festival of Lights that employs up to 20 local winter staff for the 5-week festival. This winter will be the 5th annual festival running from December 13th through to January 19th and will feature multiple international light art installations in Market Square, Tom Patterson Island and along the light trail connecting those locations. It will also feature the collaboration with Stratford Transit to provide patrons with free and accessible hop-on-hop-off shuttle buses.

A few Fun Facts about Destination Stratford:

- Develops and promotes self-guided culinary trails - including the Chocolate Trail, Bacon & Ale Trail, Christmas Trail and most recently, the Savour & Sip Trail - selling thousands each year. In 2023, the culinary trail sales resulted in over 26,000 visits to participating businesses.
- Works in partnership and collaboratively with many local organizations, including the Downtown Stratford BIA with tourism staff selling Stratford Downtown Dollars on their behalf at the Destination Stratford Welcome Centre (47 Downie Street).
- Developed and manages the Stratford Al Fresco outdoor dining program in Market Square, Tom Patterson Island and throughout the park system, and is now expanded that program to be year-round.
- Partnered with the City of Stratford and investStratford to develop a Sport Tourism Strategy and recently hired a Sport Tourism and Development Director to lead the Stratford Sport Tourism Office.
- Partnered with the City of Stratford to develop a Municipal Cultural Plan.
- Received the Provincial Accessible Tourism Award in 2023 for the Boathouse Public Washroom Expansion Project.

For a comprehensive look at Destination Stratford's initiatives and successes, we recommend checking out our 2023 year in review, available on our about page: visitstratford.ca/about

Key Activities Planned for 2025:

1. Assist in tourism economic development efforts that holistically lift the destination. Projects include Lights On Stratford and Stratford Al Fresco.
2. Dedicated high quality concierge-style services for both in-person visitors and online visitors with goals to encourage first-time and return visitation.
3. Meaningful, targeted destination marketing across all media channels including social media, print, digital, tv distribution, earned media and radio.
4. Broaden relationships and project-specific funding sources with strategic partners, including all levels of government, to maximize investments in destination development and tourism/community infrastructure, encourage development of new tourism experiences (Destination Development Fund ~\$35,000, Lights On Stratford ~\$700,000), multi-seasonal expansion, and sport tourism / infrastructure projects.
5. Expand target audience via continually updated branding to introduce new markets to Stratford for future development.
6. Continuous improvement efforts for tourism operators including Equity, Diversity and Inclusion training, digital sophistication, and service excellence delivered together with partner organizations.
7. Interpret and leverage visitor and destination data insights from all available sources to help inform on-going strategic planning.
8. Begin implementation of the Destination Stratford 2030 Strategic Plan (launching late 2024).

New Initiatives Planned for 2025:

Destination Stratford is working closely in partnership with the Community Services department to implement the Sport Tourism Strategy as adopted by Council. With successful Provincial funding obtained in 2023, we have hired a Sport Tourism Director role within Destination Stratford's staff. We are collaboratively pursuing significant sport infrastructure grants to benefit our community and to bolster our region's capacity for Sport Tourism hosting.

New Sport Tourism initiatives also include the Province's only Glow-in-the-Dark Curling Bonspiel, hosted in January to align with Lights On Stratford, and the Swanny 5K Run to align with the annual Swan Release.

Similarly, our team is working collaboratively with Community Services and a wide variety of cultural experience providers to help implement the Municipal Cultural Plan. Example initiatives include the Destination Development Fund, Stratford Winter Music Pop-Up Pilot Program, and, in partnership with Stratford Public Library, a new Stratford Poet Laureate Pilot Program.

2025 will also see the sixth year of Stratford Al Fresco. Destination Stratford is working with the City towards a year-round implementation, including the Al Fresco liquor by-law that helps support our local restaurants and food producers by taking a more progressive and European approach to dining in public spaces.

2025 will also be the sixth year of Lights On Stratford, with an emphasis on a wide variety of winter cultural activations to help ensure that our community can thrive year-round.

Strategic Priority or Current Service Delivery:

This Work Plan advances Council's approved strategic priorities as follows:

Enhance Our Infrastructure

Objectives:

- **Enhance energy efficiency by implementing the short-term initiatives from the Corporate Energy Emission Plan to help us achieve our climate action goals.** Destination Stratford is collaborating with RTO4 and local tourism organizations to advance our sustainable tourism initiatives in 2025, including hosting local workshops, researching tourism supply chains and working with partners to optimize sustainability for festivals and events.
- **Improve the pedestrian, cycling, and transportation experience by implementing the short-term initiatives from the Transportation Master Plan.** Destination Stratford continues to work closely with local organizations, Township of St. Marys, and Perth County to bolster and develop cycle tourism.
- **Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.** Destination Stratford is involved with large infrastructure projects including upcoming cultural activations at the Grand Trunk site and working with Community Services in partnership towards substantial Provincial and Federal grant applications to renew and revitalize our community sport infrastructure.

Work Together For Greater Impact

Objectives:

- **Initiate the Grand Trunk Renewal development through a formal partnership model.** Ensuring that the Grand Trunk Renewal development includes vibrant community cultural spaces and experiences remains a high priority for Destination Stratford. We stand at the ready to support creative development projects as well as animate the site before, during and after construction takes place.
- **Build meaningful partnerships to address community needs.** Destination Stratford is proud at the number of meaningful collaborations and partnerships across our many development and marketing initiatives. Between our culinary trails, development projects and marketing initiatives, we directly partner and collaborate with over 100 organizations.
- **Implement the Sports Tourism strategy in partnership with both Destination Stratford and local sports development groups and industry partners.**

Intentionally Change To Support The Future

Objectives:

- Support economic growth and diversification by bringing new year-round cultural experiences that improve quality of life within our community.
- **Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.** From the Welcoming Community initiative to directly supporting diverse and inclusive cultural programming, Destination Stratford is actively involved through all of our projects to intentionally change to support the future.

Explain Significant Changes from 2024 including applying a climate lens:

Destination Stratford has recently updated our Human Resource Policies to include a new Sustainability Policy. This policy reviews the adoption of sustainable practices in our workplaces and at our events. Tourism contributes an estimated 8-10% of global carbon emissions, including emissions from transportation, accommodation, activities, and other tourism-related events and services. Destination Stratford must also lead by example to promote sustainable practices within our local tourism industry and to destinations that look to Stratford for their benchmarking. This includes discouraging throw-away consumption patterns, reducing before recycling, making conscious choices about our work resources and modes of travel, and challenging the status quo of day-to-day business practices.

Destination Stratford is building on current collaborative projects, such as the Stratford AI Fresco Green Bin pilot program, as well as new projects that take an active role within the community to promote and encourage a regenerative tourism approach that redefines "community" to include residents, visitors and the natural environment.

Destination Stratford 2025 Budget	2024 Adjusted	Actual-to-date	2025
		as of 2024-09-06	
REVENUE			
3999 · MAT DS PORTION	225,000	133,548	300,000
4050 · MARKETING SALES	138,500	65,626	143,250
4240 · MEMBERSHIP SALES	0	0	0
4260 · PARTNERSHIPS	722,800	654,208	747,552
(4001 · City of Stratford Portion)	618,800	618,800	643,552
4017 · CITY LOS CONTRIBUTION	150,000	150,000	150,000
9999 · TRANSFER FROM RESERVES	158,621	158,621	0
TOTAL REVENUE	1,394,921	1,162,006	1,340,802
EXPENSE			
5100 · CONTRACT AND CONSULTING	15,000	13,488	5,000
DESTINATION DEVELOPMENT			
5992 · STRATFORD AL FRESCO (MAT)	35,000	9,990	30,000
5997 · LIGHTS ON STRATFORD (MAT)	300,000	300,000	300,000
5999 · SPORT TOURISM OFFICE (MAT)	75,000	28,283	80,000
6480D · PAYROLL · DEVELOPMENT	157,991	111,726	165,761
5950 · SPECIAL PROJECTS	35,000	7,379	10,000
5990 · PARTNERSHIPS	31,000	27,875	30,000
TOTAL DEVELOPMENT	633,991	485,255	615,761
DESTINATION MARKETING			
6480M · PAYROLL · MARKETING	236,986	167,589	248,641
6000 · MARKETING - INTERNET	19,475	10,531	19,477
6150 · MARKETING - MEDIA & PRINT	100,590	73,719	89,490
6151 · MARKETING - RADIO	2,500	0	2,500
6152 · MARKETING - TRAILS, INFLUENC	130,971	61,613	124,500
TOTAL MARKETING	490,522	313,454	484,608
ADMINISTRATION			
5637 · BANK CHARGES	4,000	3,519	4,000
5645 · INSURANCE	5,250	5,683	5,250
5660 · TRAVEL	2,500	256	2,500
6153 · PROFESSIONAL FEES	23,200	1,386	28,200
6155 · FACILITY MAINTENANCE	2,000	1,534	2,000
6480A · PAYROLL · ADMIN	131,659	93,105	138,134
6540 · OFFICE EXPENDITURES	32,800	17,923	23,350
6550 · EVENT EXPENSES	2,000	2,642	5,000
7000 · TELEPHONE/COMMUNICATIONS	17,000	12,797	17,000
TOTAL ADMINISTRATION	220,409	138,846	225,434
TOTAL EXPENSE	1,359,921	951,042	1,330,802
5154 Transfer to Reserve	35,000	0.00	10,000
NET REVENUE	0	210,963	0

2025 Budget for SEED Co.

OPERATIONS

	Budget 2025	Budget 2024	Budget Variance 2024-2025
REVENUE			
City of Stratford - InvestStratford	610,069	592,300	17,769
City of Stratford - SBEC	132,439	129,842	2,597
City of Stratford - Grand Trunk Site	200,000		200,000
City of Stratford - Housing Special Project	40,000	80,000	(40,000)
Province Funding- SBEC	264,506	217,806	46,700
Recoverable Expenses and Charges	8,250	8,250	-
	-	-	-
	\$ 1,255,264	\$ 1,028,198	\$ 227,066
EXPENSES			
Salaries, Benefits and Contract Labour + Housing Project	829,623	592,139	237,484
Training and Professional Development	7,500	7,500	-
Insurance and Custodial	6,400	6,400	-
Equipment, Capital and Software	5,000	5,000	-
Support Services and Fees	30,000	30,000	-
Office Supplies and Operations	59,902	46,300	13,602
Consultants and Mentorship	65,000	125,000	(60,000)
Legal and Audit	5,000	5,000	-
Meals and Meetings	7,554	6,800	754
Conferences, Trade Shows, Travel and Mileage	50,000	46,000	4,000
Promotion, Marketing, and Materials	30,000	30,000	-
Memberships	40,000	39,750	250
Rent and common area maintenance	22,285	22,309	(24)
Events	10,000	10,000	-
Grants	109,000	86,000	23,000
Contingency/Reserve Transfer	10,000	10,000	-
	-	-	-
	\$ 1,287,264	\$ 1,068,198	\$ 219,066
Projected Ending Surplus (Deficit) from Operations	\$ (32,000)	\$ (40,000)	\$ 8,000
Contribution from investStratford Reserve/Carryforward	32,000	40,000	(8,000)
Projected Ending Surplus (Deficit) from all Sources	\$ 0	\$ -	\$ 0

2025 Budget for SEED Co.

BOARD RESTRICTED RESERVE

	2025	
REVENUE		
Projected Opening Reserve (from 2024)	111,874	<i>*Opening Balance subject to Audit Verification</i>
Annual Transfer from Operations	10,000	
	121,874	
EXPENSES		
Contribution to Housing Special Project, 2024	32,000	
	-	
	32,000	
PROJECTED ENDING RESERVE	89,874	

STRATFORD GENERAL HOSPITAL
Foundation 
"People Caring for People"



September 24, 2024

City of Stratford
Corporate Services Department
City Hall, O.O. Box 818
Stratford, ON N5A 6W1

Dear Your Worship Mayor Ritsma and Councillors;

I hope this message finds you well. I am writing to provide an exciting update on the progress of the In Our Hands Capital Campaign and to thank the City of Stratford for its unwavering support of our hospital.

We are thrilled to announce that we have reached 95% of our campaign goal through cash and pledges. This remarkable milestone is a testament to the dedication of our community and partners like the City of Stratford, who share our vision of ensuring that our community has access to a strong, modern, and fully equipped acute care hospital.

Your continued enthusiasm and passion have been invaluable in driving this campaign forward. Together, we are enhancing our healthcare services to meet the growing needs of our community, providing high-quality care and essential services for generations to come.

The City's pledge commitment is 5 million dollars. A pledge payments in the amount of \$250,000 has been received. This leaves the remaining commitment at \$4,750,000.

We look forward to keeping you informed as we approach the final stages of the campaign and the realization of our shared goals. Thank you again for your ongoing commitment and support. We are truly grateful to have such strong patterns in this philanthropic journey.

Please click the links to learn more about current news and opportunities to celebrate:

Case for Support: a fantastic read about the importance of our In Our Hands Capital Campaign, allowing you to be an advocate for your hospital.

[In Our Hands - \(sghfoundation.org\)](https://sghfoundation.org)

Spring Newsletter:

[Spring 2024 Stratford General Hospital Foundation Monitor! - \(sghfoundation.org\)](https://sghfoundation.org)

Every Story Matters Campaign: A new initiative designed to celebrate our donors through storytelling.

[Every Story Matters. Lori-Jo: Lorene & John Donaldson - \(sghfoundation.org\)](https://sghfoundation.org)

Back by Popular Demand: SGH 50/50 Draw

[Stratford General Hospital Foundation 50/50 \(sgh5050.ca\)](https://sgh5050.ca)

Yours in community,

A handwritten signature in black ink, appearing to read "Cheryl Hunt". The signature is fluid and cursive, with the first name "Cheryl" being more prominent than the last name "Hunt".

Cheryl Hunt

Executive Director

Stratford General Hospital Foundation