



## **2025 DRAFT BUDGET**

Addendum # 1

# **CITY OF STRATFORD 2025 DRAFT BUDGET**

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## MANAGEMENT REPORT

**Date:** October 31, 2024  
**To:** Finance and Labour Relations Committee  
**From:** Joan Thomson, CAO  
**Report Number:** [Click here to enter text.](#)  
**Attachments:** City of Stratford Continuum of Services

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**Title:** Summary of Master Plans, Studies and Reports in the Context of 2025 Budget Deliberations

**Objective:** To provide a Summary of Master Plans, Studies and Reports for Council's awareness during the 2025 Budget deliberations. These Plans set out specific goals related to key areas of municipal services and programs with strategies to implement the goals. This is intended for information and as a reference document during budget deliberations, including the consideration of Expansion Initiatives.

**Background:** Over the past several years, current and previous Councils have adopted or endorsed Master Plans, Studies and Reports intended to guide decision making. Some of these Plans, Studies and Reports are legislatively required, while others are approved and implemented at the discretion of Council:

### **Strategic Priorities 2024-2027 – A Roadmap for Inclusive Growth**

Adopted by Stratford City Council on May 13, 2024.

**Objective:** To advance Council's strategic priorities with four priorities and 12 objectives. Provides the lens / focus for city actions and decision-making.

**Strategic Priorities:** Enhance our Infrastructure, Build Housing Stability, Work Together for Greater Impact and Intentionally Change to Support the Future.

**Implementation status:** The activities and milestones associated with Strategic Priority objectives will be monitored for the purpose of regular reporting to the Corporate Leadership Team, Council and the public.

**Financial implications:** Advancement of the Strategic Priorities is included in the annual budget for Council's consideration. Specific projects not already included in the budget, will be brought forward to Council for a decision.

Council's Strategic Priorities is an important grounding document in communications with the public and special interest groups about what the City is doing and why.

Strategic Priorities provide the overall guidance and priority, Master Plans, Studies and Reports are the how-to manuals.

### **Legislated**

1. Official Plan
2. Asset Management Plan
3. Child Care and Early Years Plan
4. Community Safety and Wellbeing Plan and Implementation Plan
5. Corporate Energy Conservation and Demand Management Plan
6. Development Charges Background Study
7. Emergency Response Plan
8. Multi-year Accessibility Plan
9. Ontario Works Service Plan
10. Pollution Prevention and Control Plan
11. Water and Wastewater Rate Study

### **Discretionary**

12. Avondale Cemetery Master Plan
13. Bike and Pedestrian Master Plan
14. Community Climate Action Plan
15. Corporate Energy and Emissions Plan
16. Cultural Plan
17. Downtown Parking Study
18. Downtown Traffic Study
19. Facilities Accessibility Design Manual
20. Facilities Review
21. Grand Trunk Railway Site Master Plan
22. Housing and Homelessness Plan
23. Housing Project
24. Information Technology Strategic Plan
25. Invasive Plant Plan
26. Municipal Airport Study
27. Recreation Master Plan
28. Sanitary Master Plan and Model



29. Service Delivery Review
30. Sport Tourism Strategy
31. Storm System Master Plan
32. Transportation Master Plan
33. Urban Design and Landscape Guidelines
34. Waste Management Master Plan
35. Waste Management Rate Study
36. Water Infrastructure Evaluation and Needs Assessment
37. Wayfinding Strategy
38. Zero Emission Fleet Transition Plan, Climate Change and Resilience Assessment Report and Bus Noise Assessment Report

## **Analysis:**

### **Legislated**

1. Official Plan  
Adopted by Stratford City Council on December 14, 2015, and approved by the Ministry of Municipal Affairs on July 21, 2016. Currently under review with completion anticipated in 2025.

Objective: Stratford's Official Plan ["OP"] is the City's overarching and primary policy document that contains guiding principles, goals, objectives and policies for land use. The OP acts as a road map for how our community will develop, where we should locate housing, build transportation networks, locate employment lands, offer community facilities, and much more.

The Official Plan is essential to the City's legislative mandate to ensure orderly development that aligns with the Provincial Planning Statement [PPS], 2024 and the Planning Act. The PPS, 2024 emphasizes resilient, efficient and affordable development that meets the current and future needs of communities, about housing affordability, environmental stewardship and community well-being. The OP embeds these principles at the municipal level, ensuring that Stratford's growth respects Ontario's broader policy directions while also addressing the unique needs of our community.

Implementation status: The City of Stratford is actively reviewing and updating its Official Plan, and the work will carry over into 2025. This update will ensure the OP remains aligned with recent provincial policies, such as those in the Provincial Planning Statement, 2024 and is responsive to emerging community needs. As the City's primary policy document, the OP can [and should] incorporate recommendations, goals and findings from other Council-approved studies and reports.

Financial implications: The associated costs of the OP Review are covered under the existing project contract and no additional funds for consulting services have been included in the 2025 Budget.

However, there is a 2025 Expansion Initiative for a Supervisor of Policy and Placemaking [annual cost of \$144,542, tax levy impact \$76,296] which would support the completion of the Official Plan Review. This position would play a critical role not only in finalizing the Review but also in ensuring that the Official Plan is maintained and updated moving forward, including the development of Secondary Plans and other related initiative.

## 2. Asset Management Plan

Adopted by Stratford City Council in June 2021.

Objective: To identify the current practices and strategies in place to manage public infrastructure and make recommendations where it can be further refined. Municipal infrastructure provides the foundation for the economic, social and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

All municipalities in Ontario are required to complete an asset management plan (AMP) in accordance with Ontario Regulation 588/17 (O. Reg. 588/17). This AMP outlines the current state of asset management planning in the City of Stratford. It identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the City can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

Implementation status: How the City incorporates asset management into core activities is constantly evolving. The City has regulatory requirements to meet [July 2024 and July 2025] and with the approval of an additional staff resource in 2024, a workplan with objectives and milestones for 2025 and beyond will be developed. This additional staff resource will liaise with Departments to ensure that the data is reliable and that financial planning to a sustainable state can be achieved.

Financial implications: The overall replacement cost for all asset categories included in the AMP totals \$944.2 million some of which are incorporated in the 10-Year Capital Forecast and some of which are identified as longer-term and some of which are identified as unfunded infrastructure gap.

3. Child Care and Early Years Plan  
Updated for 2026-2030

Objective: The 5-Year Plan is the framework for delivering child care and early years services and overall expansion areas. It provides recommendations divided into five strategic priority areas: 1) Coordination and Collaboration on OneHSN Waitlist; 2) Capitol Expansion and Space Allocation Targets; 3) CWELCC Administration; 4) Special Needs Resourcing; and 5) EarlyON Targeted Expansion.

This plan includes 3 strategic objectives: 1) Staff Recruitment and Retention; 2) Capital Expansion in Targeted Areas; 3) Child Care Waitlist Transparency.

Implementation status: This is an ongoing effort to improve access and support for families using the child care and early years system. It is anticipated the Ministry of Education will provide a new set of guidelines and expectations involving CWELCC funding and a new cost-based funding model. As the City evaluates the new approach in 2025, staff will include updated Ministry guidelines into our 2026-30 plan.

Financial implications: The City's 2025 projected costs are approximately \$500,000.

4. Community Safety and Wellbeing Plan

Objective: The Community Safety and Wellbeing Plan is a tool to address key priorities for safety and well-being ranging from mental health to poverty, to safe movement around the City, to employment, to social isolation and more. It is a way to work together through multi-sectoral partnerships towards sustainable communities where everyone feels safe, has a sense of belonging and opportunities to participate and where individuals and families can meet their needs for education, health care, food, housing, income and social and cultural expression.

Implementation status: Through the guidance of the Partnership Council as well as support from new and existing Action Groups, meaningful progress is working towards associated goals and objectives of the four priority areas of the plan has been made. 2024 is the last year of the current plan. The new plan will continue working towards addressing new and complex social problems through collaboration, communication and coordination.

Financial implications: Each of the six-partner municipalities contributes towards the administrative costs of the Partnership Council. Each partner is also responsible for their own initiative costs in their municipality.

5. Corporate Energy Conservation and Demand Management Plan [2024-2029]  
Adopted by Stratford City Council in 2024.

Objective: The City's Corporate Energy Conservation and Demand Management Plan (CECDMP, or "Plan") for 2024 to 2029 has been developed in compliance with Ontario Regulation (O. Reg.) 25/23 Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans. A significant area of focus of this Plan is to measure and monitor utility data, understand, and implement energy efficiency through corporate operations, consider emissions generation and management as an overarching strategy and contribute positively toward Ontario's energy transition to a sustainable, resilient future.

Implementation status: This Plan includes the following key elements:

- City Council and Corporate Leadership commitment and vision for managing energy usage within all corporate asset classes including but not limited to facilities, fleet and infrastructure.
- Details about the City's energy and emissions baseline and progress toward net zero targets and energy efficiency aspirations. A summary of initiatives underway and planned future initiatives is outlined for each corporate asset class.
- A specific, actionable inventory of measures for energy conservation and demand management strategies which include associated energy savings information, estimated emissions generation and cost implications.

Staff continue to implement projects that can aid in building retrofits, low carbon fleet as part of the required work under this Plan.

Financial implications: Staff include projects in the annual budget and are in the process of updating the City's Procurement Policy to capture this lens on all spending.

6. Development Charges Background Study  
Adopted by City Council in 2022.

Objective: To provide for the recovery of growth-related capital expenditures from new development.

Implementation status: Growth related capital projects identified in the previous 2017 Study have been updated and included in the 2022 Study.

Financial implications: The intent is that the projects identified in the Background Study be financed with Development Charges where the costs are attributed to growth. This and any subsequent development charges by-law implementation will

impact infrastructure funding strategies, and any portion of projects identified that is not growth-related would have an impact on the levy and/or level-based reserve funds.

7. Emergency Response Plan

Adopted by Council in 2008 and updated as required

Objective: To provide key officials, agencies and departments in the City with a general guideline to the initial response to an emergency and an overview of their responsibilities in an emergency.

Implementation status: Regular meetings and exercises are conducted with the key officials, agencies and departments identified in the Plan to review and update.

Financial impact: There is a \$50,000 initiative identified in the 2025 Budget for Council's consideration for resources and training.

8. Multi-year Accessibility Plan

Objective: The five-year accessibility plan consists of new and continuous initiatives to increase opportunities for people with disabilities who are seeking employment and allow all members of the public to fully engage and participate in City services, programs, and facilities in a manner that promotes independence, and dignity.

Implementation status: The City is embedding accessibility in the digital landscape of Stratford. Departments have designated content creators and work with IT Division to ensure city website accessibility compliance. The City continues to raise the educational awareness around accessibility through events, advising on built environment and arranging for audits of municipal buildings. To date 6 of 41 audits have been completed with the goal of all sites completed by 2027.

Financial implications: The annual costs to advance accessibility projects is included in the annual budgets – both operating and capital. In 2024, National Stadium Washrooms (\$100,000 approved), Justice Building Ramps (\$275,000 approved, but completed for less). There is also \$50,000 in each year's budget included in Infrastructure Services to complete sidewalk related accessibility projects.

9. Ontario Works Service Plan

Last adopted by Council in June 2023. Updated in February 2024 and approved by Ministry.

Objective: The Ministry of Children, Community and Social Services (MCCSS) and Social Assistance (SA) delivery sites share the common goal of improving employment results for people relying on social assistance. The service plan is the tool used for SA delivery sites to document the service planning required activities, including the strategies to achieve performance outcomes.

The plan is separated into 4 sections which requires the SA delivery site to provide an overview of all aspects of the program. The four sections are:

Community Analysis: In this section, SA delivery sites provide a summary of the community context in which Ontario Works person-centered supports and services, and employment assistance is delivered over the four-year service planning period.

Review Performance Outcome Targets: The Ministry targets are entered into the OW contract.

Develop Service Strategies: This section establishes the contracted expectations of all SA delivery sites and connects the first two planning components (i.e., community analysis and performance outcome targets).

Manage Program Delivery: In this section, SA delivery sites will identify key program management activities to ensure the program supports program integrity and is delivered in accordance with legislative and policy requirements.

Implementation status: This document helps the municipality to define activities that are being undertaken and strategies that are in place to meet the performance outcome targets set by the Ministry. This plan also gives the local office an opportunity to highlight unique programs and challenges that are impacting the local municipality and our ability to meet the Ministry's targets.

Financial implications: The plan is a requirement to receive Provincial Funding from the Ministry. At this time, the service plan is intended to cover a 4-year cycle with an addendum being submitted each year to provide an update on the activities and outcomes of the local office. To receive Provincial funding, this plan must be submitted and approved by the Ministry. The City's portion of costs relating to this funding is approximately \$500,000.

10. Pollution Prevention and Control Plan [PPCP]  
Dated 2007 and updated November 2016

Objective: To address the requirement of a Pollution Prevention and Control Plan in accordance with Ministry of Environment requirements. The City is responsible for the ownership, operation and maintenance of the Stratford Water Pollution Control Plant [WPCP] and all sanitary sewers within the City limits. The sewage collection system is comprised of the WPCP, trunk sewers, pumping stations, forcemains, local sewers and building service connections. The City contracts with Ontario Clean Water Agency to operate the WPCP.

Implementation status: A number of the required works have been carried out to date. The update provides further recommendations as to works required to comply with PPCP objectives. The City has inflow and infiltration prevention programs and incentives for residents available.

Financial impact: Under review as part of the proposed update to the Plan in 2025.

11. Water and Wastewater Rate Study

Adopted by Stratford City Council in 2020.

Objective: This Study is the basis of the water and wastewater financial plans. It provides detailed forecasts of the capital, operating, reserve fund positions, capital asset inventories, future consumption volumes and rate calculations. This is to meet legislative requirements to project future activities for capital, operating, reserves and customers.

Implementation status: As part of the compliance reporting for Ontario Regulation 453/07, municipalities are required to prepare financial plans along with details of the proposed financial position and operations for a minimum of six years. Work is nearing completion of the next Water and Wastewater Rate Study, which along with the City's Asset Management Plan, will assist the City in future planning.

Financial implications: The 2020 Rate Study assumes a capital spending program [2020 to 2029] for water and wastewater to be in the \$19 to \$20 million range funded from user fees and reserves and long-term debt from user fees.

There is a rate study underway currently that will inform rates for 2025-2031. The 10-Year Capital Forecasts have been used as the basis for these capital works.

## Discretionary

### 12. Avondale Cemetery Master Plan [2017]

Objective: To identify short- and long-term needs and provide for overall cemetery function, optimizes land utilization and increases marketability for Avondale Cemetery.

Implementation status: The City has relied on the Master Plan conclusions and recommendations to guide the operations and capital works of Avondale Cemetery. For 2025, the City is considering adding 3 niche walls for a total of 192 niches to sell to the public.

Financial implications: There is a 2025 capital budget project identified for Council's consideration regarding adding 3 niche walls. [\$130,000]

### 13. Bike and Pedestrian Master Plan

Now incorporated into the Transportation Master Plan in Item #32.

### 14. Community Climate Action Plan

Adopted by Stratford City Council on August 12, 2024.

Objective: A community plan to address energy usage, reduce GHG emissions and promote economic benefits of energy transition in Stratford. There are seven program areas, and more than fifteen actionable programs included in the plan.

Implementation status: Implementation of this Plan is expected to commence in Q4 of 2024.

Financial implications: Include CCAP programs and supporting resources required for consideration in the 2025 multi-year budget process. There is an Expansion Initiative in the 2025 Budget for a Community Liaison resource to support public outreach and mobilize the recommendations of this Plan within the community. [annual cost \$104,850]

### 15. Corporate Energy and Emissions Plan

Received by Stratford City Council on October 23, 2023.

Objective: To advance the City towards its emissions reductions goals by providing long term direction with a 2050 horizon, as well as short to medium term targets. This renewed plan builds on and supports the advancement of strategic objectives identified within the CECDMP and takes a comprehensive approach toward energy



management and monitoring, proactively identifying emissions reduction opportunities, capacity development and staff awareness.

Implementation status: Staff are implementing the Plan recommendations for corporate owned assets to accelerate fuel switching and to reduce corporate emissions. Objectives from the Corporate Plan have been embedded into City Department work plans as part of the corporate-wide strategic climate lens implementation and to seek efficiencies.

Financial implications: To implement all the strategies identified in the appendix is \$11-18.6 million as of October 23, 2023. As part of the annual budgeting process, funding requirements for specific projects have been identified in the Plan.

16. Cultural Plan

Received by Stratford City Council on June 26, 2023.

Objective: Four strategic priorities, referred to as “Pathways” have been identified as vital actions to realizing Stratford’s vision for culture. 15 goals are broken down under the Pathways to provide measurable objectives and monitor progress. In total, the plan identifies 15 goals, 44 recommendations and 128 potential actions to consider achieving the identified Pathways.

Implementation status: Funding from the approved Recreation Programming budget for advertising and events. Several projects initiated in 2024 and will continue in 2025. Staff are collaborating with the BIA and other groups to ensure no duplicating of events.

Financial implications: Future costs will require a detailed analysis by Staff to determine which recommendations to move ahead with and included in the annual budget for Council’s consideration. Costs identified by the consultants range from \$10,000 to more than \$50,000 per project. Grant applications will be pursued to assist in advancing projects, where appropriate. New venues or improvements to existing facilities should be tied to the Cultural Plan and the Asset Management Plan.

17. Downtown Parking Study [2016]

Objective: The original scope of the study was to investigate parking activity patterns in the downtown core. The scope was broadened to include the development of a downtown parking strategy that would provide a roadmap for the continued provision of a high level of customer service to parking users. The Findings from the Study have been incorporated into the Parking Division’s existing operational frameworks. The integration allows staff to leverage current

resources while addressing the specific needs identified through the Study. Moving forward, staff will continue to evaluate and adapt the operational plans based on the insights gained, ensuring that the objectives remain a core component of service delivery.

Implementation status: Since the completion of the Study, several action items have been completed including the implementation of a mobile payment system, the installation of additional pay by plate machines, a review of the parking rates and parking fines and the extension of the pay parking periods. Staff continue to work on the ongoing initiatives such as the monitoring of parking activity in the downtown through the Smart Parking Project and the expansion of the EV charging stations in municipal lots. In addition, staff continue to evaluate the long-term action items identified in the Study to ensure that they are incorporated in the Parking Division's work plans.

Given the growth pressures in the downtown, a Parking Needs update may be beneficial. A Parking Needs update would consider how and to what extent reduced parking requirements in new developments, use of cash-in-lieu of parking and what infrastructure, such as a parking structure(s) etc. are needed.

Financial implications: The cost to implement recommendations from the Study are paid from the Parking Reserve and do not typically have a direct impact on the annual tax levy. When considering a larger scale parking structure on the Grand Trunk Site as contemplated in the Master Plan, financing options for the construction and operation, will need to be considered as there could be cash flow impacts due to timing of revenues from parking and the current reserve fund balances.

18. Downtown Traffic Study  
Adopted by Stratford City Council in 2021.

Objective: This Study evaluates various intersections in the downtown and pedestrian crossing safely and runs parallel to many of the recommendations in the 2023 Transportation Master Plan.

Implementation status: Approved capital projects proposed in the upcoming years include the Church / Huron / Ontario intersection and Waterloo Street and Ontario Street intersection. The study has several recommended projects that are under consideration, some of which will be built in as part of the allocated funding proposed for the Transportation Master Plan projects and others as part of resurfacing projects.

Financial implications: Downtown intersection improvements in the subsequent years of the 10-Year Capital Forecast have been estimated at \$8.2 million.

19. Facilities Accessibility Design Manual [FADMs]  
Adopted by Council in 2021.

Objective: The new Facility Accessibility Design Manual (FADM) for the City of Stratford addresses accessibility requirements for the design and construction of new facilities, as well as retrofit, alteration or additions to existing facilities owned, leased or operated by the City of Stratford. The new FADM replaces existing guidelines adopted in 2004. The guidelines and standards in the FADM can exceed Building Code requirements. The private sector is encouraged to consult the FADM when renovating or considering new builds.

Implementation status: The FADM is a well used manual for site plan reviews undertaken by the Accessibility Advisory Committee and its sub-committee. Its use is integral to providing reports in response to requests for comments from the Building and Planning Services Department and for conducting audits of municipal properties. As accessibility standards regarding the built environment are ever changing, further reviews will be required.  
Work is underway to promote the manual and provide education benefits to meeting these standards by private developers.

Financial implications: Costs to implement the FADM guidelines and standards for municipal building renovations and service levels are included in the specific project budget on an annual basis.

20. Facilities Review  
Adopted by Council on February 14, 2022

Objective: To consider recommendations from KPMG for improving City facility data collection as part of the City's Service Delivery Review implementation process

**THAT Council approves the Business Process Review: Facilities Data Collection Strategy by KPMG;  
THAT the Business Process Review: Facilities Data Collection Strategy be referred to the Corporate Leadership Team to review and implement;  
AND THAT any Facilities Business Process Review recommendations with unfunded budget implications be brought to Council for consideration prior to implementation.**

Implementation status: Staff continue to advance the strategies. There is a 2025 Expansion Initiative to bring some contracted electrician and plumbing services in house.

Financial implications: To continue to identify efficiencies and alternate ways of service provisions. As noted in Item #29 above with respect to Expansion Initiative Staffing.

21. Grand Trunk Railway Site Master Plan  
Adopted by Council in 2018.

Objective: Provides a framework for how the site could develop in stages. The Master Plan addresses urban planning and urban design matters specific to the site such as parking, built form, open space provision, the public realm, and street network.

Implementation status: The Ad-Hoc Grand Trunk Renewal Committee recently completed work to refresh the vision and guiding principles of the Master Plan.

Staff are advancing work in accordance with the 2024/Q1 2025 Work Plans approved by Council.

Financial implications: Additional work is required to inform the financial implications of public private partnerships, staged development and fundraising campaigns. There are 2025 budget implications for Council's consideration.

22. Housing and Homelessness Plan  
Adopted by Council in 2014. Updated for 2020-2024

Objective: The 10-Year Plan outlined a framework for delivering housing and homelessness services to meet the distinct needs of local communities while also aligning with Ontario's Long-Term Affordable Housing Strategy. It provided a series of recommendations divided into five strategic priority areas: 1) Coordination and Collaboration; 2) Data Gathering and Sharing; 3) Affordable Housing Options; 4) Eviction and Homelessness Prevention; and 5) Homelessness Reduction.

The updated Plan includes four strategic objectives and four implementation drivers. This adjustment better reflects provincial policy directives, emerging community needs and priorities, and the components required to implement recommendations and activities.

Implementation status: This is an ongoing effort which drives the objectives of both the Housing Division and the Homelessness and Housing Stability Division. There have been meaningful accomplishments in the strategic objectives of Ending Homelessness, Creating Attainable Housing Options, Sustaining Community

Housing and Addressing a Diversity of Needs. It is anticipated that the Ministry of Municipal Affairs and Housing will provide guidance regarding the next housing and homelessness plan which will continue to guide the operational strategic work of the Division.

Financial implications: There are direct impacts on the annual tax levy, a portion of which are cost shared between the County of Perth and Town of St. Marys. The City's portion is an estimated \$500,000. To address the affordable housing situation, the City has identified municipal lots that can be used to build affordable housing units, in partnerships with community groups and agencies. These will be specifically identified in annual budgets for Council's consideration.

23. Housing Project – A road map for attainable market housing development Adopted by Stratford Economic Enterprise Development Corporation Board and Stratford City Council in 2021.

Objective: To identify and make recommendations of options and solutions designed to increase and encourage additional attainable market housing rental and ownership units in Stratford. The report also identifies opportunities and includes recommendations for pilot projects for two city-owned parcels of land that incorporate many of the recommended options and solutions.

Implementation status: The project is managed by investStratford in full consultation with the City.

Since the adoption of the Workplan and recommendation by Council, work has advanced on the key elements: Community Incentives Toolkit, Media Campaign, Pilot Housing Project and Consultations and Outreach Initiatives to obtain Feedback. This project aligns with Council's Strategic Priorities.

Financial implications: Implementation of the Housing Project will require multi-year funding. There will also be longer term financial implications for implementation of the Key Actions of the Project and this will be presented to subsequent budget years. For example, financial considerations resulting from the proposed Community Incentives Tool Kit included in the 2025 proposed Expansion Initiatives starting at \$150,000. Some longer-term costs could be offset through city land sale revenues and increased assessment resulting from new housing development.

24. Information Technology Strategic Plan  
Adopted in February 2015.

Objective: To provide enterprise solutions to deliver customer service, support core business processes, innovate services and new capabilities and to identify capabilities of the City.

Implementation status: The City has completed several projects identified in the 2015 Plan such as asset management, paperless agenda, GIS Integration, parking devices and software upgrade, tree inventory and management system, IT security review, server upgrades, desktop system upgrades and mobile devices. The constant evolution of technology advancements requires vigilance to maintain IT systems and incorporate new applications and processes required by Departments.

Financial implications: A new IT Strategic Plan is underway. The financial implications will be provided, once known.

25. Invasive Plant Plan

Adopted by Council on August 12, 2024.

Objective: Three goals and 10 objectives to improve prevention and management of invasive plants.

Implementation status: Staff have begun the work to implement the Plan as resources are available.

Financial implications: There is annual baseline funding to cover staffing and regular control activities. The Department operating budget is recommended to be increased by \$10,000 in 2025 for extra control to be contracted out to the Upper Thames River Conservation Authority. More substantial investments may be required if costly invasive species, such as the emerald ash borer, are identified.

26. Municipal Airport Study

Received by Council at the May 23, 2023 Council meeting.

Objective: A review of the Airport was one of the projects identified in the Service Delivery Review [Item #29]. The purpose of the more detailed Airport Study was to focus on whether the airport can become a financially sustainable operation, provide options available to the City if it cannot be made financially sustainable, and identify climate change impacts from operations.

Implementation status: Council directed staff to prepare a report outlining recommendations based upon the findings within the Stratford Municipal Airport Study. Work has progressed to implement the Study, such as increases to Fees and Charges. Additional work is related to capital work needed and this is identified in the Capital Forecast.

The City continues to work with the Airport Management Council of Ontario [AMCO] to advocate to the Ontario Ministry of Transportation in support of the Ontario Airport Capital Assistance for small and regional public available airports. This work is ongoing.

There is a Capital funding requirement for the airfield lighting system upgrade, which is not part of the Airport Study.

Financial implications: In 2023 the Airport Capital Reserve contribution was removed by Council during Budget deliberations. Should it be decided by Council to keep the airport and its operations, an additional amount will be required to keep in line with supporting the Airport Study and to ensure the 10-Year Capital Forecast [currently on hold] can be funded.

27. Recreation Master Plan [2006 to 2019]  
Adopted by Council in 2006

Objective: To guide the City's vision of a balanced array of accessible and participation-based leisure opportunities for residents and tourists. The Recreation Master Plan assembles the community's leisure capabilities and resources that enhance residents' quality of life, using partnerships with community groups, public agencies and direct delivery strategies that:

- Support improved resident's health, well-being and personal development.
- Contribute to the development of a unique community lifestyle and resident sense of belonging and engagement in their community.
- Support improved community and economic capacity development and stewardship.

Implementation status: Staff are recommending obtaining an updated Master Plan. A new plan is needed to help guide the future development and needs of the community. The Sport Tourism Strategy is Item #30 and updates some off the information in the Recreation Master Plan related to sports tourism.

Financial implications: Staff have included \$80,000 in the draft 2025 Budget for this Plan for Council's consideration.

28. Sanitary Master Plan and Model

An update to the 2003 Master Plan is anticipated in Q2 of 2025.

Objective: A 20-year guide to capital projects and program implementation that prioritizes infrastructure renewal projects and identifies the cost of proposed infrastructure improvements in a 5-year plan.

The City of Stratford is updating the 2003 Sanitary Master Plan to ensure the City's sanitary sewer infrastructure continues to support the growing Stratford community now and in the future.

The Master Plan update will review and analyze existing conditions and plan for Stratford's projected population growth. The Master Plan will define needed improvements or increases to the current system's capacity and identify opportunities for improving efficiency.

Implementation status: The Sanitary Master Plan and model project is nearing completion. This initiative assesses the current system, anticipates areas of future growth, and identifies deficiencies that need to be addressed. The Plan will result in a list of recommended rehabilitation projects for undersized and underperforming sanitary sewers, as well as areas slated for new development, such as the O'Loane Sanitary Trunk Sewer Project.

Financial implications: Since the sewer system is interconnected, any proposed changes will affect both upstream and downstream sewers, leading to extensive projects, each expected to cost millions of dollars. Once available, the financial implications from the new plan will be provided to Council.

29. Service Delivery Review

Received by Stratford City Council on February 22, 2021.

Objective: To conduct a review of the Corporation to identify ways service delivery could be improved.

Implementation status: The Service Delivery Review report identified opportunities to improve efficiency and realize potential cost savings: reduce use of paper, enhance human resource systems, review the utilization of city fleet, consolidate grass maintenance, increase airport revenues, repair fire vehicles internally, consolidate invoicing, facility maintenance and utilization. Work is underway by Departments and additional Reviews have been completed. For example, the Facilities Review and Airport Study. Other projects identified in the Service Delivery Review continue as resources are available.

Financial implications: This study was funded through a grant from the Municipal Modernization funding program in 2020. Implementation costs of the recommendations are included in Departmental budgets. For 2025, there are Initiatives included for Council's consideration – Service Enhancements: Human Resources Information System [HRIS] (one-time investment of \$400,000 plus annual operating costs to be determined), and Staffing: Maintenance Management Clerk position (annual cost \$81,522, budget impact \$40,761), Facilities Plumber (annual cost \$141,013, budget impact \$33,271), Facilities Electrician (annual cost \$141,013, budget impact \$45,177).



30. Sport Tourism Strategy  
Presented to Council on January 23, 2023.

Objective: Seven strategies were identified to establish a dedicated sports tourism entity, develop a funding plan, create a communication framework, identify strategic markets and short and long-term targets for events, advocate for new and/or improved sports facilities and review hosting framework to empower sports tourism activities.

Implementation status: Staff continue to advance the Sports Tourism Strategy as resources are available. In addition, there is an opportunity to apply for an Ontario Building New and Upgraded Sports and Recreation Facilities grant for an all-weather surface track, synthetic field and dome. This would increase the City's opportunity for winter sports events.

Financial implications: There are budget impacts related to this Strategy and a five-year plan is contained within the Strategy. An estimated \$725,649 minimum to deliver the 5-year plan as laid out in this Strategy

With support from Community Services Department, Destination Stratford, investStratford, future revenue sources such as MAT and external funding programs, the investment could be shared to provide maximum value for money.

31. Storm System Master Plan

Adopted by Council on October 25, 2004. There are related EA Studies that have been completed since the Master Plan was completed.

Objective: To evaluate the impact of current and future development on the existing storm drainage system. The Study Area encompasses all the lands within the City of Stratford existing and identified annexation boundaries as well as external lands that drain into the City's enclosed pipe and open channel drainage systems.

- Review and recommend changes to the current City standards, by-laws and policies relative to stormwater issues and to recommend land use controls to prevent flood related damages to private property;
- Review the existing storm sewer system, identifying major and minor drainage systems and to identify deficiencies through computer modeling;
- Develop an overall strategic framework to support any future site specific improvement plans;
- Identify future major and minor drainage systems;
- Ensure that flood risks are not increased because of proposed development;

- Identify and assess existing watercourses and identify appropriate policies to protect them.

Implementation status: An implementation schedule is part of the Master Plan that identifies the sequence of capital improvements and identified programs. Aspects of the schedule were identified to wait the results and recommendations of the South Side Area Class EA.

The assessment of the city-wide storm system reveals that storm sewer capacity (minor drainage system) and overland relief flow capacity [major drainage system] are very limited in Priority Areas. Trunk sewers within this area as well as other sewer trunks within the South Side Class EA Study Area, represent the highest priority for improvements throughout the City.

Most of the work identified in the 2004 Storm Master Plan Study has been completed or identified in the 10-Year Capital Forecast. Projects are brought forward by staff during annual budget deliberations for Council's consideration.

Financial impacts: The next Storm Water Master Plan Study, related Class EA Studies and the Asset Management Plan are critical to ensuring the City is able to withstand significant weather events and that the City's infrastructure in the future is sufficiently sized. Details regarding the newer plan will be brought to Council when available.

### 32. Transportation Master Plan

Adopted by Stratford City Council on November 14, 2023.

Objective: The City of Stratford Transportation Master Plan (TMP) is a long-term strategy that guides the planning, expansion, renewal and management of the City's multi-modal transportation system through 2041. Further details on the development of the TMP are available in three background reports, provided as appendices. The three reports and this summary report collectively form the City of Stratford Transportation Master Plan: Phase 1: Needs and Opportunities, Phase 2: Network and Strategy Development, Engagement Summary Transportation Master Plan Summary Report. As the culmination of the background reports listed above, this document summarizes the projects, directions, strategies and actions recommended for the City of Stratford to implement and to direct transportation investments city-wide.

Implementation status: The City's Asset Management Plan recommends an annual investment of \$7.3 million for street infrastructure [roads, sidewalks, streetlights, signals] and \$1 million for bridges, not including the current backlog. The Transportation Master Plan suggests an additional \$2.9 million annually over 20 years bringing the recommended minimum investment to \$11.2 million per year for streets and bridges.

Financial implications: The 2025 budget proposal includes a small amount of funds dedicated to pedestrian crossing and sidewalk improvements with the majority being dedicated to replacing existing multi-use trail infrastructure on Erie Street. It is expected that it will take much longer than 20 years to fund the recommended projects in the Transportation Master Plan.

33. Urban Design and Landscape Guidelines  
Adopted by Stratford City Council in 2014.

Objective: The Urban Design and Landscape Guidelines are primarily used by the development community during the site design and site planning stages. The Building and Planning Services Department's role involves ensuring these guidelines are adhered to, facilitating high-quality urban design that aligns with Stratford's Official Plan and vision. The Guidelines cover both public and private realms, providing detailed recommendations on sustainability, streetscapes, and building design.

Implementation status: Ongoing, ensuring Stratford maintains its distinct character and enhances the built environment.

Financial implications: No 2025 Budget implications. An update on the Guidelines will be required following the completion of the Official Plan Review, within the next 2 to 4 years. The implications of this will be provided to Council when available.

34. Waste Management Facility [Landfill] Master Plan or Strategy

Objective: To provide a tool for the City to use in the development of waste management policies, guidelines, and best practices for both short and long term planning.

The typical goals and objectives of the WMFMP are to:

- Optimize Waste Management
- Implement Best Practices for Waste Management

Implementation status: Staff are conducting a comprehensive internal review of landfill operations, approaching it as a segmented master plan. This involves completing and integrating several targeted studies to guide future improvements. The main studies include a Fill Plan for future cell allocations – 2017, Landfill Closure and Post Closure Care Plan – 2021 and a 2023 review of the Landfill Facility's physical operational layout that aims to enhance efficiency and effectiveness across the site. An Operational Audit is also underway, which will

include recommended adjustments, such as changes to operational hours and household hazardous waste [HHW] handling. These recommendations could be implemented through amendments to the existing landfill Environmental Compliance Approval [ECA].

Financial impact: Projects are included in the 10-Year Capital Forecast for Council's consideration at the 2025 Budget deliberations. See also Item #35 below.

35. Waste Management Rate Study  
Adopted by Council in 2021

Objective: To identify the full cost of services for the City's waste diversion and waste disposal services for 2020 to 2044.

Implementation status: This Rate Study is scheduled for updating in 2025.

Financial impact: Approximately \$10.1 million in capital expenditures are required between 2022 and 2046 for new landfill cell developments, landfill gas system expansion and asset replacements and renewals. Annual transfers of \$500,000 to the Capital Waste Management Reserve Fund are required until 2026 with gradual increased in subsequent years to \$810,000 by 2046 to fully fund the capital program and have partial funding available to secure future disposal capacity.

36. Water Infrastructure Evaluation and Needs Assessment  
Adopted by Council in 2018

Objective: This is a long-term management plan for the City's drinking water system that identifies watermain and major water facility upgrades needed to provide current and future demands.

Implementation status: The Evaluation identified that the City's system has sufficient trunk supply, pumping and storage capacity to meet the City's long-term needs. The existing trunk water main network generally has sufficient capacity to support the planned growth and water system expansion. Due to the age and configuration of the system there are areas with existing available fire flow below the City's desired fire flow targets. The Needs Assessment is the framework for addressing items identified in the Evaluation.

The Evaluation and Needs Assessment Report provides an overview of the key objectives, assumptions and recommendations with the intention of supporting infrastructure planning decisions regarding water infrastructure within the City.

Financial impact: The capital program identified in the Report outlines approximate spending needs for the next 20 years of \$50 million or \$2.5 million

per year which does not include growth infrastructure costs. This represents an average of 1.75 km/year of watermain which represents approximately 1% annual replacement of the system for the next 20 years.

37. Wayfinding Strategy

Adopted by Stratford City Council in October 2019.

Objective: To create a comprehensive wayfinding strategy that reinforces the sense of place, identity and interconnectedness of the City and its features while improving navigability and wayfinding within its borders. The comprehensive design of a city-wide wayfinding system addresses the needs of visitors and residents while considering all modes of transportation.

Implementation status: The City has installed all wayfinding signs for parking and began replacing existing directional signs in the downtown with the new accessible design. Next step in the Strategy is to continue replacing existing directional signs throughout the City and then install “new” signs, if appropriate. Additional activities that can be completed are replacing existing gateway signs and begin installation of signs related to active transportation. The City has been applying for grants to complete additional portions of the project prior to incorporating the Strategy in the operational work plans.

Financial implications: No funds for wayfinding have been included in 2024 or 2025 Budgets.

38. Zero Emission Fleet Transition Plan, Climate Change and Resilience Assessment Report and Bus Noise Assessment Report  
City Council received the Plan in April 2024

Objective: To provide a roadmap for the City to convert Stratford Transit to zero emission vehicles by 2042. This Plan includes energy modelling of battery electric buses [BEBs] on current routes to confirm feasibility and makes recommendations on vehicle and charging infrastructure. The Plan also includes recommendations on utility coordination, changes in vehicle maintenance facilities, staffing and operations.

Implementation status: The City is required to have a Transition Plan, along with a Climate Change and Resilience Assessment Report and a Bus Noise Assessment Report to access funding opportunities under the Zero Emission Transit Fund. This fund helps to transition from fossil fuel buses to zero emission buses. The City’s 2023 application was successful and the transition is underway. To date the Feasibility and Energy Modelling has been completed. There are no capacity issues identified to operate charging infrastructure at the Transit Garage and Transit

Terminal. Work is underway on the Fleet Transition Plan and is based on the fleet retirement schedule.

Financial implications: An economic analysis was conducted as part of the Plan. The full transition was found to be \$9.8 million more expensive than the baseline diesel bus system currently used by the City. Cost estimates produced in support of the active procurement of electric buses and associated equipment are aligned to Stratford's current grant application for ICIP funding. There are no transition capital projects included in the 2025 budget. There will be budget implications in 2026 and in 2027 for the new battery electric buses that have been ordered and will start arriving.

It is estimated that the total cost of the transition to electric buses over a 20 year timeframe is approximately \$25,000,000 [present dollars]. Approximately \$6,000,00 would be the City's contribution to the project. Battery electric buses are a larger capital costs than diesel but offer potential for operating cost savings due to reduced fuel and maintenance costs.

The City has a Transit Capital Reserve established to assist with capital replacement needs of Transit.

### **City of Stratford Continuum of Services**

The attachment, "City of Stratford Continuum of Services", is provided with this Management Report. It illustrates the services and funding obligations of the City on a continuum from Increasingly Mandatory to Increasingly Discretionary, and is intended to highlight the complexity of municipal governments. This visual representation of the range of activities and services will continue to evolve with changing priorities of upper levels of government and local priority setting.

Appreciation is expressed to the Treasurers' networking group for sharing their Continuum framework which has been customized to reflect Stratford, a single-tier municipality. Services and Funding obligations are shown in Categories 1 to 5 with Category 1 being Mandatory and Category 5 being Discretionary:

- **Category 1:** Legislative Service Requirements – there is Provincial or Federal legislation requiring the City to perform the activity or service;
- **Category 2:** Core Service Functions for all Organizations – Performing the activity or service is something that every organization in the public or private sector requires in order to carry on business;

- **Category 3:** Core Service Function for Municipalities – Performing the activity or service is something that every municipality in Canada does or must do in order to carry on business;
- **Category 4:** Highly Desirable Services – Not every municipality in Canada performs the activity or service, but the majority does, and it would be with extreme reluctance that the municipality would eliminate this activity or service;
- **Category 5:** Discretionary Services – The municipality would like to continue to provide the activity or service, if it can.

When used together, the Summary Report of Master Plans, Studies and Reports and the Continuum of Services for the City add context to Council's budget deliberations and may assist in balancing those 'need to have' and 'nice to have' discussions.

## **Partner Agencies Studies and Reports**

The Studies and Reports listed here under "Partner Agencies" do not form part of this Management Report Analysis and are for supplementary information and awareness purposes.

- Economic Impact of Analysis of investStratford's Business Investment Attractions Successes
- Public Library Strategic Priorities
- investStratford Strategic Priorities
- Destination Stratford Strategic Plan
- Social Return on Investment – Stratford Public Library
- Public Library and Grand Trunk Renewal Site
- Stratford Police Services Strategic Priorities
- Stratford Police Services Space Needs Analysis
- Public Library Space Needs Study

## **For Council's Consideration**

Staff continue to advance the recommendations and findings in the City's Master Plans, Studies and Reports as resources permit. Where two or more Reports have conflicting recommendations, Staff refer to the Council Strategic Priorities for the overall guidance and priority.

Councils are aware of the financial challenges facing municipalities. With inflationary-related property tax increases in the past 2 years, a sustainable strategy is needed to the outdated funding model that no longer serves local governments. This has been further exacerbated by the continued pressure on municipalities to step up in areas like social,

health and homelessness services which are upper-level government obligations. Municipalities have been filling the gaps where they can and are running out of resources and capacity. There is an expectation that municipalities can solve these complex issues. There is only so much municipalities can accomplish [i.e. resources] that can be added to the property tax levy and without burning out front line staff.

A long term reliable intergovernmental funding strategy to provide needed wrap around supports and housing for at-risk and vulnerable residents, would be a significant achievement. The City is prepared to do its part as demonstrated by the City's construction of housing units and outreach services; however, we need better collaboration on funding under the leadership of the provincial and federal governments. Advocacy work with the Association of Municipalities of Ontario [AMO] and the Federation of Canadian Municipalities [FCM] is helpful to speak with strong voices on shared concerns to the Provincial and Federal Governments.

Previous budget deliberations required Council to consider above-inflation increases in property rates to maintain the same level of service, replace aging infrastructure and add new initiatives identified by Councils. Holding the line at below inflation is not sustainable with all that is required of municipalities and Council will need to determine where service levels should be adjusted.

Staff continue to advocate for building up reserves, particularly those devoted to asset management and state of good repair in areas like water infrastructure, municipal buildings, equipment, social housing renewal, fleet and roads.

Some of the City's sewers are in the 60 to 100-year range and need to be replaced. These are some of the expensive projects in the 10-Year Capital Forecast. The City has achieved success with the sewer relining program and will explore other new initiatives and review of best practices to help alleviate tax levy impacts.

For the 10-Year Capital Forecast, strategies can be employed across a range of municipal financing options, such as raising the contributions to capital reserve funds, new user fees and asset sales and optimization, to fund these significant infrastructure investments.

With the adoption of Council's Strategic Priorities, it is important that during this budget process, questions related to resource allocation be considered.

- Does operating and capital project spending align with the Priorities and Objectives?
- Do the Strategic Priorities assist in decision making on "one off requests for service" from members of the public or external agencies? Where does the request fit within the Strategic Priorities?



- Where are service level changes required? The City can only get a certain number of projects completed each year. Where does Council wish staff to focus based on the Strategic Priorities.

This is part of service level discussions with Council.

With pressure on local municipalities to address affordable housing and homelessness issues, the impact on the annual budget is significant. The magnitude of investment required and the absence of funding for small municipalities has been in the making for several years for this and other services and may require service reductions to fit within the financial constraints of the budget.

Another challenge is the intensity of issues around affordable housing and homelessness, poverty, and mental health and substance abuse. Municipal Councils are the level of government closest to their electorate whether on the front lines, through social media, email or at meetings and local events. Municipal staff and elected officials are facing increasing demands to do something.

New methods to engage with residents is underway and in the interim, there is a need for greater focus on ensuring safe workplaces through formal policies and procedures that protect and support employees and council members.

Staff remain committed to supporting Council during budget deliberations and implementing decisions made.

### **Financial Implications:**

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

There are no identified financial impacts to the 2024 operating budget as this is an information report to support 2025 budget deliberations.

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

There are Initiatives included in the 2025 Draft Budget to advance the Master Plans, Reports and Studies adopted or endorsed by Councils when existing resources are not sufficient.

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

#### **Enhance our Infrastructure**

This report aligns with this priority as several of the Master Plans, Studies and Reports listed contain recommendations and strategies to address key aspects such as transportation, utilities, energy transition and emissions. Council is being asked during 2025 and multi-year budget deliberations to make targeted investments to create a resilient foundation that fosters sustainable growth, ensuring a high quality of life for residents and promoting economic stability for years to come.

**Build Housing Stability**

This report aligns with this priority as several of the Master Plans, Studies and Reports listed, contain recommendations and strategies for advancing City supportive housing projects, prioritizing housing in the Official Plan Review and partnering in the community. Council is being asked during 2025 and multi-year budget deliberations to consider continuing to invest in new housing related projects with community partnerships.

**Work Together For Greater Impact**

This report aligns with this priority as several of the Master Plans, Studies and Reports listed, contain recommendations and strategies to build meaningful partnerships to address community needs.

**Intentionally Change to Support the Future**

This report aligns with this priority as several of the Master Plans, Studies and Reports listed, contain recommendations and strategies to base decisions on the change that is happening in the community.

**Alignment with One Planet Principles:**

**Not applicable:** This report is an information report for Council.

**Staff Recommendation: THAT the CAO's Report "Summary of Master Plans, Studies and Reports" be received as information.**

**Prepared by:** Joan Thomson, Chief Administrative Officer

**Recommended by:** Joan Thomson, Chief Administrative Officer  
Insert name and title of CAO following approval

CITY OF STRATFORD CONTINUUM OF SERVICES				
INCREASINGLY MANDATORY			INCREASINGLY DISCRETIONARY	
Name	Name	Name	Name	Name
Mayor's Office and Council				
Fire Services				
Police Services				
Library Services				
Funding to Paramedic Services & 911*				
Health, Wellness & Safety				
Provincial Offences*				
Clerk's Administration   Municipal Elections			HHW	
General Government (Admin)			Committees of Council	
Treasury Admin (Finance)			Recreation Programming	
Annexation Agreements			Green Bin	
Community Emergency Response Planning			National Child Benefit/Social Assistant Reinvest	
Social Assistance Administration*			Climate action initiatives	
Cemetery Services / Burials (Unclaimed)			CAO Administration	Industrial Land Development
Ontario Works*			Horticultural & Turf Maintenance included in Parks	Community Grant Program
Social Housing - City of Stratford			Affordable Housing Programs	Grand Trunk Renewal Project
Social Housing (LHC)-PSHC			Affordable Housing Rentals	Lease of Building to Stratford Art Gallery
Child and Family Support Programs (EarlyON Centres)			Sports Fields (soccer, baseball, tennis, pickleball)	Lease of Facility to Stratford Tennis Club
Long Term Care Home (Spruce Lodge)*			Special Events	Downtown Revitalization
Public Health*			Boathouse	Corporate Initiatives and Community Strategies
Animal Control		GIS Services	Crossing Guards	Centre for Business included in investStratford
Planning Administration		Municipal Homelessness Programs	Lion's Pool	Destination Stratford (Tourism)
Building Services		Communications & Community Engagement	Stratford Rotary Complex	Sports Tourism included in Recreation Programming
Solid Waste and Recycling Collection		Municipal Transit Services	Agriplex	Stratford Municipal Golf Course
Wastewater Treatment and Collection	Human Resources Administration	Website Management	William Allman Arena	Community Improvement Plans [CIP]
Storm Pipe and Pond Maintenance	Legal	By-law Enforcement	Dufferin Arena	Community Transportation Pilot Project
Water Treatment and Distribution	Insurance and Risk Management	Cemetery Services	National Stadium	Sports Hall of Fame
Road Maintenance	IT Services included in Service Areas	Parks & Forestry	Packham Road Sports Complex	Funding to Stratford Perth Archives*
Landfill Methane Gas Collection	Accounting	Fleet Services included in Service Areas	Funding to Economic Development	Funding to Stratford Perth Museum*
Winter Control	Purchasing	Infrastructure Planning	Municipal Day Care Services	Stratford Municipal Airport
Bridge Inspection and Maintenance	Customer Service	Engineering Services	Oversight of Festival Hydro	BIA Service Agreement
Municipal Drains	Financial Analysis/Budget	Contributions to Development (Bill 23)	Britannia Street Housing Project	Maintaining municipal parking lots *included in Parking
Traffic Services	Facilities Management	Parking Services	Sidewalk snow removal	Property Tax / Utility Relief Programs
<b>CATEGORY 1:</b> <b>Legislative Service Requirements</b>	<b>CATEGORY 2:</b> <b>Core Service Function for all Organizations</b>	<b>CATEGORY 3:</b> <b>Core Service Function for Municipalities</b>	<b>CATEGORY 4:</b> <b>Highly Desirable Services</b>	<b>CATEGORY 5:</b> <b>Discretionary Services</b>
<b>There is Provincial or Federal legislation requiring the City to perform the activity or service.</b>	<b>Performing the activity or service is something that every organization in the public or private sector requires in order to carry on business.</b>	<b>Performing the activity or service is something that every municipality does or must do in order to carry on business.</b>	<b>Not every municipality performs the activity or service, but the majority does, and it would be with extreme reluctance that the municipality would eliminate this activity or service.</b>	<b>The municipality would like to continue to provide the activity or service, if it can.</b>
*indicates a shared service with the County and/or St. Marys				

November 18, 2024

**Attention: Municipal CAOs, Clerks and Treasurers,**

**Subject: Upper Thames River Conservation Authority (UTRCA) 2025 Draft Budget**

The Upper Thames River Conservation Authority (UTRCA) Board of Directors and Staff are pleased to provide you with its proposed 2025 Budget for your information. The 2025 Draft Budget currently forecasts operating expenditures of \$26,538,076 which requires a municipal contribution of \$9,051,726. In 2025, the UTRCA will leverage each municipal dollar to bring in almost three additional dollars towards conservation activities that benefit watershed residents and local communities.

Additional details are included in the enclosed:

- 2025 Draft Budget: Overview
- Municipal Specific Insert
- 2025 Draft Budget

The proposed increase in 2025 is \$1,052,137 for general operating purposes to provide a balanced budget for mandatory programs and services. The actual change for individual municipalities will vary based on the Modified Current Value Assessment formula used by the province. Capital expenditures of \$15,464,600 are proposed, of which \$11,682,500 is for Water and Erosion Control Structures major maintenance and capital projects where benefit-based levy rates are applied. Capital projects proposed for Conservation Areas will be funded with existing campground reserves.

Notice is provided pursuant to the Approval apportionment under subsections 25(1) and 27(1) of the Conservation Authorities Act (CAA) and Amounts owing under subsection 27.2(2) of the CAA. It is the Board of Directors intention to finalize and approve the budget and levy at the Annual General Meeting in February. The meeting date will be confirmed and provided to municipal Clerks once the 2025 meeting schedule is approved.

Please share the attached 2025 Draft Budget with Council and appropriate staff. I would be pleased to attend and review the proposed budget at a council meeting. Please contact either Michelle Viglianti ([vigliantim@thamesriver.on.ca](mailto:vigliantim@thamesriver.on.ca)) or Tracy Annett ([annett@thamesriver.on.ca](mailto:annett@thamesriver.on.ca)) to arrange. We welcome your comments.

Sincerely,



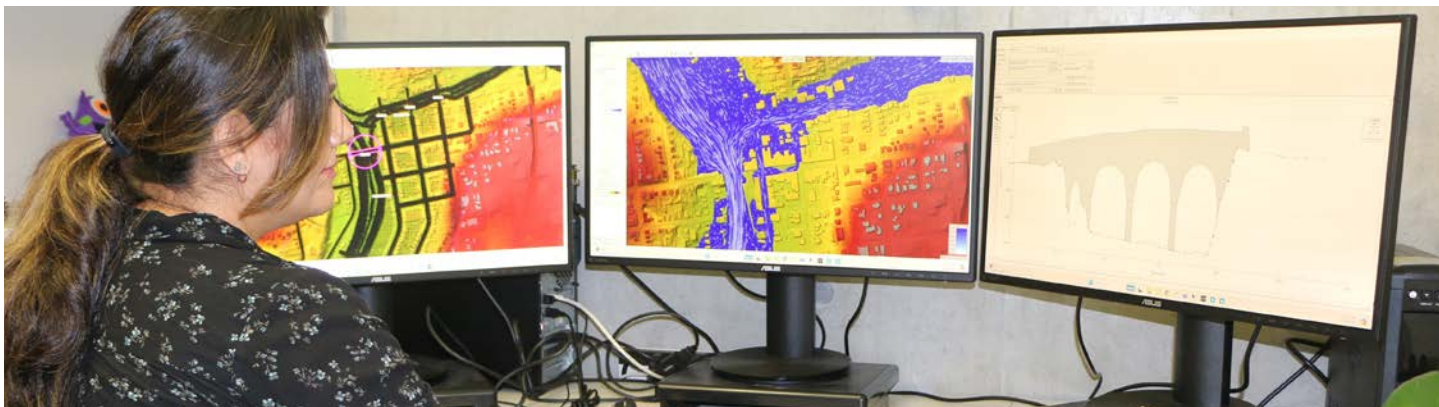
Tracy Annett  
General Manager/Secretary-Treasurer

Encl.

## 2025 Draft Budget: Overview

The Upper Thames River Conservation Authority's (UTRCA) 2025 Draft Budget reflects expected costs to support legislative requirements, local environmental needs, and municipal and public demands for service.

The budget separates the UTRCA's programs and services into three categories, consistent with Section 21 of the Conservation Authorities Act (CA Act) and as required by Mandatory Programs and Services Regulation O.Reg. 686/21.



### Category 1 Programs and Services

Mandatory Category 1 programs and services are defined in provincial regulation. These are the only programs that can be funded with municipal levy.

- Planning and regulations:
  - Regulations and enforcement under the CA Act (Prohibited Activities, Exemptions and Permits)
  - Planning activities
- Water management:
  - Flood forecasting and warning
  - Infrastructure operations and maintenance
  - Mapping, studies, and information management
  - Climate change risk and mitigation
  - Low water response
  - Natural hazards outreach
- Land management:
  - Land management, risk, enforcement
  - Lands strategy implementation
  - Public access to UTRCA lands for passive recreation
  - Natural heritage conservation on UTRCA lands
- Provincial surface water and groundwater monitoring programs
- Drinking water source protection
- Watershed strategy implementation
- Essential corporate costs



## Category 1 Budget Considerations

### Stabilizing Funding for Category 1 Programs and Services

In 2024, the municipal levy supported close to 60% of the cost of providing the UTRCA's mandatory programs and services, resulting in a forecast deficit of \$1.2 million dollars. The previous five years of budgets also had projected deficits.

The 2025 Draft Budget increases the municipal share of Category 1 expenses to 67%. This increase in levy, in conjunction with other sources of funding, allows the UTRCA to present a balanced budget for Category 1 programs, helping to ensure that continued deficit budgets will not unduly impact reserves. Consistent and dependable funding for mandatory programs and services is critical to ensure the Authority delivers these services and fulfills its provincial mandate.

### Significant Increase in Capital Projects for Specific Municipalities

Considerable capital work has been planned for 2025 as the UTRCA continues to maintain aging infrastructure. Inflation has meant rising costs and it is difficult to estimate project costs for future projects with certainty.

The 2025 Draft Budget includes increases to capital project costs, which can vary significantly for benefiting municipalities. Staff are meeting with each municipality to discuss the timing and phases of implementation and levying. The UTRCA has applied for alternative funding to offset capital costs to member municipalities.

### Limited Alternative Funding Sources

The UTRCA's mandatory Category 1 programs and services require long-term stable funding to meet our legislative responsibilities, but alternative funding sources are very limited.

- The ongoing provincial freeze on planning and permitting fees limits the amount of user fees that can be collected. Currently, the UTRCA only recoups approximately 33% of the cost of providing planning and development services.
- Funding available through the province's Water and Erosion Control Infrastructure program has remained at \$5M province-wide for more than 20 years.

- The UTRCA's share of the provincial Conservation Authorities Act transfer payment, which had not increased in more than 20 years, was cut in half to \$181,000 in 2019.
- While the UTRCA has provincial funding to deliver the Drinking Water Source Protection program until March 2027, the province has capped overhead costs. This potential gap in program funding can be accommodated in 2025 but future budgets may need to include a Clean Water Act levy.

## Municipal Levy

The UTRCA levies the member municipalities for operating and capital costs for mandatory Category 1 programs and services. There are two levy components:

### General Levy:

- Supports all Category 1 programs and services.
- Apportioned among member municipalities according to the Modified Current Value Assessment (MCVA), in compliance with Budget and Apportionment Regulation (O.Reg. 402/22).
- Appears as 94% operating budget and 6% capital budget in the 2025 Draft Budget.

### Benefit-based Levy:

- Supports specific structures (i.e., dams, channels, dykes), which are all Category 1 costs.
- Local share of the costs is funded by the municipalities that benefit from the structure.
- Wildwood and Pittock Dams both have two main benefitting municipalities with the balance of their costs shared among all member municipalities.
- For all other structures, including Fanshawe Dam, the municipality where each structure is located is the sole beneficiary and pays all the local share of that structure's operating and capital costs.
- Appears as 80% capital budget and 20% operating budget for structures in the 2025 Draft Budget.

## Category 2 Programs and Services

Category 2 programs and services are delivered on behalf of a municipality, with funding under agreement with that municipality. Examples include:

- Drinking water source protection risk management services
- Municipal contract work

## Category 3 Programs and Services

Cost apportionment agreements have been negotiated with participating municipalities for the UTRCA's Category 3 programs and services, which include:

- Landowner stewardship and restoration
- Subwatershed planning and environmental monitoring
- Community partnerships and education

The UTRCA has been delivering these watershed-determined programs and services under the Conservation Authorities Act for over 75 years. They support landowners, communities, and youth with science-based projects and opportunities that restore and enhance watershed health and resiliency to climate change.

The cost apportioning agreements provide base contributions to stabilize funding sources, enabling the UTRCA to leverage grant programs and reduce Category 1 corporate costs. In the 2025 Draft Budget, the cost apportioning contributions leverage more than \$13 for each \$1 invested by participating municipalities.

## Category 3 Budget Considerations

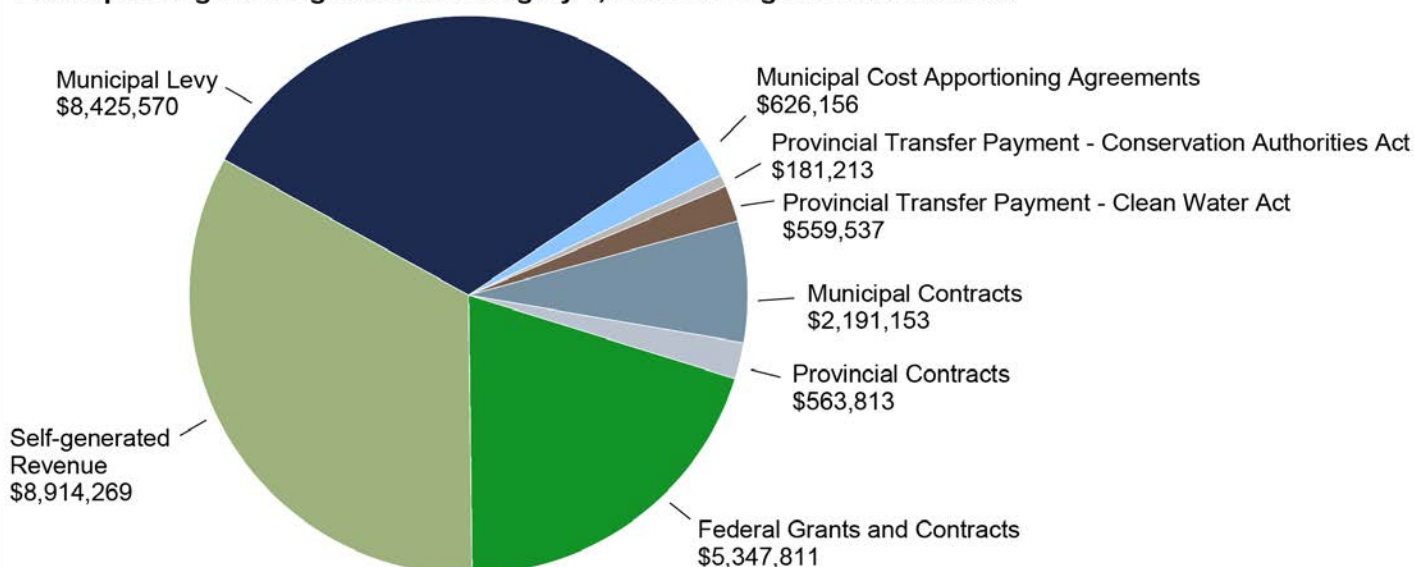
### Alternative Funding Sources

Alternative funding sources support many Category 3 programs and services. The 2025 Draft Budget reflects significant federal funding for the UTRCA's landowner stewardship efforts to reduce phosphorus run off across the watershed, beginning in the fall of 2024 and continuing through 2027. While the UTRCA's total operating costs for all programs and services are 16% higher in 2025 than in 2024 due to the federal grants, the corresponding program revenue is also in the budget.

### Other Category 3 Programs and Services

Campground operations are also in Category 3 but are not included in municipal cost apportioning agreements as their funding is self-generated. They will remain a separate category item in the budget, with any revenues generated from operations directed towards a reserve fund to support much needed capital improvements.

**2025 Operating Funding Sources: Category 1, 2 and 3 Programs and Services**





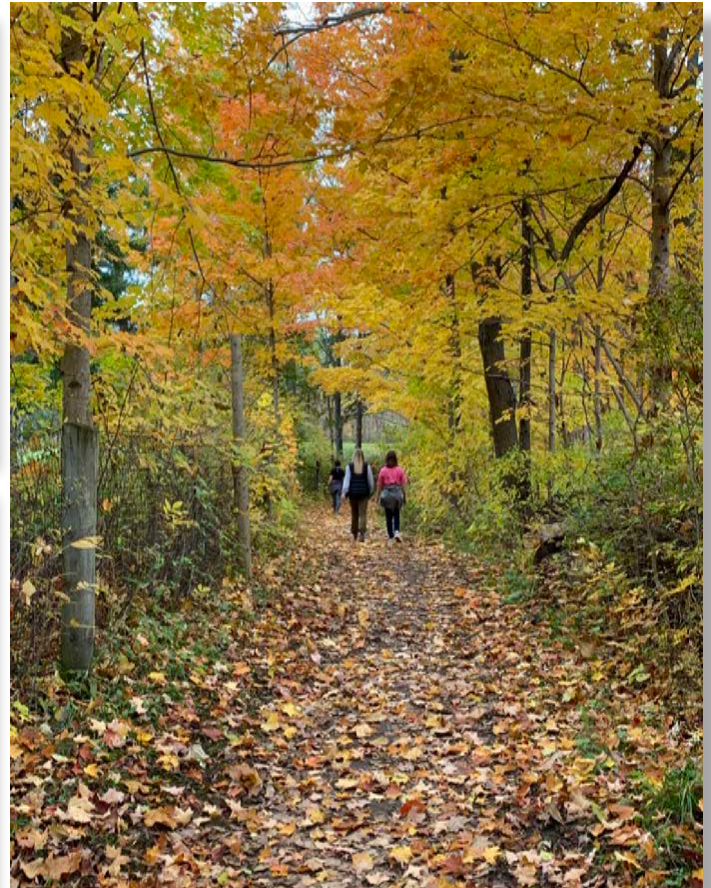
## About Us

The UTRCA is a local watershed management agency that delivers programs and services to protect and manage impacts on water and other natural resources, in partnership with all levels of government, landowners, and many other organizations.

The UTRCA works in partnership with the 17 municipalities in the Upper Thames River watershed. These municipalities appoint 15 members to the Board of Directors, which sets the UTRCA's overall policy direction and is responsive to local issues and concerns.

The UTRCA is dedicated to achieving a healthy environment on behalf of the member municipalities, by:

- Protecting people and property from flood and erosion hazards and supporting safe development,
- Protecting and enhancing water quality and a sustainable water supply,
- Making science-based decisions and delivering landowner stewardship,
- Providing natural spaces and recreational opportunities,
- Empowering communities and youth,
- Leading through expertise, diversity, and accountability, and
- Supporting sustainable organizational practices and policies.





# 2025 Draft Budget: City of Stratford

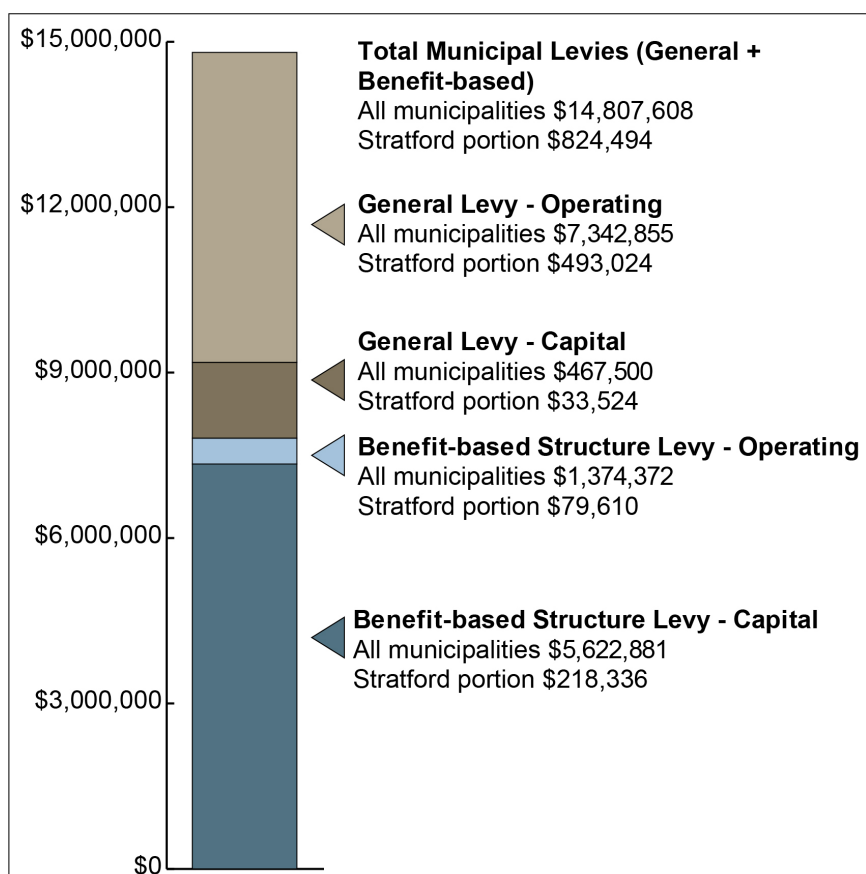
## Total Municipal Contribution

Contribution	Amount
<b>Category 1 Programs and Services - General Levy*</b>	\$526,548
- Benefit-based Structure Levy (see table below)	\$297,946
Category 1 Levy Total	\$824,494
<b>Category 3 Programs and Services - Cost Apportionment Agreement</b>	\$44,901
<b>Total Municipal Contribution</b>	<b>\$869,395</b>

## Benefit-based Structure Levy

Significant cost increases have been realized for projects initiated in 2024. In some cases, capital project proposals have doubled forecasted costs. With aging infrastructure, continued structure maintenance costs are also significantly higher. Increases in levies will be seen particularly among those municipalities with benefit-based percentages on structures due to capital repairs.

Operation, Maintenance and Capital	Levy
RT Orr Dam	\$250,915
- Operational plan, geotechnical studies (part 1), connection of stop log gains, gate painting (part 2)	
Stratford Channel	\$41,806
- Stop logs (2024), operational plan (2024)	
Wildwood Dam	\$4,128
- Piezometer and stability analysis, safety boom installation	
Pittock Dam	\$1,097
<b>Total Benefit-based Levy</b>	<b>\$297,946</b>



## Municipal Levy

\*The UTRCA levies the member municipalities for operating and capital costs for mandatory Category 1 programs and services. There are two levy components:

### General Levy:

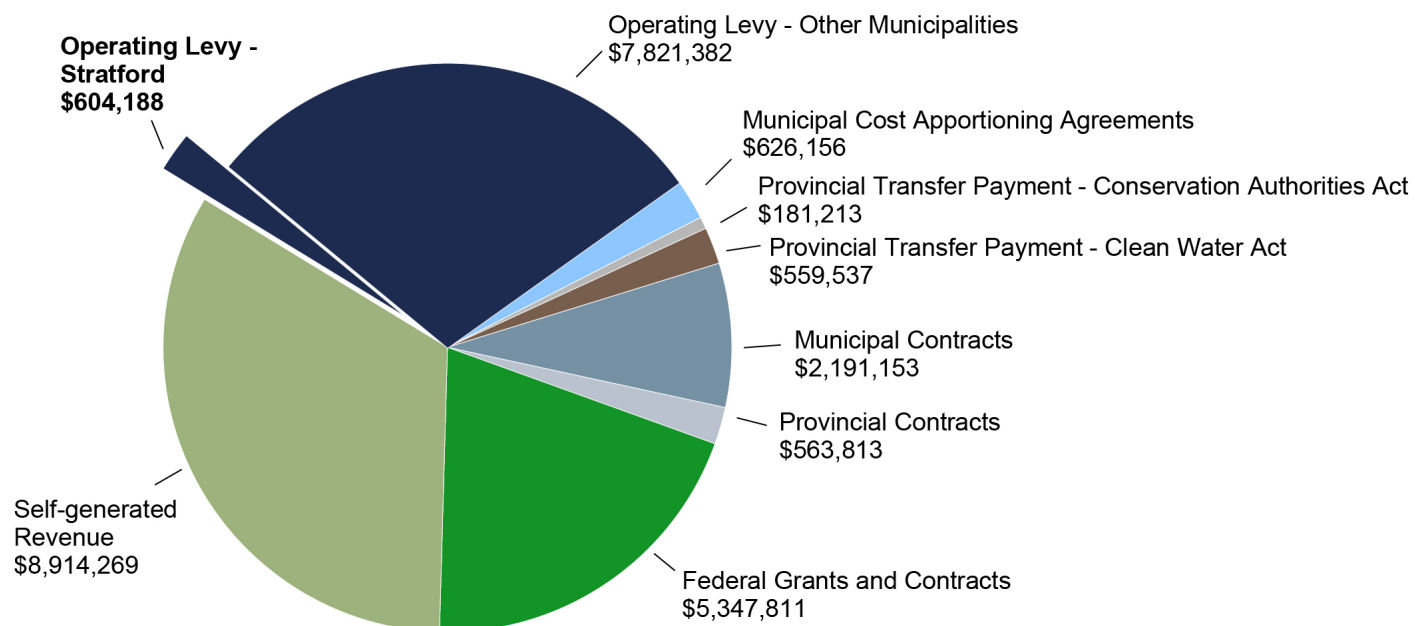
- Supports all Category 1 programs and services.
- Apportioned among member municipalities according to the Modified Current Value Assessment, in compliance with Budget and Apportionment Regulation (O.Reg. 402/22).

### Benefit-based Levy:

- Supports specific structures (i.e., dams, channels, dykes), which are all Category 1 costs.

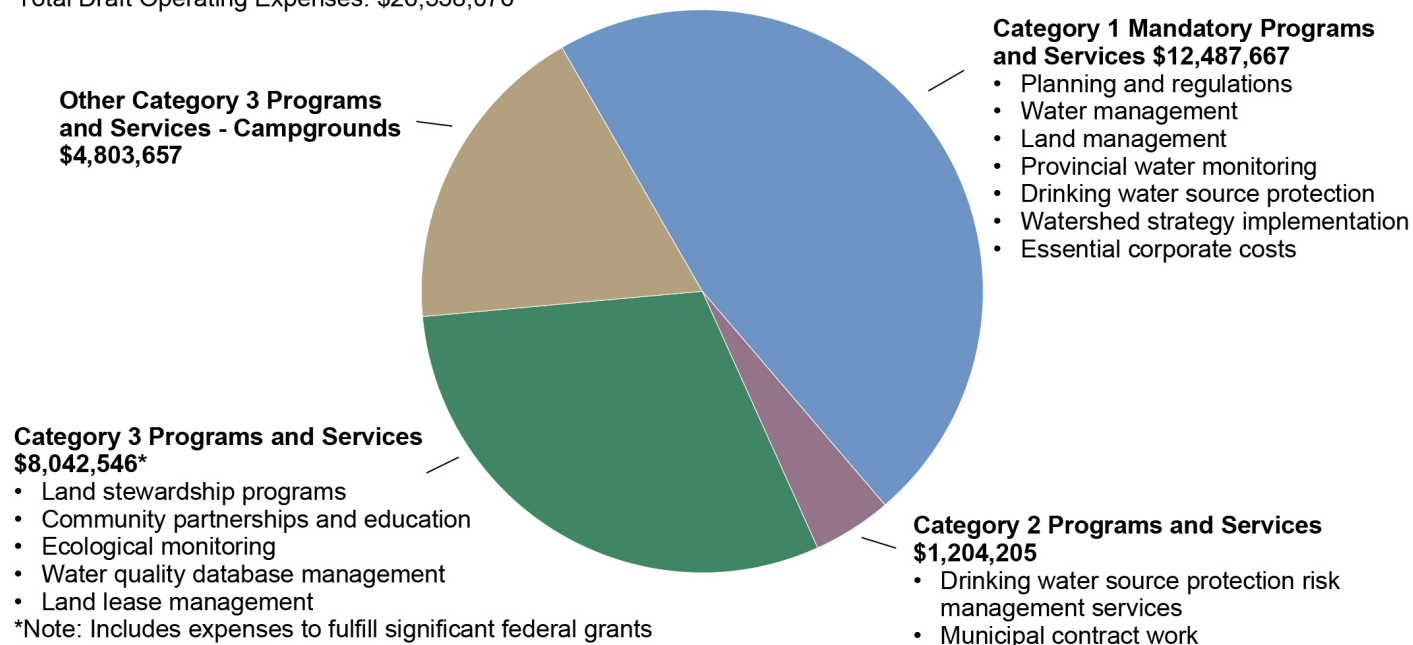
Local share of the costs is funded by the municipalities that benefit from the structure.

### Category 1, 2 and 3 Programs and Services: Operating Funding Sources showing City of Stratford Portion of Operating Levy



### Category 1, 2 and 3 Programs and Services: Operating Expenses

Total Draft Operating Expenses: \$26,538,076





# Draft 2025 Budget

October 22, 2024

[www.thamesriver.on.ca](http://www.thamesriver.on.ca)

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UPPER THAMES RIVER  
CONSERVATION AUTHORITY







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## Budget Development Schedule

### March 2024

Staff initiate workplans for 2025 to predict budget needs

### June 2024

Board direction regarding budget concepts

### August 2024

Board direction regarding Preliminary Draft Budget followed by municipal input sessions with senior staff

### October 2024

Draft Budget presented to Board

### November - February

Municipal input sessions with senior staff and Draft Budget circulation to member municipalities

### January 2025

Board review of municipal comments and Draft Budget reconsideration

### February 2025

Board review of Draft Budget and approval of Budget and Apportionment

# 2025 Draft Budget: Overview

## Key Messages

- Mandatory Category 1 programs and services require long-term stable funding to meet our legislative responsibilities,
- There are very limited alternative funding sources for these mandatory programs and services.

The Upper Thames River Conservation Authority's (UTRCA) 2025 Draft Budget reflects expected costs to support legislative requirements, local environmental needs, and municipal and public demands for service. The budget meets the requirements of the Budget and Apportionment Regulation (O.Reg. 402/22) and continues to use the Modified Current Value Assessment to apportion costs for general levy and benefit-based apportionment for water and erosion control structures.

The 2025 Draft Budget separates the UTRCA's programs and services into three categories, consistent with Section 21 of the Conservation Authorities Act (CA Act) and as required by Mandatory Programs and Services Regulation O.Reg. 686/21:

- Category 1 - Mandatory programs and services defined in regulation that may be funded with municipal levy.
- Category 2 - Programs and services delivered at the request of a municipality, with funding under agreement with the benefiting municipality.
- Category 3 - Other programs and services that the Authority determines are advisable to implement within our watershed jurisdiction. These programs and services are funded through cost apportionment agreements with participating municipalities and self-generated funding sources such as user fees, government and other agency grants, donations, etc.

## What are the Mandatory Programs and Services?

- Planning and regulations
  - Regulations and enforcement under the CA Act (Prohibited Activities, Exemptions and Permits)
  - Planning activities

- Water management
  - Flood forecasting and warning
  - Infrastructure operations and maintenance
  - Mapping, studies, and information management
  - Climate change risk and mitigation
  - Low water response
  - Natural hazards outreach programs
- Land management
  - Land management, risk, enforcement
  - Lands strategy implementation (strategy completed in 2024)
  - Public access on UTRCA lands for passive recreation
  - Natural heritage conservation on UTRCA lands
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy implementation (strategy completed in 2024)
- Essential corporate costs

UTRCA's Category 1 programs and services are broader than those of most other conservation authorities due to the size and scope of the water and erosion control structures and program.

## Budget Development

In developing the 2025 Draft Budget, staff considered the following:

- Requirements under the CA Act and regulatory amendments,
- Cost of living adjustments and pay grid step increases,
- Persistent inflation as read through the Consumer Price Index and experienced by purchases of goods and services, particularly trade contracting, engineering works, and other supplies,
- Multi-year contractual obligations and impact on timing of spending,
- Operating, capital, and program pressures in terms of constraints on time,
- Provincial planning fee freeze,
- Focus on internal efficiencies using technologies, and cost control wherever possible,

- General economic outlook combined with UTRCA's history of deficit budgeting, and
- Impacts on service delivery.

The UTRCA has used a conservative approach to spending, as well as proactive investigations into alternative sources of funding in 2024, in an effort to minimize financial impacts on member municipalities in 2025 and beyond.

The following items have informed the development of the 2025 Draft Budget:

### **Stabilize funding for Category 1 Mandatory Programs and Services**

The Draft Budget includes a 3% increase in wages across the organization and the UTRCA is committed to fair and competitive compensation. The federal CPP Enhancement program started in 2019 will end after 2025 during which a new limit for additional maximum pensionable earnings of 14% is implemented. These enhancements have been borne for a number of years in our forecast deficits. After 2025, it is expected that payroll burdens will become more stable than in the recent past.

The count of FTEs in 2025 is higher than in 2024. This results from 2024 having only part-year FTEs for the new staff hires and 2025 containing the entire year costs for those positions.

Total operating costs in 2025 are 16% higher than in 2024 due to two significant federal grants recently approved to support Category 3 programs for reduction of nutrients on land across the watershed. The corresponding program revenue is also in the budget. Property taxes were estimated with a broad 7% increase; liability and other insurance coverages were estimated with a 9% increase.

In 2024, the municipal levy supported just under 60% of the cost of providing these mandatory services at the UTRCA, resulting in a forecast deficit of \$1.2 million dollars. The previous five years of budgets also had projected deficits.

The 2025 Draft Budget increases the municipal share of Category 1 expenses to 67%. This increase in levy provides for a balanced set

of Category 1 programs, helping to ensure that continued deficit budgets will not unduly impact reserves. Increases in municipal support are required to reduce reliance on other, undependable sources of funding and ensure the stability of these programs and services. Without consistent and dependable Category 1 funding, the UTRCA is at risk of inadequately delivering these mandatory programs and services and not fulfilling our provincial mandate.

### **Alternative Sources of Funding**

The UTRCA continues to investigate opportunities to attract partnerships, user fees, and alternative funding sources to support all programs and services. A contract with the federal government is providing significant support for the UTRCA's rural stewardship efforts. By obtaining funding support, Category 3 programs and services leverage the municipal investment and assist in supporting Category 1 corporate costs.

The provincial government froze planning and permitting fees in 2022, limiting the amount of user fees that can be collected by the Authority. The UTRCA's Board-approved policy has been to recoup 50% of the cost of providing planning and development services. Currently, the UTRCA is able to recoup approximately 33% of these expenses.

### **Significant Increase in Capital Projects for Specific Municipalities**

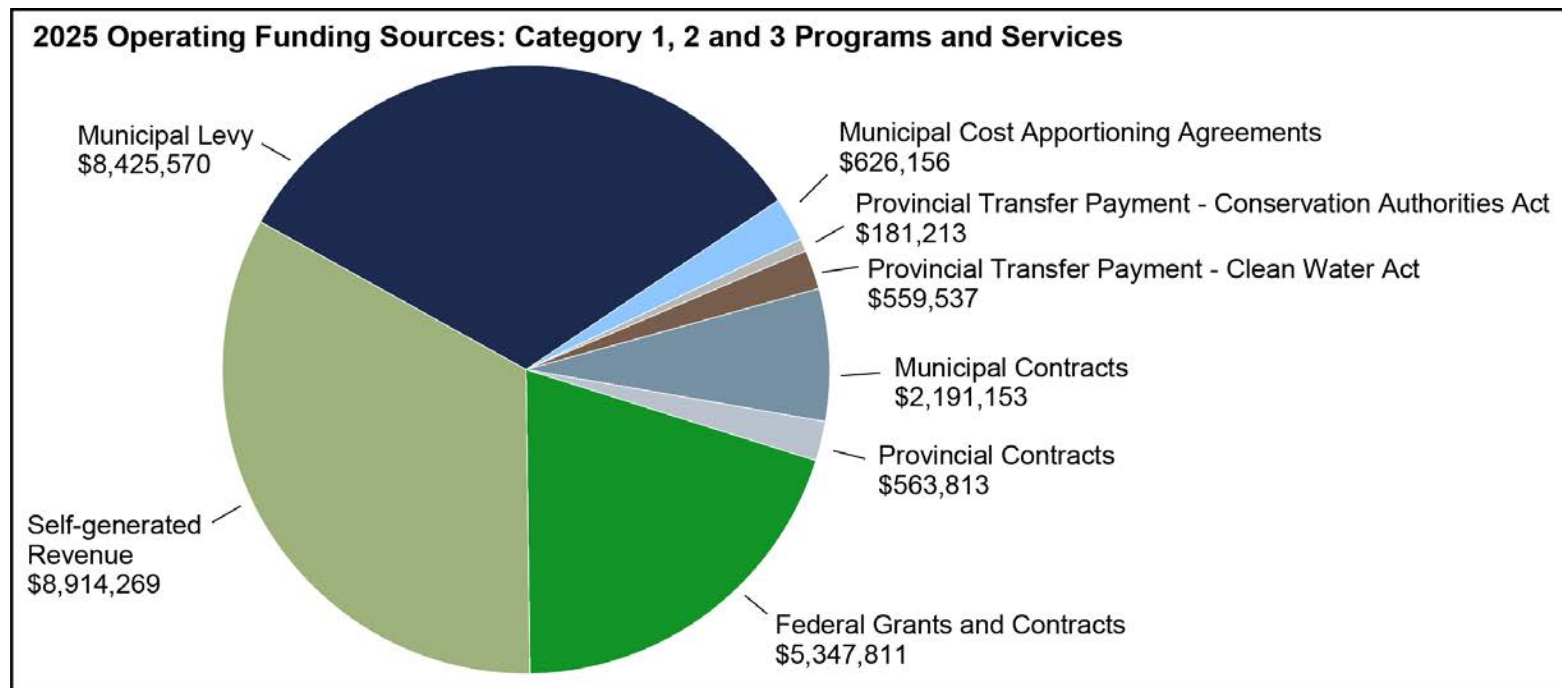
Considerable capital work has been planned for 2025 as the UTRCA continues to maintain aging infrastructure. Inflation has meant rising costs and has made it difficult to estimate project costs for future projects with certainty.

The UTRCA recognizes that the 2025 Draft Budget includes increases to capital project costs, which can vary significantly for benefitting municipalities. The Authority is sensitive to the impact on these municipalities and has been meeting with each municipality to discuss the timing and phases of implementation and levying. The UTRCA has applied for alternative funding to offset capital costs to member municipalities. This Draft Budget reflects approved funding and updated projects.

# Operating Costs and Funding Sources per Category

**Table 1. Summary of Operating Costs and Funding Sources per Category**

	Category 1	Category 2	Category 3	Other Category 3 (Campgrounds)	TOTAL
<b>Operating Costs</b>	\$12,487,667	\$1,204,205	\$8,042,546	\$4,803,657	\$26,538,076
Provincial Transfer Payments - Conservation Authorities Act	181,213	--	--	--	181,213
Provincial Transfer Payments - Clean Water Act	559,537	--	--	--	559,537
Provincial Contracts	267,813	--	296,000	--	563,813
Federal Grants and Contracts	138,143	--	5,209,668	--	5,347,811
Municipal Contracts	698,824	1,207,654	222,384	62,290	2,191,152
Self-Generated Revenue	2,189,780	--	1,616,997	5,107,492	8,914,269
Municipal Levy	8,425,570	--	--	--	8,425,570
Municipal Cost Apportioning Agreements	--	--	626,156	--	626,156
<b>Total Funding Sources</b>	<b>12,460,881</b>	<b>1,207,654</b>	<b>7,971,205</b>	<b>5,169,782</b>	<b>26,809,522</b>
<b>Surplus or (Deficit)</b>	<b>(\$26,786)</b>	<b>\$3,449</b>	<b>(\$71,341)</b>	<b>\$366,125</b>	<b>\$271,446</b>





# Operating Budget

**Table 2. Operating Budget**

	2024 Approved Budget	2025 Category 1	2025 Category 2	2025 Category 3	2025 Category 3 Campgrounds	2025 Total Budget	2026 Forecast
<b>Revenues</b>							
Municipal Levy + Cost Apportionments (Cat. 3)	\$7,999,589	\$8,425,570	-	\$626,156	-	\$9,051,726	\$9,378,805
Municipal Levy amortized from deferrals	269,469	291,657	-	1,584	-	293,241	211,636
Provincial Transfer Payment - CA Act	181,213	181,213	-	-	-	181,213	181,213
Provincial Transfer Payment - Clean Water Act	600,584	559,537	-	-	-	559,537	578,540
Municipal Contracts	1,899,856	407,167	\$1,207,654	220,800	\$62,290	1,897,912	1,939,619
Provincial Contracts	383,777	267,813	-	296,000	-	563,813	438,304
Federal Grants and Contracts	2,130,709	138,143	-	5,209,668	-	5,347,811	5,444,165
Land Management Agreements	1,192,377	428,300	-	730,310	92,617	1,251,227	1,263,361
User Fees	6,813,969	1,074,630	-	789,187	5,014,875	6,878,692	7,062,398
Donations and Other	26,500	48,600	-	97,500	-	146,100	120,100
Investment Revenue	505,250	638,250	-	-	-	638,250	644,250
<b>Total Operating Revenues</b>	<b>22,003,293</b>	<b>12,460,881</b>	<b>1,207,654</b>	<b>7,971,205</b>	<b>5,169,782</b>	<b>26,809,522</b>	<b>26,262,391</b>
<b>Expenses</b>							
Wages and Benefits	14,955,606	10,083,106	757,787	2,214,456	2,509,563	15,564,913	15,947,003
Property-related Expenses	2,037,632	743,800	36,975	600,035	872,601	2,253,411	2,254,161
Technical and Consulting Services	1,031,367	647,035	28,920	286,904	203,118	1,165,977	984,911
Computers and Communications	571,789	512,895	15,100	32,319	18,362	578,675	516,361
Insurance and Risk Management	471,508	392,083	2,000	16,696	117,075	527,854	571,794
Materials and Supplies	1,126,646	367,090	77,600	429,545	286,646	1,160,881	1,167,005
Staff Travel, PD, PPE, Uniforms	216,851	170,503	20,450	22,825	41,233	255,011	255,963
Fleet-related Expenses	155,200	179,600	-	2,315	4,500	186,415	162,710
Banking Expenses	20,000	20,000				20,000	21,000
Other	917,700	6,820		3,215,080		3,221,900	3,631,200
Depreciation Expenses	1,419,170	1,431,243		21,026	148,356	1,600,624	1,473,651
Corporate Allocations	9,649	(2,066,507)	265,374	1,201,345	602,203	2,415	430,970
<b>Total Operating Expenses</b>	<b>22,933,118</b>	<b>12,487,667</b>	<b>1,204,205</b>	<b>8,042,546</b>	<b>4,803,657</b>	<b>26,538,076</b>	<b>27,416,729</b>
<b>Surplus or (Deficit)</b>	<b>(\$929,825)</b>	<b>(\$26,786)</b>	<b>\$3,449</b>	<b>(\$71,341)</b>	<b>\$366,125</b>	<b>\$271,446</b>	<b>(\$154,338)</b>



# Capital Projects

Table 3. Structure Capital Projects

Structure	2024				2025				2026				2027			
	Project Revenues			Latest Forecast 2024 Net	Project Revenues		Expenses	Draft Budget 2025 Net	Project Revenues		Expenses	Forecast 2026 Net	Project Revenues		Expenses	Forecast 2027 Net
	Levy	WECI* Funding			Levy	Other Funding			Levy	Potential Funding			Levy	Potential Funding		
Fanshawe Dam	\$552,203	\$474,703	\$981,371	\$45,534	\$55,000	-	\$55,000	-	\$180,000	\$165,000	\$345,000	-	\$1,115,000	\$1,110,000	\$2,225,000	-
Centreville Dam	-	750	31,500	(30,750)	34,629	-	2,000	\$32,629	180,500	137,500	318,000	-	61,000	50,000	111,000	-
Dorchester Mill Pond Dam	-	-	-	-	14,500	\$12,500	27,000	-	30,000	30,000	60,000	-	52,500	52,500	105,000	-
Dorchester CA Dam	-	-	-	-	2,000	-	2,000	-	12,500	12,500	25,000	-	-	-	-	-
Embro Dam	25,000	-	-	25,000	27,000	-	52,000	(25,000)	30,000	30,000	60,000	-	-	-	-	-
Fullarton Dam	7,000	-	25,000	(18,000)	105,000	-	87,000	18,000	20,000	20,000	40,000	-	40,000	40,000	80,000	-
Harrington Dam	12,500	-	-	12,500	7,000	-	7,000	-	17,500	25,000	55,000	(12,500)	50,000	50,000	100,000	-
Ingersoll Channel	5,000	-	5,000	-	-	-	-	-	70,000	70,000	140,000	-	-	-	-	-
London Dykes	209,500	345,500	525,000	30,000	4,445,500	5,862,000	10,307,500	-	1,222,000	2,697,500	3,919,500	-	652,000	1,103,000	1,755,000	-
Mitchell Dam	35,142	31,548	87,500	(20,810)	124,564	-	69,000	55,564	223,250	221,250	444,500	-	477,500	477,500	955,000	-
Orr Dam	17,642	100,000	212,500	(94,858)	195,000	-	145,000	50,000	690,000	630,000	1,265,000	55,000	187,500	187,500	375,000	-
Pittock Dam	145,414	45,000	130,298	60,116	5,000	-	-	5,000	648,040	632,500	1,280,540	-	80,000	80,000	160,000	-
Shakespeare Dam	-	-	-	-	4,000	-	4,000	-	-	-	-	-	45,000	45,000	90,000	-
Stratford Channel	-	10,806	31,612	(20,806)	20,806	-	-	20,806	30,000	30,000	60,000	-	112,500	112,500	225,000	-
St Marys Floodwall	5,000	-	5,000	-	-	-	-	-	25,000	25,000	50,000	-	27,500	27,500	55,000	-
Wildwood Dam	195,361	217,500	514,193	(101,332)	582,882	462,500	925,000	120,382	160,000	160,000	320,000	-	125,000	125,000	250,000	-
Total Structure Capital Projects	\$1,209,762	\$1,225,807	\$2,548,974	(\$113,406)	\$5,622,881	\$6,337,000	\$11,682,500	\$277,381	\$3,538,790	\$4,886,250	\$8,382,540	\$42,500	\$3,025,500	\$3,460,500	\$6,486,000	-

\*WECI = Water and Erosion Control Infrastructure program

Notes:

- 1. “Other funding” in 2025 includes a significant contribution from the federal government.
- 2. “Potential funding” in 2026 and 2027 is dependent on approved WECI applications so it is not guaranteed.
- 3. Projects and cost estimates for 2025 and beyond are prepared on a best estimate basis. As new information is received, costs are updated, and funding of projects may be updated as well.
- 4. Positive figures in the “net” columns imply that we are planning to levy later, or more, than originally envisioned in earlier years.

Table 4. Other Capital Projects

	2024		2025					2026				
Other Capital Projects	New Forecast 2024 Net	2024 Notes	Capital Maintenance Levy	Other Revenues	Expenses	Draft Budget 2025 Net	2025 Notes	Capital Maintenance Levy	Equipment Sold/ Grants	Expenses	Draft Budget 2026 Net	2026 Notes
Capital Asset Renewal Reserve												
Watershed Conservation Centre office furnishings	(\$50,000)	For additional staff and staff under new ECCC federal grant	\$50,000			\$50,000	Levy for shortfall in 2024				-	
IT server equipment	-		58,000		\$58,000	-	Hosts/servers and IT storage	\$58,000		\$58,000	-	Hosts/servers and IT storage
Fleet vehicle and equipment replacement	(64,000)	Reduced request for new equipment	280,000	\$65,000	516,000	(171,000)	1 light duty truck, 1 bobcat, 2 EV trucks, 1 zero turn mower	385,000	\$50,000	435,000	-	5 light duty pick ups, 4 UTVs
EV charging stations	-	Deferred to 2025	55,000	75,000	130,000	-	To use \$75K levy from 2024 in addition to \$55K for 2025				-	
Former Children's Safety Village fibreoptic cabling	(49,000)	Purchase and install 2 strands of fibre from Fanshawe Pioneer Village	-			-					-	
Fanshawe Conservation Area water servicing (pump, panel UV)	(20,000)	Some costs to be covered through insurance	-			-					-	
Main road waste management moloks	(21,000)	Moloks added to main FCA road	-			-					-	
Loggers and telemetry watershed-wide	-		24,500		24,500	-	For installation at Waubuno site	15,800		15,800	-	Pottersburg bubbler
Former Children's Safety Village renovations	(70,000)		-	50,000	50,000	-	RBC-sponsored LED work				-	
Category 1 General Distribution Reserve												
Lands projects and plans	-		-	\$75,000	270,100	(195,100)	Plans for Fanshawe gatehouse entranceway	-	-	-	-	
Category 3 Campgrounds Reserve												
Tri-park design plans for business and gatehouse	(20,000)	Starting late in 2024	-		137,500	(137,500)	WCA entrance design, business studies			-	-	
Fanshawe CA capital projects on roads, equipment and buildings	(427,937)		-		1,726,000	(1,726,000)	Mainly roadworks			1,726,000	(\$1,726,000)	
Pittock CA capital projects on bridge	(20,000)		-	75,000	165,000	(90,000)	In conjunction with City of Woodstock			165,000	(90,000)	
Wildwood CA roads, electrical work and playground equipment	-		-		705,000	(705,000)				705,000	(705,000)	
Total Other Capital Projects	(\$741,937)		\$467,500	\$340,000	\$3,782,100	(\$2,974,600)		\$458,800	\$50,000	\$3,104,800	(\$2,521,000)	

Municipal Levies

Table 5. Municipal Levies

Municipality	General Distribution Rates - Operating and Capital (See Table 6. Municipal Levies Detail: MCVA General Distribution)							Benefit-based Distribution Rates** - Operating and Capital (See Table 7. Municipal Levies Detail: Benefit-based Distribution)								Category 1 Mandatory Program Levy
	Clean Water Act	Conservation Authorities Act	Clean Water Act		Conservation Authorities Act		Category 1 Levy: General Distribution	Structure 100% (Single Benefitting Municipality)		Wildwood Dam (London 80%, St Marys 14%, all municipalities 6% MCVA)		Pittock Dam (Oxford County 61.1%, London 32.9%, all municipalities 6% MCVA)		Category 1 Levy: Benefit- based Distribution		
	2024 MCVA %	2024 MCVA %	2025 MCVA %	2025 Levy	2025 MCVA %	2025 Levy	Total	Structure	2025 Levy	%	2025 Levy	%	2025 Levy	Total	Total	
Oxford County	16.9295	16.9810	16.9550		17.0065	\$1,248,765	\$1,248,765	Ingersoll Channel	\$28,000	1.020	\$9,789	62.120	\$158,407	\$196,196	\$1,444,961	
London	63.8935	64.0880	63.8549		64.0489	4,703,017	4,703,017	Fanshawe Dam	592,500	83.843	804,374	36.743	93,694	5,988,369	10,691,386	
								London Dykes	4,491,500							
								Springbank Dam	6,300							
Lucan Biddulph	0.3497	0.3507	0.3554		0.3565	26,179	26,179	-	-	0.021	205	0.021	55	260	26,439	
Thames Centre	3.1877	3.1974	3.2362		3.2460	238,349	238,349	Dorchester CA Dam	2,500	0.195	1,868	0.195	497	23,865	262,214	
								Dorchester Mill Pond Dam	19,000							
Strathroy-Caradoc*	0.3034		0.3029					-	-	-		-		-	-	
Middlesex Centre	2.4364	2.4438	2.4647		2.4722	181,530	181,530	-	-	0.148	1,423	0.148	378	1,801	183,331	
Stratford	7.1849	7.2068	7.1492		7.1709	526,548	526,548	RT Orr Dam	250,915	0.430	4,128	0.430	1,097	297,946	824,494	
								Stratford Channel	41,806							
Perth East	1.4139	1.4182	1.4085		1.4128	103,741	103,741	Shakespeare Dam	5,000	0.085	813	0.085	216	6,029	109,770	
West Perth	1.4853	1.4899	1.4573		1.4617	107,331	107,331	Fullarton Dam	164,000	0.088	841	0.088	224	369,629	476,960	
								Mitchell Dam	204,564							
St Marys	1.4560	1.4604	1.4585		1.4630	107,423	107,423	St Marys Floodwall	65,000	14.088	135,156	0.088	224	200,379	307,803	
Perth South	1.1594	1.1629	1.1556		1.1591	85,113	85,113	-	-	0.070	667	0.070	177	845	85,957	
South Huron	0.2003	0.2009	0.2018		0.2024	14,860	14,860	-	-	0.012	116	0.012	31	147	15,007	
Zorra	-	-	-		-	-	-	Embro Dam	40,000	-		-	-	49,000	49,000	
								Harrington Dam	9,000							
South-West Oxford								Centreville Dam	38,629	-		-		38,629	38,629	
Total	100	100	100	-	100	\$7,342,855	\$7,342,855		\$5,958,714	100	\$959,382	100	\$255,000	\$7,173,096	\$14,515,951	

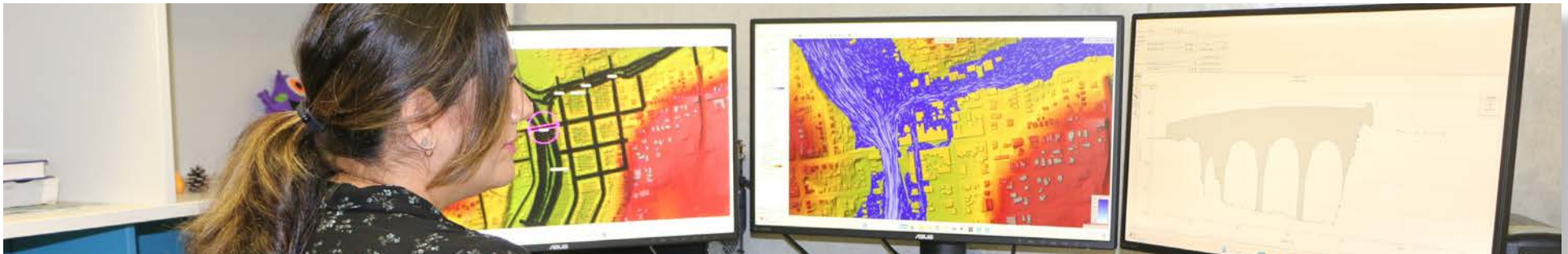
\* Strathroy-Caradoc is currently excluded from the UTRCA's jurisdiction by Order-in-Council.

\*\*The UTRCA uses a benefit-based method to apportion the operating expenses and capital costs for the structures it operates and maintains. The local share of the costs (after reduction by available funding from senior government or other sources) is apportioned based on the benefit to the municipalities. For Fanshawe, Wildwood, and Pittock Dams, the shared benefit was determined when the funding for construction of the structures was discussed. For all other structures, the municipality where each structure is located is the sole beneficiary and, therefore, covers all the local share of operating and maintenance costs.

This approach is consistent with how these costs have been apportioned in the past and is described in the Conservation Authorities Act Regulations (Ontario Regulation 402/22 Section 7(6)).

**Table 6. Municipal Levies Detail: MCVA General Distribution**

Category 1 Mandatory Programs	Expenses	Municipal Support
<b>Environmental Planning and Regulations</b>		
- Regulations under S28.1 Natural Hazards	\$1,420,423	\$899,000
- Planning Activities	1,409,998	881,077
<b>Water Management</b>		
- Flood Forecasting and Warning	734,449	585,848
- Infrastructure Operations and Maintenance (Table 7. Municipal Levies Detail: Benefit-based Distribution)	1,840,698	1,219
- Mapping, Studies, and Information Management	1,400,575	1,344,000
- Climate Change Risk and Mitigation	276,246	184,444
- Low Water Response	11,108	13,000
- Natural Hazards Outreach and Education	511,029	383,064
<b>Land Management</b>		
- Lands Management (Risk, Encroachment, Enforcement)	763,562	744,500
- Lands Strategies (including Acquisition and Disposition)	46,843	52,000
- Public Access for Passive Recreation (Table 7. Municipal Levies Detail: Benefit-based Distribution)	1,516,536	904,252
- Natural Heritage Conservation on UTRCA lands	437,149	51,250
<b>Provincial Water Monitoring</b>	180,675	170,675
<b>Drinking Water Source Protection</b>	559,161	-
<b>Watershed Management Strategy Implementation</b>	181,158	181,158
<b>Essential Corporate Costs</b>	1,198,056	479,869
<b>Total Operating Levy</b>	<b>12,487,669</b>	<b>6,875,355</b>
Capital Maintenance Levy (not flood-control related)	3,757,600	467,500
<b>Total Costs to Levy (MCVA General Distribution)</b>	<b>\$16,245,269</b>	<b>\$7,342,855</b>





**Table 7. Municipal Levies Detail: Benefit-based Distribution**

Structure	Passive Recreation	Infrastructure Operation and Maintenance		Benefit-based Total for Structures
	Dam Operation and Maintenance	Flood Control Structures - Operating, Routine and Preventative Maintenance	Capital Repairs and Environmental Assessments	
Fanshawe Dam	-	\$537,500	\$55,000	\$592,500
Wildwood Dam	-	376,500	582,882	959,382
Pittock Dam	-	250,000	5,000	255,000
London Dykes	-	46,000	4,445,500	4,491,500
St. Marys Floodwall	-	65,000	-	65,000
Ingersoll Channel	-	28,000	-	28,000
Stratford Channel	-	21,000	20,806	41,806
Springbank Dam	\$6,300	-	-	6,300
RT Orr Dam	55,915	-	195,000	250,915
Mitchell Dam	80,000	-	124,564	204,564
Harrington Dam	2,000	-	7,000	9,000
Embro Dam	13,000	-	27,000	40,000
Fullarton Dam	59,000	-	105,000	164,000
Shakespeare Dam	1,000	-	4,000	5,000
Dorchester CA Dam	500	-	2,000	2,500
Dorchester Mill Pond Dam	4,500	-	14,500	19,000
Centreville Dam	4,000	-	34,629	38,629
<b>Total Levies for Structures</b>	<b>\$226,215</b>	<b>\$1,324,000</b>	<b>\$5,622,881</b>	<b>\$7,173,096</b>



**Table 8. Year over Year Comparison of Total Municipal Contributions**

Municipality	2024						2025					
	MCVA 2024	General MCVA Distribution (Operating and Capital)	Benefit- based Distribution (Operating and Capital)	Total Levy Category 1	General MCVA Distribution (Operating programs) Category 3 Cost Apportion- ment	Total Municipal Support	MCVA 2025	General MCVA Distribution (Operating and Capital)	Benefit -based Distribution (Operating and Capital)	Total Levy Category 1	General MCVA Distribution (Operating programs) Category 3 Cost Apportion- ment	Total Municipal Support
<b>Oxford County</b>	16.981	\$1,083,785	\$260,556	\$1,344,341	\$103,236	\$1,447,577	17.0065	\$1,248,765	\$196,196	\$1,444,961	\$106,487	\$1,551,448
<b>London</b>	64.088	4,090,313	1,712,282	5,802,596	389,623	6,192,219	64.0489	4,703,017	5,988,369	10,691,386	401,046	11,092,432
<b>Lucan Biddulph</b>	0.3507	22,383	187	22,570	2,132	24,702	0.3565	26,179	260	26,439	2,232	28,671
<b>Thames Centre</b>	3.1974	204,069	5,707	209,776	19,439	229,215	3.2460	238,349	23,865	262,214	20,325	282,539
<b>Strathroy Caradoc</b>	-			-		-	-			0		0
<b>Middlesex Centre</b>	2.4438	155,972	1,305	157,276	14,857	172,133	2.4722	181,530	1,801	183,331	15,480	198,811
<b>Stratford</b>	7.2068	459,962	92,489	552,452	43,814	596,266	7.1709	526,548	297,946	824,494	44,901	869,395
<b>Perth East</b>	1.4182	90,514	1,757	92,271	8,622	100,893	1.4128	103,741	6,029	109,770	8,846	118,616
<b>West Perth</b>	1.4899	95,090	130,937	226,028	9,058	235,086	1.4617	107,331	369,629	476,960	9,153	486,113
<b>St Marys</b>	1.4604	93,208	134,910	228,118	8,879	236,997	1.4630	107,423	200,379	307,802	9,161	316,963
<b>Perth South</b>	1.1629	74,220	621	74,841	7,070	81,911	1.1591	85,113	845	85,958	7,258	93,216
<b>South Huron</b>	0.2009	12,822	107	12,929	1,221	14,150	0.2024	14,860	147	15,007	1,267	16,274
<b>Zorra</b>	-		52,500	52,500		52,500	-		49,000	49,000		49,000
<b>South-West Oxford</b>	-		4,000	4,000		4,000	-		38,629	38,629		38,629
<b>Total</b>	<b>100</b>	<b>\$6,382,339</b>	<b>\$2,397,358</b>	<b>\$8,779,698</b>	<b>\$607,951</b>	<b>\$9,387,649</b>	<b>100</b>	<b>\$7,342,856</b>	<b>\$7,173,095</b>	<b>\$14,515,951</b>	<b>\$626,156</b>	<b>\$15,142,107</b>

Notes:

- General MCVA distribution is applied to watershed-wide programs and services.
- Benefit-based distribution is structure-specific to the benefitting municipality / municipalities.

## Reserves

In 2024, the UTRCA's reserves will be restructured to reflect the changes produced by the segregation of programs and services into categories. At the same time, the Board will review new Budgetary and Reserves Policies to help guide the development of future budgets and to enable more careful consideration of reserve balances resulting from budget approvals.

The UTRCA's new budget planning tool, Questica, allows staff to forecast farther into the future and to predict future reserve balances. Financial planning is imperfect, however, and dependent on program managers' cost estimates and visions of possible future grants or fees for services.

The Reserve Forecast below identifies restructured reserve balances and the effect the 2024 approved budget would have had on those balances. That is the "As Planned" section.

The "As Expected" section attempts to define how actual results in 2024 may impact reserve balances. Against those are added the effects of the draft 2025 operating and capital budgets.

Some reserves clearly experience larger changes each year, and capital spending can be a significant part of each year's plans. The large swing in Category 1 reserves from a deficit of \$1,189,252 in the 2024 Approved Budget to a modest surplus of \$73,334 in the 2025 Draft Budget is glaring. That \$1.3M change was intentional as reserves are insufficient for continued delivery of these mandatory programs and services without adequate resources.

The UTRCA has also reached the point where capital spending must be fully funded as it is planned to take place. This approach implies consistent and likely increasing costs to member municipalities, particularly those with significant repairs at water and erosion control structures.

The campgrounds, fortunately, have a healthy reserve. When long-deferred capital spending takes place, it will be conducted with consideration for the ability of the campground operations to support the cost into the future.

In summary, should forecast 2024 financial results come to pass, and the 2025 Draft Budget is approved, we expect that the total reserve balance will begin to move in a positive direction again.

**Table 9. Reserves Forecast**

As Planned	Total Reserves	Category 1 General Reserves	Lands Reserves	Donor Reserves	Capital Asset Renewal	Structures Reserves	Long-term Investment Reserve	Category 2	Category 3	Category 3 Campgrounds
Actual Opening 2024	\$6,093,512	(\$535,900)	\$30,859	\$82,379	\$1,866,194	\$1,532,262	\$146,228		(\$90,368)	\$3,061,858
Approved Budget 2024: Operating	(929,825)	(1,189,252)		341		(44,298)	25,000	\$3,793	(406,494)	681,085
Approved Budget 2024: Capital	(2,762,085)				(280,000)	(173,148)				(2,308,937)
<b>Approved for End of 2024</b>	<b>\$2,401,602</b>	<b>(\$1,725,152)</b>	<b>\$30,859</b>	<b>\$82,720</b>	<b>\$1,586,194</b>	<b>\$1,314,816</b>	<b>\$171,228</b>	<b>\$3,793</b>	<b>(\$496,862)</b>	<b>\$1,434,006</b>

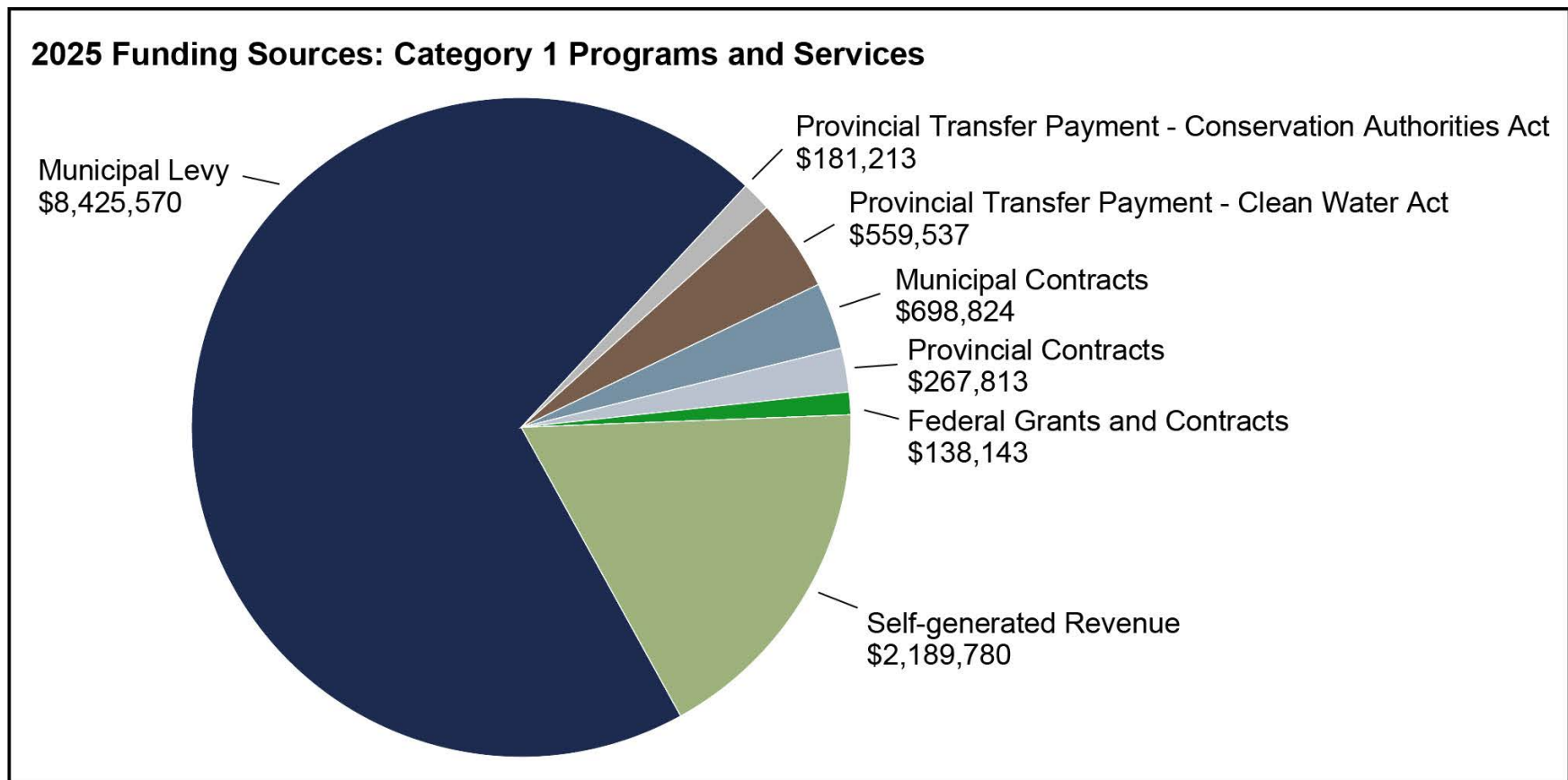
As Expected	Total Reserves	Category 1 General Reserves	Lands Reserves	Donor Reserves	Capital Asset Renewal	Structures Reserves	Long-term Investment Reserve	Category 2	Category 3	Category 3 Campgrounds
Actual Opening 2024	\$6,093,512	(\$535,900)	\$30,859	\$82,379	\$1,866,194	\$1,532,262	\$146,228		(\$90,368)	\$3,061,858
Forecast Actuals 2024: Operating	51,571	(575,107)		63		(18,124)	105,000	\$3,793	30,560	505,386
Forecast Actuals 2024: Capital	(915,085)				(274,000)	(173,148)				(467,937)
Draft Budget 2025: Operating	271,447	73,334		(1,471)		(178,649)	80,000	3,449	(71,341)	366,125
Draft Budget 2025: Capital	(2,697,219)	(195,100)			(121,000)	277,381				(2,658,500)
<b>Expected End of 2025</b>	<b>\$2,804,226</b>	<b>(\$1,232,773)</b>	<b>\$30,859</b>	<b>\$80,971</b>	<b>\$1,471,194</b>	<b>\$1,439,722</b>	<b>\$331,228</b>	<b>\$7,242</b>	<b>(\$131,149)</b>	<b>\$806,932</b>

## Category 1 Programs and Services: Budget

Category 1 includes the programs and services that the Province of Ontario has deemed mandatory for a Conservation Authority to deliver.

### Funding

- The CA is permitted to levy their member municipalities for the full cost of delivering these mandated programs and services. The UTRCA uses revenues from agricultural leases, interest earned on investments, and internal program chargeback recoveries by allocating costs, to reduce the levy impact on member municipalities.
- All corporate costs may be included as Category 1 (i.e., eligible for full levy funding) but UTRCA is allocating program-specific costs to programs and services in all three categories. Essential corporate costs that are not program-specific are included as a grouping within Category 1 below (see page 20 for details).





**Table 10. Category 1 Operating Budget**

Expenses by Type	Environmental Planning and Regulations	Water Management	Land Management	Provincial Water Monitoring	Drinking Water Source Protection	Watershed Management Strategy	Essential Corporate Costs	Total
Wages and Benefits	\$1,957,272	\$2,780,680	\$1,569,540	\$110,143	\$315,803	\$152,027	\$3,197,641	\$10,083,106
Property-related Expenses	1,000	167,390	226,410	-	-	-	349,000	743,800
Technical and Consulting Services	103,000	50,340	58,406	-	146,484	-	288,805	647,035
Computers and Communications	23,500	83,362	18,844	5,000	27,779	-	354,410	512,895
Insurance and Risk Management	3,972	50,429	37,471	1,986	-	-	298,225	392,083
Materials and Supplies	200	85,653	68,257	2,000	700	-	210,280	367,090
Staff Travel, PD, PPE, Uniforms	17,800	17,864	29,654	-	6,485	-	98,700	170,503
Fleet-related Expenses	-	-	-	-	-	-	179,600	179,600
Banking Expenses	-	-	-	-	-	-	20,000	20,000
Other	-	6,820	-	-	-	-	-	6,820
Depreciation Expenses	-	654,072	220,303	-	-	-	556,868	1,431,243
Corporate Allocations	723,677	877,497	535,202	61,546	61,910	29,131	(4,355,471)	(2,066,507)
<b>Total Operating Expenses</b>	<b>\$2,830,421</b>	<b>\$4,774,107</b>	<b>\$2,764,087</b>	<b>\$180,675</b>	<b>\$559,161</b>	<b>\$181,158</b>	<b>\$1,198,058</b>	<b>\$12,487,667</b>

# Category 1 Programs and Services: Overview

## Environmental Planning and Regulations

The UTRCA provides planning and regulations services to protect people and property from natural hazards (e.g., flood and erosion hazards, wetlands, and the area of interference surrounding wetlands) and support safe development.

Natural hazard planning activities include:

- Planning Act delegated responsibility for natural hazards to be consistent with Provincial Policies,
- Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances) with respect to natural hazards.
- Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of the Ontario Ministry of Natural Resources (delegated to CAs in 1983).

Regulations activities under Section 28 of the Conservation Authorities Act include:

- Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. Property inquiries and compliance/enforcement activities.
- Input to the review and approval processes under the Planning Act and other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Section 28 permit requirements.

## Legislative Changes

- Bill 23 (More Homes Built Faster Act) and Bill 109 (More Homes for Everyone Act) - Implement service delivery standards for the administration of planning and development reviews and permitting to expedite the approvals process.
- New Ontario Regulation 41/24 - Prohibited Activities, Exemptions and Permits under Section 28 of the Conservation Authorities Act, effective April 1, 2024. requires new regulatory processes, administrative procedures and new policies.
- S28 Conservation Authorities Act - Consultation on and updating of natural hazard maps to inform planning and development applications.



## Water Management

The UTRCA's water management program protects people and property and supports safe development by reducing risk due to flooding. Key components include:

- Providing flood forecasting and warning services for municipalities,
- Continually monitoring stream flow, reservoirs, and watershed conditions to assess flood, low flow, and climate change impacts and mitigation,
- Operating and maintaining water control structures (3 large dams, 3 flood control channels, 8 dykes/ floodwalls), constructed in partnership with municipalities, to control flood flows and augment stream flows during dry periods,
- Mapping and modelling flood plains and other natural hazards,
- Developing, maintaining, and implementing Flood Contingency Plan for municipal and First Nation flood coordinators and other partners,
- Providing outreach and education programs and information on natural hazards,
- Operating and maintaining 12 erosion control structures,
- Operating and maintaining recreational water control structures for passive recreation, on behalf of municipalities.
- Asset management planning for water and erosion control structures will continue building on the mandatory asset management plans for flood control, flow augmentation, and erosion control structures, to incorporate other UTRCA assets including recreational water control structures. Operational plans will be developed for recreational water control structures, similar to the mandatory deliverables required for the flood control and flow augmentation structures.





## Land Management

The UTRCA provides public access for passive recreation on 3200 hectares of conservation lands at Fanshawe, Wildwood, and Pittcock Conservation Areas, and at 11 day-use conservation areas/tracts and an arboretum (managed in partnership with local service clubs or municipalities). Management activities include risk management, encroachment monitoring, and enforcement.

More than 2000 ha of rural properties, including 1500 ha of wetland, provide long-term protection of natural heritage. Activities include forest management, signage, gates, stewardship, restoration, and ecological monitoring.

The UTRCA has prepared a Conservation Areas and Lands Strategy to meet the requirements for a strategy for conservation area owned or managed lands, as set out in the Conservation Authorities Act and Ontario Regulation 686/21 (Mandatory Programs and Services). The UTRCA has also prepared two other, related, mandatory documents, namely a Land Inventory and a Land Acquisition and Disposition Policy.

The Lands Strategy provides guiding principles, goals, and objectives for UTRCA owned or managed lands, which include conservation areas as well as other categories of lands. Staff also developed a Lands Strategy Implementation Plan that will guide implementation for the next 10 years. The plan contains management recommendations at the property type level (e.g., rural conservation areas, wetlands, large conservation areas, etc.).

The Lands Strategy involves a multi-faceted approach that integrates conservation, sustainable land management practices, and community engagement. It will be a valuable resource for the UTRCA and will provide clarity to watershed municipalities, residents, partners, and other interest holders regarding the UTRCA's vision for our lands for future generations.





## Provincial Water Monitoring

The UTRCA monitors surface water at 24 Provincial Water Quality Monitoring Network sites on a monthly basis (April to November). Water quality has been monitored in the Upper Thames watershed since the 1960s through this program, which is a cooperative program of the Ministry of the Environment, Conservation and Parks (MECP) and CAs. The UTRCA uses the data in the watershed report cards and to prioritize stewardship projects.

The UTRCA monitors groundwater quantity and quality in 28 wells at 22 Provincial Groundwater Monitor Network sites in cooperation with MECP. There are 23 wells sampled for water quality annually, and five wells that were changed to biennial water quality sampling in 2023 at the discretion of MECP. Groundwater quantity is monitored year-round at all wells.

No provincial funding is received for the surface water program, and limited funding is received for the groundwater program.



## Drinking Water Source Protection

The UTRCA protects municipal drinking water sources through Source Protection Plans, as part of the Thames-Sydenham Source Protection Region (Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities). The UTRCA is the lead Authority for the Region, providing technical and Source Protection Committee support, organizing Source Protection Authority reports and meetings, and carrying out other activities required by the Clean Water Act and regulations.

The UTRCA assists in coordinating and implementing the Source Protection Plans (SPP). Where advisable, the UTRCA reviews and comments on any proposal made under another Act that is circulated to it, to determine whether the proposal relates to a significant drinking water threat that is governed by the SPP or the proposal's potential impact on any drinking water sources protected by the SPP.

This program is currently funded by the province.



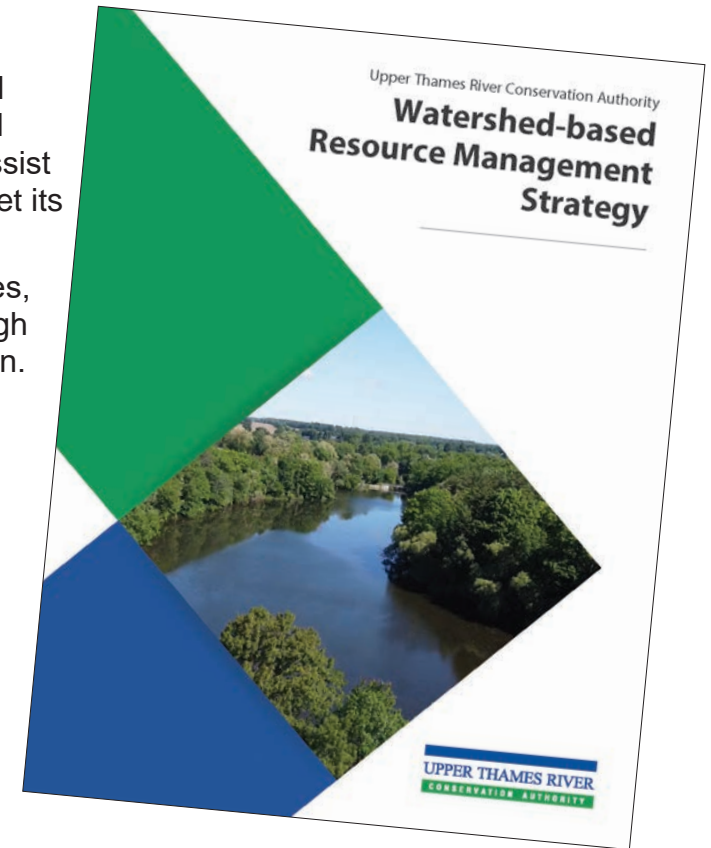
## Watershed Management Strategy Implementation

The UTRCA has prepared a Watershed Strategy to meet the requirements for a Watershed-based Resource Management Strategy as set out under Section 21.1 of the Conservation Authorities Act (CA Act) and Ontario Regulation 686/21 (Mandatory Programs and Services). The goal of the Watershed Strategy is to ensure that the UTRCA's programs and services address watershed issues and priorities and reflect the organization's mandate under the CA Act.

The strategy sets out the UTRCA's guiding principles and objectives and updates the inventory of programs and services, assessing resource conditions, trends, risks, and issues that impact the effective delivery of its mandatory and municipal programs and services. It also identifies desirable future programs, services, and actions that will assist the UTRCA in delivering its mandatory and municipal programs and services and meet its objectives and long-term goals.

The strategy is being developed with input from UTRCA staff, watershed municipalities, Indigenous communities, interest holders, and the public. Information gathered through consultation efforts will be used to develop a Watershed Strategy Implementation Plan. The plan will include:

- List of challenges, issues, and risks that limit the effectiveness of the mandatory programs and services,
- Identification of gaps in programs and services needed to address the issues and mitigate the high priority risks,
- Determination of whether the programs and services comply with the regulations under 40(1)(b) of the CA Act,
- Cost estimate and high-level work plan for the implementation of those actions, if the opportunity arises and funding is available.





## Essential Corporate Costs

Corporate costs support all UTRCA program areas, the Board of Directors, member municipalities, and the public, to enable the UTRCA to operate in an accountable, efficient, and effective manner.

Under the new legislation, all corporate costs are a mandatory (Category 1) service and, therefore, eligible for full levy funding.

Rather than keeping all corporate costs in Category 1, the UTRCA is allocating program-specific corporate costs to programs and services in all three Categories. These allocated costs include property insurance, IT services, costs to operate the Watershed Conservation Centre (administration building), finance and human resources unit costs, some common communications and marketing unit costs, and shared fleet and equipment costs.

The new budget format illustrates that \$2,068,922 in corporate costs is allocated to the following categories of programs, which are not funded by municipal levy:

- \$265,374 to Category 2 programs,
- \$1,201,345 to Category 3 programs, and
- \$602,203 to the campground operations (other Category 3).

Essential corporate costs that are not program-specific are grouped as a Category 1 (mandatory) cost. They include board governance, administration, health and safety programs, asset management planning, shared fleet management, shared equipment, and directors' and officers' insurance and liability.



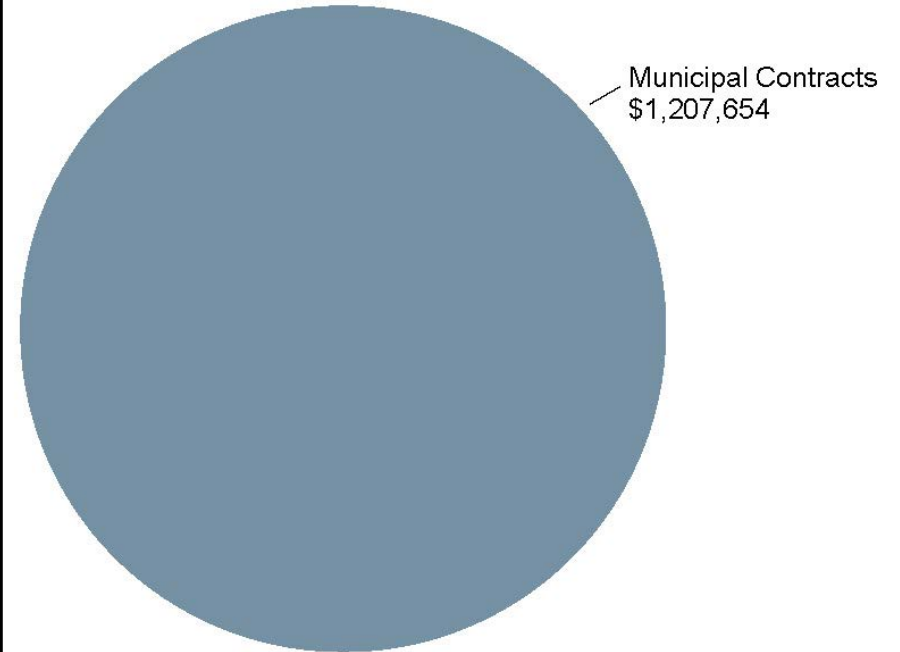
## Category 2 Programs and Services: Budget

Category 2 programs and services are delivered at cost to specific municipalities under contract.

### Funding

- Delivered at cost to specific municipalities under contract (cannot be funded through levy).

### 2025 Funding Sources: Category 2 Programs and Services



**Table 11. Category 2 Operating Budget**

Expenses by Type	City of London ESA/Lands Management	City of London Water Quality Monitoring	Drinking Water Source Protection Risk Management	Total
Wages and Benefits	\$565,725	\$69,298	\$122,764	\$757,787
Property-related Expenses	36,175	-	800	36,975
Technical and Consulting Services	-	-	28,920	28,920
Computers and Communications	2,300	-	12,800	15,100
Insurance and Risk Management	-	-	2,000	2,000
Materials and Supplies	67,600	-	10,000	77,600
Staff Travel, PD, PPE, Uniforms	13,650	-	6,800	20,450
Fleet-related Expenses	-	-	-	-
Banking Expenses	-	-	-	-
Other	-	-	-	-
Depreciation Expenses	-	-	-	-
Corporate Allocations	202,409	24,792	38,172	265,374
<b>Total Operating Expenses</b>	<b>\$887,859</b>	<b>\$94,091</b>	<b>\$222,256</b>	<b>\$1,204,205</b>



## Category 2 Programs and Services: Overview

### City of London Contract Work

The UTRCA is contracted by the City of London to manage 12 Environmentally Significant Areas, install and maintain flow devices in City of London stormwater management infrastructure (in accordance with the City's beaver protocol), and monitor water quality and benthic invertebrates for environmental compliance.

### Drinking Water Source Protection Risk Management Services

The UTRCA provides Drinking Water Source Protection Risk Management Inspector/ Official services for partner municipalities.



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## Category 3 Programs and Services: Budget

Category 3 programs and services are those that a Conservation Authority determines are advisable to provide to further the purpose of the Conservation Authorities Act.

### Funding

- Multiple funding sources including municipal support through cost apportioning agreements (cannot be funded through levy).
- Category 3 programs and services are funded largely through contracts and grants, most of which require some financial support from municipalities. The budget reflects significant funding from the Canada Water Agency for phosphorus reduction programs.

2025 Funding Sources: Category 3 Programs and Services

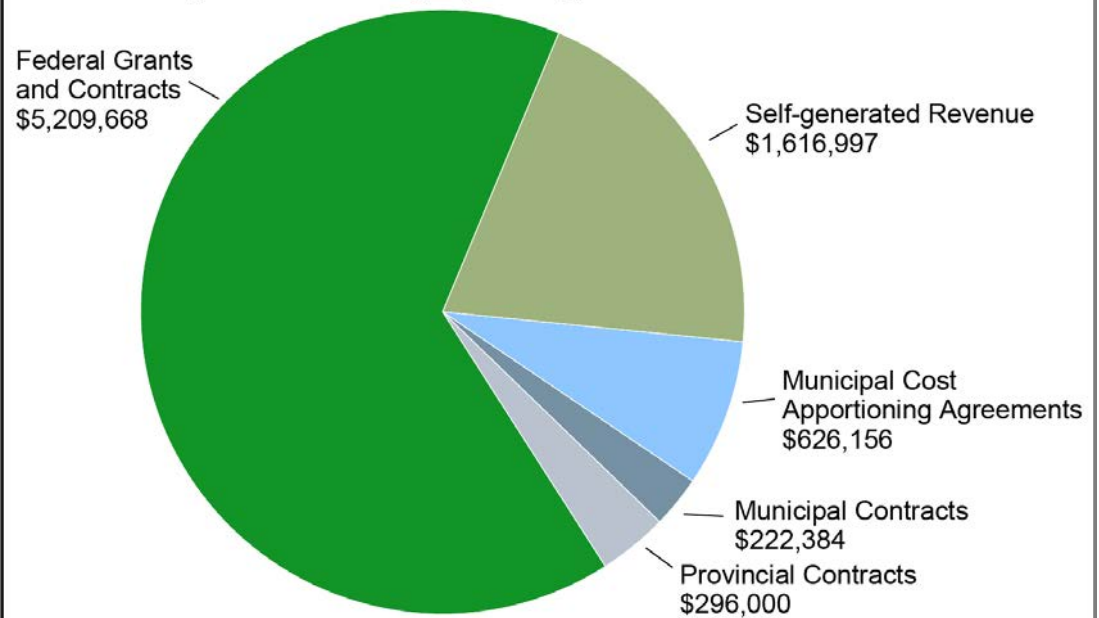


Table 12. Category 3 Operating Budget

Expenses by Type	Community Partnerships and Education	Water Quality Database Management	Ecological Monitoring	Land Stewardship Programs	Land Lease Management	Total
Wages and Benefits	\$605,384	\$37,772	\$422,199	\$1,057,214	\$91,887	\$2,214,456
Property-related Expenses	20,260	-	1,000	282,500	296,275	600,035
Technical and Consulting Services	560	60,000	38,244	132,600	55,500	286,904
Computers and Communications	3,720	10,525	10,764	5,250	2,060	32,319
Insurance and Risk Management	1,988	-	139	2,306	12,263	16,696
Materials and Supplies	78,615	-	1,500	300,450	48,980	429,545
Staff Travel, PD, PPE, Uniforms	5,340	800	1,125	11,700	3,860	22,825
Fleet-related Expenses	-	-	-	800	1,515	2,315
Banking Expenses	-	-	-	-	-	-
Other	17,280	-	22,200	3,166,800	8,800	3,215,080
Depreciation Expenses	-	4,914	1,584	-	14,528	21,026
Corporate Allocations	195,496	11,956	135,500	831,866	26,528	1,201,345
<b>Total Operating Expenses</b>	<b>\$928,643</b>	<b>\$125,967</b>	<b>\$634,255</b>	<b>\$5,791,486</b>	<b>\$562,196</b>	<b>\$8,042,546</b>



**Table 13. Category 3 Municipal Cost Apportioning Agreements**

Municipality	2025 MCVA %	Category 3 Cost Apportionment
Oxford County	17.0065	\$106,487
London	64.0489	401,046
Lucan Biddulph	0.3565	2,232
Thames Centre	3.2460	20,325
Strathroy Caradoc	-	0
Middlesex Centre	2.4722	15,480
Stratford	7.1709	44,901
Perth East	1.4128	8,846
West Perth	1.4617	9,153
St Marys	1.4630	9,161
Perth South	1.1591	7,258
<i>South Huron*</i>	<i>0.2024</i>	<i>1,267</i>
Zorra	-	0
South-West Oxford	-	0
<b>Total</b>	<b>100</b>	<b>\$626,156</b>

\*Municipality of South Huron is not participating in Category 3 programs.





## Category 3 Programs and Services: Overview

### Community Partnerships and Education

Community partnerships programs are designed to increase awareness of, support for, and involvement in projects that restore and enhance watershed health and resiliency to climate change.

The programs empower communities and youth, creating value for a healthy environment through opportunities to experience and learn about conservation, and build capacity in local communities by providing hands-on learning opportunities to address local environmental concerns.

The community partnerships program facilitates relationships among watershed residents, Authority staff, and member municipalities to enable the sharing of expertise and resources. The UTRCA assists community members and “friends of groups” to identify local environmental needs, access funding, and implement on-the-ground projects within their local communities.

Curriculum-based environmental education programs work closely with watershed Boards of Education to reach over 20,000 students per year with place-based information and to support the community partnerships program.

The education programs help communities and youth understand how to protect their watershed resources and avoid risks from flooding and related hazards. Education programs are hosted at Fanshawe and Wildwood Conservation Areas, local natural areas, school yards/in class, and virtually.



## Stewardship and Restoration

The UTRCA delivers a wide range of landowner stewardship and restoration services that improve soil health, water quality and quantity, biodiversity, and climate resiliency. A healthy Thames River will also benefit Lake St Clair and Lake Erie.

Staff provide comprehensive conservation planning, technical services, and planning and design for a variety of stewardship practices. Technical plans are tailored to individual farm projects, recognizing the diverse agricultural landscape across the watershed.

Staff advise on in-stream and riparian restoration as well as wetland enhancement projects that provide flood retention, reduce peak flows, mitigate erosion hazards, and improve flow regimes. Restoration programs also include invasive species identification and control, pollinator habitat creation, and prairie seeding. The forestry program, which is one of UTRCA's longest running programs, offers the sale of native trees and shrubs, tree planting, and woodlot management services to landowners. Windbreaks and land retirement plantings reduce erosion, increase natural cover and habitat, and build climate change resilience across the watershed. Additional, in-field technical advice and planning centred around erosion control includes land management changes or structural options.

The Clean Water Program (CWP) provides a one-window service for rural landowners to access technical assistance and financial incentives to support on the ground implementation of best management practices (BMPs) that improve and protect water quality on farmland. The CWP is funded by participating municipalities, with additional funding leveraged from government, foundations, and donations.

Demonstration sites are used to test the practicality and effectiveness of BMPs to provide environmental co-benefits without sacrificing farm productivity. The UTRCA's Thorndale Demonstration Farm is an example of efforts to share information and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and the agriculture industry.

In late 2024, the UTRCA entered into an agreement with the Canada Water Agency to deliver a five-year program. This initiative will identify areas of the watershed with the potential to produce and deliver higher amounts of phosphorus to the Thames River, and create and deliver a BMP implementation program to address the priority areas. The UTRCA will also develop a second demonstration farm highlighting on-farm drainage water recycling, in the Township of Perth South near Wildwood Conservation Area. The initiative will establish comprehensive water quality sampling across UTRCA subwatersheds to track seasonal variations and trends in phosphorus concentrations across the watershed. There will be extensive communications and outreach efforts to promote uptake and long-term maintenance of BMPs, and to share project results with interest holders, farmers, certified crop advisors, and other extension staff.





## Ecological Monitoring

The UTRCA supports science-based decisions through environmental monitoring programs that include collecting, analyzing, and reporting on fishes, reptiles, benthic macro-invertebrates, Species at Risk, and air photos. The information collected gives an indication of stream health, water quality, habitat change, and impacts of stressors.

Environmental information is compiled and maintained in a comprehensive monitoring database that is integrated, available to watershed partners, and commonly accessed by development proponents in watershed municipalities when undertaking technical studies or assessments associated with land development activities.

The UTRCA reports on local watershed conditions every five years, in partnership with Conservation Ontario. The Upper Thames River Watershed Report Cards provide information on surface water, groundwater, forest, and wetland conditions within 28 subwatersheds to promote an understanding of local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action.

The UTRCA is also engaging with local First Nations communities and individuals, to support the development of a more holistic approach in watershed planning that incorporates aspects of Indigenous Traditional Knowledge and an awareness of the river's spirit, in addition to western science and management objectives.



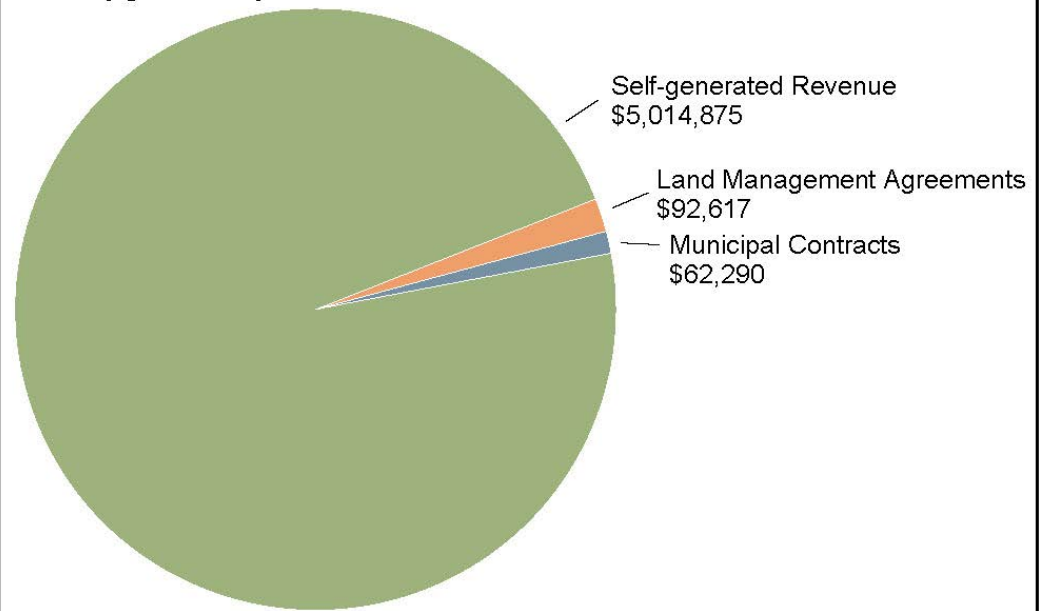
## Property Lease Management

Management of the UTRCA land lease program, rental properties, and three golf course leases are additional Category 3 activities. The revenue from these programs has often been a means to support Category 3 programs and supplement general land management needs, as well as to provide some capital funding for facility repairs.

## Other Category 3 - Campground Operations: Budget

Campground operations are also Category 3 programs and services but are not included in municipal cost apportioning agreements as their funding is self-generated.

**2025 Funding Sources: Other Category 3 Programs and Services - Campground Operations**



**Table 14. Other Category 3 (Campground Operations) Operating Budget**

Expenses by Type	Cost
Wages and Benefits	\$2,509,563
Property-related Expenses	872,601
Technical and Consulting Services	203,118
Computers and Communications	18,362
Insurance and Risk Management	117,075
Materials and Supplies	286,646
Staff Travel, PD, PPE, Uniforms	41,233
Fleet-related Expenses	4,500
Banking Expenses	-
Other	-
Depreciation Expenses	148,356
Corporate Allocations	602,203
<b>Total Operating Expenses</b>	<b>\$4,803,657</b>





## Other Category 3 Programs and Services - Campground Operations: Overview

The three large, multi-use Conservation Areas (Fanshawe, Pittock, and Wildwood) offer camping and a wide range of other day use facilities and activities. Outdoor recreation at the three active Conservation Areas offers opportunities to educate the public and promote conservation messaging about the watershed's natural environment.

UTRCA campground operations offer nearly 1000 seasonal and 500 overnight campsites, more than 55 km of managed trails, and three large day use areas that host many major community events.

Throughout the pandemic, increased operational and management pressures were realized due to the increase in use and visitation. The interest in the campground and day-use operations has since remained high. As a result of this increased interest and use, the operating dates for day-use were extended in 2024 to cover the period from April 1 through to November 30.

The state of the conservation areas and the infrastructure within them has remained unchanged over the past 50 years. Many of the assets are beyond their life expectancy and it should be anticipated that significant capital improvements will need to be funded over the next while. Through internal and stakeholder consultations, conservation area business plans and asset management plans are planned and are underway.





# About Us

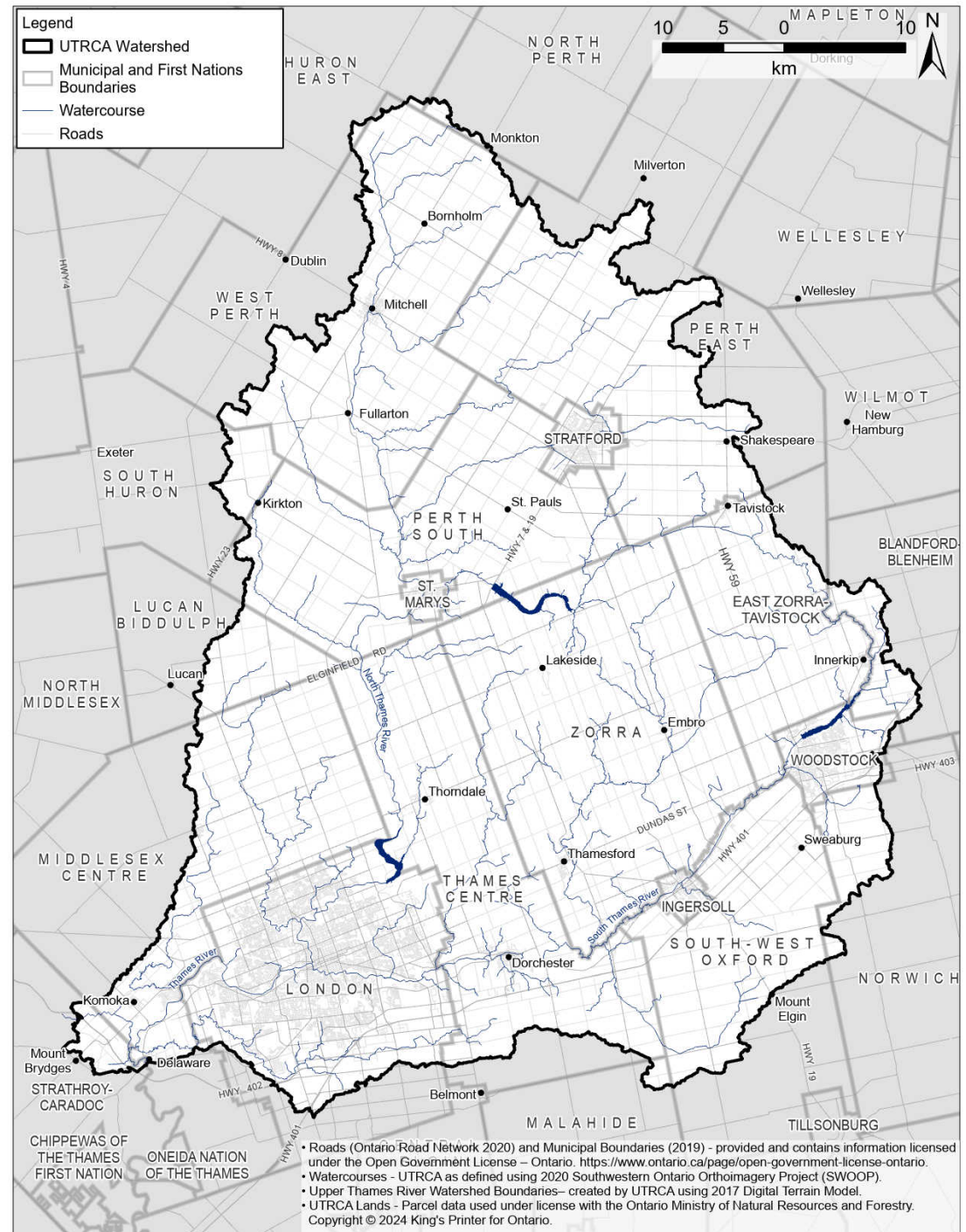
The Upper Thames River Conservation Authority (UTRCA) is a local watershed management agency that delivers programs and services to protect and manage impacts on water and other natural resources, in partnership with all levels of government, landowners, and many other organizations. The UTRCA promotes an integrated watershed management approach that balances human, environmental, and economic needs.

The UTRCA works in partnership with the 17 municipalities in the Upper Thames River watershed. These municipalities appoint 15 members to the Board of Directors, which sets the UTRCA's overall policy direction and is responsive to local issues and concerns.

The UTRCA is dedicated to achieving a healthy environment on behalf of the member municipalities, by:

- Leading through expertise, diversity, and accountability,
- Supporting sustainable organizational practices and policies,
- Protecting people and property from flood and erosion hazards and supporting safe development,
- Protecting and enhancing water quality and a sustainable water supply,
- Making science-based decisions and delivering landowner stewardship,
- Providing natural spaces and recreational opportunities, and
- Empowering communities and youth.

The UTRCA undertakes watershed-based programs to protect people and property from flooding and other natural hazards, and to conserve natural resources for economic, social, and environment benefits. Positive actions in one part of the watershed have positive impacts downstream. All municipalities benefit when these programs are undertaken on a watershed basis.





# Destination Stratford 2030 Strategy

2025-2030



**DESTINATION  
STRATFORD**  
**ARTS** THE ARTS ARE  
WHAT WE ARE





# INTRODUCTION

We are pleased and proud to provide this forward-looking vision and strategic plan for Destination Stratford to help focus, guide and maximize our organization’s positive community impact through 2030.

This is not a starry-eyed brochure for Stratford or our organization. Our plan is justifiably aspirational: our city has incredible attributes and undeniable potential. But we also see this document as an opportunity for being forthright and as an expression of our responsibility in light of real issues and challenges we face as a community and beyond. There is much work to be done.

More than anything, this document is an invitation. Positive community impact cannot happen without community involvement. As we have already seen with successful projects like Lights On Stratford and Stratford Al Fresco, it requires many hands and multiple perspectives, as well as effective collaboration and plenty of creativity.

Fortunately, with arts and culture woven deeply into our collective DNA and with the support of a visionary City government, there can be no doubt that Stratford is capable of creating new opportunities and new levels of shared resilience and vitality. It is our honour to serve this potential.

We hope you will be inspired by this vision and plan. And most of all, we hope you will join us in bringing it to life.

Rob Russell, Board Chair

Zac Gribble, Executive Director

On behalf of the Destination Stratford Team and Board



# ACKNOWLEDGING THE ROOTS OF OUR COMMUNITY

We acknowledge and are grateful to the original stewards of this land, Haudenosaunee/ People of the Longhouse, and more recently Anishinaabe Peoples; and we acknowledge the immeasurable contributions of the Métis and Inuit, and all First Nations.

We honour the regenerative thinking of the Indigenous Peoples of this and other lands. Their perspectives are holistic, integrated and reverent towards all life, including Mother Earth and everything that inhabits her. With this plan and the actions that flow from it, we hope to draw on the wisdom at the heart of Indigenous worldviews and traditional methods.

The pages of this document carry our humility, hope and desire that these actions will contribute to healing and strengthening our relationships.

Chris Mejaki, Anishnaabe originally from Sagamok Anishnawbek, with ties to Wikwemikong and M'Chigeeng, performing a traditional grass dance at Lights On Stratford 2023/24. Photo credit: Jeff Wood







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# 1. THE ARTS ARE WHAT WE ARE

## DESTINATION STRATFORD

### VISION

As a vibrant, year-round cultural destination, Stratford is globally celebrated for its community-wide capacity to generate collective wellbeing.

### MISSION

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.







## 2. THE ART OF HOSTING

In response to the inspiring potential we see in this community and the mounting crises we see across the planet, we are called to help craft the world we know is possible: a world with more opportunity, more cohesion, more joy, and more thriving for those in the community of Stratford and beyond.

By combining the **creative, connective capacity of arts and culture** with the **transformative power of hosting and being hosted**, we believe we can create the conditions for more social, environmental and economic vitality.

This is what we call “**the art of hosting.**” This is Stratford’s emerging superpower.

This superpower can only be discovered through an unfolding process of shared learning in which many needs and opportunities are addressed over time. And it can only be enacted “**by the community, for the community,**” with a definition of “community” that includes residents, visitors and the natural environment.

Fortunately, Stratford’s unique cultural history, entrepreneurial spirit, location and size have shaped a community that is adaptable, agile and full of potential.

Within this context, Destination Stratford’s most impactful role will be to create the conditions for **a community-wide practice of artful welcome and a collaborative process of generating creative cultural experiences.** And our own organizational structure will combine responsibility with flexibility, economic development with community wellbeing, and a destination-wide perspective with a ground-level view.

The tangible result will be an ever-unfolding range of thoughtfully crafted experiences and places across the city, throughout the year, and at the welcoming scale of Stratford.

In these ways, residents and visitors alike will experience the special mix of **delight, participation and belonging** that results in widely shared stories; and the more those stories are shared, the more bountiful the harvest.

By refocusing the central goal of tourism towards transformative experiences while supporting the community to tend to its needs, express its gifts and discover its potential, Stratford will grow as a source of widespread civic pride and an inspiration to other communities everywhere.



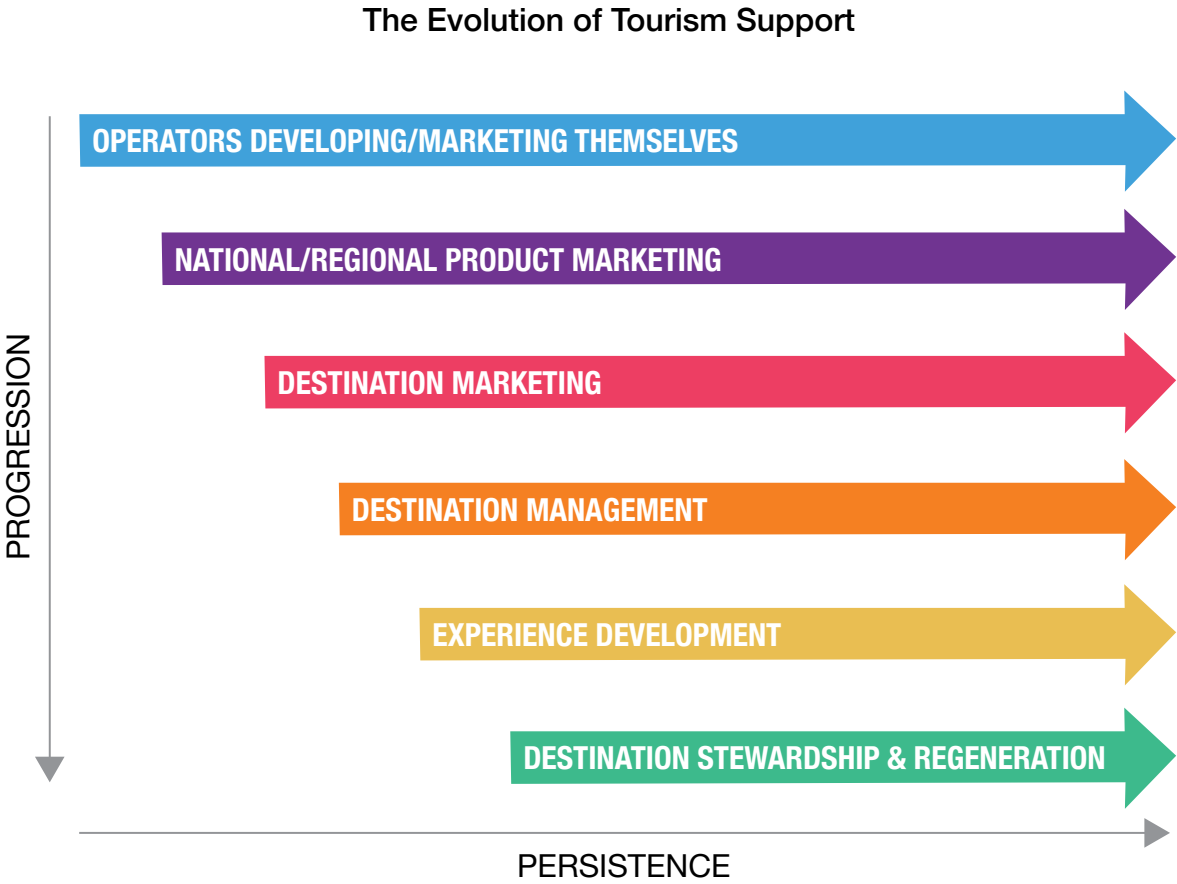
### 3. CHALLENGES & OPPORTUNITIES

In the past decade, there has been significant evolution in how tourism and destination development are approached within the sector.

- The first major shift was from an exclusive focus on **bottom-line, business-driven considerations** to include an emphasis on **the visitor experience**.
- More recently, the priority has been shifting towards **community wellbeing through destination stewardship**.

These two transitions have been our path for several years.

To continue on this path, we must embrace the key challenges and opportunities described on the following pages.



Source: Michelle Holliday







## Engage Liverpool

As a social enterprise run entirely by volunteer residents, Engage Liverpool's mission is "to improve the quality of life...by empowering residents through aspirational engagement and action to bring about positive transformation and progress." In 2021, the organization's thematic focus was "Destination Liverpool: Tourists versus Residents?" This involved a series of seminars, conversations and events exploring how everyone can and should take responsibility for the experience of visitors – and locals – in Liverpool. In 2022, the theme was continued with a series of open conversations entitled "Daytripper," based on the core idea that "cities that work for residents work for tourists."

"Our big takeaways," Engage Liverpool reported, "were that authenticity mattered, and that cities that embedded the real values and perspectives of its citizens in their offer flourished as tourist destinations. It was about more than a city simply playing host, but about a relationship, where one thing feeds the other in interesting and meaningful ways."

"After this, who knows! But we hope to welcome you home to Liverpool soon to show you a sustainable and citizen-led tourist offer for the region."

## Well-Supported

Community support for tourism is vital and must be continuously earned and cultivated.

As it stands, many Stratford residents appreciate the important role tourism plays. In fact, a growing number came first as visitors and were drawn by our cultural offerings to move their lives here. Yet there are also many residents who feel very differently about tourism's impacts.

Our challenge and opportunity is to **grow community support** through:

- Alignment with the community's overarching goals
- Effective and ongoing communication between Council, City staff, residents, businesses, partners and visitors
- Collaborative initiatives where tourism can provide meaningful positive impact
- Broad commitment among tourism employers to pay a living wage
- Demonstrated progress in stewarding the destination in positive and innovative ways

If we are to cultivate community support in these ways, then our own organization must be supported by **enabling structures** such as:

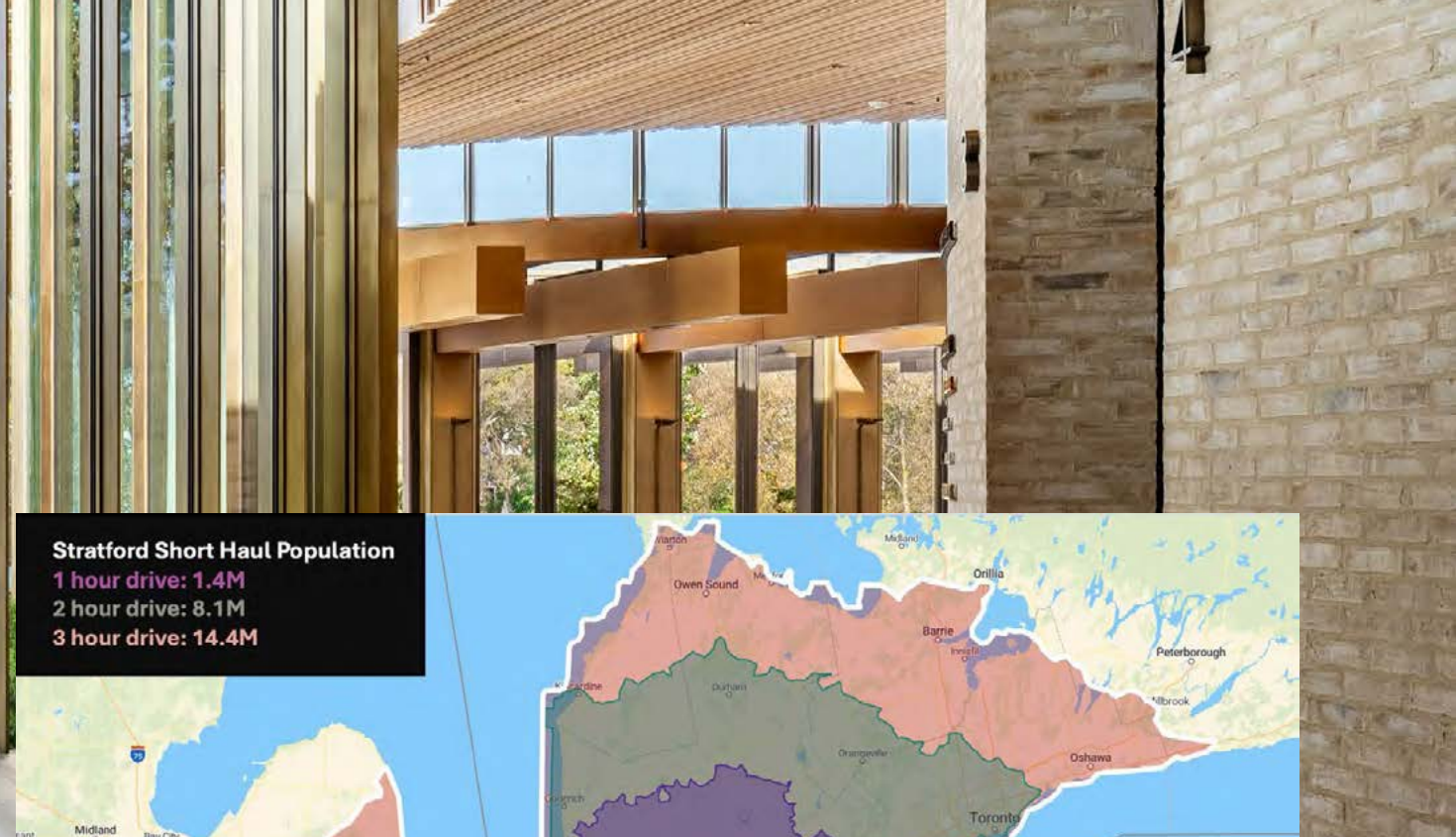
- An independent governance model, with a diverse Board of Directors representing the broader community

- A funding model that sustains ongoing, multi-year destination development initiatives
- A performance measurement framework that includes economic, social and environmental indicators
- An engaged and participatory tourism business sector to co-create and deliver destination and experiential development projects
- Continued partnership from the City

With these supportive conditions, we – and tourism – will be able to contribute effectively to the vision outlined by the City of Stratford's Strategic Priorities 2024-2027: "***a flourishing city propelled by inclusive growth and innovation, that works together to ensure everyone thrives.***"<sup>1</sup>

[1 A Roadmap for Inclusive Growth: City of Stratford Strategic Priorities 2024 - 2027](#)





## Well-Positioned

Stratford could not be better **positioned for collective thriving**. With a storied history of rebuilding the local economy on the shoulders of arts and culture (especially theatre via [Stratford Festival](#)), our community has been shaped by seven decades of cultural evolution. Our heritage walkable downtown is a delight, nestled within more park land per capita than any other “small” city in the province. We are surrounded by fertile farmland, a natural partner to our rich culinary and cultural offerings. (Where else can you walk with alpacas or try a local wine flight amongst miniature goats in the afternoon and then head to an evening performance at North America’s largest classical repertory theatre company?) We are a diverse, creative population.

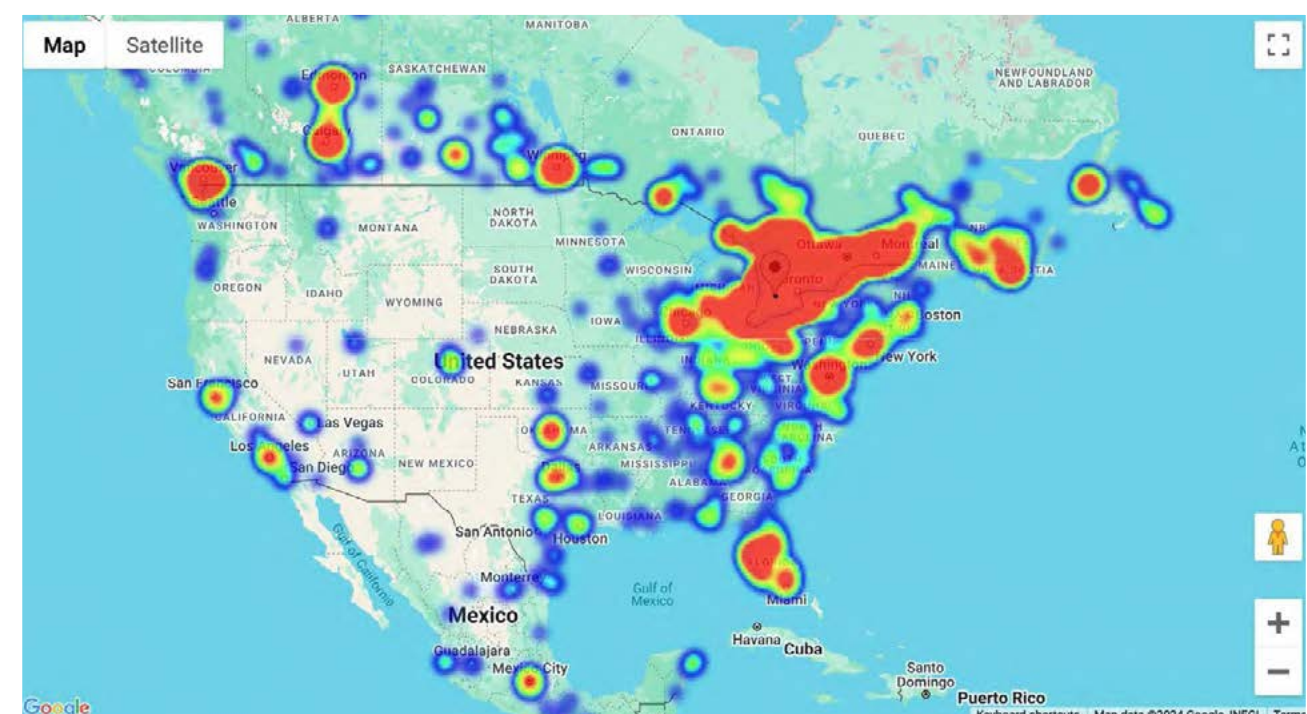
We are also fortunate to be positioned **within 3 hours of over 14 million people**.

The pandemic helped us discover the potential of these neighbouring regions (and helped them discover us!). And increasingly, climate change adds to Stratford’s regional appeal, as flight-free travel becomes the more responsible choice.

The opportunity now is to grow awareness of the cultural treasure that is Stratford – including our sports, culinary and performing arts – particularly within that 3-hour radius and even within our own community. The goal is to **become a community that hosts each other and our shared potential with care**, and that welcomes visitors in mutual celebration and discovery of Stratford’s many delights, all within easy reach.



2023 Geographical Distribution of Visitors (mobility data by propulso.io):





# Well-Storied

A destination's "brand" is really a collection of stories flowing from that place. Ours is a place of multiple narratives, many lived realities, and multiple layers of relationship to each other and to this land. Our history and heritage is ripe with incredible tales of transformation and cultural experiences. And across them all, the **throughline of creativity and resilience** stands out clearly.

The traditional approach to tourism dictates that the Destination Marketing Organization is the keeper and disseminator of those stories. But the opportunity we have is to **broaden the storytelling function**, so that those who experience a place become the central storytellers. A story contains the most power when it is an authentic expression of a genuine experience of place. And we have seen that it is more effective to have 10,000 points of light rather than a single bulb for illuminating unique-to-Stratford stories and experiences.

With this shift to resident and visitor as storyteller, our destination marketing resources can be channelled into enabling story-worthy experiences and then ensuring great stories get shared and celebrated.

The opportunity then is to ask: **Are these the stories we want to be living? And how can Stratford cultivate diverse experiences and stories that people will proudly share with the world?**

Our responsibility in this is to be honest as a community, embracing both positive and negative stories that flow from here. How a community responds defines the arc of these stories, and it is through the more challenging stories that we discover new potential and evolve in meaningful ways. We can judge our success by the quality and quantity of stories that are shared and the new possibilities they generate for Stratford and offer for the world.





2024 DESTINATION STRATFORD  
COMMUNITY ENGAGEMENT  
REPORT INSIGHT

Winter activities are well-liked and desired by residents and align with an overall interest in an all-seasons approach.

Lights On Stratford is viewed positively by residents. They liked to see the city come to life at a time when it has been quiet in the past, and demonstrated a lot of pride in speaking about instances where family or friends from elsewhere have commented on it. Almost universally, they want to see the festival grow, both in scale and the length of time it operates.

... Overall, there is an interest in winter activities and an acceptance that an all-seasons approach is necessary for growth. One dissenting group in this is older residents, especially those who are also tourism operators, who view times outside the peak season as being an opportunity for themselves and others to recuperate and enjoy the city without visitors.



Well-Seasoned

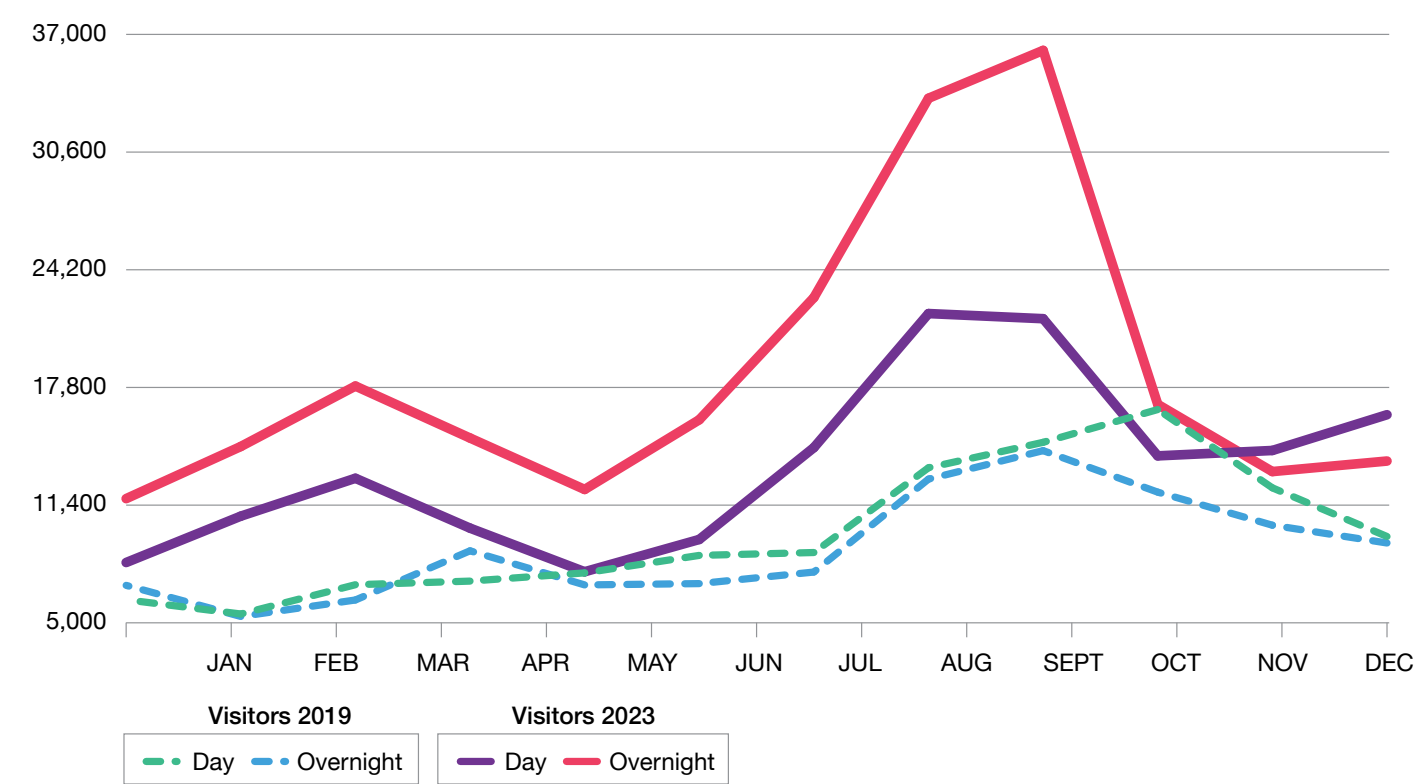
July through October is historically Stratford’s busiest time of year. But shifting patterns during the pandemic and successful experiments like the Lights On Stratford winter festival have shown that other parts of the year have plenty of potential. And a viable, healthy and robust cultural destination requires vibrancy throughout the year.

As Shelley Windsor, Vice President of Windsor Hospitality, observes: “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.”

Creating the conditions for Stratford’s unique culture to expand across the summer and to blossom in the winter and shoulder seasons is one of the foundational challenges and opportunities for our community.

And the more we exercise our “art of hosting” superpower throughout the year, the more good we can do for our community, for our visitors, and beyond.

2019 vs 2023 Monthly Distribution of Visitors (mobility data by propulso.io):





## 4. THE ART OF POSSIBILITY

The previous pages described our vision of a collective, collaborative practice of the **art of hosting** in service of our commitment to year-round cultural vibrancy and community wellbeing.

To achieve this vision we must approach it through the **art of possibility**, turning potential into execution.

Specifically, we must be guided by a set of **relational and operational principles** described on the pages below.

### 2024 DESTINATION STRATFORD COMMUNITY ENGAGEMENT REPORT INSIGHT

As part of the engagement activities, we asked participants to review a list of key initiatives/ areas of focus outlined by Destination Stratford to guide their strategic planning.

In engagement lab settings, participants were asked to spend \$100 across the six different areas. The following is a summary of how participants dispersed their funds:

Regenerative Tourism	\$22.10
Seasonality	\$19.96
Community & Destination Development	\$18.35
Sustainability	\$16.93
Equity, Diversity, and Inclusion	\$12.19
Sport Tourism	\$10.97







From Wonderful Copenhagen

## LOCALHOOD FOR EVERYONE

Localhood is a long-term vision that supports the inclusive co-creation of our future destination. A future destination where human relations are the focal point. Where locals and visitors not only co-exist, but interact around shared experiences of localhood. Where our global competitiveness is underpinned by our very own localhood. And where tourism growth is co-created responsibly across industries and geographies, between new and existing stakeholders, with localhood as our shared identity and common starting point.



### 2024 DESTINATION STRATFORD COMMUNITY ENGAGEMENT REPORT INSIGHT

**Destination Stratford's leadership in equity, diversity, and inclusion is recognized by the community.** Projects like the Welcoming Community statement were quick to come to mind when asked about the subject.

The majority of participants in engagement activities recognized equity, diversity and inclusion as being an imperative for Stratford moving forward. Similarly to sustainability, they felt it was a lens that everything should be viewed through, rather than an initiative that needed to have specific projects dedicated to.

## Inclusive

In order for our collective practice of “the art of hosting” to be *by the community and for the community*, we must **actively and intentionally welcome differences of all kinds and create opportunities for inclusion**, not only for the visitor but also for each other.

Such inclusion is an art form in itself. It takes vision and empathy, practice and skill, commitment and perseverance, and more than a little creativity. Fortunately, commerce, tourism, and arts & culture are natural platforms and practice grounds for welcoming and celebrating difference.

We will know we are inclusive when our work considers different aspects of people's identities... when we integrate the contributions of various sectors and accommodate diverse economic circumstances... and when our communications and engagements are accessible and responsive to all members of society.

In these ways, we will help cultivate a truly welcoming community by actively supporting transformative experiences for everyone involved.

Together, we have the power to break down barriers, advance democratic values, and grow a Stratford that is healthier, more creative, with more prosperity for all.





## Welcoming Community Statement

The statement below is the outcome of broad community consultations and discussions in the Fall of 2022 and Winter of 2023, with coordinating leadership from Destination Stratford. It was brought to Stratford City Council for formal recognition, with a commitment to review and update this living statement every two years to ensure it continues to reflect the aspirations and vision of the community.

***Stratford strives to be a welcoming and supportive community: healthy, vibrant, and accessible, where everyone's sense of belonging, dignity, and safety is a shared priority. In Stratford, we work collectively to ensure all individuals feel valued and included.***

Additionally, a welcoming community is committed to:

1. Curiosity and an increasing capacity to change as our community continues to grow and thrive.
2. Meaningful and visible inclusion of all newcomers.
3. Nurturing a community ecosystem where access to information, connections, spaces, and resources is open to everyone.
4. Celebrating and valuing everyone for their presence, gifts, and their inherent capacity to contribute to and shape community.
5. Building and supporting a culture of measurable and appropriate accountability to address harm and hurt, and ensuring safe and effective mechanisms are in place to report harm.

To learn more, visit the Welcoming Community project page at [visitstratford.ca/welcoming-community](https://visitstratford.ca/welcoming-community).





# Sustainable

If this plan is to have “positive community impact,” it must also **contribute to the sustainability of the natural systems that sustain us.**

For a city of our size and means, we are uniquely positioned to do meaningful, progressive things, particularly at the grassroots level. For example:

- Stratford is surrounded by productive farmland, allowing our businesses to work directly with local and regional food and beverage producers
- Award-winning marketing campaigns such as *Perth County Farms to Stratford*

**Tables** help emphasize and encourage a more direct connection between the production of food on local farms and its consumption on our plates

- Successful pilot projects like the Green Bin initiative within Stratford Al Fresco engage partners, residents, local businesses and visitors and help grow a culture of shared intention, creativity and collaboration
- We can also generate motivation and engagement by tracking and sharing tourism sustainability data, including drawing on the storytelling power of arts and culture

It will be clear we are succeeding when we have effective collaborative pilot programs to reduce the impacts of tourism-related consumption. In particular, we will know we are advancing Stratford’s sustainability when our city stands out as a low-carbon vacation destination. Ultimately, the goal is to contribute actively to building a community-wide willingness to do the work to improve sustainability.

In these ways, we will support [the City’s community-generated Climate Action Plan](#) and help grow both ecological and economic resilience within Stratford and the surrounding regions.

## 2024 DESTINATION STRATFORD COMMUNITY ENGAGEMENT REPORT INSIGHT

Sustainability is a driver for tourism and should be applied across all activities.

Destination Stratford’s focus on sustainability was recognized by engagement participants as a meaningful direction. Not only due to the environmental impact, but also as a method for driving tourism. They embrace the idea of Stratford being known as a sustainability leader in the tourism industry, and value that as a selling point for potential visitors.

To further this agenda, engagement participants saw sustainability as a lens through which all activities should be viewed. They believe there should be a consistent expectation of sustainable practices, with Destination Stratford acting as a leader and chief instigator.





# STRATFORD TOURISM

## Regenerative

Within the emerging concept of “regenerative tourism,” **what is to be “regenerated” is people and place**; it is the wellbeing of the hosting community and of their shared home. That is not something a visitor can do (though they may contribute to it). It’s something the community must learn to do together. Just as important, only something alive is capable of regeneration; for example, our bodies continually heal and regenerate themselves. We hold the concept of regenerative tourism as recognition of the unique life and potential of our community and of the need to cultivate the community’s generative and regenerative capacity together, much as we would care for a living garden.

To support the resilience and regeneration of our people and place, we must cultivate **a culture and practice of mutual care for each other and for the dynamic, living ecology that is Stratford**, continually asking:

- What would bring more cohesion, connection, joy, creativity and life?
- What well-hosted creative endeavour might have the power to bring more of us together in innovative action?
- How can we best host each other and visitors as we explore what is needed?
- What vital conversations and transformative experiences can the arts make possible?

- What regeneration – or healing – is most needed now? What calls out for care?
- What are we passionate to learn and improve?

We will know we are serving Stratford’s regenerative capacity when there **is a widespread spirit of shared stewardship and solidarity** and when the community’s offerings are **unique, authentic expressions of this place**.

In these ways, we will contribute to our community’s innovation, wellbeing and resilience.

*“If we’re looking for a regenerative route forward in tourism, it won’t be found in the form of a silver bullet or one-size-fits-all blueprint. Nor will it be found in tourism-centric spaces. Rather, it will be found in forums highlighting the ideas and individuality, encounters and interactions, and challenges and solutions that prioritize local people and a holistic appreciation of the places they call home.”*

JoAnna Haugen,  
tourism writer & consultant



# Collaborative

For Destination Stratford to support regeneration of people and place through continuous cultivation of creative, story-worthy experiences, **collaboration and partnership must be at the heart of our work.**

Strategic partnerships create stability, strengthen ideas, and sustain continual community impact. These partnerships grow most vibrant when many mutual benefits can be served.

Such collaboration is a practice to be exercised and developed. It takes particular mindsets and skills to support healthy collaboration that is both **connective and constructive**. This means cultivating the “soil” of relationships and responsiveness. It calls for nurturing the spirit and structures of low-risk experimentation. And it requires critical assessment of when collaboration is needed and when it is not.

We will know we are collaborating well when every partnership adds capacity and appetite for more collective projects in the future.

In this way, we will help Stratford grow **as a creative community that cares for each other and continually generates new possibilities.**

## 2024 DESTINATION STRATFORD COMMUNITY ENGAGEMENT REPORT INSIGHT

Local groups benefit from opportunities for collaboration and partnership.

Initiatives like the Culinary and Seasonal Trails and Lights On Stratford were viewed positively by engagement participants largely due to the collaboration and partnership that they offer. There is recognition that the best opportunity local businesses and arts groups have is by combining their efforts to create a larger, more widely-acknowledged offering.

There is a larger appetite for these opportunities that focus on highlighting local business and arts groups while attracting a wider audience. A desire for synergy across existing activities and crossover events to prevent siloing was also expressed. These kinds of initiatives also contribute to a desire for diversifying event offerings and the creative economy.







# Entrepreneurial

An entrepreneurial mindset is an approach that **welcomes ambiguity, seizes opportunities, and doesn't shy away from challenges**. It is resilient, resourceful, and constantly seeks solutions — **even when current conditions seem impossible**. Fortunately, **Stratford is perfectly sized to be agile, adaptable and to pilot destination development initiatives** that focus on improving our community.

Key to our shared success are pilot projects that:

- provide proof of concept
- have the ability to scale through iterative innovation
- are focused on lifetime value

We must also embrace the fact that not all pilot projects will continue. **Learning from setbacks is as much part of the entrepreneurial process as building on successes**.

We know we are doing this well when impactful projects are sustained beyond the initial pilot.

In this way, we will help **incubate and support new destination development initiatives that improve the quality of life for all in our community**.

## The Islander Way Project

Triggered by a widely shared perception that overtourism would soon bring irreparable damage to Flinders Island in Tasmania, the Islander Way was a 2-year project started in 2021 to co-design the future of tourism with the community. The process revolved around a set of key questions:

- **What do we need to flourish** so that we may host the kinds of visitors we would like to welcome?
- **What is our place** – our values, our story, what makes us belong and what makes us care and willingly take stewardship of these Islands?
- **What do we genuinely want to offer**, with an open heart, as opposed to what others promise on our behalf?
- **What can we ask** of our visitors, of the policy-makers who make decisions about us, and of the businesses that extract value from our place, our community, and nature?

The project centred around a living lab that worked with Council and community to identify, co-design and incubate innovative, place-based, and community-driven projects that encourage and support creative entrepreneurship. Some 1000+ community hours have been invested in the project. The outcomes include 6 community-led projects, 20 initiatives and a podcast series telling islander stories. Perhaps most important, the Islander Way has generated lasting community engagement, economic and social activation, and widespread environmental stewardship.

Learn more here: [islanderway.co](https://islanderway.co)



## 5. REDEFINING SIGNALS OF SUCCESS

A new vision with new approaches calls for new methods and resources for monitoring our community’s progress.

In addition to the standard performance indicators like visitor satisfaction, occupancy rates, number of initiatives, and social media engagement, we must also explore and expand new signals such as:

- Hospitality workforce satisfaction
- Environmental health
- Resident attitudes towards tourism
- Expanding community convening, participation and engagement
- Quantity and quality of Stratford experiences and the authentic shared stories that flow from them
- Number of new and sustained destination development initiatives
- Number of active collaborations and partnerships
- Deepening understanding of guiding concepts (community as a living system, the role of stewardship, engaging with emergence, expanded contribution, etc.)

Ultimately, we need to **track and report on meaningful destination indicators that are important to the community we serve and the future we collectively wish to build.** This will require ongoing and engaged community conversations, as well as inspiration from other progressive destinations.

We will know we are doing this well when our destination performance reporting templates better reflect the holistic aspirations of the wider community and when they **encourage a culture of continuous improvement.**

### The Sign of a Healthy Economy is a Drinkable River

In 2005 Li An Phoa canoed the full length of a river in Canada, the Rupert. All along the way, she could drink water straight from the river. Three years later, Li An came back and she could not drink from the Rupert anymore. The river was polluted as a result of dams and mining. Fish died, people got ill. The delicate balance in the ecosystem was destroyed.

Li An realized that drinkable rivers are an indicator of healthy living. Indeed, when we can drink from our rivers, it means that a whole ecosystem is healthy and in balance. Rivers can only be drinkable when all actions and relations in an entire watershed contribute.

Learn more here:  
[drinkablerivers.org](http://drinkablerivers.org)







## 6. OUR COMMITMENT

In practical, tangible terms, Destination Stratford is committed to:

- An inclusive, collaborative and community-first approach to developing and marketing Stratford as a year-round cultural destination.
- Creating new annual work plans with prioritized destination development and marketing initiatives informed by this Strategic Plan and by community input, and tied to the annual budgets.
- Transitioning our Stratford Tourism Office into a Welcome Centre with continual cultural activations that benefit visitors, residents and local businesses.
- Creating new Sport Tourism and Sport Development opportunities that fit the size, scale and seasonality of Stratford.
- Working in partnership with the City of Stratford and local organizations to collaboratively implement the Municipal Cultural Plan through enabling local arts and culture and supporting placemaking.
- Continuing to host Tourism Advisory Committee meetings each Spring and Fall including specific committees for Accommodation, Culinary, Retail, Sport, and Festival & Events.
- Forming a new Regenerative Tourism Advisory Committee that brings a more diverse community perspective to help determine and shape destination development priorities and indicators.
- Continuing to present reports and fiscal updates to Stratford City Council regularly throughout the year.
- Creating and publicly sharing a refined annual Year-In-Review report that links back to the annual work plan as well as this Strategic Plan to evaluate progress over time.

*“Back in the 1950s, the founding of the Stratford Festival made Stratford a top Canadian cultural travel destination. The theatre season has grown over the years to almost eight months, but it is vital for local tourism partners to have visitor trade 12 months of the year. Creating winter cultural activations like Lights On Stratford and developing new sport tourism opportunities are part of a smart strategy to expand the visitor economy and help our community thrive year round.”*

*Anita Gaffney,  
Executive Director,  
Stratford Festival*





# 7. REFERENCES

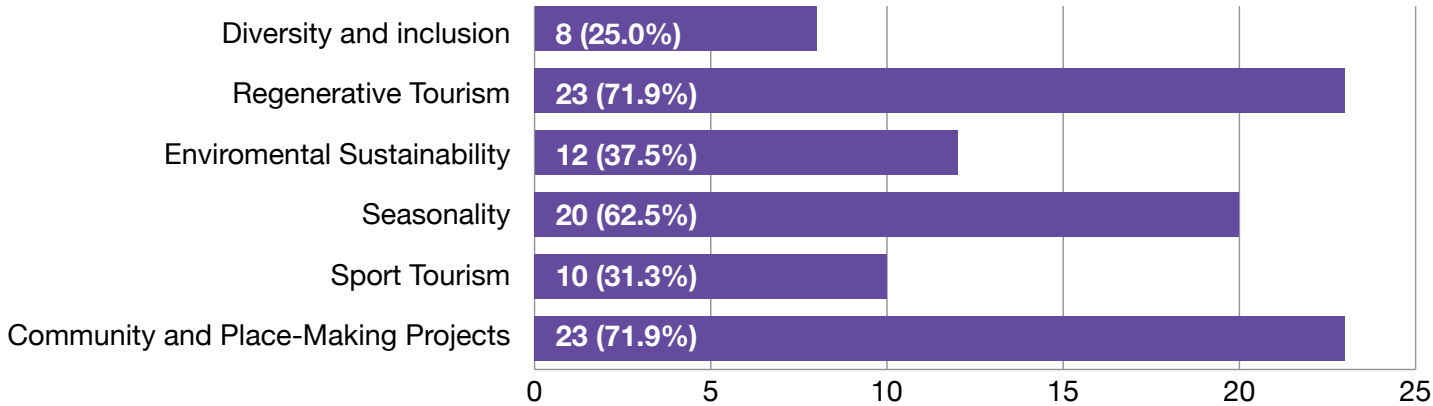
[2024 Destination Stratford Community Engagement Insights Report](#)

[Destination Stratford Year In Review Reports](#)

[Destination Stratford Board](#)

[2024 Online Stakeholder Survey](#) | Prioritisation of Key Initiatives:

Prioritization of Key Initiatives/Areas of Focus from the following options, select your top terms for Destination Stratford to focus on:  
32 responses







## 8. CREDITS

Destination Stratford Board and Staff

Regenerative Tourism Consultant: [Michelle Holliday](#)

Key Stakeholder Engagement Consultant: [Overlap](#)

### Photo Credits

Luis Cabrera @lostwithluis

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Stratford Festival





[VisitStratford.ca](https://www.visitstratford.ca)



## Municipal Shared Services Committee Regular Meeting Agenda

Date: Thursday, November 21, 2024  
Time: 1:30 PM  
Location: Perth County EMS, 480 Douro St. Stratford

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	Page
<b>1. CALL TO ORDER</b>	
<b>2. DISCLOSURE OF PECUNIARY INTEREST</b>	
<b>3. CONFIRMATION OF AGENDA</b>	
3.1. Confirmation of the Agenda - November 21, 2024	
<b>4. ADOPTION OF PREVIOUS MINUTES</b>	
4.1. MSSC Minutes - September 19, 2024 <a href="#">2024 09 19 - MSSC Minutes - September 19, 2024 DRAFT</a>	3 - 6
<b>5. BUSINESS ARISING FROM THE PREVIOUS MINUTES</b>	
<b>6. HURON PERTH PUBLIC HEALTH</b>	
6.1. Huron Perth Public Health 2025 Budget <a href="#">HPPH Budget November 2025</a>	7 - 10
<b>7. STRATFORD PERTH MUSEUM</b>	
7.1. Stratford Perth Museum MSSC Budget Report 2024 <a href="#">Stratford Perth Museum MSSC Budget Report 2024</a> <a href="#">Stratford Perth Museum Association Financial Statements 2023</a> <a href="#">2024 AGM Report for Stratford Perth Museum - FINAL</a> <a href="#">2025 SPM Budget</a>	11 - 51
<b>8. SPRUCE LODGE</b>	
8.1. Spruce Lodge 2025 Budget Presentation <a href="#">Spruce Lodge 2025 Budget Document to MSSC</a>	52 - 66
<b>9. STRATFORD-PERTH ARCHIVES</b>	



9.1.	MSSC 2025 Budget Report for Stratford-Perth Archives <a href="#">Report 2024-275 MSSC 2025 Budget Report for Stratford-Perth Archives - Pdf</a>	67 - 70
<b>10.</b>	<b>PROVINCIAL OFFENCES</b>	
10.1.	POA Court Services Budget Report for MSSC and Operational Update <a href="#">Report 2024-274 POA Court Services Budget Report for MSSC and Operational Update - Pdf</a>	71 - 74
<b>11.</b>	<b>PARAMEDIC SERVICES</b>	
11.1.	Perth County Paramedic Services 2025 Budget Report for the Municipal Shared Services Committee <a href="#">Report 2024-281 Perth County Paramedic Services 2025 Budget Report for the Municipal Shared Services Committee - Pdf</a>	75 - 78
<b>12.</b>	<b>SOCIAL SERVICES</b>	
12.1.	Social Services 2025 Budget Submission <a href="#">MSSC - Social Services Report - 2025 Budget</a>	79 - 81
<b>13.</b>	<b>NEW BUSINESS</b>	
<b>14.</b>	<b>NEXT MEETING DATES</b> December 19, 2024 - City of Stratford	
<b>15.</b>	<b>ADJOURNMENT</b>	
15.1.	Adjournment of MSSC Council Meeting	

**DRAFT** - Municipal Shared Services Committee  
Thursday, September 19, 2024



**Municipal Shared Services Committee  
REGULAR MEETING MINUTES**

**A meeting of the Municipal Shared Services Committee was held at 1:30 p.m.  
on Thursday, September 19, 2024  
Hosted Electronically by the City of Stratford**

*Where appropriate, motions contained in the Municipal Shared Services Committee Minutes are considered recommendations to the affected municipalities.*

**Committee Members Present:**

Mayor Martin Ritsma, City of Stratford (Chairperson)  
Councillor Bonnie Henderson, City of Stratford  
Councillor Mark Hunter, City of Stratford  
Deputy Mayor Sue Orr, County of Perth  
Councillor Dean Trentowsky, County of Perth  
Warden Rhonda Ehgoetz, County of Perth

**Regrets:**

Mayor Al Strathdee, Town of St. Marys  
Councillor Rob Edney, Town of St. Marys

**Staff Present:**

Lori Wolfe – CAO, County of Perth  
Brent Kittmer – CAO, Town of St. Marys  
Annette Diamond – Director of Legal/Corporate Services, County of Perth  
Vicky Hamilton – Manager of Court Services, County of Perth  
Tyler Sager, Manager of Legislative Services/Clerk, County of Perth  
Mike Adair – Chief of Paramedic Services, County of Perth  
Jeff Wilson – Manager of Housing, City of Stratford  
Joan Thomson – CAO, City of Stratford  
Betty Jo Belton – Manager of Archives Services/Archivist, County of Perth  
Rachel Cannon – Legislative Services Coordinator/Deputy Clerk, County of Perth  
Casey Riehl - Recording Secretary, City of Stratford



**Also Present:**

Julie Pauli – Director of Corporate Services, HPPH

**1. Call to Order**

The Regular Meeting of the Municipal Shared Services Committee with quorum present was called to order by Committee Chair, Mayor Martin Ritsma at 1:30 p.m.

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

None declared.

**3. Confirmation of the September 19, 2024 Agenda**

**Moved by** Warden Ehgoetz

**Seconded by** Deputy Mayor Orr

**THAT the Municipal Shared Services Committee Agenda for the September 19, 2024 meeting be approved as circulated. Carried**

**4. Adoption of the Previous Minutes – June 20, 2024**

**Moved by** Councillor Hunter

**Seconded by** Councillor Henderson

**THAT the Municipal Shared Services Committee minutes dated June 20, 2024 be approved as printed. Carried**

**5. Business Arising from the Previous Minutes**

None noted.

**6. Social Services – 2<sup>nd</sup> Quarter Update for the Social Services Department (2024), as well as June 2024 Ontario Works Monthly Update, July 2024 Children's Services Monthly Update, July 2024 Homelessness Monthly Update and July 2024 Housing Monthly Update**

Jeff Wilson – Manager of Housing, provided an overview of the 2<sup>nd</sup> Quarter Update and Monthly Reports and was available for questions.

Councillor Hunter inquired about the homemakers and nurses contract proposed wage increase and if the province is stepping up their component of contribution or is a larger gap being created? Jeff Wilson will gather some information and provide an answer at a later date.

Deputy Mayor Orr inquired if this is a different structure than what is happening at Spruce Lodge with the home assistance program? Are they two different programs? Jeff Wilson explained that their partnership is with Towers 1 and 2, it does not include the home care supports, long-term care or Hamlet Estates. It provides subsidies to allow for more affordable housing.

Warden Ehgoetz inquired if money is provided to subsidize the housing, is there also money provided for the upkeep of the buildings as well? Does the municipality keep up the buildings or does Social Services? Jeff Wilson stated that they do also provide operating subsidies for the upkeep of the buildings, as well as receive funding for capital repairs.

Jeff Wilson informed members that the 2<sup>nd</sup> Annual Housing Symposium will be held on October 1, 2024 and organized in partnership with the City of Stratford and Invest Stratford. It is a gathering of community partners, developers, municipal leadership to focus on discussions about the housing needs of the community and how to promote more access to affordable housing.

**Moved by** Warden Ehgoetz

**Seconded by** Councillor Hunter

**THAT the 2<sup>nd</sup> Quarter Update for the Social Services Department (2024), the June 2024 Ontario Works Monthly Update, July 2024 Children's Services Monthly Update, July 2024 Homelessness Monthly Update, and the July 2024 Housing Monthly Update be accepted as circulated. Carried**

7. **Stratford Perth Archives** – Activities Update Report from Stratford-Perth Archives for MSSC meeting of September 19, 2024.

Betty Jo Belton – Manager of Archives Services/Archivist, provided an overview of the Activities Update Report and was available for questions.

**Moved by** Councillor Henderson

**Seconded by** Councillor Trentowsky

**THAT the Stratford-Perth Archives Activities Update Report for the September 19, 2024 MSSC meeting be accepted as circulated. Carried**

8. **Perth Paramedic Services** – Paramedic Services Municipal Shared Services (MSSC) Mid-Year update 2024

Mike Adair - Chief of Operations, provided an overview of the Perth Paramedic Services 2024 Mid-Year Update and was available for questions. He noted that they were recently recipients of \$109,000.00 for off-load delay funding in partnership with the Stratford and community hospitals.

**Moved by** Deputy Mayor Orr

**Seconded by** Warden Ehgoetz

**THAT the Perth Paramedic Services Municipal Shared Services (MSCC) Mid-Year Update 2024 be accepted as circulated. Carried**

9. **Provincial Offences** – POA Court Services Report for MSCC and Operational Update – September 19, 2024



Vicky Hamilton – Manager of Court Services, provided an overview of the POA Court Services Report for MSCC and Operational Update – September 19, 2024 and was available for questions.

**Moved by** Councillor Hunter

**Seconded by** Councillor Henderson

**THAT the POA Court Services Report for MSSC and Operational Update – September 19, 2024 be accepted as circulated. Carried**

**10. New Business**

None noted.

**11. Date of Next Meeting – November 21, 2024 at 1:30 p.m. (County of Perth hosts)**

Mayor Ritsma inquired if members would like to see future MSSC meetings held in-person. Warden Ehgoetz will follow up with staff to make arrangements for the November 21, 2024 budget meeting to possibly go in-person. She will keep members informed.

**12. Adjournment**

**Moved by** Warden Ehgoetz

**Seconded by** Councillor Hunter

**THAT the September 19, 2024 Municipal Shared Services Committee meeting adjourn. Carried**

START TIME: 1:30 P.M.

END TIME: 1:52 P.M.



## HPPH 2025-2026 Budget Package

For Obligated Municipalities: City of Stratford, Huron County, Perth  
County and Town of St Marys



Over the last 5 years, Ministry-approved budgets have not kept pace with increased expenses due to inflation and moderate collective agreement increases. There has been a growing gap between revenue received and expenses.

In 2024, Huron Perth Public Health (HPPH) began to focus on core programs with the tremendous response of COVID mostly in the rear-view mirror. HPPH was able to redeploy staff back to focus on work such as, but not limited to, immunization catch up, home visiting for high-risk families, routine inspections for medium to high-risk premises, and municipal liaison work.

At that time, Board approved a balanced budget which included the difficult decision to remove 13.5 FTE from our organizational structure; this represents an almost 10% decrease in overall staffing. This decrease included a number of classifications, both unionized and management, and impacted many programs offered by HPPH, mostly impacting health promotion work.:

The Ontario Public Health Standards (OPHS), which identify the expectations for public health programs and services to be delivered by Ontario Boards of Health are under review. Huron Perth Health Unit was anticipating the updated standards would be completed by now but are still waiting.

The Ministry of Health has also begun a public health funding review; it is anticipated to be communicated in 2025 and implemented in early 2026.

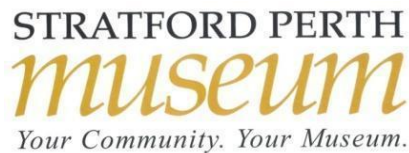
The 2024-2027 Strategic Plan was approved by the board and will provide direction regarding priorities. In order to balance the 2025 budget HPPH:

- is trimming program expenses for the second year in a row, and
- is implementing gapping and layoffs of 7.6 FTE, in both union and management positions, impacting multiple programs, and
- is implementing a Board Approved 5% increase to the Municipal Levy for 2025.

Revenue/Funder	2025	2026	2027
Cost Shared MOHLTC	\$11,324,742	\$11,437,989	\$11,552,369
Huron County	\$1,371,543	\$1,385,258	\$1,399,111
Perth County	\$932,491	\$941,816	\$951,234
City of Stratford	\$741,003	\$748,413	\$755,897
Town of St Marys	\$147,498	\$148,973	\$150,463
100%Ministry	\$1,053,300	\$1,053,300	\$1,053,300
MCCSS	\$1,609,120	\$1,609,120	\$1,609,120
CPNP	\$67,390	\$67,390	\$67,390
Other Revenue	\$220,000	\$120,000	\$120,000
<b>Total Revenue</b>	<b>\$17,467,087</b>	<b>\$17,512,260</b>	<b>\$17,658,884</b>



Expenses	2025	2026	2027	
Salary and benefits	\$14,588,528	\$14,689,582	\$14,836,207	\$
Travel/Memberships/Education	\$411,392	\$441,497	\$441,497	
Professional Services	\$824,597	\$851,731	\$851,731	
Program Supplies	\$368,576	\$390,839	\$390,839	
Property Expenses	\$609,770	\$461,482	\$461,482	
Administration Expenses and IT	\$664,224	\$677,128	\$677,128	
<b>Total Expenses</b>	<b>\$17,467,087</b>	<b>\$17,512,260</b>	<b>\$17,658,884</b>	



#### **Municipal Shared Services Committee summary - 2024**

In addition to the submitted 2023 audited financial statements, the 2023 Annual Report, and the 2025 approved budget, the Stratford Perth Museum would like to provide a summary of the 2024 fiscal to October 31.

The Museum's self-generated revenue – particularly special events & tours have us operating at an increased surplus of \$24,000 to the end of October.

We saw a downward trend in general admissions in 2024, but we kept our visitor numbers steady due to the addition of a specialized tour for visitors to the Steps to Stardom (Justin Bieber) exhibit. The tour exceeded expectations, seeing approximately 700 tour attendees this fiscal.

Our key fundraiser the annual Innkeepers' Dinner came close to our targeted budget of \$35,000 (\$32,000). The event sold well but saw a \$10,000 increase in food expenses. Our other yearly fundraiser, the Rural Routes Car Tour with our partners the Rotary Club of Stratford saw more attendees than in previous years plus found new volunteers. Though still reconciling that event we expect revenues to be on par with 2023.

The museum is looking at a predicted \$20,000 surplus at year end due to success with special events and programming. Capital expenses increased marginally with the replacement of our new front porch, roof repairs, site drainage and an updated security system. The museum expects to contribute \$11,000 to its Capital Asset Management plan to deal with scheduled or predictable capital expenditures relating to the current building.

The Museum once again realized a significant revenue stream in 2024 from facilities rentals, concerts and partnered events, both indoor and outdoor, including tenants Here For Now Theatre (HFN). In addition to HFN we presented two tribute bands, Lightfoot Live and The Almost Hip on our Players Backstage, plus partnered with Rock the Muse for an all day outdoor music festival in October featuring local musicians including internationally renowned indie artist Cat Clyde. Stratford Summer Music was again partners for multiple music events throughout the summer. Additionally, there were third-party events such as Hike For Hospice, a Labour Day fundraiser put on by Huron Perth Mental Health and the Kinsmen Family Day. These are not only important community events but contributed to the Museum's revenue. We successfully renewed our liquor licence this fall which allows us to serve and sell alcohol both indoors and outdoors and is a significant contributor to our bottom line.

We invested in drainage on the property to safeguard the Here For Now tent site which we moved closer to the Players Backstage and the accessible washrooms. This site is now a viable addition for future long term tenants looking for a sheltered outdoor performance space. We also opened up our indoor Cooperators Performance Theatre for HFN shows where weather made outdoor performance prohibitive.

We also saw hundreds attend two free Indigenous Art and Cultural Markets, not only outside the museum but indoors in and amongst our exhibits. The Canadian Museum Association has lauded the Museum for these steps towards Truth and Reconciliation efforts.

Our educational programs welcomed hundreds of youth through our doors during May and June, the busiest to date, plus we hosted programs on composting, agri-education, and our popular Truth Love &



## Agenda Item #7.1.

Community series. Our free youth programming continues to attract families through March Break, PA days and holidays.

The museum will round out the year with six nearly sold-out performances of Rod Beattie's one man show *A Christmas Carol*. Last year this event proved to be very popular and raised funds for both the United Way and the Museum, so we decided to proceed with an encore. This time around, the charity recipient is local charity *A Child's Smile*.

One of the most impactful initiatives of 2024 was on the theme of wellness: a six part seminar series that made national news. The museum welcomed close to 500 attendees featuring half a dozen guest speakers with expertise on women's midlife hormonal health. The museum also created two portable pop-up banner exhibits detailing the history of menopause which will be on display at other regional museums when we tour the seminars in 2025. The first tour stop is slated for March 2025 at the Huron County Museum.

Our Remembrance Day Banners continue to be very important and popular. This initiative has grown to a stunning sixty-two banners and a dedicated website of many more. The museum strives to recognize and exhibit any and all requests for men and women in our military service via these services with the assistance of the City of Stratford and our local legions. This is a year-round project where we coordinate and action multiple requests for website and physical banner recognition through our collections department.

The Stratford Perth Museum completed two initiatives key to the growth of our organization that also assist with meeting the standards of our status with the Canadian Museum Association: a new Strategic Plan titled "Fusion" has been approved by the Board of Directors. We also updated our Health and Safety Emergency Plan which was submitted for our annual CMOG funding ask.

To the end of October 2024, the Museum is approximately 7% ahead of plan on the revenue side and continues to control expenses. As a result, with two months of reporting to go, the Museum is in a position that it will finish fiscal 2024 with a surplus – its 12<sup>th</sup> in a row.

Moving forward into 2025, with Here For Now departing and so much demand for community events, the museum plans to invest/ fundraise for an open air tent to assist with shading our patrons and protecting them from rain, modelled off the success of October's Rock the Muse partners which saw four hundred guests comfortably on the property for one of our most successful partnerships and events to date.

Planned for summer 2025: seven Stratford Summer Music concerts that include youth programming and an evening concert series.

We also will continue our partnership with the Stratford Public Library and the Rotary Club of Stratford's "Tales & Trails" which is a beautiful walk on our seven acre trail system with youth literature on display, page by page. Last year saw *The Darkest Dark* written by Chris Hadfield and Kate Fillion and illustrated by the Fan Brothers and *Sometimes I Feel Like an Oak* by Danielle Daniel and illustrated by Jackie Traverse.

With the acquisition of a new accessibility vehicle we are planning a trail tour for guests with mobility issues which will amplify the existing trail tour "A Walk Through History".

In addition to having Rod Beattie as a resident artist in the building who is working on a new story to present at the museum, we welcome Haui Hinton-Davis and Dayna Manning as Resident Artists.

Haui's film "Aunt Harriet" was filmed on museum property this past summer and explores themes of Black History. The film is currently installed at St. Joseph's Hospital in partnership with the City of Guelph and Guelph Museum. It will be coming to the Museum later in 2025 when we will be creating an adjunct exhibit that will explore our own Black History in consultation with Guelph Museum black history archivists.

## Agenda Item #7.1.

Dayna Manning is planning on developing the successful play *Kroehler Girls* into a musical. A hit at Innkeepers', we've planned a program of community sharing events where songs and scenes will be presented with facilitated conversations exploring the themes including the history of women in sports and how our manufacturing history has impacted community ethos.

The Museum is also planning a cultural event with food, music and storytelling in partnership with Invest Stratford and local manufacturing companies that celebrate the culture of employees who have immigrated to our region, in an effort to celebrate, learn about and welcome the "hidden" communities in our region.

"Do More Ag" has partnered with the museum to present seminars on mental health in Agriculture.

Summer Night's at the museum return in February with Winter Nights in partnership with Wild Hog.

We've recently partnered with The Stratford District Labour Council for an event on Labour Day. This is an event we plan to repeat annually. It will involve a pop-up exhibit, parade, and launch of an audio documentary detailing the incredible life and contribution of union activist Roxy Baker.

We are planning two more Indigenous Markets for 2025, and will continue momentum with our education programming. We will once again program our own free Canada Day celebrations for families, and Springworks Puppet Festival will be in residence at the Museum for four days in early August.

Rock the Muse will be back next summer, along with a revitalized Joyfest, and we will once again present a summer concert series with a continued focus on musicians that celebrate Canadian Stories.

We continue to explore opportunities to share and celebrate our rich agriculture history. The Rostock Renovation project has full committee attention and we continue to explore fundraising opportunities to renovate the space into a satellite museum in order to exhibit these wonderful artifacts and animate their stories.

The Museum will launch a Stratford Festival Archives partnered two room costume and audio exhibit this November 26th. *To Thine Own Self* will run through summer of 2025 that explores and celebrities themes of gender inclusivity.

The museum is in talks with the Fort Erie Museum, the city of Stratford and the GTR AD HOC renewal committee to potentially acquire "The 6218", namely, the last steam locomotive serviced at the CNR repair shops.

The museum will invest in staffing in 2025. This year saw shortages in both full-time and permanent part-time staff due to illness. Plus, our increased activity in events & programs has necessitated this newly created position: Events & Community Outreach Coordinator.



## Agenda Item #7.1.

- 4275 Huron Road, RR 5 Stratford ON N5A 6S6 • Telephone 519-393-5311 •
- [www.stratfordperthmuseum.ca](http://www.stratfordperthmuseum.ca) •

**STRATFORD PERTH MUSEUM ASSOCIATION**

FINANCIAL STATEMENTS

DECEMBER 31, 2023



**Famme & Co.**  
*Professional Corporation*

CHARTERED PROFESSIONAL ACCOUNTANTS

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Stratford Perth Museum Association  
Stratford, Ontario

### Qualified Opinion

We have audited the financial statements of **Stratford Perth Museum Association**, which comprise the statement of financial position as at **December 31, 2023** and the statements of operations, fund balances and cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of **Stratford Perth Museum Association** as at **December 31, 2023** and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Qualified Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of **Stratford Perth Museum Association** in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

In common with many not-for-profit organizations, the organization derives cash revenue, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenditures and cash flows for the years ended December 31, 2023, current assets as at December 31, 2023 and fund balances as at January 1 and December 31, 2023.

## **INDEPENDENT AUDITORS' REPORT - continued**

The organization's mortgages are carried in the statement of financial position at \$ 587,947. Management initially measured the four mortgages at face value rather than fair value, which constitutes a departure from Canadian accounting standards for not-for-profit organizations. Management estimates that if long-term liabilities had been recorded at fair value upon initial recognition, an amount of \$ 572,978 would have been recorded as deferred capital contributions to be amortized into income rather than recorded as long-term liabilities. Accordingly, at December 31, 2023 deferred capital contributions would have increased by \$ 288,203, long-term liabilities would have decreased by \$ 228,643 and interest on long-term liabilities and amortization of deferred capital contributions would have increased by \$ 24,273 and \$ 28,342 respectively, thus increasing results from operations by \$ 4,069.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



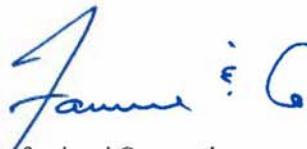
**INDEPENDENT AUDITORS' REPORT - continued**

- (d) Conclude on the appropriateness of the organization's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Other Matter**

The financial statements of **Stratford Perth Museum Association** for the year ended **December 31, 2022** were audited by another auditor who expressed a qualified opinion on those statements on February 15, 2023.



Professional Corporation  
Chartered Professional Accountants  
*Authorized to practice public accounting by  
the Chartered Professional Accountants of Ontario*

Stratford, Ontario  
February 21, 2024

**Stratford Perth Museum Association  
Statement of Financial Position  
As at December 31, 2023**

	ASSETS					
	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022
<b>Current Assets</b>						
Cash	\$ 183,652	\$ 83,114	\$ 88,130	\$ -	\$ 354,896	\$ 473,176
Short-term investments (Note 4)	192,845	-	23,922	-	216,767	67,140
HST receivable	154	-	-	-	154	688
Accounts receivable and accruals (Note 5)	10,448	-	-	-	10,448	37,625
Gift shop inventory	9,420	-	-	-	9,420	12,797
Prepaid expenses	2,677	-	-	-	2,677	1,259
	<u>399,196</u>	<u>83,114</u>	<u>112,052</u>	<u>-</u>	<u>594,362</u>	<u>592,685</u>
<b>Artifacts (Note 6)</b>	-	-	-	192,786	192,786	163,202
<b>Property, Plant and Equipment</b>						
- at cost	-	-	1,933,571	-	1,933,571	1,951,586
	-	-	1,933,571	192,786	2,126,357	2,114,788
	<u>\$ 399,196</u>	<u>\$ 83,114</u>	<u>\$ 2,045,623</u>	<u>\$ 192,786</u>	<u>\$ 2,720,719</u>	<u>\$ 2,707,473</u>

Approved on Behalf of the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

(See Accompanying Notes to the Financial Statements)



**Stratford Perth Museum Association**  
**Statement of Financial Position**  
As at December 31, 2023

	<b>LIABILITIES</b>					
	<b>General Fund</b>	<b>Endowment Fund</b>	<b>Capital Asset Fund</b>	<b>Artifacts Trust Fund</b>	<b>Total 2023</b>	<b>Total 2022</b>
<b>Current Liabilities</b>						
Accounts payable and accruals (Note 7)	\$ 31,545	\$ -	\$ -	\$ -	\$ 31,545	\$ 33,317
Interfund payable (receivable)	11,100	(11,100)	-	-	-	-
Unearned revenue	6,171	-	-	-	6,171	28,300
Current portion of long-term liabilities (Note 8)	-	-	36,338	-	36,338	75,578
	<u>48,816</u>	<u>(11,100)</u>	<u>36,338</u>	<u>-</u>	<u>74,054</u>	<u>137,195</u>
<b>Long-Term Liabilities</b>						
Long-term liabilities - net of current portion (Note 8)	-	-	551,609	-	551,609	587,368
Deferred capital contributions (Note 9)	-	-	909,807	-	909,807	916,453
Artifacts held in trust (Note 6)	-	-	-	192,786	192,786	163,202
	<u>-</u>	<u>-</u>	<u>1,461,416</u>	<u>192,786</u>	<u>1,654,202</u>	<u>1,667,023</u>
	<u>48,816</u>	<u>(11,100)</u>	<u>1,497,754</u>	<u>192,786</u>	<u>1,728,256</u>	<u>1,804,218</u>
<b>FUND BALANCES</b>						
Unrestricted Net Assets	350,380	-	-	-	350,380	309,863
Externally Restricted Net Assets	-	94,214	-	-	94,214	88,769
Capital Asset Fund	-	-	547,869	-	547,869	504,623
	<u>350,380</u>	<u>94,214</u>	<u>547,869</u>	<u>-</u>	<u>992,463</u>	<u>903,255</u>
	<u>\$ 399,196</u>	<u>\$ 83,114</u>	<u>\$ 2,045,623</u>	<u>\$ 192,786</u>	<u>\$ 2,720,719</u>	<u>\$ 2,707,473</u>

(See Accompanying Notes to the Financial Statements)

**Stratford Perth Museum Association**  
**Statement of Fund Balances**  
For the year ended December 31, 2023

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022
<b>Balance - beginning of year</b>	\$ 309,863	\$ 88,769	\$ 504,623	\$ -	\$ 903,255	\$ 791,491
Excess of revenue over expenditures (expenditures over revenue) for the year	89,544	445	(5,781)	-	84,208	105,664
Interfund transfers (Note 10)	(49,027)	-	49,027	-	-	-
Endowment contributions	-	5,000	-	-	5,000	6,100
<b>Balance - end of year</b>	<u>\$ 350,380</u>	<u>\$ 94,214</u>	<u>\$ 547,869</u>	<u>\$ -</u>	<u>\$ 992,463</u>	<u>\$ 903,255</u>

(See Accompanying Notes to the Financial Statements)



**Stratford Perth Museum Association**  
**Statement of Operations**  
For the year ended December 31, 2023

	<b>General Fund</b>	<b>Endowment Fund</b>	<b>Capital Asset Fund</b>	<b>Artifacts Trust Fund</b>	<b>Total 2023</b>	<b>Total 2022</b>
<b>Revenue</b>						
Government of Canada	\$ 50,001	\$ -	\$ -	\$ -	\$ 50,001	\$ 51,351
Province of Ontario	25,350	-	-	-	25,350	24,656
County of Perth	109,137	-	-	-	109,137	103,940
City of Stratford	159,812	-	-	-	159,812	156,680
Pandemic-related subsidies	-	-	-	-	-	97,588
Fundraising and special events	141,516	-	-	-	141,516	107,339
Donations and bequests	79,612	-	-	-	79,612	46,562
Gift shop and other revenue	37,795	445	1,567	-	39,807	81,869
Admissions and workshops	60,794	-	-	-	60,794	37,982
Amortization of deferred capital contributions (Note 9)	-	-	65,138	-	65,138	34,748
	<u>664,017</u>	<u>445</u>	<u>66,705</u>	<u>-</u>	<u>731,167</u>	<u>742,715</u>

(See Accompanying Notes to the Financial Statements)

**Stratford Perth Museum Association**  
**Statement of Operations**  
For the year ended December 31, 2023

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022
<b>Balance carried forward</b>	\$ <u>664,017</u>	<u>445</u>	\$ <u>66,705</u>	\$ <u>-</u>	\$ <u>731,167</u>	\$ <u>742,715</u>
<b>Expenditures</b>						
Conservation	2,216	-	-	-	2,216	1,697
Fundraising and special events	58,406	-	-	-	58,406	67,490
Exhibits	38,313	-	-	-	38,313	4,467
Admissions and workshops	13,463	-	-	-	13,463	5,605
Insurance	12,151	-	-	-	12,151	12,378
Interest on long-term liabilities	13,898	-	-	-	13,898	14,117
Office supplies and postage	10,257	-	-	-	10,257	11,078
Gift shop and other	15,483	-	-	-	15,483	12,416
Professional fees	20,690	-	-	-	20,690	52,398
Property taxes	8,314	-	-	-	8,314	7,853
Publicity and advertising	7,930	-	-	-	7,930	5,186
Security and maintenance	35,271	-	-	-	35,271	41,985
Telephone and internet	3,741	-	-	-	3,741	3,741
Utilities	15,246	-	-	-	15,246	15,570
Wages and benefits	319,094	-	-	-	319,094	310,748
Amortization of property, plant and equipment	-	-	70,834	-	70,834	68,246
Unrealized loss on investments	-	-	1,652	-	1,652	2,076
	<u>574,473</u>	<u>-</u>	<u>72,486</u>	<u>-</u>	<u>646,959</u>	<u>637,051</u>
<b>Excess of revenue over expenditures</b>						
<b>(expenditures over revenue) for the year</b>	\$ <u>89,544</u>	\$ <u>445</u>	\$ <u>(5,781)</u>	\$ <u>-</u>	\$ <u>84,208</u>	\$ <u>105,664</u>

(See Accompanying Notes to the Financial Statements)



**Stratford Perth Museum Association**  
**Statement of Cash Flows**  
For the year ended December 31, 2023

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022
<b>Cash Provided By (Used In):</b>						
<b>Operating Activities</b>						
Excess of revenue over expenditures (expenditures over revenue) for the year	\$ 89,544	\$ 445	\$ (5,781)	\$ -	\$ 84,208	\$ 105,664
Items not requiring cash:						
Amortization of property, plant and equipment	-	-	70,834	-	70,834	68,246
Amortization of deferred capital contributions	-	-	(65,138)	-	(65,138)	(34,748)
Net changes in non-cash current operating accounts						
Decrease (increase) in accounts receivable	27,177	-	-	-	27,177	3,285
Decrease (increase) in HST receivable	534	-	-	-	534	3,560
Decrease (increase) in prepaid expenses	(1,418)	-	-	-	(1,418)	1,643
Decrease (increase) in inventory	3,377	-	-	-	3,377	(1,567)
Increase (decrease) in accounts payable	(1,772)	-	-	-	(1,772)	10,023
Increase (decrease) in unearned revenue	(22,129)	-	-	-	(22,129)	(21,675)
Increase (decrease) in deferred capital contributions	-	-	58,492	-	58,492	249,800
	<u>95,313</u>	<u>445</u>	<u>58,407</u>	<u>-</u>	<u>154,165</u>	<u>384,231</u>
<b>Financing Activities</b>						
Payments on long-term liabilities	(40,000)	-	(34,999)	-	(74,999)	(34,845)
Interfund receivable (payable)	5,000	(5,000)	-	-	-	-
Interfund transfer	(49,027)	-	49,027	-	-	-
Endowment contributions	-	5,000	-	-	5,000	6,100
	<u>(84,027)</u>	<u>-</u>	<u>14,028</u>	<u>-</u>	<u>(69,999)</u>	<u>(28,745)</u>
<b>Investing Activities</b>						
Purchase of capital assets	-	-	(52,819)	-	(52,819)	(282,879)
<b>Increase (decrease) in cash and cash equivalents</b>	<u>11,286</u>	<u>(445)</u>	<u>19,616</u>	<u>-</u>	<u>31,347</u>	<u>72,607</u>

(See Accompanying Notes to the Financial Statements)

**Stratford Perth Museum Association**  
**Statement of Cash Flows**  
For the year ended December 31, 2023

	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022
Balance carried forward	\$ 11,286	\$ 445	\$ 19,616	\$ -	\$ 31,347	\$ 72,607
Cash and cash equivalents - beginning of year	<u>365,211</u>	<u>82,669</u>	<u>92,436</u>	<u>-</u>	<u>540,316</u>	<u>467,709</u>
Cash and cash equivalents - end of year	<u>\$ 376,497</u>	<u>\$ 83,114</u>	<u>\$ 112,052</u>	<u>\$ -</u>	<u>\$ 571,663</u>	<u>\$ 540,316</u>
Cash and cash equivalents consist of cash on hand and balances with banks. Cash and cash equivalents comprise the following balance sheet amounts:						
Cash	183,652	83,114	88,130	-	354,896	473,176
Short-term investments	<u>192,845</u>	<u>-</u>	<u>23,922</u>	<u>-</u>	<u>216,767</u>	<u>67,140</u>
	<u>\$ 376,497</u>	<u>\$ 83,114</u>	<u>\$ 112,052</u>	<u>\$ -</u>	<u>\$ 571,663</u>	<u>\$ 540,316</u>

(See Accompanying Notes to the Financial Statements)



**Stratford Perth Museum Association**  
**Notes to the Financial Statements**  
For the year ended December 31, 2023

**1. Purpose of the Organization**

Stratford Perth Museum Association is a registered charitable organization incorporated without share capital under the laws of Ontario. The organization was organized in 1998 for the purpose of acquiring, preserving and displaying artifacts from the history of Stratford and Perth County.

This organization is registered under the Income Tax Act as a charitable organization under paragraph 149(1)(f). As such, it is exempt from income taxes and able to issue contribution receipts for income tax purposes.

**2. Fund Accounting**

The organization uses fund accounting. The purpose of each fund is as follows:

- (a) General Fund  
The General Fund accounts for the organization's program delivery and administrative activities.
- (b) Capital Asset Fund  
The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to the organization's capital assets.
- (c) Artifacts Trust Fund  
The Artifacts Trust Fund reports the artifacts of the museum collection being held in trust for the City of Stratford and the County of Perth.
- (d) Endowment Fund  
The Endowment Fund was re-established in 2017. The income from this fund is to be used at the discretion of the Board of Trustees for the benefit of the organization. Any use of capital of this fund, as recommended by the Board of Trustees, must be approved by the membership of the Museum Association. Endowment contributions are reported in the Endowment Fund.

**3. Summary of Significant Accounting Policies**

These financial statements have been prepared in accordance with Canadian Accounting Standards for not-for-profit organizations summarized below:

- (a) Revenue Recognition  
The organization follows the deferral method of accounting for contributions. Unrestricted contributions are recorded as revenue of the general fund in the year of receipt. Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred. Restricted contributions related to specified capital assets, other than land, are deferred and amortized to income at the same rate as the amortization of the related capital assets. Restricted contributions related to land or artifacts, and endowed contributions, are recognized as direct increases in net assets.  
Investment income is recognized on the accrual basis of accounting and is accrued to year end.
- (b) Inventory  
Gift shop inventory is measured at the lower of cost and net realizable value. Cost is determined substantially on a first in, first out basis.

**Stratford Perth Museum Association**  
**Notes to the Financial Statements**  
For the year ended December 31, 2023

**3. Summary of Significant Accounting Policies (continued)**

(c) Amortization

Amortization of buildings and furniture and equipment is calculated using the straight-line method at the following annual rates:

Building	50 years straight-line
Equipment and furniture	10-20 years straight-line
Computer	3 years straight-line
Land improvement	10-20 years straight-line

(d) Contributed Services

Volunteers contribute significant hours to the organization annually. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

(e) Use of Estimates

Preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that could affect amounts reported as assets, liabilities, revenues and expenditures. Due to measurement uncertainty, results could differ from those estimates. Estimates in these financial statements include amortization of property, plant and equipment and amortization of deferred capital contributions.

(f) Financial Instruments

A financial asset is any asset that is cash; a contractual right to receive cash from another party; or an equity instrument of another association. A financial liability is any liability that is a contractual obligation to deliver cash to another party.

Financial assets and liabilities, with the exception of long-term liabilities, are initially measured at fair value. Subsequently, financial assets and financial liabilities are measured at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

**4. Short-term Investments**

	2023	2022
Equity investments (cost - \$ 25,785 / 2022 - \$ 25,790)	\$ 23,922	\$ 25,575
Guaranteed investment certificate 3.5%, maturing January 2024	150,000	-
Guaranteed investment certificate 3%, maturing January 2024	21,403	20,763
Guaranteed investment certificate 3%, maturing January 2024	<u>21,442</u>	<u>20,802</u>
	<u>\$ 216,767</u>	<u>\$ 67,140</u>



**Stratford Perth Museum Association**  
**Notes to the Financial Statements**  
For the year ended December 31, 2023

	2023	2022
<b>5. Accounts Receivable</b>		
Accounts receivable	\$ 2,380	\$ 7,625
Accounts receivable, grant funding	3,052	30,000
Accounts receivable, accrued interest	<u>5,016</u>	<u>-</u>
	<u>\$ 10,448</u>	<u>\$ 37,625</u>
<b>6. Artifacts</b>		
Changes to the artifacts held in trust in the year were as follows:		
Artifacts, beginning of year	163,202	157,949
Additions:		
Collection of items related to local history	2,000	1,253
Painting	-	4,000
Kroehler project	<u>27,584</u>	<u>-</u>
Artifacts, end of year	<u>\$ 192,786</u>	<u>\$ 163,202</u>
<b>7. Accounts Payable and Accruals</b>		
Accounts payable	16,545	7,582
Accrued liabilities	15,000	21,108
Government remittances	<u>-</u>	<u>4,627</u>
	<u>\$ 31,545</u>	<u>\$ 33,317</u>

**Stratford Perth Museum Association**  
**Notes to the Financial Statements**  
For the year ended December 31, 2023

**8. Long-term Liabilities**

The City of Stratford mortgage in the amount of \$ 162,080 and the County of Perth mortgage in the amount of \$ 73,432 are secured by land with a carrying value of \$ 228,986.

	2023	2022
City of Stratford mortgage, 3%, payable \$ 1,791 monthly, including principal and interest, due September, 2037	\$ 242,290	\$ 256,359
County of Perth mortgage, 3%, payable \$ 1,194 monthly, including principal and interest, due September, 2037	162,080	170,834
City of Stratford mortgage, 0.5%, payable \$ 656 monthly, including principal and interest, due June, 2038	110,145	117,452
County of Perth mortgage, 0.5%, payable \$ 438 monthly, including principal and interest, due June, 2038	73,432	78,301
Canada Emergency Business Account (CEBA) loan, non-interest bearing, \$ 20,000 forgivable if paid on or before January 18, 2024, unpaid balance at January 18, 2024 convertible to term loan, bearing interest at 5%, payable interest only monthly, due December 31, 2026	-	40,000
	<u>587,947</u>	<u>662,946</u>
Less: current portion	<u>36,338</u>	<u>75,578</u>
<b>Long term liabilities - net of current portion</b>	<b><u>\$ 551,609</u></b>	<b><u>\$ 587,368</u></b>

Principal due within each of the next five years for all long-term liabilities is as follows:

2024	\$ 36,338
2025	37,128
2026	37,940
2027	38,775
2028	<u>39,634</u>
	<u>\$ 189,815</u>

**9. Deferred Capital Contributions**

Deferred capital contributions represent the unamortized portion of donations and government grants received for the purchase of specific capital expenditures subject to amortization. Changes in deferred capital contributions for the year were as follows:

	2023	2022
Balance, beginning of year	916,453	701,401
Capital contributions	58,492	249,800
Amortization of deferred capital contributions	<u>(65,138)</u>	<u>(34,748)</u>
Balance, end of year	<b><u>\$ 909,807</u></b>	<b><u>\$ 916,453</u></b>



**Stratford Perth Museum Association**  
**Notes to the Financial Statements**  
For the year ended December 31, 2023

**10. Interfund Transfers**

During the year, the organization transferred the following amounts from the General Fund to the Capital Asset Fund:

	2023	2022
Mortgage principal payments	\$ 35,022	\$ 34,838
Excess transfers	11,000	7,000
HST amounts owing	1,727	2,409
Property, plant and equipment purchases	<u>1,278</u>	<u>351</u>
	<u>\$ 49,027</u>	<u>\$ 44,598</u>

**11. Economic Dependence**

The organization received 37% (2022 - 35%) of its annual funding from the 10 year agreement with the County of Perth and the City of Stratford.

The organization also received 10% (2022 - 23%) of its annual funding from grants that were negotiated with the federal and provincial governments.

**12. Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk on its fixed interest rate financial instruments.

**13. Liquidity Risk**

Liquidity risk is the risk that the organization will encounter difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the organization will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value which is less than carrying value; or may be unable to settle or recover financial assets. The organization is exposed to this risk mainly in respect of its accounts payable, accrued liabilities and long-term liabilities.

The organization's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient cash flows to fund its operations and to meet its liabilities when due, under both normal and stressed conditions.

There have not been any changes in the risk from the prior year.

**14. Comparative Figures**

Certain of the 2023 figures on the balance sheet and the statement of operations have been reclassified to conform to the 2022 financial statement presentation.

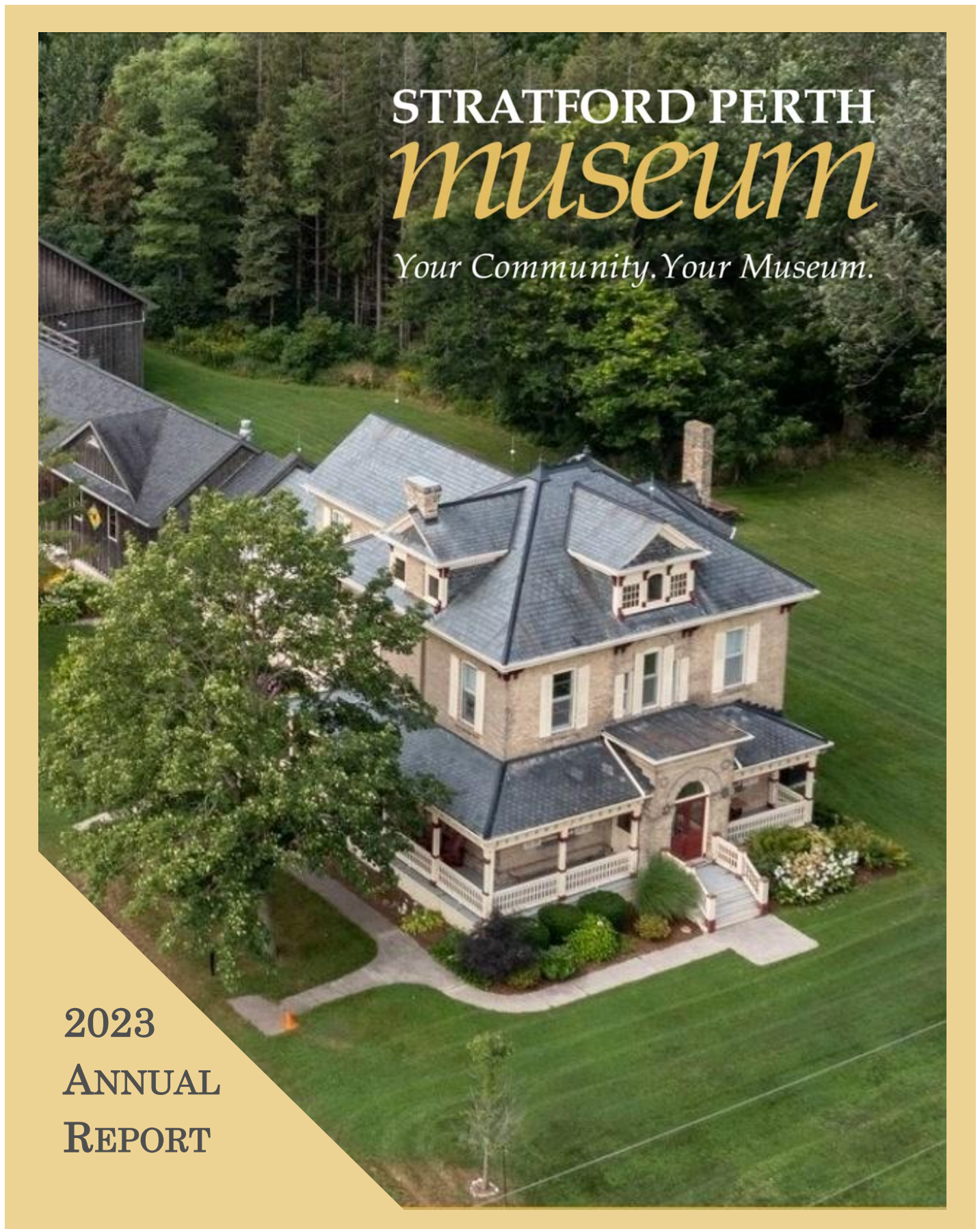
Comparative figures were reported on by another public accountant.

**Stratford Perth Museum Association**  
**Schedule of Property, Plant and Equipment and Amortization**  
For the year ended December 31, 2023

	<u>As at December 31, 2022</u>						<u>As at December 31, 2023</u>					
	Cost	Accum. Amort.	Unamort. Bal.	Add.	Disp.	Gain	Unamort. Bal.	Rate S.L.	Prov.	Cost	Accum. Amort.	Unamort. Bal.
Land	158,700		158,700				158,700			158,700		158,700
Building	1,944,387	435,114	1,509,273	562			1,509,835	50 yr.	38,893	1,944,949	474,007	1,470,942
Equipment and furniture	80,381	20,424	59,957	42,015			101,972	20 yr.	5,069	122,396	25,493	96,903
Equipment and furniture	182,239	38,740	143,499	2,750			146,249	10 yr.	18,361	184,989	57,101	127,888
Computer	52,102	47,688	4,414	7,492			11,906	3 yr.	3,054	59,594	50,742	8,852
Land improvement	93,552	23,005	70,547				70,547	20 yr.	4,678	93,552	27,683	65,869
Land improvement	10,294	5,098	5,196				5,196	10 yr.	779	10,294	5,877	4,417
	<u>2,521,655</u>	<u>570,069</u>	<u>1,951,586</u>	<u>52,819</u>			<u>2,004,405</u>		<u>70,834</u>	<u>2,574,474</u>	<u>640,903</u>	<u>1,933,571</u>

(See Accompanying Notes to the Financial Statements)





**2024 Annual General Meeting**  
**Wednesday, February 21, 2024 via ZOOM, 7 p.m.**

**AGENDA**

- 1. Call to Order and Welcome
  - 2. Approval of Minutes of the 2023 Annual General Meeting
  - 3. President and Board Chair Report
  - 4. Finance Chair Report, followed by the Auditor’s Report
  - 5. Appointment of Auditors for 2024
  - 6. Amendments to Constitution. None submitted.
  - 7. General Managers’ Reports
    - Past General Manager’s Report
    - General Manager’s Report
  - 8. Committee Reports
  - 9. Nominating Committee – Election of 2024 Directors
  - 10. Other Business
  - 11. Termination of 2024 Annual General Meeting of Stratford Perth Museum Association
  - 12. The 2024 Directors adjourn to select the officers - chair, secretary, treasurer
- 



**Stratford Perth Museum  
Association Board of Directors  
at the start of 2024 AGM**

**President** David Stones  
**Vice Chair** Katie DeBlock Boersma  
**Secretary** Mike Valiquette  
**Treasurer** Janice Richardson  
**Board members**  
Cynthia Carlson                  Ron Hikel  
Deanna Horton                  John McIntosh  
Leanne Perrault                  Brent Shackleton  
**County of Perth** Doug Kellum  
**City of Stratford** Larry McCabe

**Stratford Perth Museum Life Members**

John & Joan Douglas	Al & Ruth Reath
Howard & Donna Famme	Gordon & Elaine Steed
Muriel Hartman	David Stones
Douglas Heard	Annabell Thomson
Gerry Kehl	Wayne Treitz
Judy Matheson	Bert & Audrey Vorstenbosch
	Margaret Wilson Sill

**Membership**

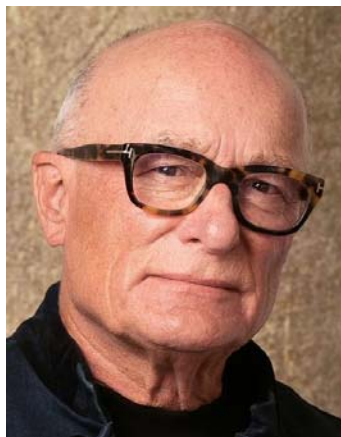
At the start of the 2024 AGM, the Stratford Perth Museum Association has 148 members (119 households) in good standing who are eligible to vote.  
Life Members 18  
President’s Circle 8  
Museum Circle 33  
Patron 21  
Supporters 68



## Message from Association President and Board Chair

**David Stones**

*President and Board Chair*



It's very easy to present good news. In this regard, it is once again my great pleasure to present my Chair's report to our loyal membership. 2023 was another remarkable year for the Stratford Perth Museum, and I'll leave it to our General Managers, both past and present, to fill you in on the operational details.

You know, it's often said that "the more things change, the more they stay the same." I've always questioned that. Seems to me that if things stay the same, then by definition no change has actually occurred. The core to successful change, surely, is to move forward in the spirit of advancement and continuous improvement, while preserving, reinforcing and building on all that is good in the present.

And that's my central theme for 2023. It was certainly a year of change at your Museum, but positive, reinforcing change that capitalizes on our past and paves the way for a bright and eventful future.

Our financial performance exemplifies this in spades. We sign off 2023 with a close to 17 per cent surplus on a \$503 K budget. Meantime, our rainy-day building maintenance fund now sits at close to \$75,000, while we have \$230,000 in reserves. And after an eventful 2023 our budding Legacy Fund has now climbed to some \$450,000 in cash and bequeathed gifts.

And this at a time when many charities and not-for-profits are challenged in the extreme to balance the books. That's change done the right way: we moved our financial yardsticks upward, while maintaining and building on the management and fund development processes that have proved so successful in the past.

Day-to-day bookkeeping and payment/revenue processing is a fundamental spoke in the wheel of financial integrity, and here, too, change was the name of the game in 2023.

Our long-time serving...and some would say "suffering"...incomparable Ruth Reath retired from her bookkeeping role in 2023, completing decades of tireless, commendable, and all-together wonderful support for the Museum. I used to refer to Allan and Ruth Reath, while they commanded our steam engine at events throughout the County, as the finest and truest human business cards we could ever have for the Museum. In 2023, our Board dedicated one of our lovely outdoor benches to the Reaths to commemorate forever their years of passionate volunteer service to the Museum cause...Allan, Ruth, we thank you so much for your years of love and dedication for our perfect little Museum, and wish you both the very best of health and happiness in the years ahead.

And meantime, while recruiting bookkeepers is a real challenge these days, we're thrilled to welcome Cindy Clay to the team. Cindy's bookkeeping credentials and professional expertise will ensure the Museum's well-earned financial integrity well into the future...Positive change, done right.

But clearly, I've saved the most striking and profound example of change for the last.

After 10+ years of exemplary service and executive leadership, our General Manager, John Kastner, ultimately saw the light and rode his retirement horse into the proverbial sunset. John was rightfully celebrated and feted profusely in his final weeks, after a sterling track record of surplus budget years, significant physical plant advancements, including construction of both indoor and outdoor theatres, and generally elevating the Museum brand and community footprint in profound ways.

John, on behalf of the Board of Directors, our staff and volunteer base, and all Museum members. once again Thank You so much for a great job, splendidly done.

But as I underscored earlier, change intelligently effected, produces opportunity. Accordingly, the Board of Directors was quick off the mark in commencing a General Manager recruitment process in mid-summer. Chaired by myself, and joined by

## Agenda Item #7.1.

the excellent Board team of Leanne Perreault, Mike Valiquette, and Katie DeBlock-Boersma, as well as Tourism Stratford's Zac Gribble, we undertook an extensive cross-Canada search for the right leader.

As most of you now know, Kelly McIntosh emerged as our unanimous choice to lead the Museum staff team into the future. As was the case with John, Kelly's solid business acumen and experience, coupled with social media smarts and pronounced communications skills, stand the Museum in good stead, both now and for many years to come. Additionally, Kelly's significant theatre expertise and background will add an exciting and rather invigorating dimension to Museum storytelling, for that, of course, is at the very core of your Museum's primary mission.

Again, Kelly, welcome to the team. You're off to a fast and promising start. We look forward to working with you to ensure the Museum's long-established and hard-earned track record of progressive accomplishments remains intact.

See what I mean: smart change management builds on the past, while capitalizing on opportunities... So now it's just a matter of "Go Kelly, Go!"

In closing, I extend a particular thank you to Cynthia Carlson, who departs our Board at this AGM after six years of excellent service. Cynthia's contributions to special events planning and execution, including our signature Inn Keepers' Dinner, have been significant and invaluable.

And in the same spirit, I presumptively welcome Shelley Stevenson as an incoming Board member, in anticipation of her election tonight. I've no doubt that Shelley's Stratford Festival connectivity, coupled with her governance, human resources, and administrative experience, will serve the Museum and its Board very well.

And in my final sign off as Board chair, I welcome Katie DeBlock-Boersma into the chair role tonight for a two year term. I know I'm leaving the Board leadership in excellent hands.

It has been my honour and distinct privilege to chair the Board for five of the past 11 years, two discrete stints during periods of remarkable change and progress on so many fronts. These have been hard-working, challenging years, with multiple joys and not-so-few disappointments, but all of it shared with wonderful staff and volunteer colleagues fired by a desire for excellence and a love of Your Museum in Your Community.

It's been quite a ride. I'll remain on the Board and Executive Committee for one more year, during which a primary undertaking will be development of the Museum's next five-year strategic plan.

Like I've said, progressive change sure doesn't imply that things stay the same. We all have to adapt and move with the times. And tonight I assure you that the staff and volunteer team at your Stratford Perth Museum, stand ready to do just that..... Thank You.



Deanna Horton and David Stones celebrating the unveiling of the Kroehler Chair.



David Stones wishing a fond farewell to John Kastner at John's retirement..



## Auditor's Report from Famme & Co.

To the Board of Directors and Membership of the Stratford-Perth Museum Association:

We are pleased to present, for your approval, the museum's audited financial statements for the fiscal year that ended December 31, 2023.

Our opinion remains consistent with prior years, which was issued by BDO in the past, and we direct you to our Independent Auditor's Report contained in the Financial Statements for the relevant details.

Our opinion is qualified, as is common with not-for-profit and charitable organizations, and the reasons for this qualification are outlined in our report.

Our report also outlines the responsibilities of management, those charged with governance, and the auditor in relation to the presented financial statements.

There were several financial highlights during the year I would like to bring to your attention.

Pandemic-related subsidies ceased during the year. \$40,000 of the \$60,000 originally received for the CEBA loan was paid off and the \$20,000 was forgiven by the government.

In the prior year \$60,000 was received from tourism relief grant,

therefore revenues decreased on the statement of operations under gift shop and other revenue line. However increased revenues from the Innkeepers Dinner, concert sales, admissions and educational programs of around \$55,000, offset this lost revenue stream.

Donations and bequests increased during the year due to \$28,000 raised for the Kroehler chair project and the offsetting expenses included on the Exhibits line on the statement of operations. This is considered an artifact asset of the association as can be seen by the increase in the Artifacts line on the balance sheet.

Grant funds received for capital projects are amortized over the useful life of the asset.

A \$150,000 one-year term GIC was purchased and moved from the cash line on the balance sheet to the short-term investments.

Overall, plus and minus non-cash transactions, the association earned approximately \$160,000 in profit of which \$75,000 was utilized to pay off debt (including \$40,000 CEBA repayment) and \$53,000 to purchase capital assets, leaving approximately \$31,000 of the associations operating profit retained as cash. We would like to thank the staff and management at Stratford Perth Museum for their cooperation during our audit and availability to discuss any questions that arose during the course of the audit.

Stratford Perth Museum Association Statement of Operations For the year ended December 31, 2023							<b>DRAFT</b>	
	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022		
Balance carried forward	\$ 664,017	445	\$ 66,705	\$ -	\$ 731,167	\$ 742,715		
<b>Expenditures</b>								
Conservation	2,216	-	-	-	2,216	1,697		
Fundraising and special events	58,406	-	-	-	58,406	67,490		
Exhibits	38,313	-	-	-	38,313	4,467		
Admissions and workshops	13,463	-	-	-	13,463	5,605		
Insurance	12,151	-	-	-	12,151	12,378		
Interest on long-term liabilities	13,898	-	-	-	13,898	14,117		
Office supplies and postage	10,257	-	-	-	10,257	11,078		
Gift shop and other	15,483	-	-	-	15,483	12,416		
Professional fees	20,690	-	-	-	20,690	52,398		
Property taxes	8,314	-	-	-	8,314	7,853		
Publicity and advertising	7,930	-	-	-	7,930	5,186		
Security and maintenance	35,271	-	-	-	35,271	41,985		
Telephone and internet	3,741	-	-	-	3,741	3,741		
Utilities	15,246	-	-	-	15,246	15,570		
Wages and benefits	319,094	-	-	-	319,094	310,748		
Amortization of property, plant and equipment	-	-	70,834	-	70,834	68,246		
Unrealized loss on investments	-	-	1,652	-	1,652	2,076		
	<u>574,473</u>	<u>-</u>	<u>72,486</u>	<u>-</u>	<u>646,959</u>	<u>637,051</u>		
Excess of revenue over expenditures (expenditures over revenue) for the year	\$ 89,544	\$ 445	\$ (5,781)	\$ -	\$ 84,208	\$ 105,664		

Stratford Perth Museum Association Statement of Operations For the year ended December 31, 2023							<b>DRAFT</b>	
	General Fund	Endowment Fund	Capital Asset Fund	Artifacts Trust Fund	Total 2023	Total 2022		
<b>Revenue</b>								
Government of Canada	\$ 50,001	\$ -	\$ -	\$ -	\$ 50,001	\$ 51,351		
Province of Ontario	25,350	-	-	-	25,350	24,656		
County of Perth	109,137	-	-	-	109,137	103,940		
City of Stratford	159,812	-	-	-	159,812	156,680		
Pandemic-related subsidies	-	-	-	-	-	97,588		
Fundraising and special events	141,516	-	-	-	141,516	107,339		
Donations and bequests	79,612	-	-	-	79,612	46,562		
Gift shop and other revenue	37,795	445	1,567	-	39,807	81,869		
Admissions and workshops	60,794	-	-	-	60,794	37,982		
Amortization of deferred capital contributions (Note 9)	-	-	65,138	-	65,138	34,748		
	<u>664,017</u>	<u>445</u>	<u>66,705</u>	<u>-</u>	<u>731,167</u>	<u>742,715</u>		

## Former General Manager's Report

### John Kastner *General Manager*



The recently concluded year was again significant for the Stratford Perth Museum if for no other reason, 2023 was the first time that the Museum was open for all 12 months since 2019. Because of COVID, the Museum was shuttered by mandated closures in 2020, 2021 and 2022.

This past year was also noteworthy as the Anne Frank Exhibit was taken down in January ending

that exhibit's second tenure at the Museum. Of course, excellent displays were installed to take its place including exhibits about Kroehler, Hands On and The Power of One. For more details about the exhibits, that is documented more fully elsewhere in this annual report. Similarly, the great programming to augment those exhibits is also detailed on other pages.

The Museum continues to make more use of the seven acres of property which has become an important part of the Museum's revenue and connection to the community and our cultural partners. Thanks to a very generous grant from the federal government the Museum was able to provide low-profile lighting, electricity and WiFi to the southeast corner of the property. That paved the way for a relationship with Here For Now theatre company. That local theatre company presented over 100 performances in that space, again increasing this museum's cultural and community importance. Additionally, that relationship led to the Museum reaching a sponsorship agreement with Hyde Construction that saw that space renamed to The HydeAway.

Staying with "the great outdoors", the Museum continued to make great use of the Player's Backstage - presenting three chapters of the incredibly popular and profitable Wingfield Farm series featuring Canadian acting icon Rod Beattie. Additionally, the museum ventured into the Canadian music genre and presented two concerts - one celebrating Gordon Lightfoot (Classic Lightfoot) and The Tragically Hip (The Almost Hip.) Both concerts were very well received. That was over and above the ongoing relationships with the Hike for Hospice, JoyFest, RockTheMuse, a Labour Day event party by the Stratford Kinsmen Club, Stratford Summer Music and SpringWorks.

For those who visited the Museum, you will also have noticed a giant red chair. That is an oversized replica of a Kroehler chair and it augments and brings attention to the aforementioned exhibit that speaks to the furniture company's impact on this community.

Community outreach is a very important part of the Museum's mandate and that continued and was expanded in 2023. The veterans' banners program that coincides with Remembrance Day continued in 2023 with 10 new banners. That project sees the installation of over 50 banners in downtown Stratford that recognize local veterans.

The Stratford Perth Museum Agriculture Wall of Fame named Sebringville business man Dennis Nuhn of Nuhn Industries as the 2023 recipient.

A new initiative, the Stratford Perth Museum recognition benches program, became a reality. That project sees two people, or couples, recognized each year with a bench or a picnic table on the Museum property. In 2023, plaques were placed on benches honouring former Museum board chair Gail Tolley and long-time volunteers Ruth and Allan Reath.

The Innkeepers' Dinner is an incredibly important part of the Museum's year - both from a community and fundraising perspective. The Innkeepers' Dinner returned to the Arden Park Hotel in 2023 and was again very successful thanks to the over 200 people that bought tickets, the dozens of people and businesses that donated auction items and those generous people who bid on said items.

Finally, from a personal standpoint, 2023 was an important year as it was my last year at the Museum. Following a wonderful 10-year tenure, I announced my retirement just after Canada Day and left the Museum Dec. 1, and "with failing hands" passed the torch to my incredibly competent and caring successor Kelly McIntosh.

I want to take this opportunity to thank the tens of thousands of patrons who came through the Museum during my time here and the wonderful partnerships with so many sponsors, cultural institutions and fantastic people.

As I left the Museum I received many notes, phone calls, emails and visits from people close to this institution who wished me well. The Museum board itself was equally amazing and gave me a terrific thank you and fantastic send off - complete with an astounding keepsake video. I will forever be very grateful to have had the wonderful opportunity to have worked at the Museum, with great people and for great boards and board chairs.

Thank you to all.



## 2023 Grants Bolstered Operations and Capital projects

This is the first grant report for the Stratford Perth Museum in the post-COVID era and there was a considerable drop off in activity compared to the last few years. That saying the Museum continued to have good success when it came to government grants from the federal and provincial governments.

This report does not include the annual funding from the City of Stratford and the County of Perth as those monies are part of the long-term funding agreement.

In 2023, the Museum benefitted from a Phase III revitalization grant. Phase I (2021) was the creation of the Player's Backstage and Phase II (2022) saw the addition of five washrooms that can be used by patrons using the outdoor theatre as well as people using the indoor Cooperators' Performance Theatre.

Thanks to Phase III in 2023, the Museum installed outdoor high-speed WiFi, low-profile lighting and electricity to the southeast corner of the property – The HydeAway. The total of this grant was \$27,000.

For the third year in a row the Museum was successful in getting a New Horizons for Seniors grant worth \$24,000.

This year the money was earmarked for the Remembrance Day banners program which enables to the Museum provide a central online database and portal for additional documents, photos and memories to augment the over 50 banners honour veterans that are placed on light standards in downtown Stratford for one month beginning late October.

Student grants are an important part of the Museum's operation – obviously they help to offset the cost of student employment but also enable the Museum to offer important work experience and summer employment.

In 2023, the Museum had two summer students for 16 weeks through Young Canada Works and two students for eight weeks through Canada Summer jobs. Additionally, we had a placement for an intern for a total of six months in 2023 thanks to a grant from Young Canada Works – Building Careers in Heritage.

Finally, the Museum gets \$24,000 every year from the province as part of the Community Museum Operating Grant (CMOG.) This year the Museum was chosen for a random audit of our operations and met or exceeded the standards set out by the province to be a funded museum.



In 2023 Here For Now Theatre productions took place in our new performance and education space located in the south-east corner of the grounds of the Museum.

Thanks to generous support from our long-time friends Peter and Lisa Hyde and Hyde Construction our new space has been dubbed The HydeAway.



Above: Jordan Ross, Young Canada Works summer student, running a printmaking workshop.

Below: Volunteer from the Upper Thames River Conservation Authority hosting a program.



## Current General Manager's Report



When I started my new role as your GM on November 20, I was quickly reminded of the thrilling, fast-paced world I'd left in 2022. I left my previous role at the museum to work in marketing and development at the Blyth Festival.

I gained valuable experience that is already benefiting the museum. It has been incredibly fun and satisfying to put into action.

During my first two weeks, while shadowing John Kaster, I was brought up to speed on key operational components. Right away there were two big files open. The first was Rod Beattie's *A Christmas Carol*, initially programmed as a three-show fundraiser for the museum. A fierce marketing campaign was launched and tickets began selling quickly. In the end we presented seven sold out shows in the Cooperators Performance Theatre. \$5000 was raised for The United Way (a charity befitting the themes of the Dickens Classic) plus money for the museum. All this during a voluminous transition into the GM role.

The second big file is an open grant for the Community Cultural Spaces Fund. It's goal was to renovate and transform the museum's large implement storage shed in Rostock into a satellite museum. Unfortunately we were unsuccessful with this ask, but we aren't giving up.

Next on the docket was a call for nominations for the Agricultural Wall of Fame. We have five nominations thus far, with the application deadline closing February 28th.

The annual Holiday Ask campaign made it out the door, and I'm happy to report it garnered over \$12,000 for the museum.

Other tasks include applying for the summer student grants, bolstering the museum's communication platform to 2000 subscribed recipients, creating a monetization plan for the Justin Bieber Exhibit, and rolling out the Board's new matrix for membership. Last week every new donor/member received a Valentine, along with a newly branded membership card, signed by the entire staff.

There's been a steep learning curve on the plant management front. The staff have been wonderful. The Board incredibly supportive. I've gained more experience than I ever thought possible with sump pumps, generators, fire alarms, HVAC systems, security cameras, "Big O's" and how to get a decent recording of Peter Mansbridge's voice uploaded to the telephone answering system.

Season planning for 2024 is well underway. I'm looking forward to participating in strategic planning. It'll be fun to imagine the incredible things ahead, and for the present moment, staff and I are busy lining up programs and outdoor events that align with the museum's objectives. We aim to celebrate history, share stories that matter, and be a welcoming place for our caring community.

*Kelly McIntosh*



*A Christmas Carol* was brilliantly performed at the museum by actor Rod Beattie. The enthusiastic response to his performance garnered \$5,000 in support of the United Way.



Ruth Reath, a long-time volunteer and the museum's bookkeeper retired in 2023 after decades of service to this institution. We will miss you, Ruth!



## Exhibit Report

**Micaela Fitzsimmons**  
*Manager: Exhibits & Collections*



**Anne Frank: A History for Today** closed in the spring of 2023, after an extended period at the museum. It educated over a thousand local students and attracted visitors from near and far.

**Hidden Qualities: The Kroehler Story** was installed after two years of development during which the history

of the company was researched and gathered through employee interviews. Insightful podcasts and film appear in the exhibit and on the Museum's website.

Drawing on the outstanding historical artefacts in our Collection, the exhibit **"Hand On!"** was created. Filling three galleries on the main floor of the heritage house, it highlights handmade objects and the stories behind them – agricultural tools, housewares, toys, textiles and several quirky and unique artefacts.

**Perth Up: A Retrospective of Duty and Valour**, which highlights the military history of the service men and women from this area, received a major update with an entire gallery focussing on the Perth Regiment's **Liberation of the Netherlands** in the last few months of WWII. It was completed just before Remembrance Day 2022. Also included is the new digital kiosk of the **Remembrance Banners Project**, a display of artist



Rich Thistle's aviation paintings, and an area dedication to military reunions and pilgrimages to European battlefields.

**Justin Bieber: Steps to Stardom**, now in its sixth year, remains the museum's most successful exhibit yet, and continues to draw visitors from around the world who travelled specifically to see the exhibit.

**The Power of One** a touring exhibit produced by the Abraham Global Peace Initiative, featured ten notable figures who have contributed to making the world a better place, such as Martin Luther King, Anne Frank, Mahatma Gandhi. It was seen by 507 students, as well as another 2,000 visitors during its time at the museum.



Once again, we benefitted from the presence of Kate Squissato, a graduate of the U of T Master of Museum Studies, through the summer, and continuing in the fall of 2023 as an intern through the Young Canada Works-Building Careers in Heritage. Her designs were used in the new **Perth Regiment Liberation Gallery**, and she was essential in finalizing the **Veterans Banner Project**. She helped finalize significant updates in the **Firefighting** exhibit which were completed by our hard-working volunteer Rick Micks—and all this in time to celebrate our 1923 LaFrance Firetruck turning 100!

The Museum's other long-term exhibits include **Railway Century**, **The Festival Story**, **Who Was Tom Patterson?**, and **Brooks: The Car that Ran on Hot Air**. **The Stratford Perth Museum Agriculture Wall of Fame**, which honours current and former residents of Perth County who have made outstanding contributions to local agriculture, continues to add members annually.

## Collection Report

The Museum's Collection is central to our work preserving local history and creating meaningful exhibits that tell the stories of Stratford and Perth County. We are grateful to those individuals in the community who donate their historic and personal objects to our collection. One hundred and eleven separate new donations were made to the collection in 2023. Some of these donations consisted of dozens of individual objects, photos or archival records. Just a few highlights from among the many significant donations are:

**Art Boon Collection.** Arthur Boon, a soldier in the Perth Regiment and life-long member and supporter of the Canadian Legion, was well-known and beloved for his dedication to commitment to country and community. He passed away in March of 2023. The Stratford Perth Museum is honoured to have received, through his son, Rick Boon, a highly significant collection of Art's personal military and regimental memorabilia, as well as other important items related to his time working at the CNR Shops, and playing hockey.

**War quilt** – A red, white and blue quilt made by the Mitchell & District Canadian War Services during WWII, was donated by Canadian Red Cross Quilt Research Group. They repatriate Canadian-made war quilts that were shipped to Britain during the war.



**Wilson Family History** - One of the most significant donations ever to come to the museum was donated by Don Wilson. In addition to his long experience with Kroehler Manufacturing, he is a descendant of the famous Shootin' Jimmy Wilson, an early settler in Perth County. The collection includes early photographs and a diary documenting James Wilson's voyage across the Atlantic in August of 1852. To round out the collection are photographs and documents of important international horse races, as well as rare photos taken in the 1920s by ... Wilson of famous Detroit Tigers baseball players.

Subsequent to a second successful gathering in July 2023 honouring **Kroehler workers**, several new artefacts were donated or loaned to the museum – awards, photographs, a worker's apron and part of a crate used to ship airplane parts to Avro Manufacturing.

A beautiful, accurate scale model of the famous horse-drawn **Thomson Steam Calliope** from the Minnie Thomson Museum which was a favorite in local parades and events.



An extensive collection, chronologically organized of original documents, photos and ledgers which tell the story of the **Kalbfleisch family**, and their Stratford business Kalbfleisch Bros.



In October 2023, Kate Squissato began a six-month internship, through the YCW Building Careers in Heritage grant. Her work in the Collection focuses on reviewing and rehousing in three specific areas: Equipment and Technology for Communication (everything from musical instruments to Ediphones, typewriters and cameras); Furniture and Art. The goal always is to create a cohesive collection that best represents the collecting mandate of the museum, and creates a safe and accessible environment for the artefacts.

Throughout the year, our Collection Volunteers, as well as summer and weekend staff, provided invaluable assistance in keeping up with the processing of artefacts, and researching their related stories.



**Megan Patterson**  
*Manager: Education  
& Programs*

## Education and Public Program Report



It hardly seems like it has been a year, but it certainly was one to remember. If the Education & Programs department was to be summarized with one word for 2023, it would have to be, “Busy.” The question is, as Thoreau would pose: what were we busy about? Well thanks to the incredible teamwork of volunteers, staff, and our partners, there were over 50 programs, workshops and events that headlined at the museum along with over 30 school tours that tracked in an abundance of smiles and engaged minds.

To begin the year, we said goodbye to a crowd favourite, the **Anne Frank: A History for Today** exhibit. This closure event launched a lecture series called the **Truth, Love, and Community Speaker Series (TLC)**. We welcomed special guests, Jason Schwartz and Carrie Wreford, that addressed issues of Anti-Semitism by discussing their family’s Holocaust/ Shoah history. They offered insight into the dangers of polarity, prejudice, and fearing diversity. Jason’s photography series features significant and evocative identities of many Holocaust victims, which in turn, humanizes all those who continue to be impacted by discrimination and genocide. As part of the same speaker series, we were honoured to have Crystal Semaganis later in the year, who presented her profound journey as an Indigenous woman discovering her heritage. She generously shared her knowledge of Indigenous identity fraud in our communities and her mission to combat racism and persecution. Stay tuned for future TLC Series Speakers in 2024.

Our second major event of 2023 was **Farming Foodies** that celebrated Agricultural Day in Canada. To support our highest GDP industry in Perth County we plan to host this event on an annual basis to broaden understanding and advocate for those who work tirelessly to bring our essential needs to the table. Each year, we will invite a variety of professionals in the field, who will share their expertise, conduct workshop demonstrations, and offer their knowledge of this fundamental trade. In 2023, Kampkreek Dairies brought their unique ‘spin’ on milking via their rotary parlour that milks both buffalo and dairy cows. Visitors were also ‘mooved’ by our other guests, Peter, Rhonda, and Jack Kaufman, who described their bovine family history and their successes showing jersey cows on multiple North American circuits. The entire event was certainly an ‘ode au fromage’ complemented by some delectable farm to table cheese samples. If you are a local farmer or on-farm processor

looking to share your products and stories, we would love to facilitate opportunities for you and your family at the Stratford Perth Museum for our upcoming Farm to Table projects.



As the year progressed, we were fortunate to see some familiar faces and new ones who shared their dreams and ideas with the museum to be nurtured into realities. These partnerships were the backbone of enriching the framework of our programs and diversifying our tourist and client appeal. Amongst the first

to come to fruition was the plucky and heartwarming story, **Love, Tom**, written by Julia Rank and performed by Scott Beaudin. From a reading to a full production, our audience was the first to witness the production team’s interpretation of Tom Patterson’s experiences while he was stationed in England during World War II. It was truly a charming and delightful rendering that we hope fosters future productions at our museum theatre venues and beyond.

Some other remarkable collaborations formed over the past year that saw the initiation of some colourful and festive natured events. The first was held in June, the **SpringWorks~PuppetWorks** Fundraising Event, that saw our space liven-up with some rather charismatic puppet creatures. Those characters may have got a little “handsy” with our Justin Bieber Photo Booth, but Justin’s wily grin goes undeterred.



## Agenda Item #7.1.

Happiness was around every corner at our next partnered event in August called **JoyFest**. With The Yoga Chapple and team's brilliant determination, we saw everything from a silent morning disco, vibrant yoga seminars, to artistic nature installations, that was all harmonized by some bussin' food vendors and bands. In the Fall, our Player's Backstage erupted with some edgy guitar riffs and some bluesy throwbacks during the **Rock the Muse** event. Johann Music & Ethan McCarroll organized 25 rock bands over two days with some real local headliners like, *Small-Town Strip Club*, *First World Problems* and *Texas King!* Thanks to our amazing partners and organizers, we look forward to all these events returning in 2024 to bring that electric energy back to our doors.



Some true highlights of the year were our biannual **Indigenous Art Market & Cultural Celebrations** in the Spring and Fall and our Tales & Trails Story Walk events. We were honoured to have dancing, drumming demonstrations, and teachings courtesy of the Cedar Hill Singers and Healing of the Seven Generations organization

at our Indigenous Art Market. An abundance of visitors could shop, eat, and observe some sensationally jubilant cultural expressions and art forms from over 50 vendors. Thank you to all of our kind partners, HauntingLIVE Podcast, Healing of the Seven Generations, and past attendees for their profound guidance and leading the way to Truth & Reconciliation.

Our **Heritage Trails** have also been graciously updated with a story walk installed by our intrepid volunteers, Rick Micks and Cathy Micks. The generous collaboration of the Stratford Public Library and Rotary Club of Stratford, has led to the display of a local book on our trails. People will be able to keep their minds active while their feet are treading courtesy of our partners. This program will showcase one book that visitors can read on panels dispersed throughout our Heritage Trails over a four-month period. Once the term is complete, a new



book will be installed and a free family event will launch its unveiling. We highly anticipate expanding both these projects for 2024.

It was our privilege to host the Abraham Global Peace Initiative's **Power of One** exhibit. Comprised of twelve notable figures like Martin Luther King Jr., Mahatma Gandhi, Anne Frank, Helen Keller, Mother Teresa, and Malala Yousafzai, the exhibit begins by curating a discussion around the Upstander mindset. The content introduces audience members to those who have contributed to making the world a better, safer, and more inclusive place. In the words of Helen Keller, "We long to accomplish great and noble tasks, but it is our duty to accomplish small tasks as if they were great and noble." Luckily for all of us, we had in our midst some true shakers and trailblazers that spoke at the opening including exhibit organizer, Dr. Neil Orłowsky - Director of Education and Chair of Global Education with the Abraham Global Peace Initiative, and Executive Director, Jasmine Clark from Optimism Place. These luminaries reflected on their poignant experiences that have generated healthy transformation for all.



Considering the turbulent social climate we are all facing, it was our motivation to engage our community with positive and stimulating programs that celebrate our identities and cultivate welcoming spaces. We could not have accomplished our goals without our partners and volunteers. As community ambassadors and influential humanitarians they have compassionately lent their voices and actions to the museum all year long. John Kastner, Micaela Fitzsimmons, and our new fearless leader, Kelly McIntosh, are no exception. They lead with kindness and set the standard for professional excellence. Thanks to everyone for supporting our programming and hope to see you soon at the Stratford Perth Museum in 2024!



Margaret Jack  
Volunteer Coordinator

Volunteer Report



The volunteers at the Stratford Perth Museum continue to play an important role in the life of this Museum. Following the pandemic we saw the return of former volunteers and welcomed new volunteers. Currently we have a core of approximately 44 volunteers. The Museum utilized the volunteers in 2023 in approximately 37 various events and programs. This

does not include the numerous tours conducted by our docents throughout the year for schools, groups and patrons.

Our volunteers support us in various areas such as, exhibits, smart serve, parking, docents, role playing and performance, ticket takers, Innkeeper’s Dinner, event and program assistance, grounds and building maintenance. A tally of volunteer hours for 2023 amounted to approximately 1400 hours.

Groenestege Hardware provided ice cream coupons to our volunteers during Volunteer Appreciation Week and the Museum hosted our volunteers in December for an Appreciation Brunch. The Stratford Perth Museum appreciates the time, dedication and support all of the volunteers provide. We could not do it without them!

*In 2023 we lost an invaluable member of our volunteer team. Brian Volett was a an incredible scholar, historian, and friend. Brian passed away peacefully at home with family by his side on December 2, 2023. His life-long interest and knowledge of military history allowed him to make a significant contribution to the Stratford Perth Museum during the time the 'Anne Frank Exhibit' was on display. We will miss you Brian. Your impact leaves a lasting legacy.*

A photograph of Brian Volett, a man with grey hair wearing a dark jacket, standing in a museum hallway next to a large display board filled with historical photographs and documents.

Below: Volunteers Mark Yakabusky, Brenda Smith and Heather Henke learn all about the *Hands On!* exhibit.



Above: Volunteers Pat Hall and Joan Mulholland at A Christmas Carol.

Below: Happy volunteers Joanie and Claire Chapple at JoyFest.



## **Nominations to the Board**



The Board of Directors' Executive Committee does double service as the Nominating Committee. Cynthia Carlson is the only departing Board member in 2024, having completed the second of her three year terms. Shelley Stevenson is put forward by the Nominating Committee as the candidate to fill this Board vacancy.

Additionally, four Board members, Brent Shackleton, Deanna Horton, Katie DeBlock-Boersma, and Mike Valiquette, have completed their first three year term and are therefore included in the 2024 slate as candidates for election for their second three year term.

### **SHELLEY STEVENSON**

Since 2017, Shelley has held the role of Administrative Director at the Stratford Festival, where she holds responsibility for all government relations activities and has oversight for the education and archives functional areas. She also works closely with the Board of Directors and its committees, and takes leadership on strategic planning, risk management and cyber-security response planning. Prior to her current role, she was the Festival's Director of Human Resources for 18 years, providing HR leadership for its 1000+ employees and ten labour agreements.

She currently sits on the Board of investStratford, a local economic development agency. She previously served on the Board of the Cultural Careers Council Ontario from 2006-2012 and has sat on several volunteer committees for the Professional Association of Canadian Theatres (PACT).

Shelley is a strong advocate for arts and culture, knowing the positive impacts it has on both individuals and society.



Media Presence in 2023

THE BEACON HERALD

### David Stones and John Kastner speak on the success of the Stratford Perth Museum's Strategic Plan

AMANDA MOIRABACAMACH

Local Journalism Initiative Reporter

At the November 14, 2023 city council meeting, David Stones, Board Chair, and John Kastner, retired General Manager of the Stratford Perth Museum, addressed council on the history and changes the museum has gone through over Kastner's term.

"We changed the museum's visual identity with a new tagline, Your Community, Your Museum," said Stones, "Just through that tagline alone, we forged the museum's identity as a strong community presence, which was the core of that strategic plan."

John Kastner announced in October that he would be stepping down as General Manager of the museum and retiring from the position after ten years of serving as general manager.

Hired in 2013, Kastner has made significant changes to the museum, bringing in much-needed funding and allowing the building and property to connect the community uniquely, unlike any other museum in Ontario.

Stones noted that the annual number of visitors was not enough to keep the space relevant, and he knew a change was needed. "The community admissions at the time were about four to 500 people annually."

He also noted that the first step in making the museum a space where visitors want to come was to strengthen the board. "We realized that the museum is a business, a not-for-profit business," said Stones. "If you're going to turn it around, you have to start thinking in terms of piece analysis, and offering it like a business enterprise."

"That Strategic Plan was called Creating Our Future because that's exactly what we wanted to do," said Stones. "Instead of being told who we shouldn't be and what we're supposed to do, we decided we're going to forge our future."

Looking at the museum as a business changed the trajectory of the space, which increased government support from both levels of government and has now been financial support for over a decade. The total support accounts for 41 percent of total funding.

Hiring the right General Manager for the museum was the final step in Stones' plan. "I wrote the job description myself, General Manager, someone with broad business skills, a networker, a visionary, an industrious, progressive individual who loves a podium and loves a microphone, and this was John," he said with a laugh.


Kastner then spoke on his successful term as GM. "As David alluded to our funding model, which is the vast majority of museums are fully funded by the municipality or municipalities," said Kastner. "Whereas, as David pointed out, we had 41 percent of our funding from our municipal partners. So, it is a bit different model, but I would argue, incredibly successful."

This meant that Kastner not only had to forge his way but do this as a brand-new GM in a business that was admittedly unfamiliar to him. "At my interview, one of the board members asked me, what are you going to do to change the museum to make it more relevant? And I said I had no idea," Kastner continued. "I thought that might have been the end, but I guess that resonated, and they hired me. And six months later, I could tell you about five things that must happen immediately."

Kastner then discussed his role in changing the physical layout of the museum, among other changes, such as hosting the Anne Frank exhibit, showcasing Shakespeare's First Folio, and, of course, the Justin Bieber exhibit, which were all instrumental in making the space relevant.

The struggles of keeping the doors open during the pandemic were another obstacle Kastner took as an opportunity to build upon the museum. He discussed building the Player's Backstage, which now exceeds inside sales and offers quite a profit to the museum.

Kastner proudly said all debt for the museum is up to date; bills are paid, and he also humbly thanks those who, over the years, worked on the infrastructure of the building without cost to the museum. "We'd contract work and never see the bill," he said, emphasizing the support of the whole community.



YOUR COMMUNITY, YOUR MUSEUM

(AMANDA MOIRABACAMACH PHOTO)

David Stones and John Kastner speak on the success of the Stratford Perth Museum's Strategic Plan.

From 180 total visitors in 2013 to 18,000 in 2018 and increasing gift shop sales from a few dollars in 2013 to \$77,000 in 2018, the board and Kastner made the museum relevant, a space for community connection, and a fundamental part of Stratford-Perth communities.

Kastner proudly said all debt for the

### New general manager appointed for Stratford Perth Museum

The Stratford Perth Museum board of directors has appointed Kelly McIntosh as the museum's new general manager effective Nov. 20.

Galen Simmons

Published Nov 01, 2023 • 3 minute read

[Join the conversation](#)



The Stratford Perth Museum board of directors has appointed Kelly McIntosh as the museum's new general manager effective Nov. 20. Pictured are McIntosh and museum board chair David Stones. (Galen Simmons/The Beacon Herald)

### After a decade at the helm, Kastner announces retirement from Stratford Perth Museum

After more than a decade of leading organizational change



Stratford Perth Museum general manager John Kastner announced at a museum board meeting this week that he will be retiring from his position as of Dec. 1 after serving at the helm for more than a decade. (Galen Simmons/The Beacon Herald)



### ESPN digs into Bieber's Stratford hockey roots before NHL All-Star Game

Rick Schwartzentruber was shopping at Target in Stratford a few years ago when he ran into one of his former hockey players.

Cory Smith

Published Jan 26, 2024 • Last updated Jan 30, 2024 • 2 minute read

[Join the conversation](#)



The ESPN "flew in" to film an intro for the NHL All-Star Game.



### Stratford Perth Museum exhibit celebrates community impact of Stratford's Kroehler Manufacturing Company

A new exhibit at the Stratford Perth Museum celebrates the manufacturing, social and historical impacts of Stratford's Kroehler Manufacturing Company.

Galen Simmons

Published Aug 30, 2023 • Last updated Aug 30, 2023 • 3 minute read

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Stratford Perth Museum general manager John Kastner stands next to a giant replica of a Kroehler Manufacturing Company chair created by local artist Frank Holte and based on a salesperson's sample chair in the museum's collection. The replica chair is a teaser for the museum's newest exhibit, Hidden Qualities: The Kroehler Story. (Galen Simmons/The Beacon Herald)









**TALES & TRAILS**  
UNTIL MAR 31 | STRATFORD PERTH MUSEUM  
DISCOVER A BOOK WHILE OUT IN NATURE  
[splibrary.ca/talesandtrails](https://splibrary.ca/talesandtrails)







**STRATFORD PERTH**  
***museum***  
*Your Community. Your Museum.*

**INNKEEPERS' DINNER**  
**OCTOBER 26, 2024**  
**ARDEN PARK HOTEL**



## Agenda Item #7.1.

STRATFORD PERTH MUSEUM  
BUDGET INCOME AND EXPENSE STATEMENT

2024 - 2034

	PROPOSED										
	Budget 2024	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034
<b>REVENUE</b>											
<b>GOVERNMENT GRANTS</b>											
City of Stratford	163.0	166.3	169.6	173.0	176.5	180.0	183.6	187.3	191.0	194.8	198.7
County of Perth	115.3	119.9	122.3	124.7	127.2	129.7	132.3	134.9	137.6	140.4	143.2
Property tax grants, governments	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Federal & Provincial Grants											
HRDC - CSE/YCW	28.4	20.8	21.2	21.7	22.1	22.5	23.0	23.5	23.9	24.4	24.9
CMOG - Provincial	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4	24.4
<b>Sub-Total</b>	<b>332.1</b>	<b>332.4</b>	<b>338.5</b>	<b>344.8</b>	<b>351.2</b>	<b>357.6</b>	<b>364.3</b>	<b>371.1</b>	<b>377.9</b>	<b>385.0</b>	<b>392.2</b>
<b>SELF GENERATED</b>											
Admissions	34.4	42.0	42.8	43.7	44.6	45.5	46.4	47.3	48.2	49.2	50.2
Education/Workshops/Lectures	10.4	6.0	6.1	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9
Gift Shop	11.4	11.6	11.8	12.0	12.2	12.4	12.6	12.9	13.2	13.5	13.8
Rental	15.6	16.0	17.2	18.0	18.9	19.9	20.9	21.7	23.0	23.7	24.5
Benches and Tree Recognition	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Misc. Income/Interest	3.5	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
<b>Sub-Total</b>	<b>77.3</b>	<b>86.6</b>	<b>88.9</b>	<b>90.9</b>	<b>93.0</b>	<b>95.2</b>	<b>97.4</b>	<b>99.5</b>	<b>102.1</b>	<b>104.2</b>	<b>106.4</b>
<b>MEMBERSHIPS, DONATIONS &amp; SPONSORS</b>											
Membership Fees & Donations	20.8	21.2	21.6	22.0	22.4	22.8	23.3	23.8	24.3	24.8	25.3
Public/Memorial Donations	10.4	11.0	11.2	11.4	11.6	11.8	12.0	12.2	12.4	12.6	12.9
Exhibit Sponsorship	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Education Donations	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Sub-Total</b>	<b>48.2</b>	<b>49.2</b>	<b>49.8</b>	<b>50.4</b>	<b>51.0</b>	<b>51.6</b>	<b>52.3</b>	<b>53.0</b>	<b>53.7</b>	<b>54.4</b>	<b>55.2</b>
<b>SPECIAL EVENTS (NET OF EXPENSES)</b>											
Special Events	8.5	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Innkeepers	35.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Car Rally	3.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
<b>Sub-Total</b>	<b>46.5</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>
<b>TOTAL REVENUE</b>											
	<b>504.1</b>	<b>528.2</b>	<b>537.2</b>	<b>546.1</b>	<b>555.2</b>	<b>564.4</b>	<b>574.0</b>	<b>583.6</b>	<b>593.7</b>	<b>603.6</b>	<b>613.8</b>

# Agenda Item #7.1.

## STRATFORD PERTH MUSEUM BUDGET INCOME AND EXPENSE STATEMENT

2024 - 2034

	PROPOSED										
	Budget 2024	Budget 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034
<b>SALARIES</b>											
Regular Staff	196.7	136.8	139.5	142.3	145.1	148.0	151.0	154.0	157.1	160.2	163.4
Part time Staff	24.9	112.0	114.2	116.5	118.8	121.2	123.6	126.1	128.6	131.2	133.8
Students (CSE & YCW)	43.7	34.7	35.4	36.1	36.8	37.5	38.3	39.1	39.9	40.7	41.5
Benefits/Insurance/Pension	51.2	48.0	49.0	50.0	51.0	52.0	53.0	54.1	55.2	56.3	57.4
Contract Services (bookkeeper/Volunteer	8.6	8.8	8.9	9.1	9.3	9.5	9.7	9.9	10.1	10.3	10.5
<b>Sub-Total</b>	<b>325.1</b>	<b>340.2</b>	<b>347.0</b>	<b>354.0</b>	<b>361.0</b>	<b>368.2</b>	<b>375.6</b>	<b>383.2</b>	<b>390.9</b>	<b>398.7</b>	<b>406.6</b>
<b>BUILDING OPERATION</b>											
Mortgage (present)	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0
Capital Mortgage (new)	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
Contingencies - building repairs	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Building Repair & Maintenance	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.0	4.1	4.2
Elevator Maintenance Contract	3.4	3.5	3.6	3.7	3.8	3.9	4.0	4.1	4.2	4.3	4.4
Heat/Hydro - house and storage buildings	14.3	14.6	14.9	15.2	15.5	15.8	16.1	16.4	16.7	17.0	17.3
Insurance	13.6	15.0	15.3	15.6	15.9	16.2	16.5	16.8	17.1	17.4	17.7
Janitorial	9.6	9.8	10.0	10.0	10.2	10.2	10.4	10.4	10.6	10.6	10.8
Property Taxes	8.1	8.8	9.0	9.2	9.4	9.6	9.8	10.0	10.2	10.4	10.6
Rental - Rostock garage	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Security	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Yard Maintenance	1.0	5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8	5.9
<b>Sub-Total</b>	<b>118.5</b>	<b>125.3</b>	<b>126.6</b>	<b>127.7</b>	<b>129.0</b>	<b>130.1</b>	<b>131.4</b>	<b>132.5</b>	<b>133.8</b>	<b>134.9</b>	<b>136.2</b>
<b>MUSEUM OPERATIONS</b>											
Advertising	2.2	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
Audit	12.0	15.0	15.3	15.6	15.9	16.2	16.5	16.8	17.1	17.4	17.7
Back Stage Rental Expense	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Bank Charges /Merchant Fees	7.0	7.0	7.1	7.2	7.3	7.4	7.5	7.7	7.9	8.1	8.3
Benches and Tree recognition	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Education	3.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Gift shop	6.8	7.0	7.1	7.2	7.3	7.4	7.6	7.7	7.9	8.1	8.3
Membership Costs	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Office Expense	4.5	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3	5.4	5.5
Photocopier	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Postage	0.5	0.5	0.6	0.6	0.6	0.7	0.7	0.7	0.8	0.8	0.8
Software/Pastperfect/Web	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Staff travel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Telephone/Internet	4.3	4.4	4.5	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3
<b>Sub-Total</b>	<b>48.5</b>	<b>54.7</b>	<b>55.6</b>	<b>56.4</b>	<b>57.2</b>	<b>58.1</b>	<b>59.0</b>	<b>59.9</b>	<b>61.0</b>	<b>62.0</b>	<b>63.0</b>
<b>EXHIBITS/COLLECTIONS</b>											
Exhibits	11.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Conservation	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Sub-Total</b>	<b>12.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>TOTAL EXPENDITURES</b>	<b>504.1</b>	<b>528.2</b>	<b>537.2</b>	<b>546.1</b>	<b>555.2</b>	<b>564.4</b>	<b>574.0</b>	<b>583.6</b>	<b>593.7</b>	<b>603.6</b>	<b>613.8</b>
<b>Surplus/deficit</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>





November 12, 2024

Lori Wolfe  
Chief Administrative Officer  
The Corporation of the County of Perth  
*(delivered via email to the County of Perth Clerk, [tsager@perthcounty.ca](mailto:tsager@perthcounty.ca))*

Dear Lori,

**Re: Spruce Lodge 2025 Budgets**

Please find attached the Board finance committee approved 2025 operating and capital budgets for Spruce Lodge Long Term Care, along with related explanatory notes and schedules. We are pleased to report that for 2024 we anticipate being able to make the planned contribution toward our operating reserves, which will help to restore reserves to target levels, as planned, in the next two years.

Last year we reported on legislative changes that introduced minimum resident care staffing levels that were escalating each year over several years. We are pleased to report that we partnered with both the province and with the Avon Maitland District School Board and have been successful in graduating several classes of Personal Support Workers, which has helped us to shore up staffing levels to the point where the use of third-party agency services is largely eliminated, and we are compliant with expected staffing levels.

The 2025 operating budget revenue and expenses increase by 20% from the 2024 budget, largely attributed again to planned contributions to restore the operating reserves required to protect the organization from swings in level of care funding as well as possible arbitration settlements and awards for 2024 and 2025.

With the arbitration award for 2022/2023 being announced this past summer, we are just now getting dates to start the collective bargaining process for 2024 and beyond. This past award was in keeping with Long Term Care Sector norms as we had planned, and our budget for 2024 and 2025 remain consistent with LTC sector norms as well, albeit subject to the Arbitration process.

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The 2025 capital budget reflects no change to the municipal contribution over 2025. We await Ministry of Long-Term Care announcements regarding the continuation of minor capital funding for LTC, failing which our multiyear plan will need to be revisited, and our Capital Reserve Fund Projection will need to be updated accordingly. You will note with the attached 10-year capital projections, that we have proposed a modest increase to the municipal capital contribution for 2026 and 2027 in order to maintain a positive capital balance position.

Kindly advise if any information or clarification is required in advance of the Municipal Shared Services Committee, otherwise myself and Spruce Lodge Director of Finance, David Schlitt, will be attending McNally Room A on Thursday November 21<sup>st</sup> at 1:30pm, and will answer questions from committee members at that time.

Yours truly,



Peter L. Bolland  
Administrator

C Spruce Lodge Board of Directors



## Agenda Item #8.1.

### Spruce Lodge Home for the Aged 2025 Operating and Capital Budget Comments and Assumptions

To be presented to the Board of Directors on November 20, 2024

#### Total Request from Municipal Shared Services Committee

The total funding request to the Municipal Shared Services Committee, representing The County of Perth, City of Stratford and Town of St. Marys, from Spruce Lodge Home for the Aged for the 2025 budget year is summarized as follows:

Budget Year	2025	2024	\$ Change
Operating Funding	\$1,911,456	\$1,592,880	\$318,576
Capital Funding	\$440,000	\$440,000	-
Active Living Centre Funding	\$20,268	\$19,678	\$590
<b>Total Funding Request</b>	<b>\$2,371,724</b>	<b>\$2,052,558</b>	<b>\$319,166</b>

#### Executive Summary – Operating Budget

For the year ending December 31, 2025, we are presenting a break-even budget, after a budgeted transfer of \$120,000 to our Contingency Reserve. This budgeted transfer is required to replenish our reserve as operating losses incurred in 2022 and 2023 have essentially depleted the entire balance of our Contingency Reserve.

Total Revenues, excluding the contributions from our Municipal partners, are budgeted to increase by \$1,036,900.

Total Expenses are budgeted to increase by \$1,364,615 primarily due to budgeted increases in Salaries and Benefits expenses.

Our budgeted Statement of Revenue and Expenses for the year ending December 31, 2025 is summarized on Page 8.

Our detailed comments follow.

#### Revenues

Total budgeted revenues for 2025 are \$1,355,476 higher than 2024 budget.

This increase is largely attributable to in-year funding increases in 2024 that were not budgeted for. Also, the funding for the PSW Permanent Wage Enhancement (and the off-setting expense) is now included in the budgeted revenue whereas as these two items were not included in the 2024 budget as the funding and expense netted to a zero impact on our bottom line.

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Resident Revenues and Province of Ontario Revenues are set by the Ministry of Long-Term Care.

### Resident Revenues

- Total Resident Revenues are \$113,800 higher than 2024 budget.
- In past years, on July 1, the Ministry of Long-Term Care ("the Ministry") adjusted the resident co-payment by the rate of inflation as measured by the National Consumer Price Index, to a maximum of 2.5%.
- In the spring of 2024, the Ministry announced that effective July 1, 2024, the resident co-payment for basic and preferred accommodations would increase by 2.5%.
- We have set our Resident Revenue budget for 2025 based on the published rates that became effective on July 1, 2024 and assumed that the rates will increase by 2.5% on July 1, 2025.
- We have assumed that the Lodge will continue to be fully occupied in 2025. We have deducted a 1.5% vacancy rate in our calculation of budgeted Resident Revenue to account for transitional vacancies that occur thru the year.

### Ministry of Long-Term Care Revenues

While the Ministry of Long-Term Care is not required to provide funding increases year over year, historically the Ministry has provided annual increases. Until 2019, the ten-year average increase to Ministry funding was 2.4%

Effective April 1, 2024, Spruce Lodge received the following increases to its envelope and level of care funding:

Funding Category	April 1, 2024	April 1, 2023	% Change
Nursing and Personal Care	\$110.41	\$105.96	4.2%
Program and Support Services	\$12.90	\$12.48	3.4%
Nutritional Support (Raw Food)	\$13.07	\$12.07	8.3%
Other Accommodation	\$64.48	\$57.65	11.8%
Global Level of Care	\$7.79	\$7.53	3.5%
<b>Total Level of Care Per Diem</b>	<b>\$208.65</b>	<b>\$195.69</b>	<b>6.6%</b>

In consideration of the past year's percentage increase and discussions with representatives from Advantage Ontario, we have assumed for our 2025 budget that per diem funding in all of the above categories will increase by 2%. We believe that this is a conservative assumption based on our belief that after several years of significant funding increases thru the COVID years and to achieve higher levels of care, the MLTC may be inclined to move back to its historical lower funding increases.



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In October, 2021, the Ministry of Long-Term Care announced a significant multi-year funding program to increase staffing levels and increase resident level of care hours.

In April, 2024, the Ministry provided updated information regarding its investment to increase staffing levels to support the previously announced increase in resident level of care hours.

Based on this correspondence, we have based our budget on the following:

- The Registered Nurse, Registered Practical Nurse and Personal Support Worker Staffing Supplement will be \$1,822.02 per bed per month from January – March, 2025 and will decrease to \$1,721.49 per bed per month on April 1, 2025
- The Allied Health Professional Staffing Supplement will be \$161.35 per bed per month from January 1 – March 31, 2025 and will decrease to \$152.45 per bed per month effective April 1, 2025

Note that the increased Ministry revenues are tied to increased staffing levels and related increases for staffing costs required to meet the increasing minimum standards for resident level of care hours.

During the COVID Pandemic, the MLTC introduced a temporary Wage Enhancement for Personal Support Workers of \$3 per hour. In April, 2023, it was announced that the Wage Enhancement would become a permanent measure and funding to support this measure would move from a claims-based approach to a per diem funding. Our budgeted MLTC funding for 2025 includes Permanent Wage Enhancement funding of approximately \$635,000. This funding is used to offset the \$3 per hour which has been included in the budgeted hourly PSW wage rate for 2025.

### Municipal Contribution to the Operating Budget

- Our Operating Budget proposes a \$318,576 increase over the 2024 contribution.
- The allocation of the Municipal Contribution between the three funding partners is based on information provided to us regarding the 2025 percentage allocation.

### Expenses

Total budgeted expenses for 2025 are \$1,364,615 over the 2024 budget.

## Agenda Item #8.1.

This increase in expenses is summarized in the following table:

All Departments	2025	2024	\$ Variance	% Variance
Salaries and Wages	\$10,817,880	\$9,783,955	\$1,033,925	10.6%
Benefits	\$3,033,350	\$2,781,100	\$252,250	9.1%
Other Expenses	\$2,309,595	\$2,231,155	\$78,440	3.5%
<b>Total Expenses</b>	<b>\$16,160,825</b>	<b>\$14,792,210</b>	<b>\$1,364,615</b>	<b>9.2%</b>

A summary comparison of the 2025 budget versus the 2024 budget by department is provided on page 9.

### Overall Comments for Wages and Benefits

Total budgeted Salaries and Wages across all departments increased by \$1,286,175 compared to 2024.

Effective the fourth quarter of 2022, the Lodge adopted a new staffing model to address resident level of care requirements and better utilize existing staff. The main component of this new staffing model included changing staffing in the unit kitchens to Dietary staff rather than PSWs and increasing the daily complement of registered nursing staff.

Increases to staffing levels are intended to respond to rising acuity levels and to achieve compliance with minimum staffing levels.

Compared to our 2024 budget, our staffing model incorporates the following staffing changes for the 2025 budget:

- Nursing Department – addition of part-time PSW staff in order to ensure the same complement of staff on week-ends as compared to week-days. There were also reductions in the RN and RPN relief hours based on our experience with the relief lines in 2024 and our current staffing levels.
- Dietary Department – addition of one full-time Dietary Aide float to provide coverage in the unit kitchens and dining rooms in the event of staff absences. The addition of these hours essentially replaced the RSA hours that were eliminated in this budget as this line no longer exists.
- Maintenance – part-time hours were added to provide consistent Maintenance staffing on week-ends through the winter months for effective snow removal.



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### *Union Positions*

Our collective agreement with CUPE that expired on December 31, 2021 was resolved thru the arbitration process in 2024 and covers the two year-period ending of December 31, 2023.

Collective Agreement bargaining for January 1, 2024 and subsequent years has not yet commenced.

For decades, Spruce Lodge has bargained in line with the private Long Term Care sector and this continued with the arbitrated settlement of our 2023 Collective Agreement.

For budgeting purposes, Spruce Lodge has budgeted wage increases based on the evolving union trends.

### *Non-Union Positions*

Consistent with the union positions and consistent with past practice at Spruce Lodge, we have assumed that each non-union staff member will also receive a wage increase similar to that of unionized positions.

### *Benefits*

Total budgeted benefits across all departments increased by \$252,250 (9.1%) as compared to 2024.

In addition to the increase in benefit costs associated with the increased staffing levels and hourly wage rate increases, we budgeted a 9.6% increase in Sun Life benefits based on the actual increase effective November 1, 2024 (as compared to an increase of 7.4% on November 1, 2023).

Contribution rates for OMERS, WSIB, CPP, EI and EHT are based on the actual contribution rates for 2024 or the published rates for 2025, if available.

### Overall Comments for Other (Non-Wage) Expenses

Total budgeted Other (Non-Wage) Expenses across all departments increased by \$78,440 (3.5%) as compared to 2024.

Significant changes in Other Expenses are discussed below

### *Life Enrichment Department*

Purchased Services increased by \$5,915, primarily as a result of budgeted adjustments to the hourly rates paid to our Spiritual Care Coordinator and Music Therapists to keep pace with increases in market rates for these services.

### *Dietary Services Department*

Raw Food expense for 2024 is currently trending higher than budget given the trend of rising food costs. Given the spending patterns in 2024 and an assumed increase of 3% for 2025 (based on our review of available industry

## Agenda Item #8.1.

information), we have calculated the Raw Food budget to increase to \$950,000 in 2025 (an increase of \$80,000 over 2024).

We have budgeted for increases in Miscellaneous Supplies, Equipment Replacement and Chemicals based on historical spending patterns and inflationary price increases.

The budget also reflects an expense of \$10,000 for the monthly licence and support fees for the Synergy Dietary Management software program which is scheduled to be fully implemented in 2025. This software is being implemented in an effort to reduce human error associated with paper monitoring and to reduce food waste.

### *Resident Care Department*

Purchased Services includes Agency Expenses required to meet our staffing needs given the on-going labour shortage in the health-care sector. After several years of significant spending on Agency staff in light of staffing shortages, this trend has changed as we are now fully staffed and have had minimal Agency usage during 2024.

Medical Nursing Supplies and Continence Supplies expenses are budgeted to increase a combined \$63,000 based on spending patterns in 2023 and for the nine months ended September 30, 2024 and reflect the increasing acuity and care needs of our residents, as well as increased product costs.

### *Housekeeping Department*

Budgeted Cleaning Supplies expense increased by from \$75,00 to \$100,000 based on the spending pattern for the first nine months of 2024. The increased spending is due to increases in product pricing and increased focus on infection prevention and control measures and increased usage during periods of outbreak in our resident care living areas.

### *Laundry Department*

Budgeted Supplies expense increased by \$1,500 and budgeted Linen Replacement increased by \$3,000 based on historical spending patterns and increases in product pricing.

### *Building & Property Maintenance Department*

Building and Property related Maintenance and Repairs expenses (including Purchased Services, Equipment Repairs and Maintenance, Electrical Maintenance and Plumbing) are budgeted to increase by a combined \$70,000 based on spending patterns in 2023 and for the nine months ended September 30, 2024. The budgeted increase reflects both the increasing maintenance related expenses of our aging building as well as the trend of increased costs of services and materials due to inflation.

Total Utilities expenses have been budgeted based on spending patterns for the nine months ended September 30, 2024 and forecasted rate increases expected in 2025 (based on industry information).



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### *Administration Department*

Budgeted Insurance Expense is included in both the Building and Maintenance Department and the Administration Department budgets. In the spring of 2023, Spruce Lodge was essentially forced to move its insurance coverage to Hub International as our historical insurance provider was no longer servicing the long-term care sector, resulting in a significant increase in our insurance premiums. Our budgeted Insurance expense for 2025 incorporates a forecasted 4% increase for our renewal in May, 2025 (based on information provided by Hub).

Budgeted Computer Repairs and Maintenance Agreements increased by \$10,300, based primarily on current spending trends for computer and network support services provided by our external service provider, increasing licencing fees for our externally provided scheduling and resident care software and for our website maintenance and support.

**Spruce Lodge Home for the Aged**  
**Budgeted Statement of Operating Revenue & Expenses**  
**For the fiscal year ending December 31, 2025**

Pending Board approval – To be presented to the Board of Directors on November 20, 2024

	Annual Budget 2025	Annual Budget 2024	\$ Variance 2025 versus 2024
<b>REVENUE</b>			
<b>Total Resident Revenue</b>	3,698,300	3,584,500	113,800
<b>Interest Revenue (net of Bank Charges)</b>	1,000	1,000	00
<b>Province of Ontario Revenue</b>	10,675,500	9,752,400	923,100
<b>Municipal Contribution</b>			
County of Perth (51.17% of total)	978,092	815,714	
City of Stratford (40.69% of total)	777,771	648,143	
Town of St. Marys (8.14% of total)	155,593	129,023	
<b>Total Municipal Contribution</b>	1,911,456	1,592,880	318,576
<b>Total Revenue</b>	<b>16,286,256</b>	<b>14,930,780</b>	<b>1,355,476</b>
<b>EXPENSES</b>			
Program & Support Services	778,755	747,145	31,610
Dietary Services	2,402,845	2,213,200	189,645
Nursing & Resident Care	9,642,610	8,746,755	895,855
Housekeeping	568,140	524,475	43,665
Laundry & Linen Services	289,035	275,560	13,475
Building & Property Maintenance	1,135,640	1,015,000	120,640
Administration	1,343,800	1,274,075	69,725
<b>Total Expenses</b>	<b>16,160,825</b>	<b>14,796,210</b>	<b>1,364,615</b>
<b>Net Surplus (Deficit) before transfers from reserves</b>	<b>125,431</b>	<b>134,570</b>	<b>(9,139)</b>
<b>Transfer (To) /From Reserves</b>	<b>( 120,000 )</b>	<b>( 130,000 )</b>	
<b>Net Operating Surplus/ (Deficit)</b>	<b>5,431</b>	<b>4,570</b>	

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**SPRUCE LODGE HOME FOR THE AGED**  
**Budget Summary - By Department**  
**Year Ending December 31, 2025**

Pending Board approval - To be presented to the Board of Directors on November 20, 2024

	2025 Annual Budget	2024 Annual Budget	Variance \$
<b>PROGRAM &amp; SUPPORT SERVICES (LIFE ENRICHMENT)</b>			
SALARIES/WAGES	\$403,990	\$390,300	\$13,690
BENEFITS	\$115,625	\$109,825	\$5,800
OTHER EXPENSES	\$259,140	\$247,020	\$12,120
<b>TOTAL EXPENSES</b>	<b>\$778,755</b>	<b>\$747,145</b>	<b>\$31,610</b>
<b>DIETARY SERVICES</b>			
SALARIES/WAGES	\$1,396,445	\$1,278,550	\$117,895
BENEFITS	\$402,750	\$361,200	\$41,550
OTHER EXPENSES	\$603,650	\$573,450	\$30,200
<b>TOTAL EXPENSES</b>	<b>\$2,402,845</b>	<b>\$2,213,200</b>	<b>\$189,645</b>
<b>NURSING &amp; RESIDENT CARE</b>			
SALARIES/WAGES	\$7,197,550	\$6,376,955	\$820,595
BENEFITS	\$1,990,600	\$1,807,700	\$182,900
OTHER EXPENSES	\$454,460	\$562,100	(\$107,640)
<b>TOTAL EXPENSES</b>	<b>\$9,642,610</b>	<b>\$8,746,755</b>	<b>\$895,855</b>
<b>HOUSEKEEPING</b>			
SALARIES/WAGES	\$363,360	\$349,675	\$13,685
BENEFITS	\$109,945	\$107,150	\$2,795
OTHER EXPENSES	\$94,835	\$67,650	\$27,185
<b>TOTAL EXPENSES</b>	<b>\$568,140</b>	<b>\$524,475</b>	<b>\$43,665</b>
<b>LAUNDRY &amp; LINEN SERVICES</b>			
SALARIES/WAGES	\$189,795	\$181,400	\$8,395
BENEFITS	\$49,880	\$50,900	(\$1,020)
OTHER EXPENSES	\$49,360	\$43,260	\$6,100
<b>TOTAL EXPENSES</b>	<b>\$289,035</b>	<b>\$275,560</b>	<b>\$13,475</b>
<b>BUILDING &amp; PROPERTY MAINTENANCE</b>			
SALARIES/WAGES	\$351,865	\$326,400	\$25,465
BENEFITS	\$105,750	\$97,075	\$8,675
OTHER EXPENSES	\$678,025	\$591,525	\$86,500
<b>TOTAL EXPENSES</b>	<b>\$1,135,640</b>	<b>\$1,015,000</b>	<b>\$120,640</b>
<b>ADMINISTRATION</b>			
SALARIES/WAGES	\$914,875	\$880,675	\$34,200
BENEFITS	\$258,800	\$247,250	\$11,550
OTHER EXPENSES	\$170,125	\$146,150	\$23,975
<b>TOTAL EXPENSES</b>	<b>\$1,343,800</b>	<b>\$1,274,075</b>	<b>\$69,725</b>
<b>ALL DEPARTMENTS</b>			
SALARIES/WAGES	\$10,817,880	\$9,783,955	\$1,033,925
BENEFITS	\$3,033,350	\$2,781,100	\$252,250
OTHER EXPENSES	\$2,309,595	\$2,231,155	\$78,440
<b>TOTAL EXPENSES</b>	<b>\$16,160,825</b>	<b>\$14,796,210</b>	<b>\$1,364,615</b>

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# Agenda Item #8.1.

## Spruce Lodge Home for the Aged Details of 2025 Capital Plan

Board Approval Pending: To be presented on November 20, 2024

Project Description		Amount
<b>PLANNED PROJECTS/ EXPENDITURES FOR 2025</b>		
<b>MEDICAL LIFTS/SHOWER CHAIRS</b>		
Ceiling Lift and Track Installations - West - 2 Rooms	\$10,000	
Maxi Move Floor Lifts - 2	\$30,000	\$40,000
<b>MEDICAL EQUIPMENT</b>		
Slings - 20	\$10,000	
Commodes - 20	\$10,000	\$20,000
<b>TUB ROOM RENOVATION/REDSIGN</b>		
East Unit	\$40,000	
North Unit	\$40,000	\$80,000
<b>FLOORING</b>		
Scheduling Office - Remove carpet, replace with vinyl	\$2,000	
Director of Care Office - Remove carpet, replace with vinyl	\$2,000	\$4,000
<b>BEDS-MATTRESSES</b>		
Mattresses -Regular Flat - 10	\$4,950	
Mattresses -Bariatric - 4	\$2,200	
Air Mattresses -Regular - 3	\$9,000	
Air Mattresses -Bariatric- 3	\$10,500	
Beds - With extension - 6	\$15,200	\$41,850
<b>KITCHEN EQUIPMENT</b>		
Cambro Food Carts	\$9,800	
Flooring for Dry Storage Room	\$5,000	
IPAC Dishes for Tray Service	\$6,800	
3 Door Freezer	\$12,000	\$33,600
<b>KITCHEN REFURBISHINGS/FURNITURE</b>		
Unit Kitchen / Bathroom Renovation - Cabinets, countertops and flooring (Cottage C )	\$100,000	\$100,000
<b>LAUNDRY EQUIPMENT</b>		
Laundry carts - Cottages	\$3,600	\$3,600
<b>HOUSEKEEPING EQUIPMENT</b>		
Vacuums - 2	\$1,600	
Housekeeping carts	\$1,500	\$3,100
<b>COMPUTER HARDWARE &amp; SOFTWARE</b>		
Synergy - Replacement Tablets - 2	\$1,000	
Synergy - Replacement Screens -2	\$4,000	
Replacement Cycle - 10 systems/notebooks (including software)	\$15,000	
Network - Replacement of 2 network switches	\$2,500	
Chronos Back-Up Software - upgrade software, add cloud based back-up	\$1,750	
Microsoft Software upgrades and support	\$7,000	
Wireless Infrastructure upgrades	\$7,000	\$38,250
<b>FACILITY</b>		
<b>Exterior</b>		
Parking Lot	\$80,000	
Cottage Entrance Door	\$12,500	
Retaining Wall	\$90,000	\$182,500
<b>Interior - Painting</b>		
Painting - Cottage A - living/dining/hallway	\$8,000	
Painting Hallways - Alcove and Cottage Hallway to Prince and South entrance	\$10,000	

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## Agenda Item #8.1.

### Spruce Lodge Home for the Aged Details of 2025 Capital Plan

Board Approval Pending: To be presented on November 20, 2024

Project Description		Amount
Painting - West Dining Room	\$4,000	
Painting - Therapy/BSO Office	\$1,000	\$23,000
<b>Interior - Replace Carpeting</b>		
North, South, East, West Units	\$75,000	
Living Room	\$18,500	
Cottage A	\$20,000	\$113,500
<b>Interior - Replace Phone System</b>	\$200,000	\$200,000
<b>Interior - Other Projects</b>		
Café Pub - Replace cabinetry/countertops, fridge, oven	\$12,500	
Signage	\$50,000	
Therapy Office - Remove cabinetry, patch floor and ceiling	\$3,000	
Chair Rails - Cottage A, B, C Dining Rooms	\$8,000	
Railings - Alcove and Cottage A	\$80,000	
Create Dirty Utility Room in East Unit (including equipment)	\$35,000	\$188,500
<b>Furnishings</b>		
	\$0	\$0
<b>CONTINGENCY</b>	\$15,000	\$15,000
<b>Sub-Total</b>		\$1,086,900
<b>CONTINGENT PROJECTS/ EXPENDITURES FOR 2025</b>		
<b>FLOORING</b>		
Allowance: Resident Room washrooms (10 rooms per year)	\$12,000	\$12,000
<b>BEDS-MATTRESSES</b>		
Mattresses -Bariatric - 4 (possible Local Priorities Funding)	\$2,200	
Beds - With extension - 6 (possible Local Priorities Funding)	\$15,200	\$17,400
<b>KITCHEN EQUIPMENT</b>		
Blixer	\$3,800	
Rational Oven/Steamer	\$60,000	
Large Hobart Mixer	\$14,000	
Main Kitchen Refrigeration Units	\$41,000	
Allowance: Unit Kitchens - fridges/coffee makers/steam wells	\$3,000	\$121,800
<b>LAUNDRY EQUIPMENT</b>		
Dryer - Main laundry room	\$10,000	
Allowance: Washers and dryers for units	\$2,500	\$12,500
<b>FACILITY - INTERIOR</b>		
Allowance: Replacement A/C units	\$4,500	\$4,500
<b>TOTAL CONTINGENT PROJECTS/ EXPENDITURES FOR 2025</b>		\$168,200
<b>Total - Budgeted 2025 Capital Expenditures</b>		\$1,255,100

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## Agenda Item #8.1.

### SPRUCE LODGE HOME FOR THE AGED

#### Overview of Capital Reserve Fund Projection Years ending December 31, 2015 - 2034

Pending Board approval - To be presented to the Board of Directors on November 20, 2024.

Capital Reserve Fund (\$)								
Year	Opening Balance	Annual Ministry Contribution	Annual Municipal Contribution	Other Contributions	Investment Earnings	Total Contributions	Capital Expenditures	Closing Balance
2015 (actual)	\$281,788	\$140,160	\$300,000		\$6,417	\$446,577	\$299,507	\$428,858
2016 (actual)	\$428,858	\$140,544	\$300,000		\$7,212	\$447,756	\$292,391	\$584,223
2017 (actual)	\$584,223	\$140,160	\$300,000		\$8,835	\$448,995	\$236,807	\$796,411
2018 (actual)	\$796,411	\$140,160	\$300,000		\$14,331	\$454,491	\$297,855	\$953,047
2019 (actual)	\$953,047	\$140,160	\$300,000		\$18,113	\$458,273	\$554,756	\$856,564
2020 (actual)	\$856,564	\$140,544	\$350,000		\$13,749	\$504,293	\$408,290	\$952,567
2021 (actual)	\$952,567	35,040	\$350,000	\$85,000	\$7,705	\$477,745	\$552,269	\$878,043
2022 (actual)	\$878,043	53,505	\$400,000		\$13,276	\$466,781	\$599,401	\$745,423
2023 (actual)	\$745,423	139,080	\$440,000		\$42,608	\$621,688	\$601,373	\$765,738
2024 (forecast)	\$765,738	161,660	\$440,000	\$130,000	\$22,972	\$754,632	\$725,000	\$795,371
2025 (budget)	\$795,371	161,660	\$440,000		\$23,861	\$625,521	\$1,255,100	\$165,792
2026	\$165,792	161,660	\$470,000		\$4,974	\$636,634	\$775,824	\$26,602
2027	\$26,602	161,660	\$500,000		\$798	\$662,458	\$643,516	\$45,544
2028	\$45,544	161,660	\$500,000		\$1,366	\$663,026	\$573,613	\$134,957
2029	\$134,957	161,660	\$500,000		\$4,049	\$665,709	\$377,031	\$423,634
2030	\$423,634	161,660	\$500,000		\$12,709	\$674,369	\$313,405	\$784,598
2031	\$784,598	161,660	\$500,000		\$23,538	\$685,198	\$348,932	\$1,120,865
2032	\$1,120,865	161,660	\$500,000		\$33,626	\$695,286	\$181,476	\$1,634,674
2033	\$1,634,674	161,660	\$500,000		\$49,040	\$710,700	\$187,821	\$2,157,554
2034	\$2,157,554	161,660	\$500,000		\$64,727	\$726,387	\$128,797	\$2,755,143
<b>Totals (2025-2034)</b>		<b>\$1,616,600</b>	<b>\$4,910,000</b>	<b>\$0</b>	<b>\$218,688</b>	<b>\$6,745,288</b>	<b>\$4,785,515</b>	

#### NOTES:

**Opening Balance:** for 2015 is per our Dec 31, 2015 Audited Financial statements.

**Annual Ministry Allocation:** To March 31, 2020, this is the Structural Compliance funding we received from the Ministry of Health. In July, 2020, the Ministry announced a new Minor Capital Program that will run from April 1, 2020 to March 31, 2023.

We have reduced the Ministry contribution from April 1, 2021 - March 31, 2022 by \$105,120. Under a directive issued on March 19, 2021, funding for this period is required to be spend on improvements to building air conditioning and heating equipment. We have excluded these expenditures from the budgeted Capital Expenditures for this period.

In August, 2024, the Ministry of Long-term Care, announced a new Comprehensive Minor Capital Funding program for the period April 1, 2024 - March 31, 2025. The Lodge will receive \$161,600 in Minor Capital funding for this period. There has been no assurance from the MLTC that this funding will continue past March 31, 2025. If this amount does not continue, the Municipal contribution would be increased accordingly to meet the forecasted annual capital requirements.

**Annual Municipal Contribution:** This was phased in over 4 years starting with \$150,000 in 2012 until it reached \$300,000 in 2015. We increased the Municipal contribution over a multi-year period until it reached \$440,000 in 2023. Given the aging building and increasing capital requirements, we have increased our Capital request to \$470,000 in 2026 and to \$500,000 in 2027 and subsequent years.

**Investment Earnings:** Used 3.0% of opening balance each year.

#### Capital Expenditures

- We have adjusted over time for current quotes and/or revised replacement dates.
- We added major categories that were not specifically included in the MTE study (March 2021) including: medical lifts, tubs, resident room flooring, beds, mattresses, computer hardware/software system upgrades as required by the Ministry and major renovations that were not identified at the time of the study.
- Timing of replacement of assets is based on expected life and/or yearly allowances.
- We used an inflationary factor of 2% per year.

**Other:** Our full study covers 30 years ending 2044. We are only showing the 10 years commencing January 1, 2025. since the accuracy of estimates and costs decreases the farther out the plan goes.

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**Spruce Lodge Home for the Aged**  
Projected Municipal Contributions - 2025 - 2027

**Budget Request for 2025**

	County of Perth	City of Stratford	Town of St. Marys	Total
Operating Funding	\$978,092	\$777,771	\$155,593	\$1,911,456
Capital Reserve Funding	\$225,148	\$179,036	\$35,816	\$440,000
Active Living Centre Funding	\$10,371	\$8,247	\$1,650	\$20,268
	\$1,213,611	\$965,054	\$193,059	\$2,371,724

**Budget Request for 2025 and Forecast for 2026 and 2027**

	2024 - Actual	2025 - Budget	2026	2027
Operating Funding	\$1,592,880	\$1,911,456	\$2,293,700	\$2,408,400
Capital Reserve Funding	\$440,000	\$440,000	\$470,000	\$500,000
Active Living Centre Funding	\$19,678	\$20,268	\$20,877	\$21,503
	\$2,052,558	\$2,371,724	\$2,784,577	\$2,929,903

**Contribution by Municipality - Budgeted 2025 and Forecast for 2026 and 2027**

	2024 - Actual	2025 - Budget	2026	2027
County of Perth (51.17%)	\$1,051,115	\$1,213,611	\$1,424,868	\$1,499,231
City of Stratford (40.69%)	\$835,186	\$965,054	\$1,133,044	\$1,192,177
Town of St. Marys (8.14%)	\$166,257	\$193,059	\$226,665	\$238,494
	\$2,052,558	\$2,371,724	\$2,784,577	\$2,929,903

**Notes Regarding Budget Request:**

- 1./ Spruce Lodge Operating request reflects an increase of 20% for 2026 (consistent with 2024 and 2025) and 5% for 2027.
- 2./ Spruce Lodge Capital request reflects our Capital reserve plan. Given the aging condition of our building and increasing capital requirements, we have increased our request to \$470,000 in 2026 and \$500,000 in 2027.
- 3./ Spruce Lodge Active Living Centre request reflects an annual increase of 3% for 2025-2027.



## Report Municipal Shared Services Committee

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**To:** Municipal Shared Services Committee  
**Meeting Date:** November 21, 2024  
**Prepared By:** Betty Jo Belton, Manager of Archives Services / Archivist  
**Subject:** MSSC 2025 Budget Report for Stratford-Perth Archives

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**Recommended Action:**

THAT Municipal Shared Services Committee receives the “MSSC 2025 Budget report for Stratford-Perth Archives.”

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**Executive Summary:**

This report provides a summary of the proposed budget for 2025 for Stratford-Perth Archives. It is for the information of the Municipal Shared Services Committee at their budget meeting. Information presented in this report is a summary of Archives' 2025 operational budget which is still subject to review by Perth County Council. At this time, Archives' overall expenses in 2025 are expected to increase by 4.9%. The change reflects increases due to inflation to maintain current service levels. The report also includes information about Archives' accomplishments in 2024 and priorities for 2025.

**Background Information:**

Stratford-Perth Archives is a state of the art, accessible facility with dedicated staff responsible for preserving and making available the permanently valuable records of six municipal governments plus photographs, maps, films and other documents from local communities illuminating our area's rich past. Key evidence of local government decisions and community activities is captured and made available for staff and citizens, now and in the future.

**Comments:**

**2024 Accomplishments**

**Reference & Research Services:** One of the highlights this year was that on September 14th 2024, the Stratford-Perth Archives newspaper database was released for free online, public access via the OurDigitalWorld website, making these historic newspapers keyword searchable and fully accessible. The website is a “discovery portal” that brings together content from archives and

## Agenda Item #9.1.

libraries across the province. Researchers are able to browse and keyword search over 8,000 issues of 17 different Perth County newspapers. As of September 30, there had been 21,834 views of the database by users from across North America and from as far away as Norway and New Zealand. One enthusiastic database user recently commented: "I look forward to seeing future updates. I have been doing research lately using the on-line records for the Listowel Banner and it has proven to be a real treasure!! Having this material on-line is so good, especially for people like me who live a distance from Perth County and cannot access the archives in person (I live in Ottawa). Best wishes and good luck in your future digitizing!!" The scanning project continues and more issues and titles will be added to the database each year.

Staff also completed a research report on how virtual reading room services are being offered at other archives. Information collected will be used to assess the need for and viability of establishing this type of service at Stratford-Perth Archives.

As always, Stratford-Perth Archives supported transparent and accountable governance in six municipalities by providing timely access to their historical records for staff and public researchers.

**Collections Management and Development:** Archives staff worked diligently to preserve permanent records transferred or donated to Stratford-Perth Archives in a secure and accessible manner. The Stratford-Perth Archives Disaster Prevention and Response Plan was reviewed and updated. The annual Collections Room cleaning and inspection was completed with only one box out of thousands inspected requiring follow up assessment. Staff completed a research report on Donor Recognition Practices at Municipal Archives. The information collected will be used to assess and, potentially, improve donor recognition practices at Stratford-Perth Archives.

**Cataloguing and Digitization:** In addition to the newspaper digitization project described above, Archives staff continued arranging and describing all County of Perth Council and Administration archival records. This was the second year of a multi-year project. Staff also continued arranging and describing Pounder Brothers Construction architectural records.

**Public Outreach:** Staff raised public awareness of services and resources available at Stratford-Perth Archives through exhibits, staff presentations, newspaper articles and collaboration with organizations like the Stratford and District Historical Society.



## **2025 Priorities**

Promote use of digitized newspapers available on OurDigitalWorld website and via public computers in Archives' Reading Room.

Digitize more newspapers to add to collection available online.

Review and update all Reference and Research policies and procedures, including assessment of feasibility of a virtual reading room service.

Continue multi-year cataloguing projects for Perth County records and Pounder Brothers Construction architectural records.

### **Public Engagement:**

Information about programs and services at Stratford-Perth Archives is frequently distributed through the Perth County website, local media, information displays and talks to community groups.

### **Financial Implications:**

Information presented in this report is a summary of Archives' 2025 budget request which is still subject to review by Perth County Council. At this time, Archives' overall expenses in 2025 are expected to increase by 4.9%. The change reflects increases due to inflation to maintain current service levels. A summary of the proposed operating budget is provided in an attachment to this report.

### **Connection to Strategic Plan:**

Goal 1 – Growth & Economic Development  
Goal 2 – Regionalization & Service Effectiveness  
Goal 3 – Customer Service Excellence  
Goal 5 – Corporate Sustainability

### **Attachments:**

[MSSC Archives Operating Budget - 2025 -2027](#)

### **Reviewed By:**

Annette Diamond, Executive Director of Legal / Corporate Services

County of Perth  
ARCHIVES  
2025 - 2027 OPERATING BUDGETS

	2024 Budget	2025 Budget		2026 Budget		2027 Budget	
Revenues	\$7,050	\$7,050		\$7,050		\$7,050	
Salaries and Benefits	427,798	450,373		465,463		474,620	
Program Expenses	64,716	66,224		66,554		66,917	
Interdepartmental Charges - Overhead	56,504	62,541		63,330		65,307	
Interdepartmental Charges - Rent	275,000	285,000		295,000		305,000	
Net Municipal Share	816,968	857,088	4.9%	883,297	3.1%	904,794	2.4%
City of Stratford (44%)	359,466	377,119	4.9%	388,651	3.1%	398,109	2.4%
County of Perth (56%)	457,502	479,969	4.9%	494,646	3.1%	506,685	2.4%



Report

Municipal Shared Services Committee

**To:** Municipal Shared Services Committee

**Meeting Date:** November 21, 2024

**Prepared By:** Vicky Hamilton, Manager of Court Services

**Subject:** POA Court Services Budget Report for MSSC and Operational Update

**Recommended Action:**  
THAT the Municipal Shared Services Committee receives the "POA Court Services Budget Report for MSSC and Operational Update" report for information.

**Executive Summary:**  
This report provides an update on activities at the Provincial Offences Court Services office until the end of August 2024. This report also provides budget information as required by the Municipal Shared Services Committee.

**Comments:**  
Court Scheduling  
The trial dockets for the remainder of 2024 are completely full. Court Services secured ten additional blitz court dates for 2024. Blitz days are not regularly scheduled court dates, but rather additional days that are provided to assist with addressing the volume and backlog of cases. The Regional Senior Justice of the Peace has approved the release of the first six months of the 2025 POA court calendar. Court services staff have early resolution meetings booked until mid December.

Monthly Pending Caseload  
The following table shows the average monthly pending caseload to the end of August.

Year	Pending Caseload
2024	1,900
2023	2,185
2022	1,596
2021	1,440
2020	1,015
2019	1,369



## Agenda Item #10.1.

### Court Appearances

The table below shows the court appearances to the end of August.

Year	Court Appearances
2024	7,336
2023	6,696
2022	6,094
2021	5,724
2020	3,828
2019	4,811

### Charges Filed

The following table shows a comparison of the last six years for charges filed.

Year	Charges Filed
2024	6,801
2023	7,476
2022	6,804
2021	6,646
2020	5,547
2019	7,918

### Revenue

The table below shows the fines collected to the end of August for each year.

Year	Revenue
2024	\$1,915,629
2023	\$1,213,409
2022	\$1,209,869
2021	\$968,540
2020	\$744,498
2019	\$1,020,152

### Distribution of Revenue

The distribution of revenue has been calculated based on actual fines paid and the location of each offence.

Municipality	% of Net Revenue
Town of St. Marys	2.19%
City of Stratford	33.81%
County of Perth	64.00%

**MSSC Budget:**

Estimated revenue is based on the average of five-year actuals. Consistent with prior reporting, revenue has been normalized to reduce the financial impact of Covid-19 in both 2020 and 2021 revenue amounts. As always, revenue is difficult to predict. For instance, for 2024, fine revenue to be distributed has far exceeded the projected amounts, as included in the table below. In 2023, the payouts were 300% higher and in 2024, the projected payouts are 1,691% higher budgeted.

Salary costs will appear lower in 2025, as the Assistant to the Prosecutor position has been moved under the Prosecution expense line, which will appear higher. The position of Prosecutor will be brought in-house, as opposed to the County contracting for the services, to increase efficiencies and realize cost savings, particularly related to the pending download of Part III charges. This administrative change does not impact the overall expenses of the program.

Schedule B of the Inter-Municipal Service Agreement allows for a reserve for technology upgrade. Funds are set aside to update the sound system to coincide with renovations in the courtroom. Money in this fund will be used to purchase new equipment that is required to upgrade the sound technology, such as backup microphones and mixer device to improve sound quality in the courtroom.

Please note that this is a draft budget only as Perth County Council has not yet had the opportunity to review or approve the 2025 budget.

In the table below, there is a projected deficit for 2026 and 2027. Under the operating expenses in Schedule “B”, County Administration Costs have included a contingency of \$76,154 to cover any future deficit. For example, the projected deficit for 2027 would require the use of approximately \$16,205 of that contingency to eliminate that deficit. The contingency calculation is 10% of the net municipal share amount. These deficits may not be realized, for example, the 2024 revenue was calculated to be \$1,715,000 and the projected actual is anticipated to be \$2,537,958 which is 48% higher than anticipated.

## Agenda Item #10.1.

**County of Perth**  
**PROVINCIAL OFFENCES**  
**2025 - 2027 OPERATING BUDGET**

	2024 Budget	2024 Projected Actuals	2025 Budget	2025 % Change	2026 Budget	2026 % Change	2027 Budget	2027 % Change
Revenues	\$1,715,000	2,537,958	\$1,839,000		1,841,000		1,881,205	
Salaries and Benefits	699,334	639,678	633,517		670,051		695,446	
Prosecution Expense	121,000	90,616	252,074		266,712		279,807	
Program Expenses	270,101	314,653	287,381		283,147		282,908	
Interdepartmental Charges - Overhead	163,938	159,925	179,116		179,449		190,029	
Interdepartmental Charges - Rent	102,250	102,250	103,906		103,906		103,906	
Transfer to Reserve for Technology Upgrade		70,000						
Paid to the Province	320,109	475,449	329,109		329,109		329,109	
Net Municipal Share	38,268	685,387	53,897	40.8%	8,626	(84.0%)		(100.0%)
<b>2024 - Est. based on Current Year %</b>								
City of Stratford (33.03%)	12,640	226,383						
Town of St. Marys (2.29%)	876	15,695						
County of Perth (64.68.%)	24,752	443,308						
<b>2025-2027</b>								
City of Stratford (5 yr average = 30.25%)			16,304					
Town of St. Marys (5 yr average = 4.07%)			2,194					
County of Perth (5 yr average = 65.68%)			35,400					

### Others Consulted:

Daniel Hubbard, Senior Financial Analyst/Deputy Treasurer

### Connection to Strategic Plan:

Goal 2 – Regionalization & Service Effectiveness

Goal 3 – Customer Service Excellence

### Reviewed By:

Annette Diamond, Executive Director of Legal / Corporate Services

Lori Wolfe, CAO





## Report Municipal Shared Services Committee

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**To:** Warden Ehgoetz and Members of Council  
**Meeting Date:** November 21, 2024  
**Prepared By:** Mike Adair, Chief of Paramedic Services  
**Subject:** Perth County Paramedic Services 2025 Budget Report for the Municipal Shared Services Committee

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**Recommended Action:**

THAT MSSC receives the “Perth County Paramedic Services’ 2025 Budget Report for the Municipal Shared Services Committee” report for information and;

THAT MSSC approves the “Perth County Paramedic Services’ 2025 Budget Report for the Municipal Shared Services Committee”.

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**Executive Summary:**

This report provides an overview of the priorities and budget drivers for Perth County Paramedic Services in 2025.

**Background Information:**

The Paramedic Services Division (PCPS) is an essential gateway to Perth County's health system, operating under the Ambulance Act of Ontario and in collaboration with Medavie Health Services (MHS) a subsidiary of the not-for-profit organization Medavie. Specializing in ambulance services and anticipating over 13,000 dispatches for service annually, we deploy a robust Mobile Integrated Health (MIH) team to address the needs of vulnerable populations. Our focus is on community integration, working to reduce emergency department visits and improve overall health outcomes through daily proactive interventions. This report provides the Municipal Shared Services Committee with an update regarding Paramedic Services’ 2025 budget.

**Comments:**

This report highlights the priorities and pressures of the 2025 budget year. All aspects of the budget are subject to Council approval as we continue to work through the budget process.

**2024 Accomplishments:**

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- **Capital replacements:** New vehicles, equipment bags, defibrillators and CPR equipment lease strategy developed. Capital replacements during 2024 mean that citizens receive the best quality and safe patient care.
- **Provincial Ambulance Service Review:** As per the Ambulance Act, an audit and review take place every three years. December 2024 is our service review.
- **Mobile Integrated Health (MIH):** Developed an operational plan. Continued innovation and support (update in annual MIH report in December).
- **Purchasing and Data with Medavie Health Services (MHS):** Collaboration with various departments, including but not limited to Information Technology and Finance, to implement procurement.
- **Public Access Defibrillation (PAD):** A comprehensive refresh of our PAD program.
- **Employee Engagement and Wellbeing:** The inaugural meeting led to making recommendations and the development of a work plan. In addition, we continued work on peer support by intaking new support members and providing ongoing training with our partners at Breakwater.
- **System Performance:** Offload delay funding received from the province resulting in a new partnership to help paramedics transfer patient care and spend more time supporting the community. RFP to work with a vendor to conduct predictive analysis to ensure effective use of paramedic resources and planning for the future.

### 2025 Priorities:

- **Continue to strengthen business processes:** As a designated 'catch-up' year, PCPS will continue to update policy, best practices, and develop new programs in both emergency response and mobile integrated health.
- **Primary plan:** Complete work on developing a primary plan that provides a 5 to 10-year series of recommendations enabling Paramedic Services to inform decision-making and Council in terms of future planning and resource allocation.
- **Roll out technology:** New defibrillator and CPR equipment roll out to PCPS in the field. Using First Watch to make business decisions.
- **Ministry of Health Programs:** Prepare for updated policy as a result of the MOH evolving mandate and patient care options.

### 2025 Budget Drivers:

- **Provincial directive changes:** The Ministry of Health, via the Medical Advisory Committee of the Base Hospitals in Ontario, has announced that they will be adding additional medications to medical directives over the next few years. A separate report will be brought to the council to provide more information on the subject as required. Benefits would include better

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service levels for our patients and more opportunities to keep people at home and avoid transport to the hospital.

- **Increasing costs of technology, medical supplies, and call volume:** This is an ongoing issue, and we will continue to monitor it. Increasing call volumes also mean more materials consumed, which impacts the budget.
- **Employee retention and mental wellbeing of paramedics:** PCPS continues to work to make onboarding as easy as possible for new employees. Paramedic shortages in Ontario at large, and the increase in traumatic stress injuries, help to drive programming and decision-making at PCPS.

### **Public Engagement:**

This report meets the “Inform” level of the County’s Community Engagement Framework. The public and Council are informed through this report.

### **Financial Implications:**

See Appendix A

### **Others Consulted:**

Finance, Corporate Services, Technology Services, Public Works

### **Connection to Strategic Plan:**

Goal 1 – Growth & Economic Development  
Goal 2 – Regionalization & Service Effectiveness  
Goal 3 – Customer Service Excellence  
Goal 4 – Community Development & Planning  
Goal 5 – Corporate Sustainability

### **Attachments:**

[MSSC PS Operating Budget - 2025-2027](#)

### **Reviewed By:**

Lori Wolfe, CAO

Corey Bridges, Director of Finance / Treasurer



## Agenda Item #11.1.

**County of Perth**  
**PARAMEDIC SERVICES**  
**2025 - 2027 OPERATING BUDGETS**

	2024 Budget	2025 Budget	2025 % Change	2026 Budget	2026 % Change	2027 Budget	2027 % Change
Total Revenues	\$10,531,539	\$11,528,816		\$11,957,189		\$12,478,941	
	13,914,141	15,319,352		16,085,357		16,631,603	
Program Expenses	1,348,316	1,344,008		1,490,473		1,425,589	
Interdepartmental Charges - Overhead	1,719,625	1,922,017		2,041,533		2,145,823	
Interdepartmental Charges - Facilities Rent	908,000	957,000		998,000		1,039,000	
Interdepartmental Charges - Fleet Rent	940,000	1,040,000		1,140,000		1,240,000	
2024 Capital Transfers	155,000						
2025 Capital Transfers		200,000					
2026 Capital Transfers				235,000			
2027 Capital Transfers						270,000	
Total Expenses	18,985,082	20,782,377	9.5%	21,990,363	5.8%	22,752,015	3.5%
Net Municipal Share	8,453,543	9,253,561	9.5%	10,033,174	8.4%	10,273,074	2.4%
<b>2024</b>							
City of Stratford (40.69%)	3,439,747						
Town of St. Marys (8.10%)	684,737						
County of Perth (51.21%)	4,329,059						
<b>2025</b>							
City of Stratford (40.69%)		3,765,274					
Town of St. Marys (8.14%)		753,240					
County of Perth (51.17%)		4,735,047					
<b>2026</b>							
City of Stratford (40.69%)				4,082,499			
Town of St. Marys (8.14%)				816,700			
County of Perth (51.17%)				5,133,975			
<b>2027</b>							
City of Stratford (40.69%)						4,180,114	
Town of St. Marys (8.14%)						836,228	
County of Perth (51.17%)						5,256,732	

MSSC Report



## MANAGEMENT REPORT

**Date:** November 21, 2024  
**To:** Municipal Shared Services Committee  
**From:** Kim McElroy, Director of Social Services  
Consolidated Municipal Service Manager, Stratford  
**Report:** Social Services 2025 Budget Submission

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**Title:** Social Services 2025 Budget Submission

**Objective:** To provide an overview of the proposed Social Services 2025 budget

**Background:** The City of Stratford is one of forty-seven designated Consolidated Municipal Service Managers (CMSMs) in the Province of Ontario. Our designated service areas include: The City of Stratford, Town of St. Marys, and the County of Perth. The CMSM is responsible for the management and delivery of the following provincially mandated programs:

- Ontario Works
- Homelessness and Housing Stability
- Community, Social Housing and The Perth and Stratford Housing Corporation
- Children's Services

Overall budget of \$43.33 Million, funded as follows:

- Upper tier Government – 67.27% (\$29.14 Million)
- County of Perth – 13.60% (\$5.89 Million)
- City of Stratford – 10.82% (\$4.69 Million)
- User Fees – 6.02% (\$2.61 Million)
- Town of St. Marys – 2.16% (\$0.94 Million)
- Other (Recoverables) – 0.13% (\$0.06 Million)

### **Analysis:**

#### **Ontario Works Division**

The programs and services of the Ontario Works Division fall under the jurisdictions of the Ministry of 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 need of Ontario Works participants within the service area.

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A key responsibility of the Ontario Works Division is the delivery of Ontario Works provincially cost-shared programs to eligible recipients living within the service area. The program provides basic needs, shelter, health, and employment benefits to eligible clients and helps them prepare a plan to become self-sufficient.

Estimated 2025 Budget: \$8,861,273

Provincial Funding: \$7,806,440 (88.10%)

Municipal Contribution: \$999,833 (11.28%)

Other (Recoverable): \$55,000 (0.62%)

### **Homelessness and Housing Stability Division**

Prior to the 2023 budget year, homelessness prevention and housing stability initiatives were included in parts of both the Ontario Works and Housing Division budgets. In 2023, in response to the Provincial consolidation of multiple funding streams into the singular Homelessness Prevention Program (HPP), a separate budget was created.

The HPP consolidated funding through Home for Good (HFG), the Community Homelessness Prevention Initiative (CHPI) and Strong Communities Rent Supplement Program (SCRSP) into a singular program with the aim of reducing administrative burdens, reporting requirements and allowing more flexibility to ensure the programs funded are locally responsive, adapted to the community needs and not siloed to program-specific activities.

Estimated 2025 Budget: \$3,604,260

Provincial Funding: \$3,131,960 (86.90%)

Municipal Contribution: \$472,300 (13.10%)

### **Community and Social Housing Division**

The Community and Social Housing Division "Housing Division" offers geared-to-income housing and subsidized rental accommodation to qualified singles and families. Housing is provided in apartments, townhouses and houses owned by Perth & Stratford Housing Corporation, of which the City of Stratford is the sole shareholder. The City is responsible to manage the day-to-day operations and management of the assets of the Perth & Stratford Housing Corporation, including the rent Supplement Programs and any programs related to the housing projects. It also oversees the administration of geared-to-income and affordable market units owned and managed by non-profits, co-operatives, and private property owners. Further, it oversees and administers Affordable Housing programs such as Housing Allowances, In-Situ Rental Allowances and the building or renovations of affordable housing units in the private market.



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The mandate of the Housing Division is to administer the *Housing Services Act (2011)* in accordance with Ministry of Municipal Affairs and Housing legislation and guidelines. The Division is also governed by the *Residential Tenancies Act (2006)*.

Estimated 2025 Budget: \$11,389,148  
Provincial Funding: \$1,516,310 (13.31%)  
Municipal Contribution: \$7,262,418 (63.77%)  
User Fees: \$2,610,420 (22.92%)

**Children’s Services Division**

The programs and services of the Children’s Services Division fall under the jurisdiction of the Ontario Ministry of Education. The mandate of the Child Care 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*, and according to local policies set by the City of Stratford as the Consolidated Municipal Service Manager.

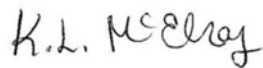
Estimated 2025 Budget: \$16,823,990  
Provincial Funding: \$16,303,180 (96.90%)  
Municipal Funding: \$520,810 (3.10%)

**Financial Impact:** The proposed 2025 gross program costs for the MSCC has increased by \$3,926,146 (9.96%) over 2024. After factoring in provincial funding and user fees the overall shared municipal contribution increased by only \$1,408,415 (13.93%). The table below reflects the impact for the City of Stratford, Town of St. Marys, and Perth County.

Municipal Partners	2024	2025	Difference	Percentage (%)
Perth County	5,176,660	5,893,280	716,620	13.84%
St. Marys	818,810	937,480	118,670	14.49%
Stratford	4,113,166	4,686,291	573,125	13.93%
	10,108,636	11,517,051	1,408,415	13.93%

**Staff Recommendation: THAT the proposed Social Services 2025 Operating Budget is received**

Respectfully submitted,



Kim McElroy, Director of Social Services  
Consolidated Municipal Service Manager, Stratford